

A POLICY GUIDE

HOUSING IN THE COMMUNITY: *Choice, Availability and Affordability*

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Table of Contents

Executive Summary	5
I. Introduction	7
II. Achieving Housing Results	9
III. The Housing Market – Supply and Demand Interaction	11
IV. The Demand Side	13
V. What Affects the Supply of New Housing	16
VI. The Major Parts of the Plan	19
VII. Outcomes – The Results	21
VIII. Recommended Housing Planning Program	25
IX. Recommended Housing Goals and Policies	27
Appendix A- Growth Management	32
Appendix B – Population, Housing, and Job Forecasts	34
Appendix C – Cost of Housing	34
Appendix D- Housing Examples	36

Executive Summary

The challenge for effective planning will be to provide reasonably priced housing in livable communities, near jobs and with needed services and facilities. The cities and counties will need to evaluate current growth management policies and implementation measures to assess their abilities to meet the housing and associated demands of current and future residents.

Comprehensive plans and regulations requiring land for competing land uses other than housing, plus the lack of adequate infrastructure in areas where growth is expected to occur make new housing more difficult to achieve. Community planning and development regulations should include policies and methods to accommodate housing needs in the future, reflecting population forecasts and market trends in the area.

The supply and demand interaction is critical in its effect on how the housing market creates and responds to rapid, moderate or slow growth.

Demand will usually be the leading component of housing market activity. With demand comes a response from the building industry to meet the buyer's needs. To meet the needs requires available land, ready capital, infrastructure with capacity, timely permits, necessary materials, skilled labor and some entrepreneurial and "can do" attitudes. If any of these components are not present, the supply of housing can be slowed or even halted. If the supply of housing doesn't correspond to demand, prices will rise.

The supply of housing will be where land and infrastructure is available to meet the demands of the market at reasonable costs and for reasonable prices. It is also defined by governmental policies and regulations, including lot sizes, infrastructure availability and permit process requirements and timing.

Expanding choice is always a good strategy, especially for housing. More housing options are now available to home buyers as well as cities and counties to meet their density and population forecast needs. These options offer more ways for buyers to find the most affordable housing in the best location.

Population and job growth, land supply and financial factors are the key elements for creating new housing. Housing units will be built to meet the demand if the land and infrastructure are available, the financing is at a reasonable price and there is an expectation of a profit.

The infrastructure – roads, transit, schools, parks and utilities – is not available or is in need of upgrading in many parts of the urban areas in our state. Implementation of concurrency measures is limiting the supply of new housing.

In sum, local officials and community leaders need to focus on developing a sense of the housing demands or population changes to create reasonable outcomes of effective policies and regulations resulting in an implementation plan for how the new housing would be produced.

Growth and change are considered the only constants in our lives. To do so creatively offers the possibilities to achieve desired outcomes through effective goals, policies and programs. How cities and counties react to growth can be structured so as to define where and how it happens. Housing is an important element of the comprehensive plan. Therefore public policy should make it a top priority to plan for a variety of new housing that meets the demographic, income and location demands.

The strategy and actions for local officials is one of balancing goals, objectives, areas of desired emphasis and resource allocations. Having a clear community statement of the outcomes is one of the most important elements of successful local planning. With a clear vision accompanied by a set of understandable outcomes, it is possible to measure the community's progress.

Outcomes are also potential results related to current problem solving or changing current directions. Housing outcomes are not isolated but are to be realized in conjunction with environmental, business and other community plans. In many ways, the outcomes define the future as a way to respond to changes or opportunities.

To develop an effective community plan, the county or city must involve a cross section of businesses, real estate professionals, builders, residents, economic development councils, chambers of commerce, and other civic groups who know the community and can be an integral part of its approach to the future.

The first step is to identify the current housing situation. Prepare a draft plan, including outcomes, goals, policies and guidelines for future actions. This housing plan should include infrastructure requirements and funding sources, housing linkages, and quality of life standards to attract new business and jobs. The relationships to community areas and environmental protections and enhancements are also prime elements along with clear ways to measure performance and meet local goals.

In the final section of this paper, sample goals and policies are offered for local participants in the planning process, so they may help in their own communities to sort out the issues most important to the housing industry. The goals and policies are not original – many communities have used similar statements. And they are not exhaustive. Yet they will give communities, their citizens and their policy-makers a sampling of considerations in order to effectively plan for the vitality of their areas where there is an ample supply of affordable housing for those who live, work and play there.

I. Introduction

The Growth Management Act (GMA) established a set of planning goals to be addressed by each local government. The GMA envisions a balance between urban and rural concerns with a strong preference for new growth being located in urban areas where a full range of housing is available, where infrastructure can be most efficiently financed and provided, and where urban amenities make these areas more attractive.

The thirteen goals of the GMA set an ambitious mix of objectives which have to be considered by each local government in the process of developing their comprehensive plans and development regulations, and then in the actual implementation of them. Six of them have a direct relationship to the provision of housing:

Goal 1. Urban growth. Encourage development in urban areas where adequate public facilities and services exist or can be provided in an efficient manner.

Goal 2. Reduce sprawl. Reduce the inappropriate conversion of undeveloped land into sprawling, low-density development.

Goal 4. Housing. Encourage the availability of affordable housing to all economic segments of the population of this state, promote a variety of residential densities and housing types, and encourage preservation of existing housing stock.

Goal 9. Open space and recreation. Encourage the retention of open space and development of recreational opportunities, conserve fish and wildlife habitat, increase access to natural resource lands and water, and develop parks.

Goal 10. Environment. Protect the environment and enhance the state's high quality of life, including air and water quality, and the availability of water.

Goal 12. Public facilities and services. Ensure that those public facilities and services necessary to support development shall be adequate to serve the development at the time the development is available for occupancy and use without decreasing current service levels below locally established minimum standards. (See Appendix A for a full listing of the GMA goals.)

29 counties and 215 cities, representing 95 percent of the state's population, are planning under the GMA. Each is required to have a housing element in their comprehensive plan.

The GMA is specific in its requirements for comprehensive plan housing elements. According to RCW 36.70A.070 (2), a comprehensive plan must include: *"A housing element ensuring the vitality and character of established residential neighborhoods that: (a) Includes an inventory and analysis of existing and projected housing needs that identifies the number of housing units necessary to manage projected growth; (b) includes a statement of goals, policies, objectives, and mandatory provisions for the preservation, improvement, and development of housing, including single-family residences; (c) identifies sufficient land for housing, including, but not*

limited to, government-assisted housing, housing for low-income families, manufactured housing, multifamily housing, and group homes and foster care facilities; and (d) makes adequate provisions for existing and projected needs of all economic segments of the community."

In 1997, a provision was added to the GMA that requires local governments in six counties (King, Kitsap, Pierce, Snohomish, Thurston and Clark) to undertake a monitoring and evaluation program to see if their actual growth is consistent with their plans. This is called the Buildable Lands Program. As the Buildable Lands results are published and as each local government prepares to update its comprehensive plan, it is an opportunity for community members to make specific recommendations to strengthen their provisions supporting housing. Every local government that is required or chooses to plan under the GMA must periodically review their comprehensive plans and development regulations.

The purpose of this document is to help interested individuals and organizations better prepare to participate in their community's discussion about how they are doing and if there are any adjustments that should be adopted to improve their success in meeting the goals of the GMA, in general, and addressing housing issues, in particular.

II. Achieving Housing Results

Population and housing changes, over the last ten years, have been dramatic in many cities and counties in Washington. Statewide population increase of one million people resulted in almost three hundred thousand new housing units, mostly in the central Puget Sound area, as well as Clark and Spokane Counties. Housing choices broadened to include more options - multifamily rental units, multi-use complexes, single family homes on small lots to name a few.

Over the next two decades, there will be similar growth based on population, jobs and housing forecasts. The need for not only more housing but also a greater choice of location and type of housing is due to existing and continuing demographic changes. The increasing populations and housing needs will not only be in the urban growth areas, but in rural and small communities having attractive natural settings or sought-after social or economic amenities.

Even though growth management goals and policies prescribe an urbanizing future for most counties, the “baby boomer” population increase, their housing choices, communications advances, transportation problems and rising urban housing prices will also make rural and small town options very attractive.

The challenge for an effective urban focus will be to provide reasonably priced housing in livable communities, near jobs and with needed services and facilities. The cities and counties will need to evaluate current growth management policies and implementation measures to assess their abilities to meet the housing and associated demands of current and future residents. The population and resulting housing forecasts can be achieved in communities that have attractive natural and urban amenities with governing bodies who **plan to meet the needs of their current and new residents** and provide the programs and funding to achieve community goals.

Public Policies Have Shifted Housing Locations and Requirements

One of the Growth Management Act’s primary goals is to focus the majority of growth into urban growth areas (UGAs). The UGAs include the cities and the adjacent urban and urbanizing areas. Growth boundaries contain and define the UGAs. These UGAs were established when counties adopted their initial comprehensive plans after extensive consultations with their individual cities.

The population forecasts for major regions of the state illustrate the current populations and their projected increases over the next two decades. The I-5 corridor is, and will remain, about 70 percent of the state’s population. King, Pierce and Snohomish Counties are just under 52 percent of the state’s population but will decrease to 49 percent by 2025.

<u>Population (in 1000s)</u>	<u>2000</u>	<u>2025</u>	<u>Change</u>
I-5 Corridor	4,099.3	5,582.6	+1,483.5
Western	487.2	665.7	+178.5
<u>Eastern</u>	<u>1,307.6</u>	<u>1,723.0</u>	<u>+ 415.4</u>
State	5,894.1	7,971.5	

Source: 2002 OFM Population Updates

Land availability for new housing and other urban uses in the UGAs is constrained by non-buildable lands or critical areas. Critical areas, wetlands, streams, steep slopes, aquifers and adjacent buffers have been set aside as protected areas with few urban encroachments. Comprehensive plans and regulations require land for competing land uses other than housing, plus the lack of adequate infrastructure in areas where growth is expected to occur make new housing more difficult to achieve. In addition, single-use zoning and outdated existing regulations are one of the causes minimizing innovations in land development and building.

Often, government policies and regulations limit the availability of affordable housing options:

- Buildable lands in urban areas are limited due to natural and man-made constraints,
- Zoning limits uses and densities, many times precluding higher residential densities and smaller lots,
- Outdated regulations, such as defining site and building requirements too rigidly, make infill projects more difficult,
- More regulations, including tree retention, critical areas, ESA riparian zones, impervious cover limitations and greater drainage requirements restrict buildable areas and could reduce housing yields,
- Lack of infrastructure funding for existing and forecasted urban uses,
- Lack of urban and community amenities, such as parks, trees, sidewalks, sports fields, plazas or other recreational or leisure features.

III. The Housing Market – Supply and Demand Interaction

The **supply and demand interaction** is the most critical component of how the housing market creates and responds to rapid, moderate or slow growth. When the supply of housing is not sufficient to meet demand, the prices usually will rise. When the supply of housing exceeds demand, the prices will usually fall. These simple explanations of the housing market are based on many critical parts.

Demand will usually be the leading component of housing market activity. With demand comes a response from the building industry to meet the buyer's needs. To meet the needs requires available land, ready capital, infrastructure with capacity, timely permits, necessary materials, skilled labor and some entrepreneurial and "can do" attitudes. If any of these components are not present, the supply of housing can be slowed or even halted. If the supply of housing doesn't correspond to demand, prices will rise.

The housing market is also both local and regional. Most decisions on housing are made locally - for example, regulations or neighborhood characteristics. Other housing decisions are made regionally - buying in other locations if the local supply isn't sufficient to meet choices, affordability etc. This economic elasticity is based on substitute choices. When there are reasonable choices nearby, prices will not increase. When choices are not available nearby, prices will rise more dramatically and lead to other costs, such as extended commutes and roadway capacity problems.

The housing market is based on these choices and options. The demand element searches for locations close to a major activity, such as work. Prices, safety, family size, neighborhood and lifestyle or personal choices define the demand. If the demand cannot be met (usually if the prices are too high to qualify for a loan), the demand will shift to another part of the community or region. As an example, housing purchases are being made miles from work location due to price or other considerations.

The supply of housing will be where land and infrastructure is available to meet the demands of the market at reasonable costs and for reasonable prices. It is also defined by governmental policies and regulations, including lot sizes, infrastructure availability and permit process requirements and timing.

The housing demand, as described above, is made up of many choices, usually related to the job/housing commute. The choice can be further refined by factors such as family or single person needs, income levels, or other personal factors. The demand can be met in urban, suburban and rural areas and in single family, multi-family and other housing types. These choices are also related to population groups such as baby-boomers or Y generation, and to generalized characteristics and numbers within those groups.

The housing supply is as complex as the demand for it. The supply is located in inner-city neighborhoods, suburban communities and rural areas. Much of the supply already exists in terms of built housing. However, only a small part of the existing supply is available at any time. The availability is defined as vacancy rates or housing for sale.

There always is a new housing component to the supply side. The new housing component is based on changing needs, growth, and replacement. Changing needs include demographic trends, such as fewer people per household (boomers and Y generation) requiring more units to house a given population. Growth is defined by the rate, usually too fast or slow. Housing replacement is becoming more significant due to redevelopment and higher density opportunities.

Usually the supply and demand are reasonably interacting. At these times, growth rates are moderate or slow, there is low demographic change or the demand adjusts to the supply or vice-versa. The change rate on the community is moderate and there is usually time to plan and implement actions to meet community goals.

Rapid growth, usually more than a few percentage points, can upset the supply and demand factors. Here the supply factor can be constrained by infrastructure shortfalls, permit processing delays, moratoria or other measures limiting the creation of in-demand housing units. The supply factor can be influenced by not building housing to meet demand, affordability and demographic factors, and lack of proximity to jobs.

Demand also plays a critical part. As the demand increases, due to job creation, retirement influx, changing needs or preferences, as well as major shifts of public policy, such as to a more urban context, imbalances are created.

Getting the supply and demand equation balanced is not difficult. Both the public and private sectors have the census and other data to determine the present state of the market and make reasonable predictions about the future. The public sector can define outcomes and reasonable rules and procedures to meet current community needs and prepare for forecasted changes. The private sector can identify market demands and look at how to respond to those needs.

The challenge and the opportunity are to look at how the public and private sectors relate to meet the current and forecasted needs. There needs to be clear outcomes and standards based on common inputs and understandings. There needs to be funding for infrastructure to meet current and future needs. There needs to be effective partnerships to define investment strategies to meet community goals and market demands (future home buyers and renters are, or will be, citizens of the community).

A community's housing plan should include infrastructure requirements and funding sources, job and business linkages, and quality of life standards to attract new and remodeled units. The relationships to community areas and environmental protections and enhancements are also prime elements, along with clear ways to measure performance and meeting regional goals.

IV. The Demand Side

A. Housing is Important to Current and Future Residents

Many current residents need new or remodeled housing. The needs are related to changes in status, such as families moving to bigger (increased family size) or smaller (empty nesters) houses in the community. Other examples of varying needs are young adults or couples occupying first homes and separating families requiring one or more housing units.

Current resident expectations will differ by community. Some communities will have limited housing choices. Other communities may not be near jobs or not have the amenities for younger or older residents. Those communities not having opportunities or not supplying a broader housing base will generally rely on nearby or other cities in the region for meeting their needs. Those communities having both a range of housing and jobs can benefit from the economic and social interactions.

This housing/jobs relationship has positive aspects. The commute times are generally shorter, the consumer spending benefits local merchants and helps create a good sales tax base and there is more opportunity for families to become involved in community events.

Also, current residents may not fuel the majority of new growth. Each community will have different populations, housing options, amenities and opportunities for employment. New residents may be attracted to communities for the same reasons as current residents were: price, safety, schools, community perceptions or other individual reasons. New residents to a community may move from a nearby city or county, within the state, within the country or beyond.

There will be more types of families, couples and individuals, with and without children, demanding a wider range of housing units located in different neighborhoods of our cities.

B. The Housing Choices Have Increased

As a result of changing demographics and growth management policies, available housing types and options have increased. Since the mid-1990s, the choices of the more traditional single family dwelling on the largest possible lot and low-rise multifamily options have been expanded. In addition to the existing housing units, there are more mid and high-rise condominium and rental structures, single family detached homes on small lots, cottages, accessory units, converted commercial buildings to housing, townhouses, alley loaded and other variations of the above. These units have been built in the region as new entries into the market, unlike the more traditional.

The change over the past decade has been due to the densification of our urban areas, the regenerated interest in the cities and more people in the demographic groups wanting different lifestyles not requiring the suburban family locations. Businesses have also responded in terms of

many employees now wanting urban activities as part of the professional and social interaction experiences as well as the retail environment.

Housing purchases are based on the following factors:

- Proximity to employment,
- Safety for the family,
- Lifestyle choices,
- Raising children,
- No children,
- Community appearance and reputation,
- Community facilities, such as schools,
- Size of house and/or lot, and
- Price and affordability (price is often the primary factor).

Expanding choice is always a good strategy, especially for housing. More housing options are now available to home buyers. These options offer more ways for buyers to find the most affordable housing in the best location. For cities and counties, the following options are important land use and urban design tools to achieve housing targets:

- More than the limited single family/multifamily choice is now available in many cities,
- Close-in rural options available - agricultural, large lots, manufactured housing,
- Price ranges are much broader from lower cost condominiums to expensive single-family units,
- Many urban locations now have a variety of housing units built near or above retail facilities, offices, job centers and transportation hubs, and
- Smart wiring, upgraded appliances, home offices and other new technology features are available in many housing units offering live/work options.

C. Housing Trends

Higher housing costs will continue as the most significant housing trend as population and jobs increase over the next 20 years and the supply/demand interactions may not be balanced. The cost of housing is related to incomes. Usually, in markets with high demand, the cost of housing exceeds the rise of income. That differential reduces the potential homebuyer's ability to qualify for housing loans.

There are other key trends affecting housing.

- Demographics – the home buying majority no longer is the traditional family;
 - Baby boomers/empty nesters/move-downs are a major part of the market,
 - Younger generations/first time buyers are becoming a major market factor,
 - Single adults with children require or can afford certain types of units,
 - Single adults without children are returning as urban dwellers, and

- Immigrants will be a larger part of the housing market, especially move-up units.
- These emerging markets are looking for different homes catering to their lifestyle, often in an urban setting or selected neighborhood or small communities.
- New housing and redeveloped neighborhoods will be located in UGAs in or near transportation corridors/nodes, close to jobs, in desirable parts of cities, including central business districts or smaller activity nodes.
- Small towns and rural areas, especially in the I-5 and I-90 corridors within commute distances to major Puget Sound counties, will see growth.
- Housing choices will expand to include more manufactured housing, accessory dwellings, co-housing or other ways to reduce or share rising costs.
- “Typical families” with kids still need options – they favor larger homes, with yards, in safe neighborhoods with good schools.
- Consumers are demanding more connectivity options in residential projects and units.
- Telecommuting will continue and could increase, as telecommuting centers or “plug in” infrastructure may be options to reduce long commutes.

D. The Cost of Housing Has Risen

1. Most housing costs continue to increase, while personal income has not kept pace.
 - Cost of developing housing is increasing – land, governmental reviews/fees and labor.
 - Expanded environmental regulations have driven up the cost of key construction materials, especially lumber and aggregates.
 - Personal income is not keeping up with rising costs of housing. The affordability index for some cities is above state and national averages.
2. Affordability has become a major obstacle for many homebuyers.
 - Housing prices have increased in many of the fast growing counties, not only due to increasing demand, but also due to restricted supply.
 - Increasing prices have limited location choices, especially the lack of affordability near major job centers.
 - Further restricting the supply of housing is competing interests for land use, including ESA, shorelines and other laws restricting the use of buildable land.

V. What Affects the Supply of New Housing?

Population and job growth, land supply and financial factors are the key elements for creating new housing. Housing units will be built to meet the demand if the land and infrastructure are available, the financing is at a reasonable price and there is an expectation of a profit.

Housing demand by the numbers – will supply meet demand?

- The state of Washington population has increased by more than one million people in the last decade. Looking to the next 20 years, comparable population growth is forecast.
- The counties and cities in the I-5 corridor and adjacent counties in the I-90 corridor have experienced dramatic growth over the last ten years. Almost 70 percent of the state's population lives in these areas extending from the Columbia River to British Columbia. These cities and counties will bear the majority of the population and job growth over the next 20 years.

Where housing is being built/buildable and available lands:

- UGA buildable land supply is a critical supply element. Many urban counties and cities are undertaking buildable land studies to determine how much developable land remains.
- Some existing residential areas are being redeveloped and many more will be redeveloped or rehabilitated.
- Rural areas are in demand from “anti-urbanites” and those wanting a more natural setting.
- Lack of buildable land in many areas will decrease the supply of housing and increase prices unless the land supply and/or capacity is increased.

The infrastructure – roads, transit, schools, parks and utilities – is not available or is in need of upgrading in many parts of the urban areas. Implementation of concurrency measures can limit the supply of new housing.

- Public investments in infrastructure have not kept up with the increased housing and commercial development in many parts of the cities and surrounding urban areas.
- New developments are being charged mitigation fees to finance a larger percentage of the infrastructure.
- State and local funding is not sufficient to meet the current shortfall or the construction of pending new projects, nor has adequate funding been used to maintain and enhance existing systems.
- The lack of infrastructure or high mitigation fees creates a disincentive for developers to provide housing in those areas.

Interest rates and financial guidelines are influencing buying choices:

- Lower interest rates help the buyer qualify for a loan and help affordability.
- Lenders have specific guidelines for making housing loans, based on income requirements, other living expenses and good credit ratings.

- Even with lower interest rates, housing affordability and home ownership is decreasing in parts of the state.
- Lenders have loan packages offering options (30 year, 15 year and adjustable rate loans) for the buyers, increasing affordability.

Housing Supply and Public Policy

Although the building industry provides the great majority of new housing, public policies and regulations influence the housing location, type, standards and timing.

Housing goals, policies and actions need to be related to demand, the timely creation of new units and the conservation of existing housing:

- UGAs need a 10-20 year supply of buildable lands to accommodate the majority of the forecasted growth and a plan for the next 10-20 years.
- The cities need to take fair shares of affordable and different types of housing.
- Higher densities may be required to meet population and housing targets.
- Housing regulations need to be revised, including building and fire codes as well as zoning ordinances to allow planned higher density areas and the predictability/flexibility balance to achieve the units in a timely manner.

Utilize outcome-based planning to identify clear objectives and measurable indicators:

- Establish development standards to meet housing targets;
- Relate housing and infrastructure to meet current and future needs;
- Establish reasonable neighborhood activity and area standards;
- Outline innovative approaches to consider and monitor;
- Approve and build housing in defined timeframes.

Development and building fees and costs need to be reviewed as to application requirements, process and costs.

- Less reliance on mitigation fees, especially to fund existing infrastructure deficiencies.
- Greater reliance on more reliable, general and equitable infrastructure funding solutions to meet future needs.
- Use mitigation fees only for proportional aspects of new growth related impacts:
 - School construction
 - Road capacity improvements
 - Parks that serve the new residents
 - Drainage as a regional option rather than project-by-project facilities
- Enact an effective 120-day or similar development approval requirement to provide predictability and needed flexibility in the development process.

In sum, local officials and community leaders need to focus on the following:

- Developing a sense of the housing demands or population changes to create reasonable outcomes of effective policies and regulations.
- An implementation plan for how or where new housing, considering both types and requirements, is to be produced.
- The need to define neighborhood standards related to the addition of new housing units, especially at different configurations than the existing neighborhood, or the reuse or redevelopment of older neighborhoods.
- The staffing to include a housing specialist or manager of housing policies.

VI. The Major Parts of Plan

A. About the Future

Our urban and rural areas will be affected by the choices of where we live and do business. These choices we make will also affect the location of businesses, shopping, and how we interact within our communities and how our cities and counties plan and operate over time. In addition, public policies and programs are changing the form of growth from suburban to urban.

It is important to understand there are different roles for cities and counties under the current planning statutes. There is an explicit expectation that cities will be the major provider of housing and jobs as well as urban services. Similarly, counties are explicitly expected to be regional service providers. Understanding this distinction can make a significant difference in what should be expected and how services and facilities will be provided.

The changes will not affect all cities and counties in the same way. Some cities and counties will have the assets or amenities that will attract new residents and businesses. Some areas may not experience great change.

B. The Body Politic and Citizens May Have Similar Goals

In many instances, cities, homebuyers and residents agree on the reasons why a particular jurisdiction may be the best place to locate. These similar ideas may be defined by the physical, social or natural environment of the area.

What homebuyers are searching for, and why, is a key ingredient for local jurisdictions to understand. Understanding the criteria homebuyers use to locate in new communities or neighborhoods is important to determine if the local housing attributes and local government policies fit with the demand criteria. Many local governments seek, in their goals and policies, certain characteristics of housing, such as affordability, housing targeted to selected economic groups, or specific types of housing such as single-family units. Very seldom is there a broader perspective of the range of homebuyers and residents, from the children to the young adult and the seniors as they all affect housing in the community.

C. Plans and Demands

What residents are searching for and why is another key ingredient to effective planning in both rural and urban areas. The demographics have changed – the “baby boomers,” new immigrants and the “baby boom echo” (Generation Y’s) are the dominant forces in the markets. These groups are demanding a wider variety of housing in different urban and rural settings. They also want to work in good surroundings and to have the ability to move between housing and workplace in an efficient manner. There is more flexibility and choice in the market due to the technology, wealth, attitudes and inclinations of the demographic groups.

These large segments of the population fuel markets for housing, types of business and employment. These groups have lifestyle preferences favoring urban neighborhoods and rural communities with natural amenities. The preferences also include amenities in or near the workplace, shopping options that include local businesses and nearby natural amenities and recreation.

Growth and change are considered the only constants in our lives. To do so creatively offers the possibilities to achieve desired outcomes through effective goals, policies and programs. How cities and counties react to growth can be structured so as to define where and how it happens. Defining the timing of growth is difficult due to changes in national policies, business decisions, technology and other events outside local control.

What the local jurisdictions can define and influence are the standards and the expectations for the new and redeveloped critical areas, housing, businesses, parks, public facilities and other elements in the community. These elements are the physical outcomes, which shape our future communities.

Housing is an important element of the comprehensive plan:

- Available and reasonably priced housing can attract new businesses and jobs to the community.
- Locating jobs and housing in close proximity can reduce commute times and transportation costs for individuals, the community and region.
- Communities with high housing prices force many of their service, teaching and public service employees to live in more “affordable” communities.
- Existing residential areas can provide good housing close to businesses, services and transportation links.
- Some residential areas could be redeveloped or rehabilitated to meet community housing needs.

Therefore a variety of housing should be a high priority goal of local government:

- Public policies should encourage a variety of new housing meeting demographic, income type and location factors.
- Actions/regulations to implement policies need to be effective.

VII. Outcomes – The Results

Enhancing the community's prosperity and well being is its top priority. This outcome would include good neighborhoods, a good business climate, a reasonable tax/fiscal structure, the ability to provide services to meet community business and commercial needs and fund investments in the community.

As noted above, the strategy and actions for local officials is one of balancing goals, objectives, areas of desired emphasis and resource allocations. Having a clear community statement of the outcomes is one of the most important elements of successful local planning. With a clear vision accompanied by a set of understandable outcomes, it is possible to measure the community's progress. In addition, it provides a way to keep everyone (elected officials, governmental employees, interest groups and citizens) focused in the same direction. It makes it difficult for the community to get distracted or diverted by extraneous issues.

Outcomes are also potential results related to current problem solving or changing current directions. **These housing outcomes are not isolated but are to be realized in conjunction with environmental, business and other community plans.** In many ways, the outcomes define the future as a way to respond to changes or opportunities.

A. Outcome – Increased Tax Base

Residents of a city or county provide ongoing revenues for local governments – providing revenues for needed services. The largest portion of many local revenue streams is the property tax. Some cities, with commercial facilities, have the sales tax as the leading revenue source with property tax as the next major element.

Other ongoing revenue sources imposed on residents are the utility taxes (such as electric, gas, telephone and cable), admission tax, "sin" taxes and other local options. These taxes can flow directly to the local jurisdiction or are shared by the state.

The primary customers of many local businesses are residents of the community. The local businesses collect sales tax that is a major revenue source for local governments and the primary source of revenue for state government.

In many communities, businesses supply a large percentage of the local tax base. If the local tax base can be expanded, additional revenues may be generated to meet local needs without increasing tax rates imposed on the entire community.

The relationship of residential, commercial and employment uses is the primary ingredient of a city or community. To separate one from the others changes local interactions and begins the dependency on other jurisdictions.

A certain population base is needed to provide customers for the businesses within the community, thereby attracting additional economic development opportunities. Housing is needed for the population.

B. Outcome - Increased Housing Supply to Meet Increased Demands

Investments in new housing and maintaining existing housing stock are critical to meeting the needs of local families and those choosing to move to the community. The investment is more than dollars spent on roads and schools and related services. Housing is a critical investment for the economic and social health of a community.

Communities, by improving and adding to the housing stock, are investing in retaining families to raise children, young adults, and the more mature adults who bring valuable experiences to political and social institutions in addition to senior adults who add to the volunteer base.

New housing and the maintenance of the existing housing supply is also an important component of economic development – residents can live and work in the same community. The residential impact on the local tax base, as described above, is important to the local economy and a major source of public revenues.

Housing provides a revenue base that is substantial, from the permitting stage, the development, the construction, the sales/resale and all the way through occupancy by families and individuals, all contributing to it as a result of the ongoing tax structure. The additional revenues result from new construction jobs, wages and related consumer purchases, materials, supply purchases and related jobs, sales commissions and closings, furniture and landscaping expenditures.

In addition, the cost of producing a housing unit is increasing, primarily land and permit processing costs. The lot and building costs will vary as to location. The tendency will be for costs to rise as the demand is projected over the next two decades.

C. Outcome - Improvements to Neighborhoods

Improving neighborhood quality is related to housing, jobs, families and change. Neighborhoods need to be good places to live and attract new residents as well as benefit the current residents.

A broader population base can provide more predictability to local residents and businesses for solving infrastructure problems, making improvements to neighborhoods or adding recreational or other programs.

D. Outcome – Suitable and sufficient lands and facilities for housing

The forecasted needs for new and replacement housing define the number of units, land and facilities required over time. Planning, zoning and infrastructure provisions for housing to meet future needs are necessary to balance and complement other land uses and capital needs.

Sufficient urban land, and designated rural land, needs to be planned and zoned for various housing densities. Without adequate land to meet projections or to allow for these uses will cause potential homebuyers to look for such land in other jurisdictions.

Provisions for infrastructure - needs analysis, capital plans and funding options - need to be part of the land availability equation. Without these provisions, the lands planned or zoned will not be available or suitable for housing and related uses.

The permitting system, both regulatory requirements and timing, can affect the location, density and design of new and existing housing. **Usually, an ill-defined and lengthy permitting system discourages the creation of new and innovative housing as well as minimizes the infill opportunities.** Jurisdictions having clear regulations and workable guidelines, good customer services and reasonable timelines and fees will be attractive to homebuilders and their customers.

E. Outcome – Investments and Plans to Achieve Community Goals

Sufficient revenues to meet community goals are the key factor for annual budgeting and long-term understanding of ongoing maintenance and operation costs. Public and private investments in the community can vary, such as: infrastructure, open space acquisition, and neighborhood sidewalks.

Most infrastructure is locally financed for both new facilities and upgrades to existing facilities. The cost is usually borne by city, county or state government. Special districts, such as school, fire, water, sewer and ports, finance and build infrastructure independently from general-purpose local governments. The planning, design and construction of infrastructure is normally included as part of a capital facilities plan.

F. Outcome - Jobs and Housing Balance

Effective planning for growth of jobs and housing within communities will help identify where appropriate investments should be made – helping prevent more expensive projects later. The significant relationships between jobs and housing are land use and transportation. The more jobs provided in a local community will substantially increase the need for more housing opportunities for people to live within close proximity to their

jobs. Thus communities may need to offer a wider array of housing options in addition to major physical investments in infrastructure.

G. Outcome – Conserving and Balancing Natural Amenities and Public Spaces

One major goal is to conserve critical areas. Another is to provide housing. Identifying and maintaining a base of buildable lands will help achieve the balance. Attempting to afford greater critical area buffers, more open spaces, greater storm water retention/detention facility sizes and excessive tree retention requirements further reduces limited buildable lands necessary to accommodate projected growth and provide housing opportunities to meet demand.

If the buildable area is reduced, in order to achieve the forecasted housing, it will require higher densities, more buildable land, more competition with commercial and industrial lands.

The natural amenities are very important to local residents and homebuyers. There will always be some price premium for being on, near, or seeing a natural amenity. How the critical areas are saved, views are maintained and access to the amenities is designed with housing areas, both new and existing, is all part of the balancing act.

The conservation of significant natural amenities is a value to the homebuyers and residents. In urban areas, the ability to meet housing targets, usually within defined urban areas, needs a balance between often competing goals.

Adequate provisions must be made for parks and other public spaces, while ensuring land capacity is available to accommodate projected growth.

VIII. Recommended Housing Planning Program, Goals and Policies

A. Local Housing Planning Program

Involve real estate organizations, housing associations, economic development councils, chambers of commerce and other groups to:

- Define the current state of housing in the community;
- Identify housing demands, land requirements and housing supply options;
- Identify the economic and social benefits of housing; and
- Identify linkages between housing and local and state programs and taxes.

Prepare research materials and guiding principles defining current and future housing needs and opportunities.

Review your current housing element to determine how your community is achieving its desired results. Prepare a draft update for your plan, including goals, policies and guidelines for future actions. This housing plan should include infrastructure requirements and funding sources, job and business linkages, and quality of life standards to attract new and remodeled units. The relationships to community areas and environmental protections and enhancements are also prime elements, along with clear ways to measure performance and meeting regional goals.

These activities can be initiated and lead by real estate, building, economic development councils or other groups having knowledge and interests in the local community and economy.

B. Local Planning Program

To develop an effective community plan, the county or city must involve a cross section of businesses, real estate professionals, builders, residents, economic development councils, chambers of commerce, and other civic groups who know the community and can be an integral part of the approach to the future.

The first step is to identify the current housing situation. Some of these initial tasks are:

- Defining the current housing inventory, by types and price ranges;
- Identifying community housing needs;
- Assessing the current jobs and housing balance; and
- Identifying current policies and regulations that encourage or discourage new housing and preservation of existing housing.

Prepare written drafts of guiding principles defining current and future needs and opportunities in formats suitable for community review and discussion. To define the current state, key changes that may be desired could include:

- Identifying the reasons for change/future demand patterns;

- Identifying housing “partnerships” and creation opportunities;
- Recognizing local preferences, limitations and barriers; and
- Identifying linkages between the economic base and housing.

Prepare a draft plan, including outcomes, goals, policies and guidelines for future actions. This housing needs plan should include infrastructure requirements and funding sources, housing linkages, and quality of life standards to attract new business and jobs. The relationships to community areas and environmental protections and enhancements are also prime elements along with clear ways to measure performance and meet local goals.

These activities can be initiated and facilitated by local businessmen and women, residents, real estate professionals, development community, builders, building suppliers, economic development councils, downtown associations, or other groups having knowledge and interests in the local community and housing.

However, proposed housing plans need public review, input and hearings by the local government to become adopted public policies and to meet funding requirements.

IX. Recommended Housing Goals and Policies

The following housing goals and policies are offered for local participants in the planning process, so they may help in their own communities to sort the issues that pertain to housing affordability, availability and choice. The goals and policies are not original – many communities have used similar statements. Specific communities may not require each of these; others may want to develop goals or policies that are not included here.

An area's housing goals and policies are vital and the housing element is of particular importance. How they are worded and the level of detail provided are critical issues, because they establish the legal framework within which development issues will be judged and the basis on which projects will be allowed to move forward.

Housing Goal 1/Land Use Goal– The city/county will include new housing and maintain existing housing in livable areas along with existing housing, businesses, mixed uses, natural amenities, pedestrian scale appropriate public facilities and transportation linkages. It is our policy to:

Policy 1.1 – Plan to meet increase in population, housing and jobs forecasts and adjust plans regularly to meet higher housing demands.

Policy 1.2 - Integrate regulations and guidelines, infrastructure plans and funding packages created for the urban area and significant sub-areas or neighborhoods to support planned changes.

Policy 1.3 - Encourage infill projects that achieve a reasonable sense of scale and character within the neighboring area.

Policy 1.4 – Base the redevelopment and infill of residential areas on regulations and standards to meet livable areas guidelines. We will:

- Create and adopt workable redevelopment regulations, guidelines and procedures for specific neighborhoods;
- Reinforce existing urban centers or planned new centers with residential uses;
- Create balances between work and living options within our communities.

Housing Goal 2/Land Use Goal– Housing is to be located in designated areas or where mixed uses are defined. It is our policy to:

Policy 2.1 - Ensure land use plans and regulations retain existing, and encourage new housing, in designated areas. These designated areas include, urban activity centers, community, neighborhood and smaller centers and other residential locations.

These designated areas should be mapped as part of the comprehensive plan and regulations created to achieve the planned uses.

Policy 2.2 – Provide a range of outcome-based design and development standards and predictable procedures to guide new housing, redeveloped units and mixed-uses for the designated areas that recognize market demands and neighborhood standards.

Policy 2.3 – Develop infrastructure plans and funding measures for each designated area.

Policy 2.4 – Encourage mixed-uses, such as commercial, retail, and public facilities where possible, as an integral part of designated areas in order to ensure a balance of jobs and housing.

Housing Goal 3/Capital Facilities Goal – Designated funding sources will be used for constructing new infrastructure or replacing existing sub-standard infrastructure. It is our policy to:

Policy 3.1 – Maximize our infrastructure investment by:

- Prioritizing capital facilities expenditures for strategic infrastructure investments that encourage quality housing opportunities and choices;
- Coordinating infrastructure investments of various public entities with projected growth needs (including special purpose districts);
- Creating tax investment areas where community revitalization projects and programs encourage private development;
- Obligating future tax revenue flows for building new and replacing existing infrastructure at the state and local levels; and
- Identifying state and federal funding available to assist the fastest growing areas, as well as resources of local special districts, such as school, water, and sewer districts that can assist in accomplishing community investment goals.

Policy 3.2 - Create methods and authorize ways of raising funds necessary to correct existing deficiencies and meet the needs for new housing.

Housing Goal 4/Land Use Goal – Buildable land capacity shall be sufficient to meet projected population, employment and housing targets. It is our policy to:

Policy 4.1 - Increase the supply and capacity of buildable land available for housing and related urban uses to meet 20-year targets.

Policy 4.2- Regularly update buildable lands studies and inventories that evaluate changes in supply and demand indicators such as land and housing availability and pricing, job/housing demand relationships, and other related indicators of affordability.

Policy 4.3 – Create measures for assessing the effect of public policies, codes, and other actions on the availability and capacity of buildable lands.

Policy 4.4 - Consider land constraints, market factors, economic feasibility and the willingness of individual landowners to develop or re-develop property in determining the availability and capacity of buildable lands.

Housing Goal 5 – Urban, neighborhood and business centers should be livable and integral parts of the community. It is our policy to:

Policy 5.1 - Create and implement flexibility in development standards to allow for different in-fill conditions.

Policy 5.2 - Create and implement design guidelines for urban centers, neighborhoods and other areas designated for infill development, which consider consumer trends, market demands and economic feasibility.

Policy 5.3 - Encourage clustering of new residential development in relationship with other parts of the community and transportation systems.

Policy 5.4 – Adopt a range of outcome-based standards that:

- Encourage planned unit, cluster, and mixed-use developments;
- Permit greater height and bulk development;
- Increase allowable lot coverage;
- Allow reduced lot sizes, setbacks, and street and parking standards; and
- Offer density bonuses to encourage development in target growth areas.

Policy 5.5 – Provide specific housing measures and new construction targets with real indicators for meeting goals and measures to obtain results.

Housing Goal 6/Land Use – Applications for development permits shall be reviewed and processed in a timely manner. It is our policy to:

Policy 6.1 – Work collaboratively with real estate and development interests toward common goals that are profitable to the developer and beneficial to the community.

Policy 6.2 - Ensure a timely, fair, efficient, flexible, and predictable permit management system that:

- Facilitates desirable development;
- Recognizes the constraints of developing projects; and
- Consolidates and coordinates the review process.

Policy 6.3 - Implement a one-stop permitting system with simultaneous review of permits, administrative review and action, a single staff contact assigned to help coordinate all reviews for a particular applicant, and allow contracted review of applications, when necessary.

Policy 6.4 - Provide fast-track permit procedures within designated development areas.

Policy 6.5 - Encourage pre-application meetings with staff to identify problems before significant resources have been invested in a project proposal.

Housing Goal 7/Create a housing task force, reporting to the Council, to establish housing plans and benchmarks, and recommend implementing measures and regulatory changes needed to ensure housing units will be available to accommodate growth, and to meet market, forecast and changing neighborhood needs. It is our policy to:

Policy 7.1 – Include broad task force membership and participation, including business leaders, real estate professionals, developers, chambers of commerce, economic development councils, downtown associations and neighborhood groups to address current and changing housing needs.

Policy 7.2 - Encourage a positive housing climate in the community through land use, regulatory, infrastructure and other programs affecting the provision of new housing and the redevelopment of existing neighborhoods.

Policy 7.3 - Encourage within new and existing business and commercial centers, public surplus lands and other mixed use areas opportunities to include housing units as a basis for redevelopment of sites for commercial activities, mixed-uses and appropriate community facilities.

NEXT STEPS

The above goals and policies define a group of elements requiring local review as to meeting existing or creating visions for the community. Prioritization and the establishment of action plans outlining timetables for action and related coalition building must be developed and implemented to meet the individual needs of each city or county.

Importance of Monitoring and Updates

A good housing plan is only valuable if it is meeting the housing forecasts and demands and taking the community in the desired direction. A commitment **by elected officials** to monitor the progress of any plan, or plan implementation element, is essential. Setting clear measures by which to judge progress is essential. Establishing a periodic review schedule announces to

everyone that outcomes are important and, if the plan isn't being successful, changes will be considered.

An important element of the implementation plan is to create an ongoing system to review results and make recommendations for changes, if needed. As one option, two elements may be needed. The first is a housing advisory board reporting to the council. The advisory board provides market, community, and other links as well as monitor the housing plan components. The second part is assigning a staff member to be responsible for the day-to-day activities and working with the advisory board.

Comprehensive plans provide the legal framework from which community decisions are made. Proper goals and policies will lead to more effective regulations and implementing measures.

APPENDIX

Appendix A – Growth Management

The Growth Management Act (GMA) established a set of planning goals to be addressed by each local government planning under its auspices. The legislation to create the GMA was initially passed and signed into law in 1990. The GMA envisions a balance between urban and rural with a strong preference for new growth being located in urban areas where a full range of housing is available, where infrastructure can be most efficiently financed and provided, and where urban amenities can be provided to make these urban areas more attractive.

The thirteen goals of the GMA are interesting as they set an ambitious mix of objectives which have to be balanced by each local government in the process of first developing their comprehensive plans and implementing development regulations, and then in the actual implementation. There are real tensions created by these goals and the balancing challenges local jurisdictions to be clear about how they see their future.

Goal 1. **Urban Growth.** Encourage development in urban areas where adequate public facilities and services exist or can be provided in an efficient manner.

Goal 2. **Reduce sprawl.** Reduce the inappropriate conversion of undeveloped land into sprawling, low-density development.

Goal 3. **Transportation.** Encourage efficient multimodal transportation systems that are based on regional priorities and coordinated with county and city comprehensive plans.

Goal 4. **Housing.** Encourage the availability of affordable housing to all economic segments of the population of this state, promote a variety of residential densities and housing types, and encourage preservation of existing housing stock.

Goal 5. **Economic development.** Encourage economic development throughout the state that is consistent with adopted comprehensive plans, promote economic opportunity for all citizens of this state, especially for unemployment and for disadvantaged persons, and economic growth, all within the capacities of the state's natural resources, public services, and public facilities.

Goal 6. **Property rights.** Private property shall not be taken for public use without just compensation having been made. The property rights of landowners shall be protected from arbitrary and discriminatory actions.

Goal 7. **Permits.** Applications for both state and local governments permits should be processed in a timely and fair manner to ensure predictability.

Goal 8. **Natural resource industries.** Maintain and enhance natural resource-based industries, including productive timber, agricultural, and fisheries industries. Encourage

the conservation of productive forestlands and productive agricultural lands, and discourage incompatible uses.

Goal 9. Open space and recreation. Encourage the retention of open space and development of recreational opportunities, conserve fish and wildlife habitat, increase access to natural resource lands and water, and develop parks.

Goal 10. Environment. Protect the environment and enhance the state's high quality of life, including air and water quality, and the availability of water.

Goal 11. Citizen participation and coordination. Encourage the involvement of citizens in the planning process and ensure coordination between communities and jurisdictions to reconcile conflicts.

Goal 12. Public facilities and services. Ensure that those public facilities and services necessary to support development shall be adequate to serve the development at the time the development is available for occupancy and use without decreasing current service levels below locally established minimum standards.

Goal 13. Historic preservation. Identify and encourage the preservation of lands, sites, and structures that have historical or archaeological significance.

Twenty-nine counties and 215 cities representing 95 percent of the state's population are planning under the GMA. Each is required to have a Housing Element in their comprehensive plan.

The State Office of Community Development has three technical assistance documents available to help local governments in meeting the requirements of the act. These three are: Assessing Your Housing Needs, Housing Your Community: "A Housing Element Guide," Affordable Housing Techniques, and Issues in Designating Urban Growth Areas: Part 1 - Providing Adequate Supply

In 1997, a provision was added to the GMA, which requires local governments in six counties (King, Kitsap, Pierce, Snohomish, Thurston and Clark) to undertake a monitoring and evaluation program to see if their actual growth is consistent with their plans. This is called the Buildable Lands Program. The initial reports from these six counties are due this year. That same year, a provision was added to the act, which required each city and county to undertake an initial review of their comprehensive plans and development regulations, and, if necessary, to revise their plans and regulations to ensure they are meeting the requirements of the GMA.

As the Buildable Lands results get published and as each local government undertakes their review, it is an opportunity for community members to see how their community is doing and to make specific recommendations to strengthen their provisions support housing.

Appendix B – Population, Housing and Job Forecasts

Population, jobs and housing, 2000 and 2025, by county (figures can be downloaded from OFM).

Appendix C – Cost of Housing

The following example outlines the average costs for an average single-family house in the central Puget Sound area. Costs for areas with lower land, processing costs or mitigation fees can reduce the values accordingly.

HOUSING COSTS EXAMPLE

Project	Low Density Housing
Location	Puget Sound Urban Growth Area
Parcel	Eight acres 3 acres critical area 5 acres buildable
Lot sizes	35 lots 4000 - 4500 square feet
Housing	Moderately priced 2000 square feet average

Notes

All figures are estimates and rounded for illustrative purposes

All figures are averages and will vary up or down depending upon location

STEP ONE - LAND DEVELOPMENT COSTS

	Cost	Per Lot
PARCEL PURCHASE PRICE	1050000	30000
	Approx 130,000/acre	

SOFT COSTS

1. Planning and marketing	87500	2500
2. Engineering, design and surveys	157500	4500
3. Legal	17500	500
4. Bonds, fees and permits	35000	1000
Total soft costs	297500	8500

MITIGATION FEES

5. Roadways	105000	3000
6. Schools	140000	4000
7. Parks/open spaces	35000	1000
8. Fire	0	0
9. Other - Drainage	35000	1000
Total mitigation costs	315000	9000

SITE AND LOT DEVELOPMENT

10. Site clearing/preparation	105000	3000
11. Temp erosion control/BMPs	17500	500
12. Storm drainage	87500	2500
13. Sanitary sewer	70000	2000
14. Water	70000	2000
15. Paving and sidewalks	70000	2000
16. Phone/gas/cable/power	87500	2500
17. Off site improvements	70000	2000
18. Site amenities	35000	1000
19. Landscaping	17500	500
Total site/lot construction	630000	18000
INTEREST	87500	2500
REAL ESTATE TAX	35000	1000
DEVELOPMENT OH/PROFIT	350000	10000
COMMISSION/CLOSING	70000	2000
TOTAL LOT SALES PRICE	2835000	81000

STEP 2 - HOUSING CONSTRUCTION AND SALES	Per Lot	LOT PRICE
		81000
SITE PREPARATION	70000	2000
MARKET ANALYSIS/DESIGN	35000	1000
BONDS, FEES AND PERMITS	87500	2500
CONSTRUCTION - AT \$50/SF	3850000	110000
OTHER	0	0
Total House Construction	3972500	113500
INTEREST	140000	4000
BUILDER OH/PROFIT	350000	10000
HOUSE SALES COMMISSION/CLOSING	350000	10000
TOTAL HOUSING	4812500	137500
TOTAL HOUSE SALES PRICE		218500

Appendix D – Housing Examples

Plans and Programs

Office of Community Development

- Assessing Your Community's Housing Needs
- Accessory Dwelling Unit Ordinance Study and Recommendations
- Housing your Community – A Housing Element Guide
- Affordable Housing Techniques
- Buildable Land Program Guidelines

King County

- Annual Growth Report
- Gaining Community Acceptance for Housing

Tacoma

- Property Tax Exemptions for Multi-family Development – Tacoma's Experience

Master Builders of King and Snohomish Counties

- Taxes Paid on New Construction – Snohomish County

Snohomish County

- Residential Development Handbook

Real Estate Research Corporation

- Urban Infill: Its Potential as a Development Strategy

Washington Research Council

- Taxes and Fees on the Construction of a House

Mill Creek

- Management Planning and Environmental Review, combining a sub-area study with a detailed EIS to make the permit review process more predictable.

Housing Projects of Note

The following examples are only a beginning of a list of low to high-density projects. This and a greater list can be used as a base for understanding density, formulating design standards and regulations and knowing the public/private process leading to project approval and completion.

Townhouses

Miller Mews, Seattle

Multi family

Seattle Co housing

Mixed Use

5430 California SW, Seattle Housing over retail

Lionsgate Apartments, Redmond Some townhouse/commercial in same unit

The Village at Overlake Station, Redmond. Affordable housing over a park and ride lot.

Metropolitan Place, Renton, apartments above park and ride garage

Cottages

Ravenna Cottages, Green Lake neighborhood, Seattle.

Poulsbo Place, Poulsbo, 164 houses on narrow streets.

Courtyards on Madison, Bainbridge Island.

Single family detached

The Daffodil Neighborhood, Sumner

Judkins Park, Central Area, Seattle

Communities

New Holly Park, Seattle, mixed housing, library, public facilities

Redmond Ridge, Redmond, mixed housing, YMCA, commercial and business park

Issaquah Highlands, Issaquah, mixed housing, commercial, business park

DuPont/Northwest Landing, Dupont, mixed housing, business park

Centers Plans with housing

Downtown Plan, City of Redmond, Redmond

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He is the principal of a real estate development and planning firm URBAN CONNECTIONS, specializing in government relations, community development and planning and connections between private sector plans and public policies and regulations.

Mr. Spangenberg has more than ten years of land development management experience including business parks, residential and planned communities. That experience included project management and planning, financial analysis, permit processing, construction supervision, land sales, and public policy involvement for the Quadrant Corporation.

His public sector experience includes managing innovative public planning programs for the City of Kirkland, Washington. These programs included the city's first comprehensive plan, management of sensitive lands and local and regional shoreline planning.

He has been a director of government affairs for the Master Builders Association of King and Snohomish Counties involved in growth management planning, regulatory and plan implementation efforts, capital facilities planning, creating educational programs and coalition building.

His educational background includes degrees in architecture, urban planning and public administration.

John Spangenberg taught land use/urban planning and real estate development classes at the University of Washington and University of Puget Sound. He teaches housing, communities, transportation and private sector planning and development classes.

He has been actively involved in a wide variety of organizations, including chambers of commerce, Rotary, economic development council, multi-social services association, county-wide affordable housing, planning and environmental issues, and other governmental, educational and professional committees.

MICHAEL J. McCORMICK, FAICP

Mike is an Olympia based planning consultant specializing in Intergovernmental Relations, Planning and Growth Management. Prior to establishing his firm in 1994, Mike completed a 25-year career with the State of Washington where he was one of the key people involved with creating Washington's Growth Management Act. As Assistant Director for Growth Management with Washington State's Department of Community Development, he led the state's effort to implement the Act. He was an early advocate for integrating environment protection and growth management planning.

He has continued to stay active in both the politics and implementation of GMA, Regulatory Reform and Infrastructure Finance. Mike is a frequent speaker on planning and growth management topics.

Mike is a member of APA's Washington Chapter and American Institute of Certified Planners. In 1999, he was elected to the Institute's College of Fellows in recognition of his contributions to the planning profession.