

**Planning Commission Meeting Date: July 16, 2020**

**Agenda Item: 6a.**

**PLANNING COMMISSION AGENDA ITEM**

CITY OF SHORELINE, WASHINGTON

**AGENDA TITLE: Housing Action Plan Briefing**  
**DEPARTMENT: Planning & Community Development**  
**PRESENTED BY: Nora Gierloff, Planning Manager**

**Public Hearing**  
 **Discussion**

**Study Session**  
 **Update**

**Recommendation Only**  
 **Other**

**INTRODUCTION**

The 2020 Planning and Community Development work plan included a Housing Choices Project to expand the types of housing in Shoreline by exploring the “missing middle” suite of options including cottages, tiny houses, vacation rentals and accessory dwelling units.

In 2019 the Washington State Department of Commerce offered Growth Management Services Grants to fund creation of Housing Action Plans. Shoreline applied for and received \$94,000 in grant funds that allowed the City to hire consultants to develop a Housing Action Plan that would expand the scope of the Housing Choices Project. This will include performing a deeper analysis of existing housing conditions (Housing Needs Assessment), evaluating the effectiveness of the current incentives, identifying additional housing tools and types (Housing Toolkit), supporting public outreach efforts, and developing a prioritized schedule of strategies to address community housing needs, see Attachment A. This work will also set the stage for an update to the Housing Element of the Comprehensive Plan, which is due by June 2024.

The Planning Commission is being briefed on the scope and schedule of this work in preparation for their review of the Housing Action Plan in the fall.

**BACKGROUND**

Development of a Housing Action Plan will help to implement City Council Goal 1: Strengthen Shoreline’s economic climate and opportunities. The Council goals include an action step of:

“Encourage affordable housing development in Shoreline and engage the community to determine which additional housing types and policies may be appropriate for Shoreline and codify standards for selected styles.”

As of 2017, over one-third of Shoreline’s households paid 30% or more of their income for housing costs. Among renters 43% are cost burdened, with 22% extremely cost burdened, and among homeowners, 29% are cost burdened, with 10% extremely

**Approved By: Project Manager \_\_\_\_\_**

**Planning Director \_\_\_\_\_**

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burdened. The King County Housing Authority owns and operates eleven apartment complexes in Shoreline that provide low to moderate income housing. Of those, 812 units are available to families and 410 are dedicated to seniors and disabled residents. Compass Housing Alliance operates Ronald Commons which provides 60 units of low and very low income housing along with 25 units of permanent supportive housing for veterans.

Shoreline has adopted a progressive set of regulations and incentives for affordable housing. Currently there are 278 apartments being rented at affordable rates for 12 years through the Multi-Family Tax Exemption (MFTE) program, with 272 more affordable units under construction. Overall 2,083 apartments have been developed in Shoreline over the past five years with another 1,050 in the permitting pipeline.

The vast majority of the new housing being developed in Shoreline is higher cost townhouses and studio and one-bedroom rental apartments. The number of cost-burdened residents will likely increase without additional action to increase affordable housing preservation and production. Under current trends owner occupied and family sized housing units will make up a smaller proportion of Shoreline's housing stock in the future.

The Action Plan will evaluate the effectiveness of current incentives and regulations and make recommendations for fine tuning or adding additional tools. The Plan will also explore how to ensure that the current rapid growth in the City's housing stock does not leave out our cost-burdened residents, including those in the middle earning 80% to 120% of area median income (AMI). By developing options for additional housing types for densities between single family and mid-rise apartments Shoreline could diversify its housing stock and promote infill in lower density residential zones.

### **PROPOSAL & ANALYSIS**

Shoreline was one of 26 cities and subareas to receive a Housing Action Plan grant under the Commerce program. We have participated in grantee meetings to share information and outreach approaches. Following is a more detailed discussion of the Plan components.

#### **Housing Needs Assessment**

Community Attributes, our consultants, have completed the Housing Needs Assessment. This is an analysis of Shoreline's existing housing stock, population demographic trends, housing affordability and forecasted housing needs, see Attachment B. Some of the findings include:

- The households most likely to be cost burdened in Shoreline are renters below 50% AMI. Shoreline needs more dedicated affordable units serving renters in this income segment. This is best accomplished in partnership with nonprofit and public housing providers.
- Shoreline has an overall housing shortage that is part of a regional lack of supply. This has had upward pressure on prices, particularly home sale prices. The current median home is now out of reach of the typical Shoreline family.

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- Rents have risen so that renters between 50% and 80% AMI will now struggle to find affordable housing in Shoreline. Renters above 80% AMI will now struggle to build sufficient savings to buy a home.
- Most of Shoreline's households consist of one or two people. Among these households there are two potential subgroups to consider for housing planning purposes – seniors and young adults. There is strong demonstrated demand for townhouses, consistent with this demographic. There may be untapped demand for additional small housing types, such as cottage housing and small-lot single family development.
- Shoreline's midcentury single-family homes will be attractive for redevelopment as prices rise. This will bring a shift toward more multifamily development in multifamily zones, and more high value, large homes in single family zones. As prices rise, Shoreline will likely attract more high-income households.

### Communications Plan

Our public outreach approach for the Plan has had to pivot rapidly due to COVID-19 related restrictions on in-person meetings and events. We have shifted our focus groups to virtual meetings and will be relying on a web-based survey and "online open house". As the public health situation continues to evolve we will look for any opportunities to try new outreach methods and ways of reaching our multi-family residents, see Attachment C.

Public Outreach has started with the recruitment of the Technical Advisory Group (TAG) who held their first meeting on July 7<sup>th</sup>. In addition to City staff the group includes architects, affordable and market rate housing developers, a supportive housing provider and a housing policy agency. We will be looking to them for overall policy guidance and direction.

Stakeholder focus groups will be convened around topic areas such as homelessness and shelters, barriers to affordable housing development, community issues, and family sized housing.

### Housing Toolkit

This will start with an analysis of Shoreline's existing housing policies and incentives such as density bonuses, fee waivers etc. to determine their effectiveness in creating quality, affordable housing. Then we will evaluate new approaches and best practices that may be relevant to Shoreline's particular housing needs. This will include options for the "missing middle" housing types such as cottage housing, tiny houses and accessory dwelling units.

### Comprehensive Plan Housing Element

Shoreline's current housing element goals and policies will be evaluated in light of the analysis in the Housing Action Plan. We will draft recommendations for updated language to address underserved populations and innovative housing types.

### TIMING AND SCHEDULE

The City accepted the Commerce grant, selected consultants and began work on the Plan during the first quarter of the year. During the second quarter the consultants

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completed the Housing Needs Assessment and Communications Plan. This summer we will gather public input on the different policy and regulatory options in the Housing Toolkit. This fall we will begin review of the Plan with the Planning Commission and City Council. Under the grant terms the final Plan will need to be adopted by the City Council no later than June 30, 2021.

### **RECOMMENDATION**

No action is needed for this briefing. Staff will return in the fall to review the Housing Toolkit recommendations.

### **ATTACHMENTS**

Attachment A – Housing Action Plan Scope  
Attachment B – Housing Needs Assessment  
Attachment C – Communications Plan

# Attachment A - Housing Action Plan Briefing

## City of Shoreline

### Housing Action Plan Scope of Work

The goal of the housing action plan is to encourage construction of additional affordable and market rate housing in a greater variety of housing types and at prices that are accessible to a greater variety of incomes.

#### **Action 1: Housing Needs Assessment**

Quantify existing and projected housing needs for all income levels, including extremely low-income households, with documentation of housing and household characteristics, and cost-burdened households.

##### **Step 1.1: Document Current Conditions**

Data should document the type and age of housing within the community, and the demographics of the households within the communities. It should look across income segments and identify how many households in each income segment are paying more than 30 percent of their income for housing costs (cost burdened). It should also identify existing housing for special needs populations.

##### **Step 1.2: Analyze Population and Employment Trends**

Population analysis should consider whether Shoreline's growth is on track to accommodate the city's portion of the countywide population allocation projected over the 20-year planning period, along with regional population trends. The analysis should also project population demographics and income levels for the planning period and identify the types and densities of housing that are needed for housing suitable and affordable for all demographic and economic segments. This analysis should specifically consider underserved categories such as senior independent and assisted living. For more information see WAC 365-196-410. Employment trends should look at the jobs in the region, along with the income levels of the jobs, and may consider the jobs/housing balance in the community. Does the new housing stock being built match the future population needs?

#### **Action 2: Housing Toolkit to Address Unmet Housing Needs**

Develop strategies to increase the supply of housing and variety of housing types needed to serve the housing needs identified in Action 1. Consider strategies to minimize displacement of low-income residents resulting from redevelopment.

##### **Step 2.1: Analyze Existing Affordable Housing Regulations and Incentives**

Inventory Shoreline's current regulatory and financial incentives for affordable housing including parking, density bonuses, height increases, and fee waivers. Quantify the number and, where possible, affordability of units that have been created under Shoreline's existing zoning and incentives over the past 5 years, including pipeline projects. Identify the most effective measures. Identify incentives that have not been used and regulations that limit or discourage quality, affordable housing.

##### **Step 2.2: Recommend New Tools**

Identify additional tools relevant to Shoreline's housing needs including new housing types, incentives, regulations, partnerships and resources. Specific recommendations should be made for "missing middle" housing including cottage housing, tiny houses and ADUs. Describe the purpose and target population for each tool, provide examples from other jurisdictions, and evaluate the feasibility of the tool in Shoreline. Policy actions can be evaluated on whether they are short term, or long term, how effective they are, or whether they have a fiscal impact.

# Attachment A - Housing Action Plan Briefing

## **Step 2.3: Identify Strategies to Minimize Displacement**

Economic displacement occurs where low-income residents are forced out of traditional low-cost areas as redevelopment occurs and rents rise. Strategies to minimize displacement include preserving existing affordable housing, encouraging greater housing development, including, but not limited to affordable housing (so more housing is available for all income segments), engaging existing residents in identifying strategies, and taking a broader look using regional rather than localized strategies.

## **Action 3: Review Housing Element**

Review and evaluate the current Comprehensive Plan Housing Element including an evaluation of success in attaining planned housing types and units, achievement of goals and policies, and implementation of the schedule of programs and actions.

### **Step 3.1: Recommend Updates**

Evaluate the housing element goals and policies for items that have been implemented/achieved since adoption. Identify whether new comprehensive plan goals or policies are needed to support new tools identified in the Housing Toolkit that promote the size and types of housing that can be affordable to most economic segments of the population. Recommend any new or modified goals and policies needed to address underserved housing types or populations identified in the Housing Needs Assessment.

## **Action 4: Public Outreach and Input**

Provide for participation and input from an inclusive and diverse group of community members, community groups, local builders, local realtors, and nonprofit housing advocates.

### **Step 4.1: Invite Comments at Key Points**

Conduct focus groups or interviews with key stakeholder groups such as housing developers. Invite broad participation from all parts of the community through a survey, open house, public hearing or other means to understand and communicate the issues around housing. Members of the public can provide information and perspective on how the community can meet the state requirements to plan for housing affordable to all economic segments.

## **Action 5: Housing Action Plan**

Develop a schedule of programs and actions to implement the recommendations.

### **Step 5.1: Summary of Findings**

Summarize the key analysis, comments, issues and recommendations from Tasks 1-4.

### **Step 5.2: Non-Project SEPA Analysis**

Draft a SEPA checklist for the draft Plan, distribute it and respond to comments.

### **Step 5.3: Recommended Actions**

Propose a cohesive set of actions including regulations, incentives, partnerships and policy updates tailored to Shoreline's specific needs and conditions. Include a timeline for accomplishing these changes and budget implications for any consultant support, environmental review, waived fees or staffing necessary for the work.

# Shoreline Housing Needs Assessment

Draft

June 23, 2020

Prepared by:



Prepared for:



## Attachment B - Housing Action Plan Briefing



*Community Attributes Inc. tells data-rich stories about communities  
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## INTRODUCTION

### Background and Purpose

The City of Shoreline is developing a Housing Action Plan with support from the Washington State Department of Commerce. Washington State House Bill 1923 enacted one-time planning grants for cities to complete specific actions to support housing affordability. Shoreline received a grant to develop a Housing Action Plan, one of the eligible options under the grant program.

The Housing Action Plan will provide city-led actions and initiatives to encourage sufficient affordable and market rate housing at prices accessible to all of Shoreline's households, now and in the future. The Plan's content will be informed by two products – the Housing Needs Assessment and the Housing Toolkit. This Housing Needs Assessment provides the quantitative data and analysis required to understand Shoreline's housing needs. The Toolkit will identify appropriate options to address those needs.

In addition to this Needs Assessment, the Plan and Toolkit will be informed by stakeholder input. This will include input from technical experts, such as developers and affordable housing providers, as well as the broader public. Broader public outreach will emphasize engaging stakeholders most impacted by housing challenges in Shoreline.

### Methods

The analysis in this report relies on secondary data analysis. The analysis leverages data published by federal, state and local government resources, as well as private real estate data vendors, such as CoStar and Zillow. This report also leverages internal City of Shoreline data sources, including its buildable lands analysis and permit database.

### Organization of this Report

The remainder of this report is organized as follows:

- **Executive Summary** presents key findings from the report
- **Shoreline Housing Affordability Overview** provides general context on Shoreline and its planning context
- **Historic Trends and Current Conditions** describes Shoreline's population, employment, and housing stock, historic and current
- **Forecasts and Housing Needs** identifies the City's growth trends and how they relate to housing needs
- **Housing Needs Assessment** provides strategic guidance for the Housing Action Plan

## EXECUTIVE SUMMARY

### **Growth Trends**

The City of Shoreline is transforming from a single-family residential community to a mixed-use community featuring several dense transit-oriented centers. While the housing stock is still predominantly single-family, in 2020 recent housing production has favored multifamily units and townhouses. Large new multifamily developments have been concentrated along Shoreline's east-west corridors and Aurora. There is an east-west split within the City, with more multifamily and rental housing east of Aurora, and more high value single family development west of Aurora. The number of renter households increased by 21% from 2000 to 2018 while home ownership remained flat.

Much of Shoreline's single family housing stock was built in response to the post-World War II housing boom, and is now aging. Since 2000, Shoreline's population growth has been slow and steady while the rest of the region has been growing rapidly. When the City's two new light rail stations open in 2024, it may begin to capture a higher share of regional growth and more rapid changes to the built environment. As housing prices increase, redevelopment will be feasible for more of the City's older homes. This could bring the potential for displacement and substantial neighborhood change.

### **Employment**

Shoreline has a jobs-housing ratio of 0.7, which compared to a regional ratio of 1.3 indicates Shoreline exports more workers than it brings in or retains. Seattle is both the most common destination for Shoreline's employed residents and the most common place of residence for its workers. The largest share of jobs in Shoreline are in the services sector, and the number of jobs in this sector has been steadily increasing over time. Job growth in other sectors has been relatively flat.

### **Demographics**

Most of Shoreline's households consist of only one or two people, renters and homeowners included. As most homes are three bedrooms or larger, this suggests that young families may move to Shoreline with plans to grow. Age composition data supports this observation. The City has a large workforce-age population, with recent growth for adults age 25-34 and a small increase in children under 5. At the same time, the City may be drawing an increasing number of retirees, and experienced a small bump in its population age 65-74.

Shoreline has a more balanced income distribution compared to many of its peers around the region, which tend to have either more high-income or more

low-income households. As home prices rise, the City could see a shift toward more high-income households. There is a split market for rental housing, with large concentrations of renter households with incomes above the median and also below 30% of the median.

### Housing Market

Demand for housing is high, and the City has not had more than three or four months' worth of supply for sale at any point since 2012. Home prices have appreciated more rapidly in recent years compared to similar Puget Sound cities. The median-priced home (\$620,000) might be out of reach of the median family household in Shoreline (\$100,756 annual income). Rents have also been climbing, though at a similar rate to the region. Today a household must earn at least \$82,000 per year to afford the median rent of \$2,055, compared to \$57,700 to afford the 2010 median, \$1,444.

Households with incomes below 50% area median income (AMI) are the most likely to face affordability challenges in Shoreline, as is the case throughout King County. Cost burden may expand for higher income households as costs rise.

## SHORELINE HOUSING AFFORDABILITY OVERVIEW

### **Current Snapshot**

Shoreline is a city of 56,400 people in 2019 with 17,000 jobs locally. The City incorporated in 1995 as part of the Growth Management Act's requirements for all unincorporated areas in King County's Urban Growth Area to incorporate or annex into a city.

The area that became Shoreline was heavily developed following World War II as housing to accommodate new families. Today, most of the City's housing stock is single family, and a large share remains that was built in the 1950s. Despite its more suburban heritage, the City has experienced a strong shift toward multifamily housing production in recent years.

Shoreline has a strong workforce population, with a high concentration of adults between the ages of 25 and 55. The city's employment base consists of services and retail that serve local residents and surrounding areas. Shoreline's commercial areas are concentrated along major arterials and state highways. Nearly half of Shoreline's resident labor force works in Seattle, as well as in King County Eastside and Snohomish County cities. Shoreline Community College is both a major employer for the city and a major attraction for surrounding areas.

While the workforce-age population is still significant, the City is experiencing a shift toward more younger and older adults. The middle-aged population dropped significantly from 2010 to 2018. While there has been an increase in very young children, the overall number of households with children dropped during this period.

Over the past ten years, housing costs have risen in Shoreline along with the region. Today, the median-priced home is out of reach to the median income Shoreline family. Shoreline is diverse in terms of income distribution, and housing cost increases could push out many of its established residents. The City recognizes the benefits of a more diverse housing stock in support of a variety of households and lifestyles, including its current and long-time residents as they age and downsize.

Shoreline's proximity to Seattle and major transportation corridors, particularly two forthcoming light rail stations, creates interest in multifamily housing with regional transit access. Shoreline's public schools are well respected and attract families to its single-family zoned areas. The City desires to grow in a manner that fosters environmentally sustainable development patterns. Regional housing needs create a market and environment for Shoreline to consider new housing policies to respond to regional needs.

## Planning and Policy Context

### Existing Citywide Plans

The City adopted a Comprehensive Housing Strategy in January 2008. At that time, the community experienced increasing housing cost pressure for single family homes but had not yet experienced significant new multifamily development. The goals in this strategy focused on “expanding housing choice, increasing the number of affordable housing options and maintaining desirable neighborhood character”. The Strategy identified a lack of affordable housing and a lack of developable land. It anticipated increased demand for more rental housing and more diverse housing types, including to support existing homeowners as they age and downsize.

In advance of its 2012 Comprehensive Plan update, the City conducted a community visioning process from 2008 to 2009. In 2009 it adopted a 2029 vision for Shoreline based on this process, including 18 Framework Goals. Framework goals directly related to housing include:

- FG 3: Support the provision of human services to meet community needs
- FG 8: Apply innovative and environmentally sensitive development practices
- FG 9: Promote quality building, functionality, and walkability through good design and development that is compatible with the surrounding area.
- FG 10: Respect neighborhood character and engage the community in decisions that affect them.
- FG 12: Support diverse and affordable housing choices that provide for Shoreline’s population growth, including options accessible for the aging and/or developmentally disabled.
- FG 14: Designate specific areas for high density development, especially along major transportation corridors.
- FG 18: Encourage Master Planning at Fircrest School that protects residents and encourages energy and design innovation for sustainable future development.

Shoreline’s existing Comprehensive Plan Housing Element was adopted in 2012. The Element and its supporting analysis identify similar issues to those raised in the Comprehensive Housing Strategy. The Element’s policies are organized under the following themes:

- Facilitate Provision of a Variety of Housing Choices
- Promote Affordable Housing Opportunities

- Address Special Housing Needs
- Participate in Regional Housing Initiatives

At the time of the last Comprehensive Plan update, the final alignment for the Sound Transit Lynnwood Link Light Rail Extension had not yet been established. In 2015, Shoreline updated its Comprehensive Plan Land Use Element to incorporate Light Rail Station Area Planning Framework Goals for transit-supportive development in its future light rail station areas. This included establishing new land use designations to accommodate high densities in station areas and develop transitions to adjacent single family neighborhoods. The City also adopted subarea plans for the station areas.

### Subarea Plans

Shoreline has developed subarea plans for several neighborhoods – Point Wells, Southeast Neighborhoods, Town Center, and 145<sup>th</sup> and 185<sup>th</sup> Station Areas.

#### Point Wells

Point Wells is located immediately north of Shoreline along the Puget Sound. While located in unincorporated Snohomish County, its only current road access is through Shoreline’s Richmond Beach neighborhood. Point Wells is currently zoned as “urban village” under Snohomish County’s zoning. This is consistent with a “neighborhood scale node with a mix of retail and office uses, public and community facilities, and high density residential dwelling units”. Both Woodway and Shoreline have identified Point Wells for future annexation. Woodway and Shoreline have an agreement to coordinate planning for Point Wells.

#### Southeast Neighborhoods

The Southeast Neighborhoods are located in Shoreline’s far southeast corner. The Plan preserves single family character while encouraging small-scale infill development, such accessory dwelling units and small-lot single family. The Plan identifies several mixed-use nodes with potential for high density residential development.

#### Town Center

Town Center is located in Shoreline’s core, along Aurora Avenue between 175<sup>th</sup> and 185<sup>th</sup>. The Plan envisions that Town Center will serve as Shoreline’s most significant urban center. It will serve as a focal point for Shoreline’s identity and sense of place.

#### 145<sup>th</sup> and 185<sup>th</sup> Station Areas

The 145<sup>th</sup> and 185<sup>th</sup> Station Areas are Shoreline’s future light rail stations. The 185<sup>th</sup> Station Area is physically larger, but both station areas are planned to accommodate heights up to 70 feet. Both station areas are



envisioned to become “vibrant transit-oriented villages”, with a full range of housing choices and services.

**Zoning and Land Use**

Most of Shoreline’s acreage is currently zoned for single family development. The R6 and R4 zones accommodate a base density of six and four units per acre, respectively, and represent about 66% of Shoreline’s area. **(Exhibit 1)**

**Exhibit 1. Land Allocation by Zone, Shoreline**

Zone	Parcels	Share of Total		
		Parcels	Acreage	
R6	14,791	71.1%	4,692	51.4%
R4	1,117	5.4%	1,340	14.7%
C	44	0.2%	698	7.6%
MB	330	1.6%	367	4.0%
R12	588	2.8%	296	3.2%
MUR-70	580	2.8%	233	2.6%
R24	387	1.9%	217	2.4%
TC	263	1.3%	203	2.2%
CB	372	1.8%	198	2.2%
R18	353	1.7%	193	2.1%
R48	399	1.9%	190	2.1%
NB	153	0.7%	121	1.3%
MUR-45	537	2.6%	114	1.2%
MUR-35	458	2.2%	99	1.1%
R8	365	1.8%	97	1.1%
CZ	35	0.2%	48	0.5%
PA 3	21	0.1%	26	0.3%
<b>Total</b>	<b>20,793</b>	<b>100%</b>	<b>9,133</b>	<b>100%</b>

*Source: City of Shoreline, 2020; CAI, 2020*

R4 zones are concentrated in Shoreline’s higher income coastal neighborhoods, including Innis Arden and The Highlands. Mixed use and commercial zones are concentrated along major arterials, particularly Aurora Avenue. In the future, Town Center may compete for development with the light rail station areas located near I-5. **(Exhibits 2-3)**

Exhibit 2. Adopted Zoning, Shoreline, 2019

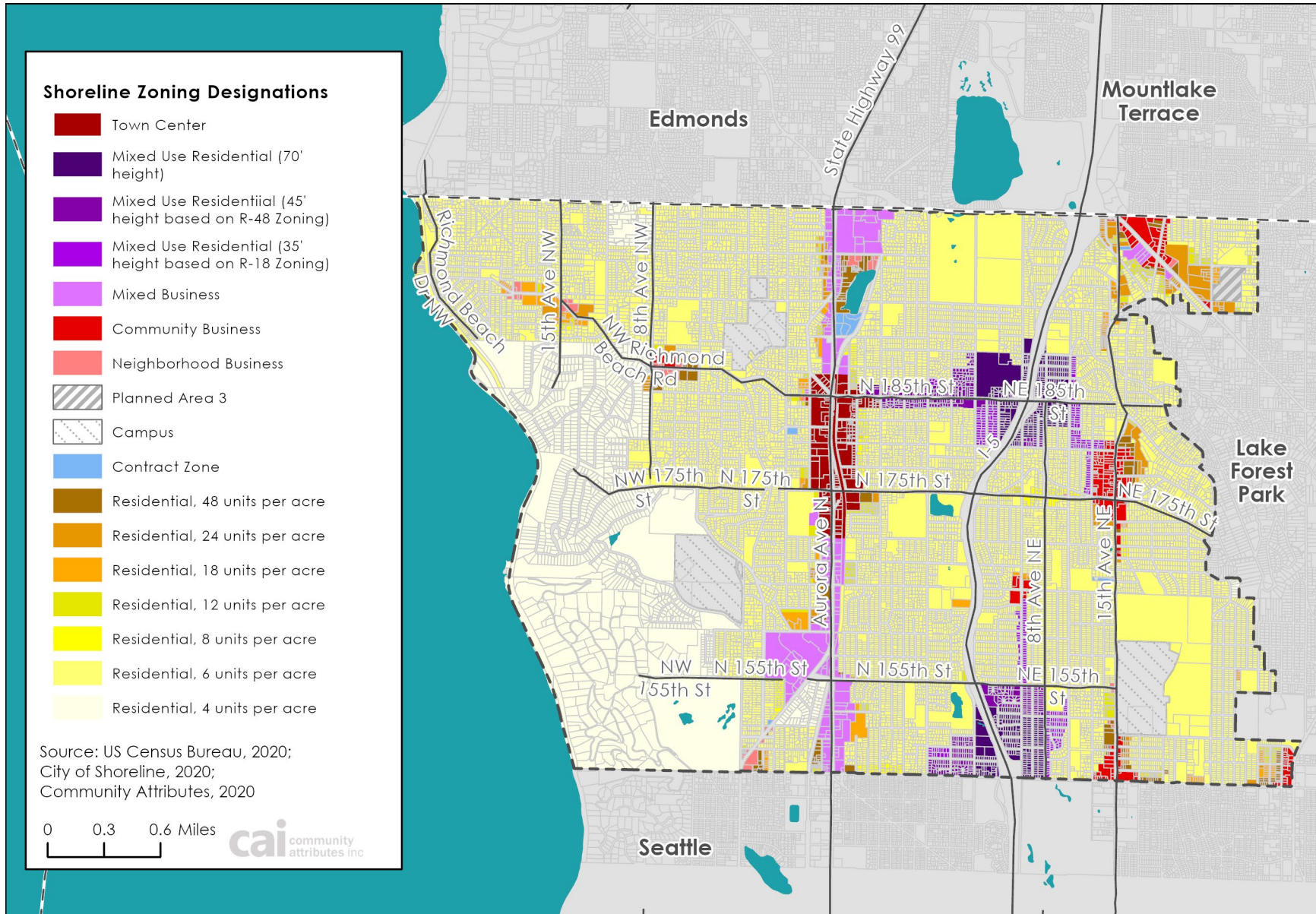
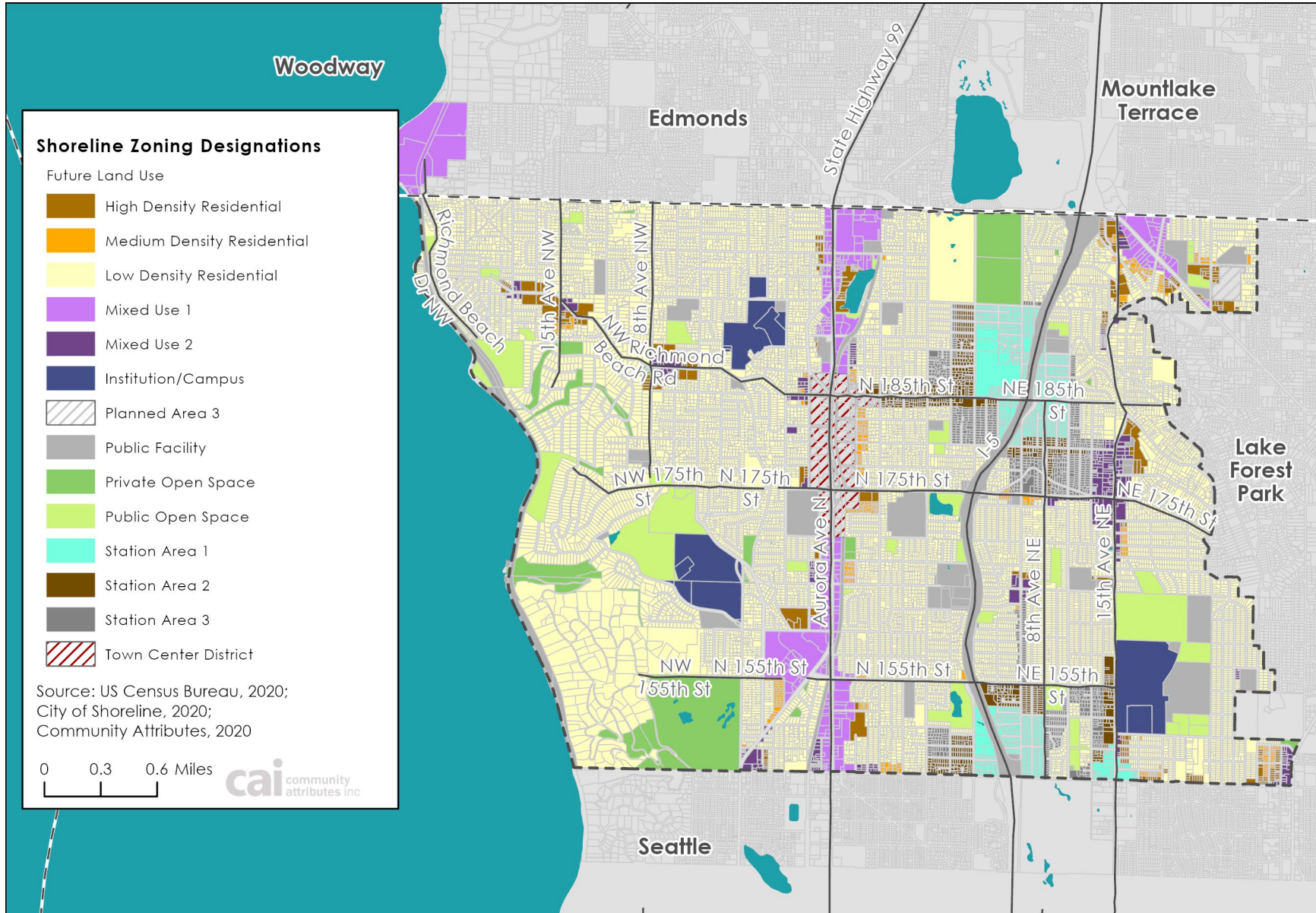


Exhibit 3. Future Land Use, Shoreline, 2020



**Affordability Metrics**

Affordable housing programs use US Housing and Urban Development (HUD) definitions for area median income (AMI) to explain household income levels. HUD establishes unique limits for households between one and eight people in size. They are only established for certain metropolitan areas, however. Shoreline is included in the Seattle-Bellevue area, which extends over all of King and Snohomish counties. (Exhibit 4)

**Exhibit 4. HUD Household Income Limits, Seattle-Bellevue HUD Metro FMR, 2020**

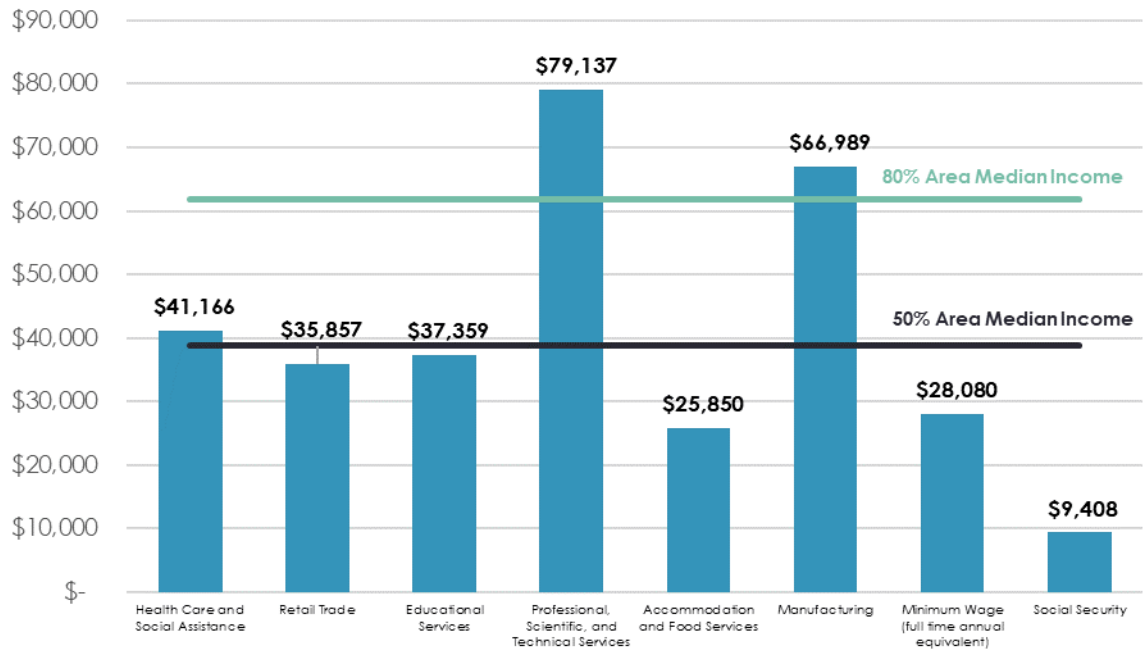
	Household Size							
	1	2	3	4	5	6	7	8
<b>Extremely Low Income (30% AMI)</b>	\$25,100	\$28,650	\$32,250	\$35,800	\$38,700	\$41,550	\$44,400	\$47,300
<b>Very Low Income (50% AMI)</b>	\$41,800	\$47,800	\$53,750	\$59,700	\$64,500	\$69,300	\$74,050	\$78,850
<b>Low Income (80% AMI)</b>	\$66,700	\$76,200	\$85,750	\$95,250	\$102,900	\$110,500	\$118,150	\$125,750
<b>Median Income</b>	\$83,600	\$95,600	\$107,500	\$119,400	\$129,000	\$138,600	\$148,100	\$157,700

*Source: HUD, 2020*

There is significant market and income diversity within King and Snohomish counties. The HUD median family income for this region is \$113,300, across all household sizes. For housing planning purposes, it is important to consider these limits with local circumstances in mind. In an area where incomes are higher than average for the region, an “affordable” rent could be close to the market rate in a lower cost area. Reviewing the share of renters and homeowners who are cost-burdened (Spending more than 30% of their income on housing costs) by income can help illuminate the income levels in greatest need for a specific city.

**Exhibit 5** shows how median wages in Shoreline’s largest industries compare to HUD AMI benchmarks for single people. As shown, the median retail, education, accommodation, or food service worker in Shoreline earns less than 50% AMI and is considered very low income. Conversely, workers in professional and manufacturing fields are likely to earn more than 80% AMI.

**Exhibit 5. Median Income by Industry and HUD Income Limits, 2018**



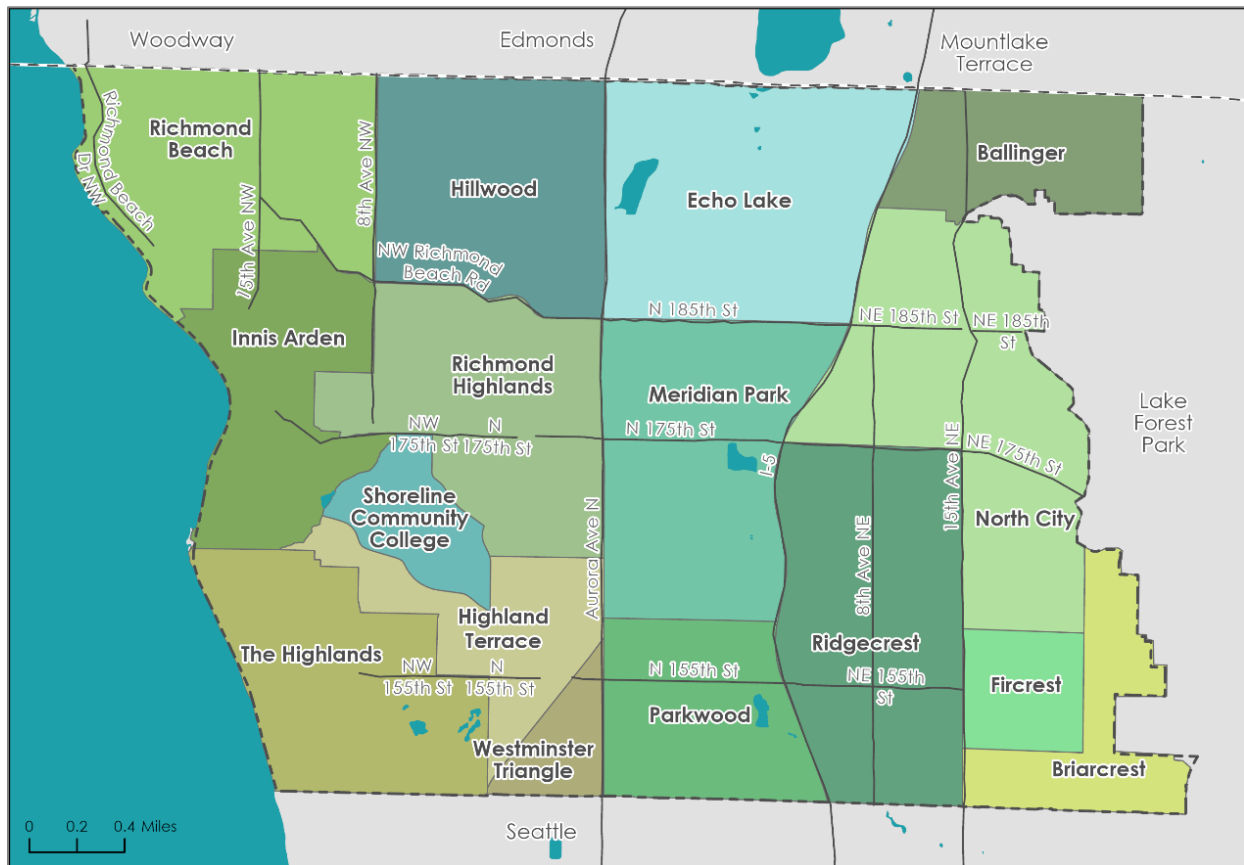
*Source: HUD, 2019; US Census Bureau 5-Year Estimates ACS, 2018; LEHD, 2020; Social Security Administration 2020; Washington State Department of Labor & Industries, 2020*

HISTORIC TRENDS AND CURRENT CONDITIONS

Neighborhoods

Shoreline has 16 established neighborhoods which vary in terms of character and housing types. Neighborhoods west of Aurora feature more high value, lower density single family development, particularly along the coast. East of Aurora, there is more multifamily and denser single family development.

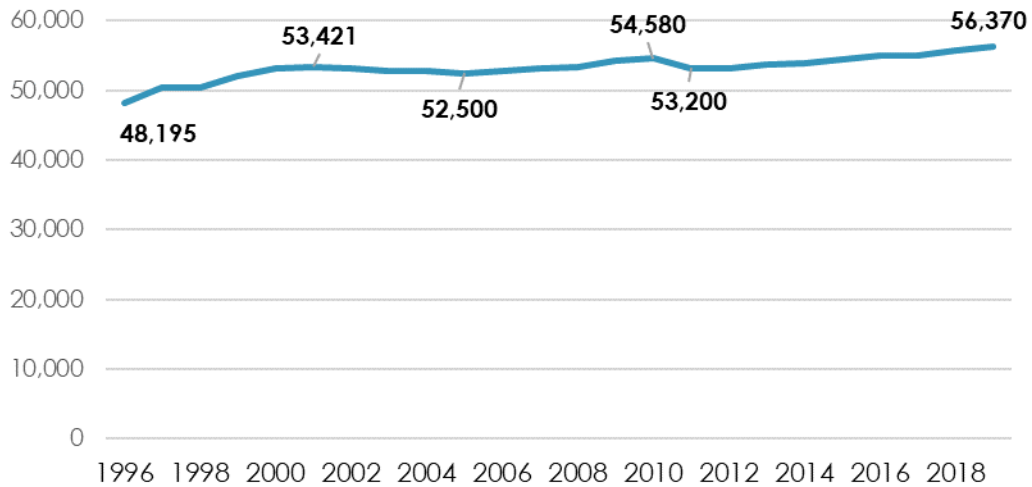
Exhibit 6. Shoreline Neighborhoods



## Population & Demographics

Shoreline was incorporated in 1995, and experienced strong population growth through 2001. Aside from brief periods of decline in 2000 and 2010, growth stabilized after the initial growth surge. Since 2005, Shoreline’s population has grown by 0.5% per year on average. (Exhibit 7)

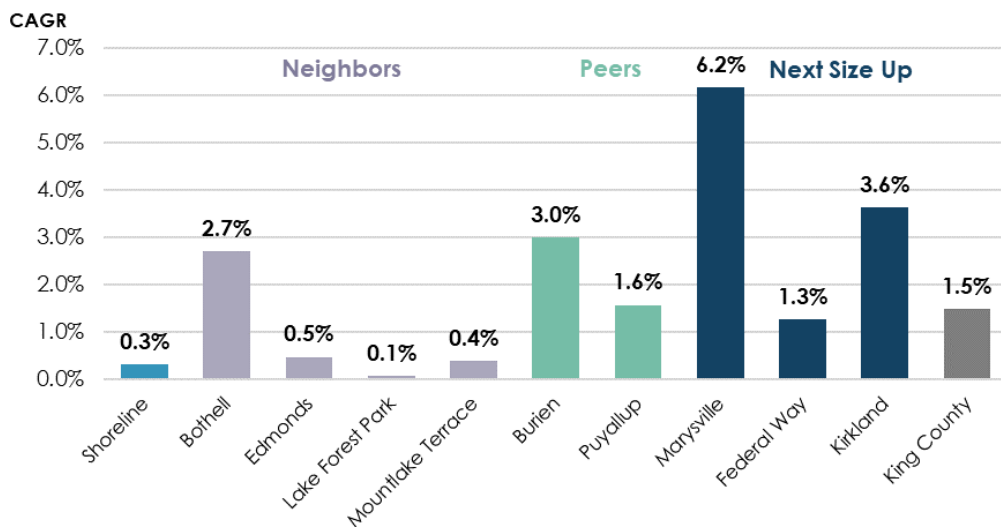
**Exhibit 7. Total Population, Shoreline, 1995-2019**



Source: Washington State Office of Financial Management, 2020

While Shoreline’s recent growth patterns are similar to neighbors like Edmonds and Mountlake Terrace, other areas in the region have been experiencing much more rapid growth. King County as a whole grew five times faster than Shoreline from 2000 to 2019. (Exhibit 8)

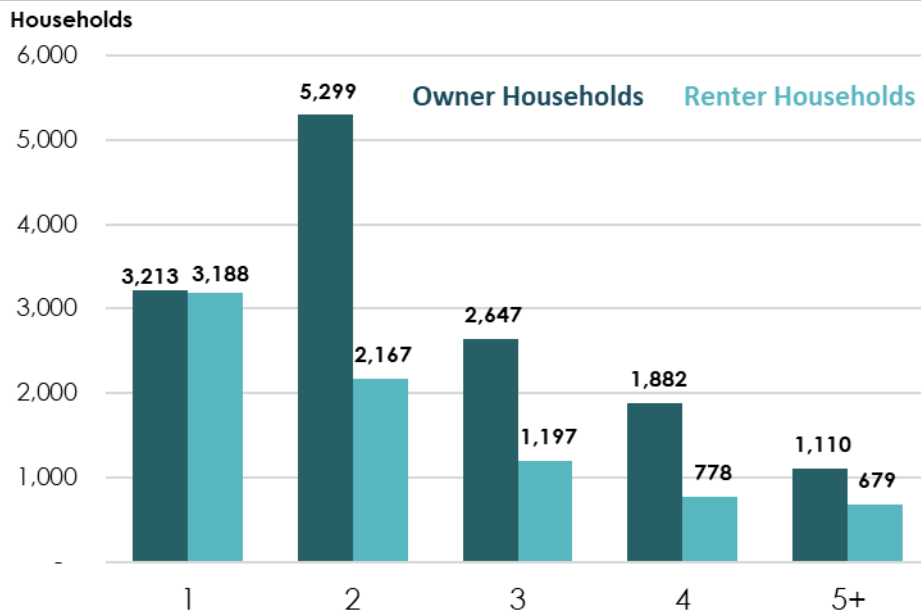
**Exhibit 8. Compound Annual Population Growth, Shoreline and Comparison Cities, 2000-2019**



Source: Washington Office of Financial Management, 2020

Most of Shoreline’s households, both homeowner and renter, are small. One- and two-person households represent 63% of the total. This could include young families moving to Shoreline with plans to grow – the City’s largest age group is adults age 25 to 34. Small households are also characteristic of retiree households, and Shoreline has also experienced a large increase in adults age 65 to 74. **(Exhibit 9 and Exhibit 11)**

**Exhibit 9. Households by Persons per Household and Tenure, 2018**



*Source: US Census Bureau, ACS 5-Year Estimates, 2014-2018*

Most of Shoreline’s households own their homes, though the number of homeowner households was relatively static from 2000 to 2018. The number of renter households increased by 21% in this same period. While the total number of vacant homes increased from 2000 to 2018, the vacancy rate is still only 3%. A “healthy” vacancy rate is around 5%, which suggests that the City needs more housing units overall to meet demand. **(Exhibit 10)**

**Exhibit 10. Housing Tenure and Vacancy Trends, Shoreline, 2000-2018**

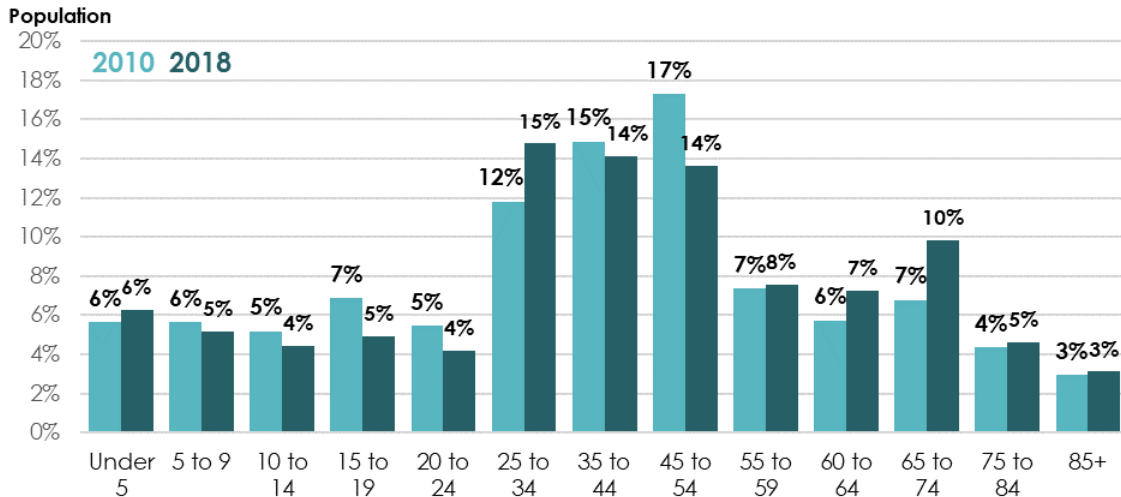
Category	2000	2018	Change, 2018 - 2000
Occupied Housing Units	20,720	22,160	1,440
Owner-Occupied Units	14,100	14,150	50
Renter-Occupied Units	6,620	8,010	1,390
Vacant Units	620	760	140
<b>Total Housing Units</b>	<b>21,340</b>	<b>22,920</b>	<b>1,580</b>

*Source: US Census Bureau, American Community Survey 5-Year Estimates, 2014-2018; 2000 Census*



Shoreline has a strong workforce-age population, with a large concentration of adults age 25 to 54. While the general concentration has been relatively constant between 2010 and 2018, there were larger increases in young adults age 25 to 34 as well as older adults age 65 to 74. This suggests that Shoreline is attractive to both young families looking to grow as well as retirees. **(Exhibit 9)** The local population with disabilities is also increasing, consistent with the rise in older adults. **(Exhibit 10)**

**Exhibit 11. Distribution of Residents by Age, Shoreline, 2010 & 2018**



Source: US Census Bureau, American Community Survey 5-Year Estimates, 2014-2018

Despite the high share of young adults and increase in children under 5, Shoreline experienced an absolute decrease in households with children between 2010 and 2018. **(Exhibit 12)** There was a large decrease in adults age 45 to 54, which suggests that some more established families with children are moving away from Shoreline while young families and single people are moving in.

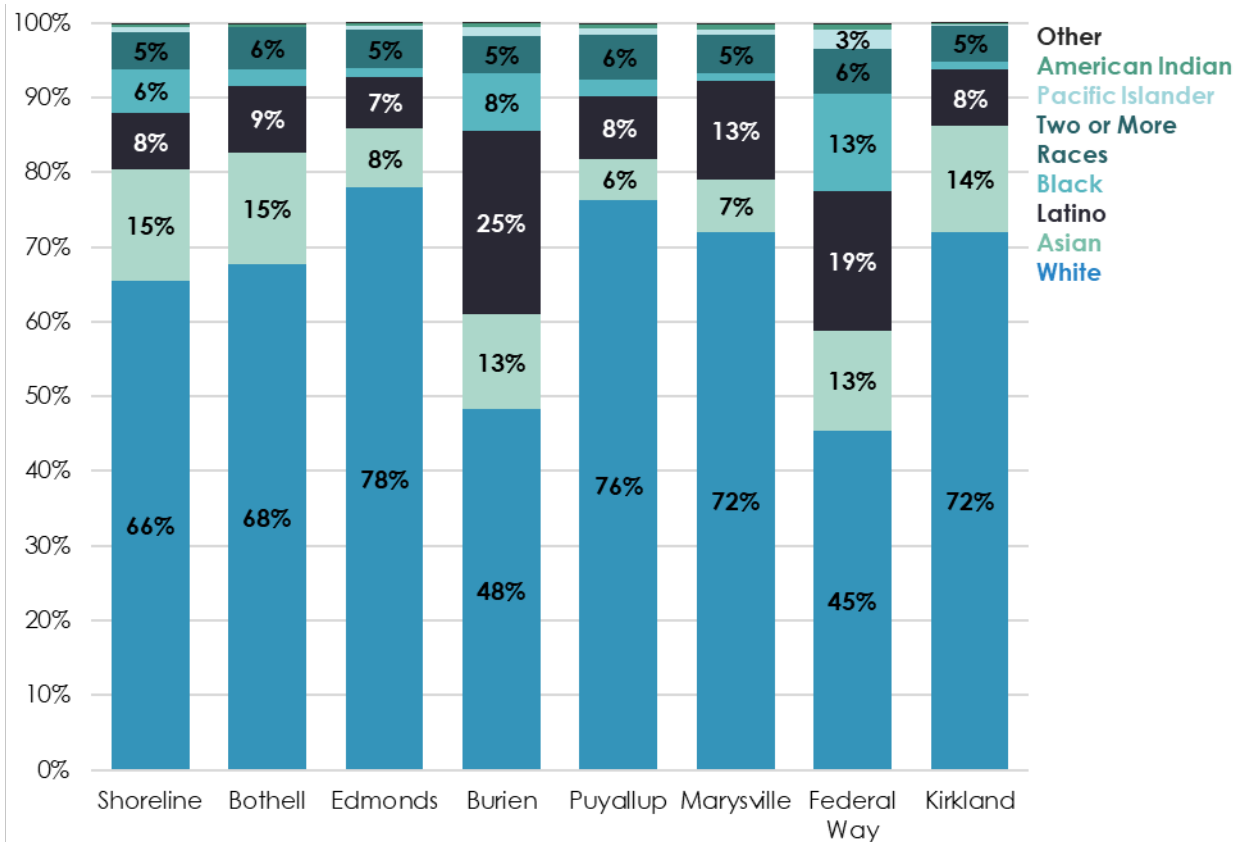
**Exhibit 12. Shoreline Select Household Characteristics, 2010-2018**

	2010	2018	Change 2010-2018
Total Households	21,152	22,160	1,008
Households with Children	6,048	5,924	(124)
Single-Person Households	6,195	6,401	206
Household with an Individual Over 65	4,717	6,661	1,944
Disabled Civilian Population*	6,608	7,093	485

Source: US Census Bureau, American Community Survey 5-Year Estimates, 2006-2010; 2008-2012; 2014-2018.

Shoreline is more diverse than many of its neighbors and peers, but not as diverse as the most diverse cities in the region. In Federal Way and Burien no individual race has a majority. Shoreline is slowly becoming more diverse, however. The share of the population that are people of color rose from 32% in 2010 to 34% in 2018. Most of this increase came from Shoreline’s Latino population and population identifying as two or more races. **(Exhibit 13)**

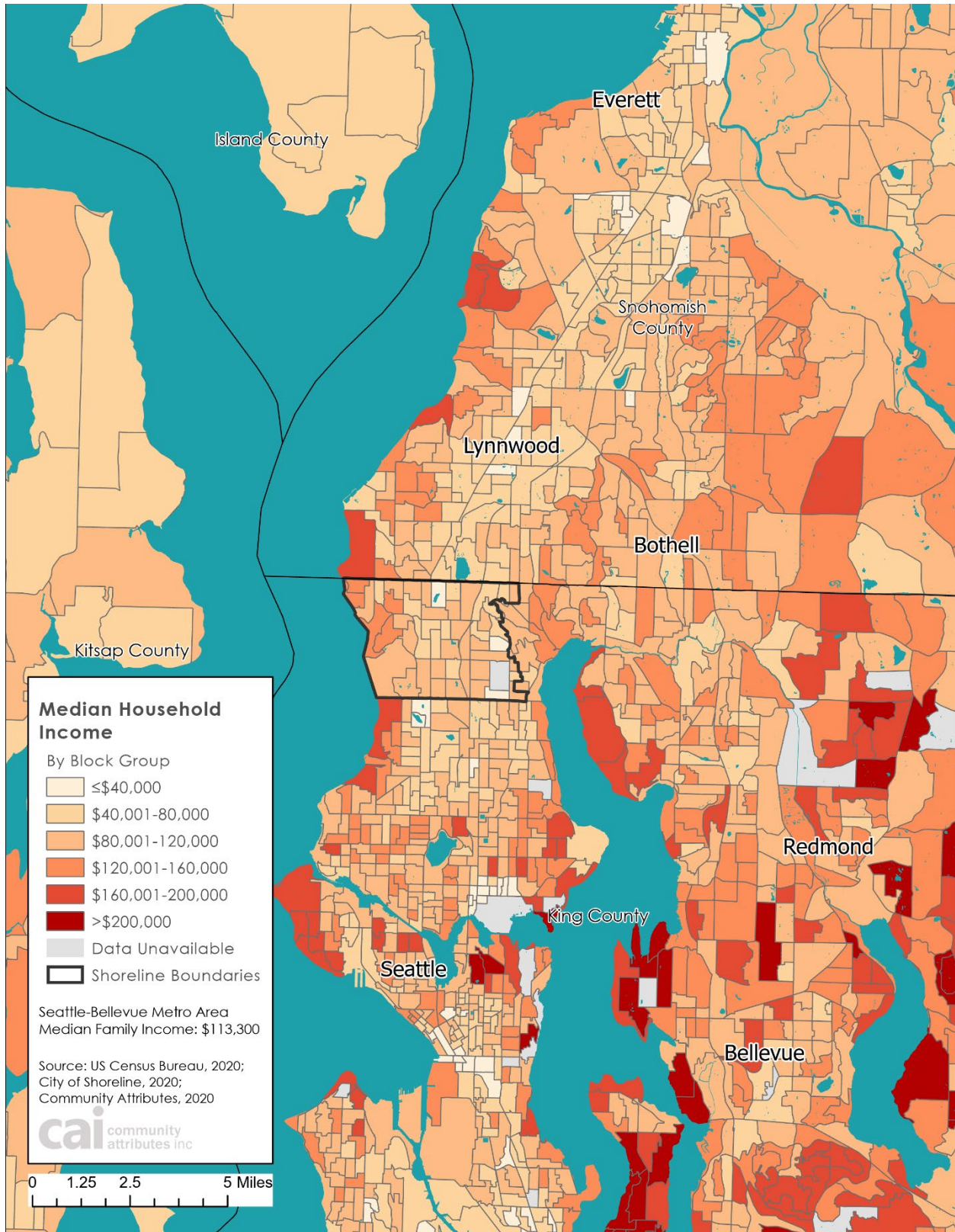
**Exhibit 13. Households by Race or Ethnicity, Shoreline and Comparison Cities, 2018**



Source: US Census Bureau, American Community Survey 5-Year Estimates, 2014-2018

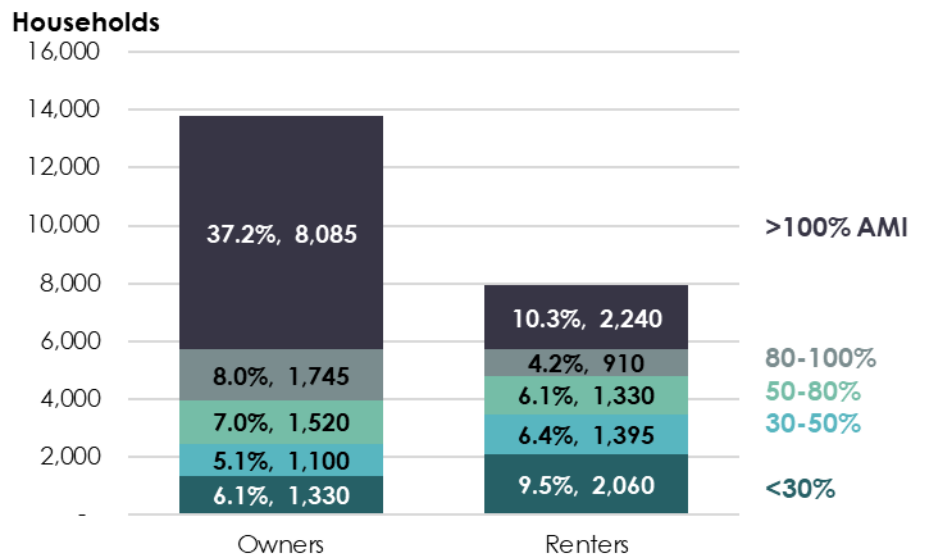
Shoreline is a middle-income community relative to the region. It contains only three census block groups with a median income below \$40,000 and no block group with a median household income above \$160,000. Shoreline’s waterfront neighborhoods have higher incomes relative to the City, but the difference is not as stark as in coastal areas to the north and south. **(Exhibit 14)**

Exhibit 14. Median Household Income, Shoreline and Region, 2018



Typical to most communities, Shoreline’s homeowners are more likely to have higher incomes compared to its renters. The households most likely to struggle to find affordable market rate housing in any community are those with incomes below 50% AMI. Low income households are more likely to need to sacrifice spending on other essentials to afford housing and are more vulnerable to homelessness. Shoreline has around 3,500 renter households and 2,400 homeowner households with incomes below 50% AMI. Altogether they represent around 27% of Shoreline’s households. **(Exhibit 15)**

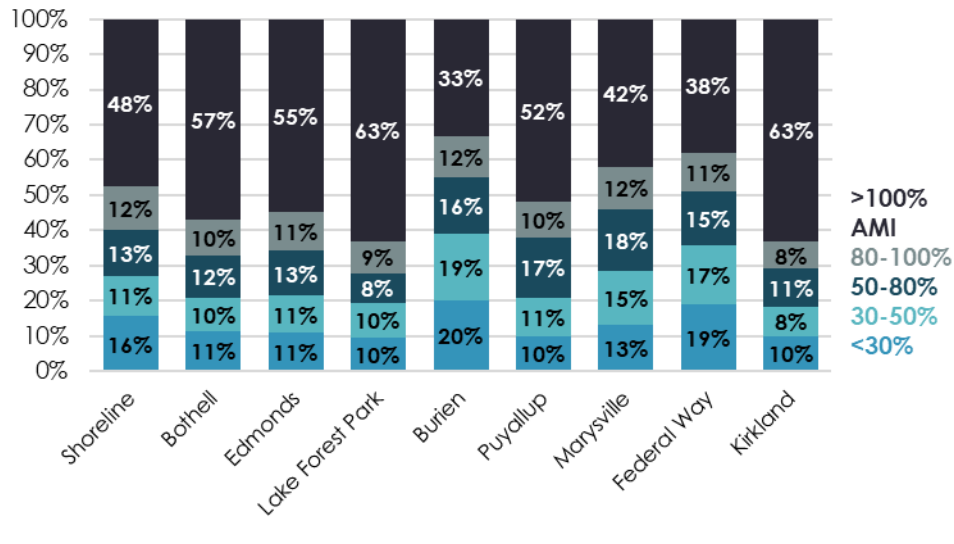
**Exhibit 15. Household Income by HUD AMI and Housing Tenure, Shoreline, 2016**



Source: HUD CHAS, 2012-2016

Relative to its neighbors and peers around the region, Shoreline is a relatively balanced community in terms of income composition. Just under half of its households earn more than the median income, and households are distributed nearly evenly within the income segments below the median. Kirkland and Lake Forest Park have a high concentration of higher income households, while Burien and Federal Way have more lower income households. Because Shoreline is income-diverse, its residents are likely to have more varied housing needs. **(Exhibit 16)**

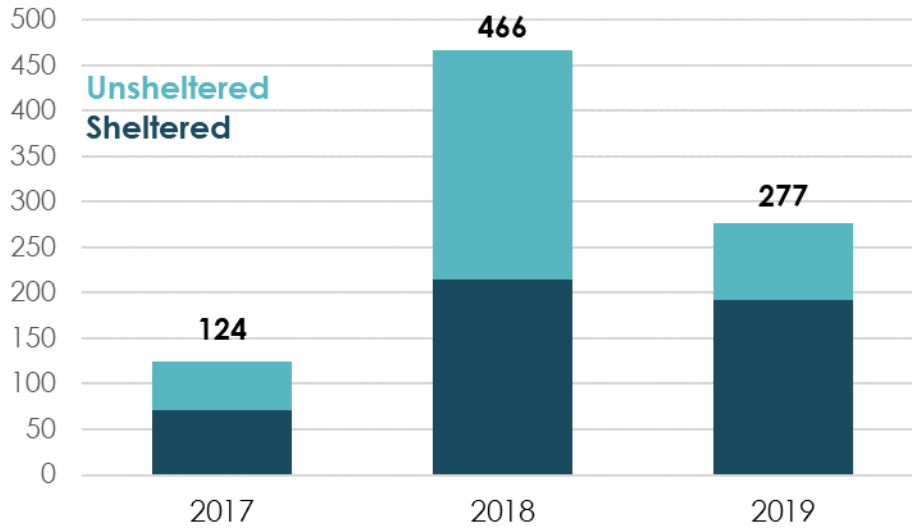
Exhibit 16. Household Income Composition, Shoreline and Peer Communities, 2018



Source: HUD CHAS, 2016

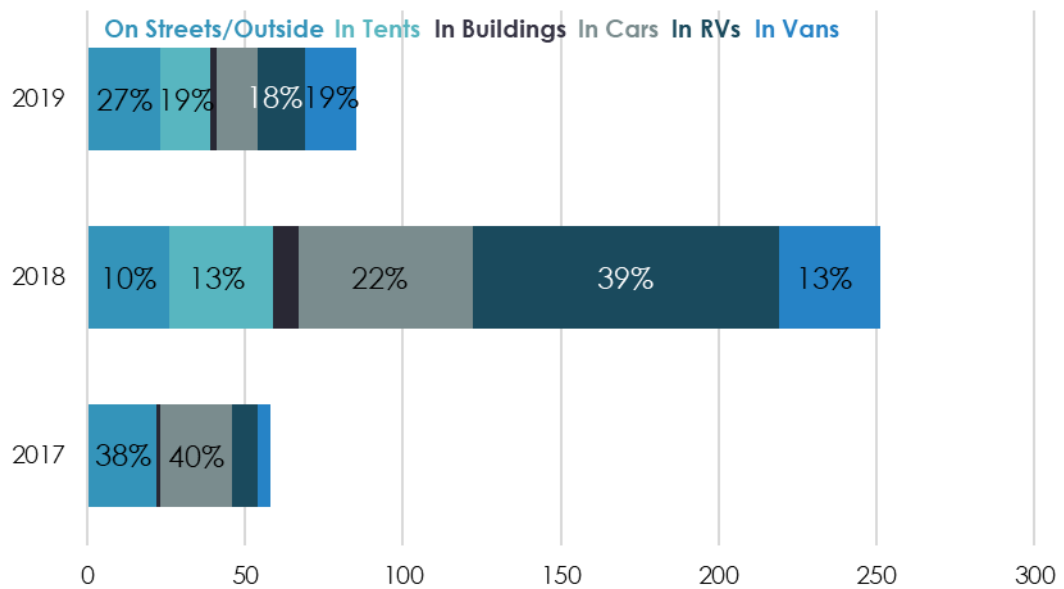
King County’s 2019 Point-In-Time Count of Persons Experiencing Homelessness found that the North County Subregion (including Shoreline, Bothell, Kenmore, Lake Forest Park, Woodinville, and some unincorporated areas) hosted 2% of unsheltered and 3% of sheltered persons experiencing homelessness Countywide. While North King County experienced a significant drop from 2018 to 2019, largely in unsheltered people, there are inherent challenges in properly counting this population. Point-in-time counts do not account for the population experiencing homelessness throughout the year, and they do not capture individuals who are couch surfing or in similar precarious housing arrangements. North King County significantly increased its shelter capacity from 2017 to 2018, but there was a slight drop from 2018 to 2019. (Exhibit 17) In 2018, a much larger share of the North County unsheltered population was living in cars and RVs compared to 2019. (Exhibit 18)

**Exhibit 17. North King County Point-in-Time Count of Persons Experiencing Homelessness, 2017-2019**



Sources: Seattle/King County Point-In-Time Count of Persons Experiencing Homelessness, 2019

**Exhibit 18. North King County Unsheltered Population Detail, 2017-2019**

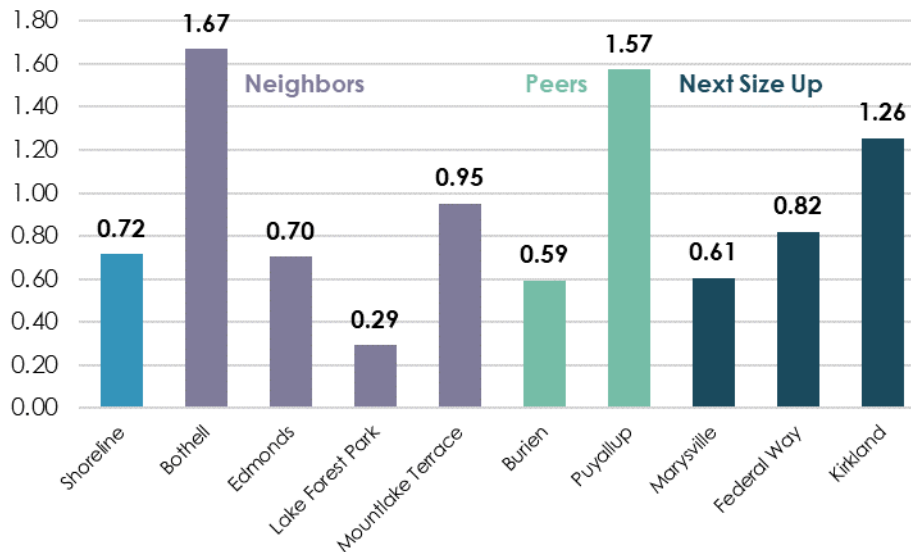


Sources: Seattle/King County Point-In-Time Count of persons Experiencing Homelessness, 2019

## Employment and Commuters

With a jobs-housing ratio of 0.71, Shoreline is neither a bedroom community nor a major employment center. **(Exhibit 19)** While nearly half of the City’s employed residents commute to Seattle, the next largest group live and work in Shoreline. The remainder are spread across a large number of destinations, particularly the region’s major professional employment hubs. Seattle and Shoreline are also the most common places of residents for people who work in Shoreline. Most other Shoreline workers live nearby, in places like Edmonds, Everett, Lynnwood, and Mountlake Terrace. **(Exhibit 18)**

**Exhibit 19. Jobs-Housing Ratios, Shoreline and Peer Communities**



Sources: Puget Sound Regional Council, 2018; Washington Office of Financial Management, 2018

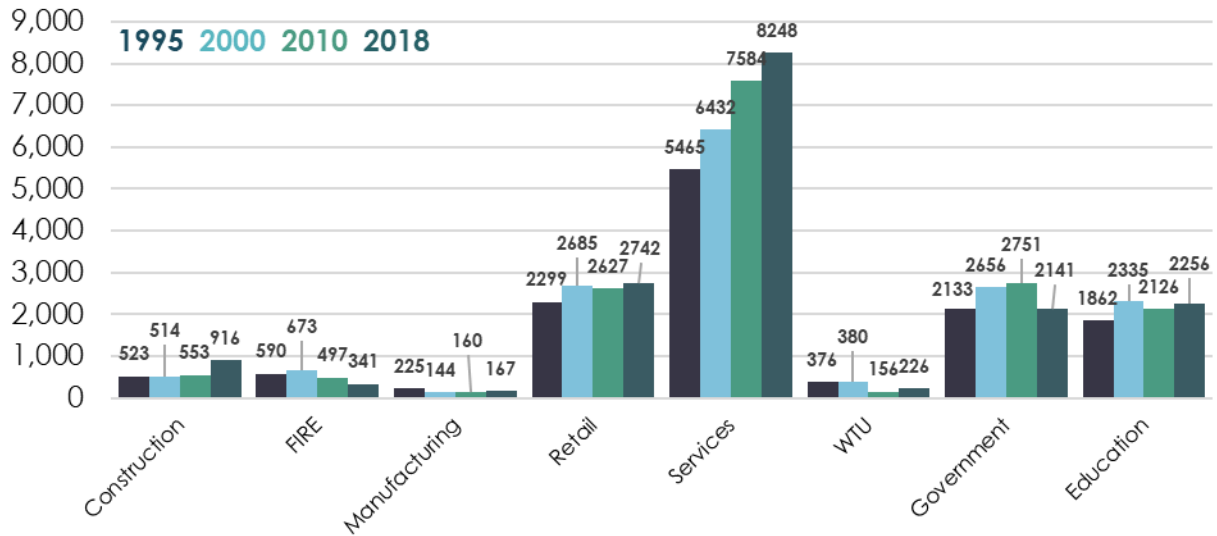
**Exhibit 20. Commuter Inflows and Outflows, Shoreline, 2017**

Where Shoreline Workers Live			Where Shoreline Residents Work		
Place	Number	Share	Place	Number	Share
Seattle	3,220	18%	Seattle	14,040	48%
Shoreline	2,500	14%	Shoreline	2,490	9%
Edmonds	940	5%	Bellevue	1,710	6%
Everett	680	4%	Everett	1,100	4%
Lynnwood	620	3%	Lynnwood	780	3%
Mountlake Terrace	430	2%	Redmond	720	2%
Lake Forest Park	370	2%	Kirkland	710	2%
Bothell	350	2%	Bothell	710	2%
North Lynnwood CDP	330	2%	Edmonds	620	2%
Kirkland	320	2%	Renton	360	1%
Other	8,290	46%	Other	5,760	20%
<b>Total</b>	<b>18,050</b>	<b>100%</b>	<b>Total</b>	<b>29,000</b>	<b>100%</b>

Source: US Census Bureau, LEHD Origin-Destination Employment Statistics, 2017

The Services sector is Shoreline’s largest employer, and it has experienced the most significant growth since 1995. Retail, Government, and Education are also significant, though they have not experienced significant growth. (Exhibit 21)

**Exhibit 21. Covered Employment by Sector, Shoreline, 1995-2018**



Source: Puget Sound Regional Council, 2018

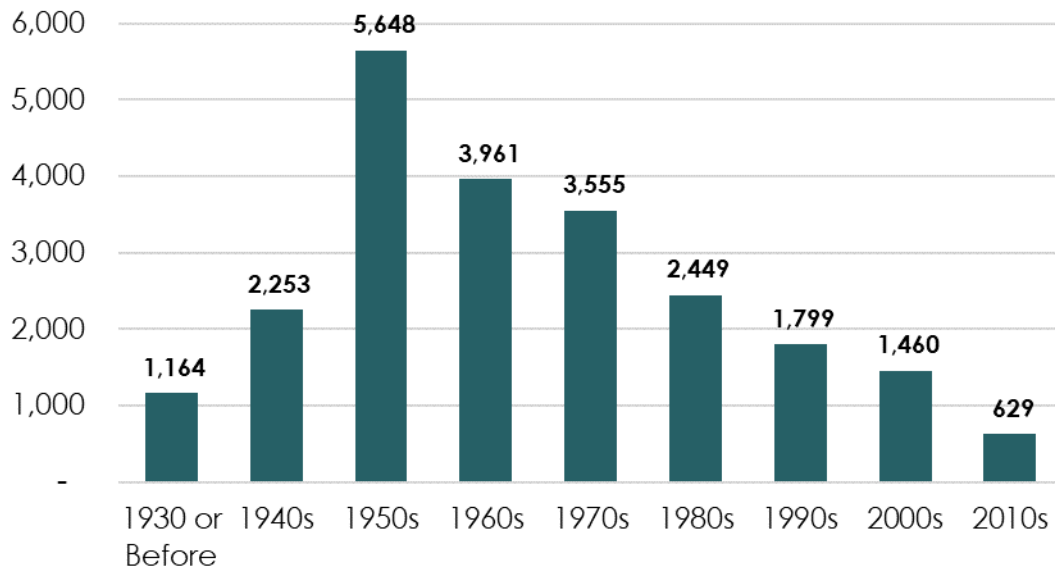
Note: “WTU” stands for Wholesale Trade and Utilities and “FIRE” stands for Finance, Insurance, and Real Estate.



## Housing Stock

Shoreline experienced a building boom after World War II, when developers began producing a high volume of affordable suburban family housing. This is still evident in the City’s housing stock, as a quarter of its homes were built in the 1950s. Many of these homes could be considered redevelopable, particularly as land value rises. This brings challenges and opportunities. Shoreline can accommodate more growth in its higher density zones through redevelopment, but there is also potential to displace lower-income residents.

**Exhibit 22. Housing Units by Age, Shoreline, 2018**

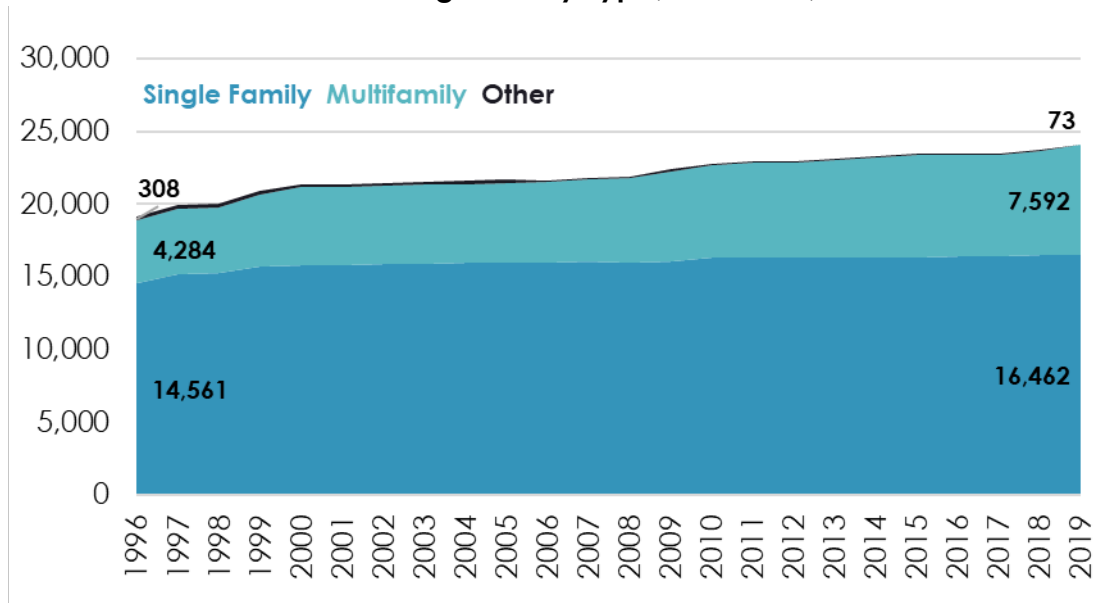


*Source: US Census Bureau, American Community Survey 5-Year Estimates, 2014-2018*

Over time, most of Shoreline’s housing growth has come from new multifamily housing units. While the City has never had a significant share of other types of units, it has lost most of its stock of other units. Typically these are manufactured homes. **(Exhibit 23)**

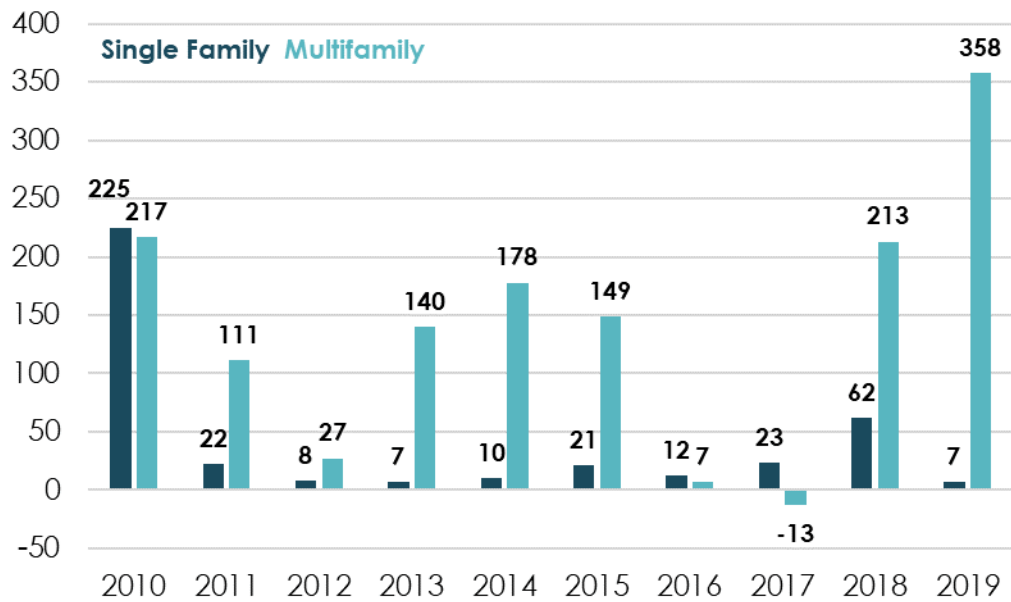
Shoreline’s shift toward multifamily residential development has been the most evident over the past decade. Multifamily production has generally outpaced single family production in most years since 2010. **(Exhibit 24)**

**Exhibit 23. Housing Units by Type, Shoreline, 1995 – 2020**



Source: Washington State Office of Financial Management, 2019

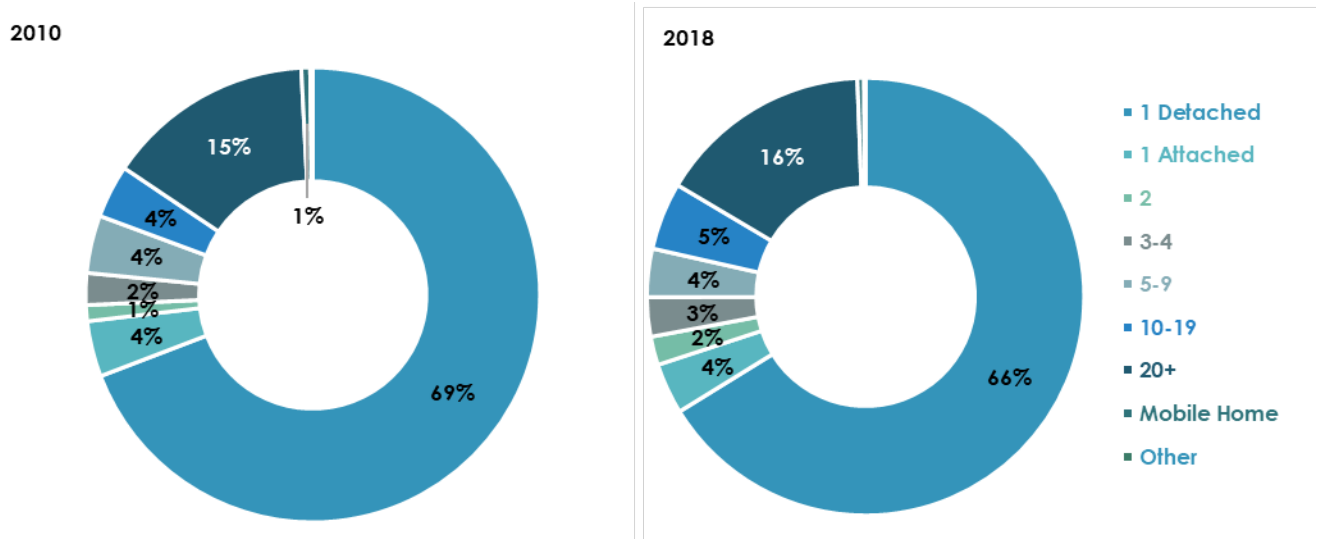
**Exhibit 24. Annual Housing Unit Change, Shoreline, 2010-2019**



Sources: Washington State Office of Financial Management, 2019.

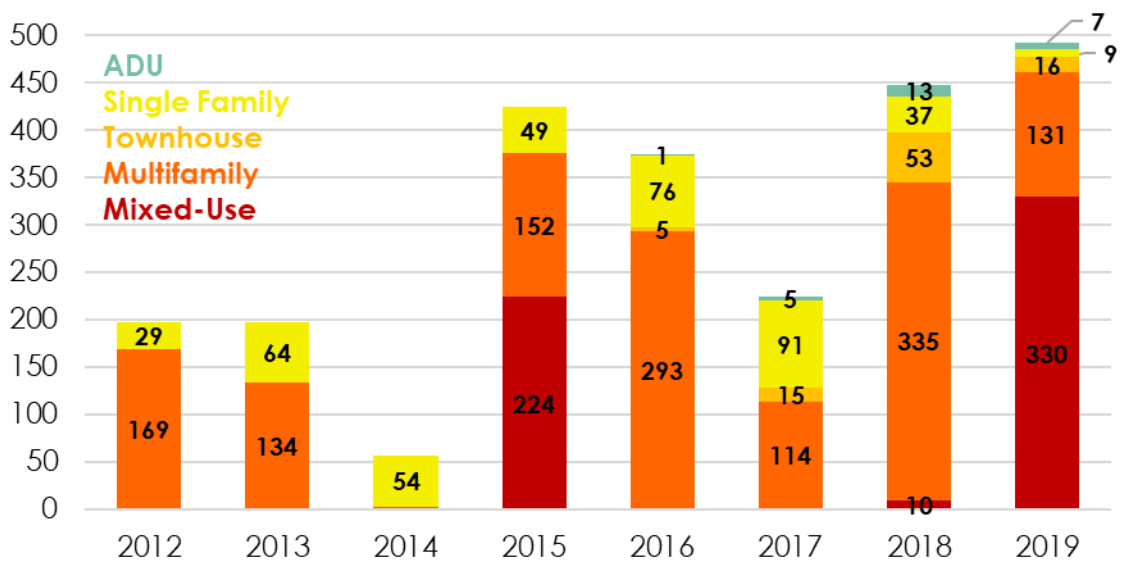
This shift toward multifamily development has been significant enough that, from 2010 to 2018, the City’s overall single family detached housing share dropped by 3%. Residential buildings are permitted in higher intensity commercial districts without density limits. Combined with proximity to bus rapid transit this has led to a rise in apartment development. While the largest portion of Shoreline’s multifamily units are in complexes with more than 20 units, the City is also seeing growth in smaller scale multifamily. **(Exhibit 25)**

**Exhibit 25. Housing Units by Number of Units in Structure, Shoreline, 2010 and 2018**



Source: US Census Bureau, American Community Survey 5-Year Estimates, 2014-2018

**Exhibit 26. Permitted Units by Type, Shoreline, 2012-2019**



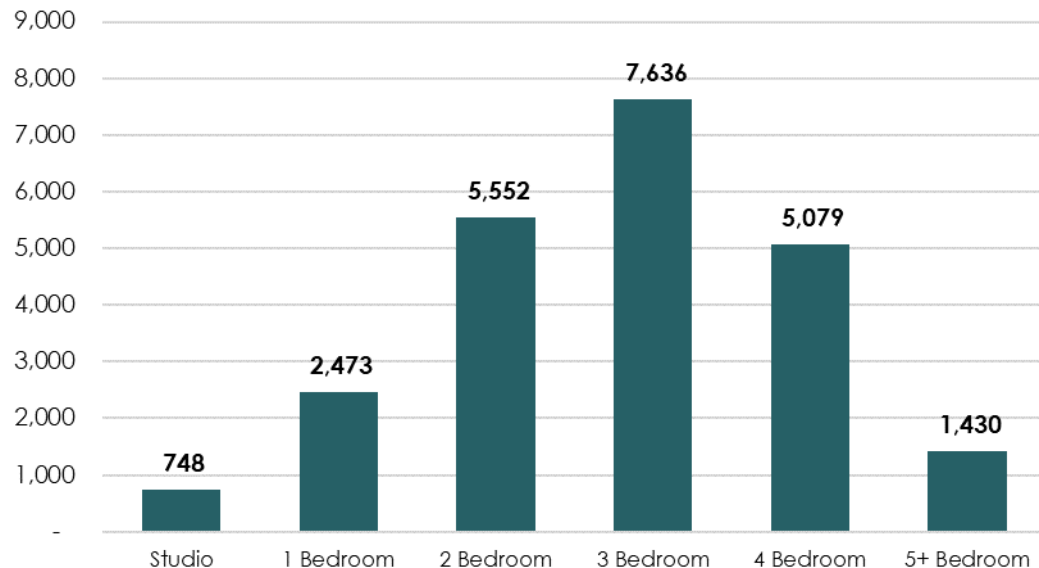
Source: City of Shoreline, 2020

Recent permit data also reflects a heavy shift toward multifamily development and increased townhouse development. Much of this recent surge in multi-family development has been related to the 2015 rezoning of single family areas adjacent to the new 145<sup>th</sup> and 185<sup>th</sup> Link Light Rail Stations to allow higher density townhouses and apartments. Accessory Dwelling Unit (ADU) permitting increased significantly in 2018, though ADUs currently only represent a small share of permitted units per year. **(Exhibit 26)**

It is possible that the rise in multifamily housing is influencing transience. The share of residents who moved into their home in the past year has increased from 14% in 2010 to 16% in 2018, but it is difficult to say whether these people moved in with the intention to remain long term or not or if they moved between different dwellings in the same area.

The largest share of Shoreline’s homes by size are three bedroom units. This is consistent with a city that is predominantly single family housing. Today, Shoreline’s households are mostly one or two people, and there is likely demand for more smaller units. Stakeholder engagement will test preferences with regard to smaller units and unit types. **(Exhibit 27)**

**Exhibit 27. Housing Units by Number of Bedrooms, Shoreline, 2018**



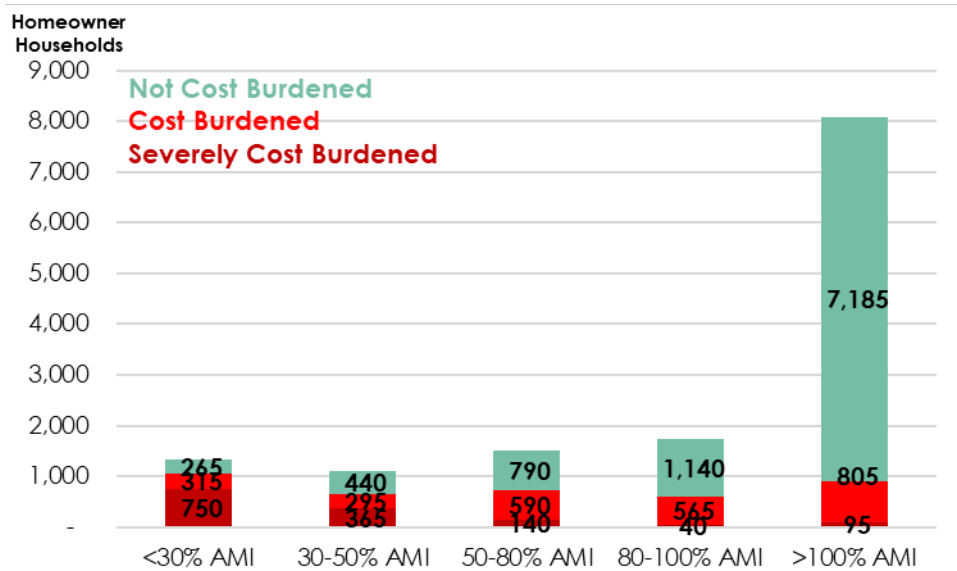
*Source: US Census Bureau, American Community Survey 5-Year Estimates, 2014-2018*

## **Housing Affordability**

Shoreline has a distinct renter household income distribution. There is a large group of renters with the lowest incomes, then the number of renters decreases as income rises. This trend does not continue above median

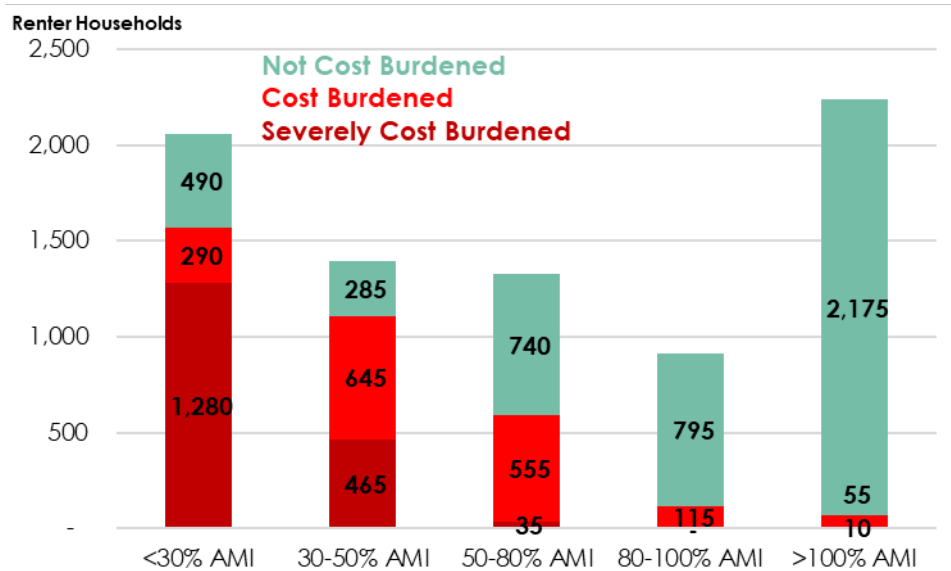
income, and the City has a large concentration of higher-income renters. While most of the City’s lowest income renters are severely cost burdened and devote more than 50% of their income to rent, only a fraction of its highest income renters are cost burdened. In general, Shoreline’s renters earning less than 50% AMI have the most serious housing affordability issues. Cost burden is still significant for renters between 50 and 80% AMI, but more than half of this group is not cost burdened.

**Exhibit 28. Cost Burden by Income Level, Homeowner Households, Shoreline, 2016**



Source: HUD CHAS, 2012-2016

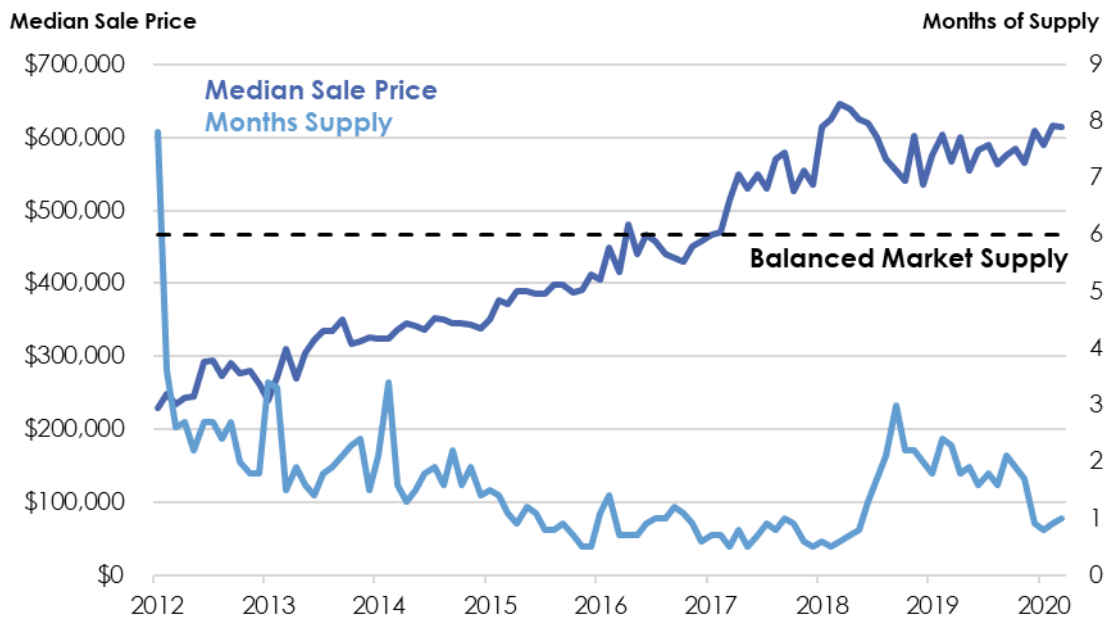
**Exhibit 29. Cost Burden by Income Level, Renter Households, Shoreline, 2016**



Source: HUD CHAS, 2012-2016

Shoreline’s sale housing market has been consistently tight since January 2012. Housing markets are considered balanced when six months’ supply is available for sale. Since 2012, Shoreline has typically had less than three months’ supply available at any given time, and supply has fallen as low as 15 days on several occasions. There is a regional housing shortage, however, and Shoreline’s market is similar to its neighbors and peers. This has driven price increases, which will likely continue while the current regional lack of supply persists. (Exhibit 33)

**Exhibit 30. Median Sale Price and Residential Market Months’ Supply, City of Shoreline, 2012-2019**



Source: Redfin, 2020

## Assisted Housing

### Nursing Homes

Shoreline currently has 490 nursing home and rehabilitation facility beds across four facilities. This translates to roughly 49 beds per 1,000 residents age 65 and above. Across the western US, there are 46 nursing home and residential care beds per 1,000 people in this age group<sup>1</sup>, which suggests that Shoreline’s supply is typical for the region. Projecting future needs is complex. Today, more seniors are choosing to continue living independently instead of living in nursing homes, which has reduced demand for certain

<sup>1</sup> US Department of Health and Human Services, “Long-term Care Providers and Service Users in the United States, 2015-2016”, 2019

facilities. Demand will continue for facilities that serve individuals living with specific ongoing care needs, such as those with Alzheimer’s. (**Exhibit 28**)

**Exhibit 31. Nursing Homes and Rehabilitation Facilities, Shoreline, 2020**

<b>Facility</b>	<b>Beds</b>
The Oaks at Forest Bay	90
Fircrest School	92
Total Nursing Home Beds	182
CRISTA Rehab & Skilled Care	168
Richmond Beach Rehab	140
Total Rehabilitation Beds	308
<b>All Beds</b>	<b>490</b>

*Source: US Department of Health & Human Services, Medicare.gov Nursing Home Compare, 2010*

**Financially Assisted Affordable Housing**

Shoreline currently has four properties with 493 income-restricted units, all funded by low income housing tax credits (LIHTC).

Affordable LIHTC units have maximum rents based on income limits and can only be occupied by households earning less than the upper income limit. However, affordable rents are based on the upper income limit, so households with much lower incomes can still be cost-burdened while living in a LIHTC unit. There are other affordable housing funding sources which provide an ongoing subsidy so that a household never pays more than 30% of their income. Most of these are federal, notably the Section 8 Housing Choice Voucher Program.

There are two types of tax credits: one which subsidizes 30% of the units in a project and one which subsidizes 70% of the units. The 70% program is highly competitive and projects must typically meet deeper affordability goals to be successful. These projects often combine multiple funding sources to offer deep subsidies and supportive services to residents.

Shoreline has one 70% project which is owned and operated by Compass housing. Compass at Ronald Commons offers units to households earning up to 30% AMI and up to 50% AMI, though its 30% AMI units are only available by referral through the King County 2-1-1 Coordinated Entry process. Shoreline’s three 30% projects have income-restricted units for households earning less than 60% AMI. (**Exhibit 32**)

**Exhibit 32. Income-Restricted Multifamily Housing, Shoreline, 2020**

Facility Name	Year Built	Credit Type	Income-Restricted Units
Colonial Gardens	1999	30%	71
Blakely at Echo Lake	2009	30%	199
Polaris Apartments	2014	30%	164
Compass at Ronald Commons	2017	70%	59
<b>Total</b>			<b>493</b>

Source: HUD, 2020

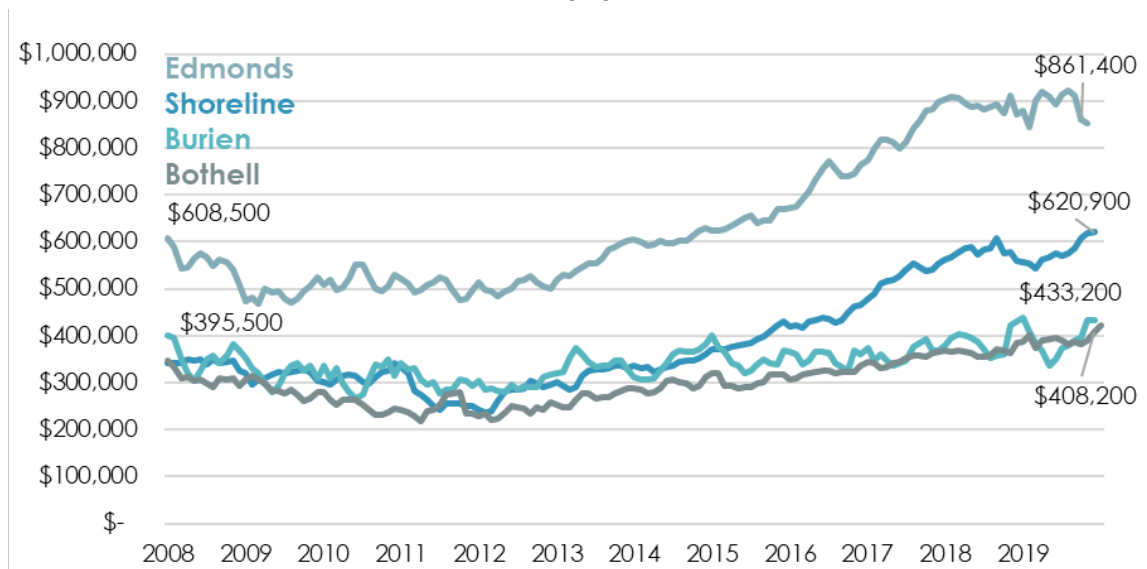
LIHTC units must remain affordable for 30 years, though credits can only be “recaptured” when properties fail to comply within the first 15 years. As a result there are few options for enforcement after 15 years. Of the four properties, only Colonial Gardens is more than 15 years old. Colonial Gardens is also owned and operated by King County Housing Authority, so these units will remain affordable throughout the compliance period and possibly beyond.

## Housing Market

### Prices

In the immediate post-recession years, Shoreline’s housing market appeared to be similar to Burien and Bothell. While Burien and Bothell have remained similar over time, Shoreline sale prices pulled away and began climbing rapidly after 2015. (Exhibit 33)

**Exhibit 33. Median Home Sale Price, Shoreline, Peers and Neighbors, 2008-2020**



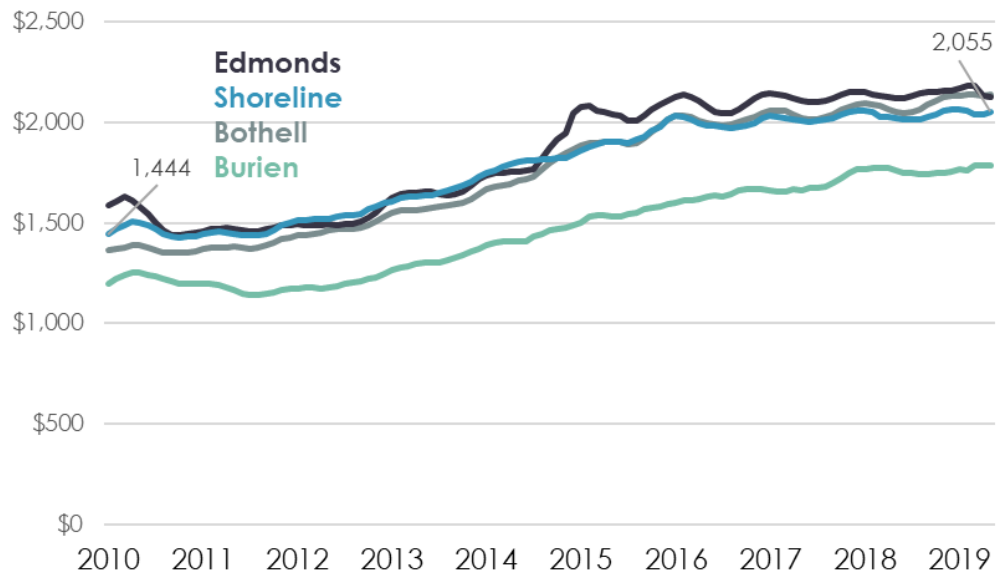
Source: Zillow, 2020



A home costing \$620,900, the most recent monthly median price in Shoreline, would require an estimated minimum income of \$117,000 to afford the monthly cost of loan principal, interest, property tax and insurance. This takes 30% of household income as a benchmark for affordability. By comparison, the median Shoreline family earns \$100,756. The median income for all types of households is \$80,489.

From 2010 to 2018, Shoreline’s median rent has climbed at a similar rate to Edmonds and Bothell. The 2010 median rent of \$1,444 would require an annual income of around \$57,700. This is between 50 and 80% AMI for single people and couples according to 2020 HUD limits. The most recent median rent of \$2,055, by contrast, requires at least \$82,000 for affordability. This is nearly 100% AMI for single people and couples. As rents rise, fewer higher-income renters will be able to build sufficient savings to purchase homes. **(Exhibit 34)**

**Exhibit 34. Median Rent, Shoreline and Peer Cities, 2008-2020**



Source: Zillow, 2020

## FORECASTS AND HOUSING NEEDS

Growth targets from Shoreline's last comprehensive plan update projected the City to add 5,000 net new housing units from 2006 to 2031. As of 2019, the City has added nearly half of that total. Since 2019 is also roughly halfway between 2006 and 2031, the City has been growing consistent with projections. However, this period has featured periods of more rapid and more slow growth. If one of these extremes is sustained, the growth trajectory could change.

Shoreline's population and employment projections will be updated in 2021. Once available, the Housing Action Plan will use projections to assess how many units the City will require by type and income level to serve future growth.

For interim planning purposes, **Exhibit 35** details several potential growth scenarios for Shoreline, based on trends the City has experienced in the past in terms of unit production per year. While these scenarios may differ from growth targets adopted in the future, they provide a general sense of the scale of Shoreline's housing needs.

If Shoreline's current household income distribution remains constant, the City will require between 50 and 150 new units *per year* serving households earning less than 50% AMI. This does not include the number of affordable units required to serve existing cost-burdened low-income households.  
**(Exhibit 35)**

**Exhibit 35. Shoreline Housing Needs Analysis**

<b>Citywide Housing Units</b>	<b>Total Units</b>	<b>Annual Growth</b>
Housing Units, 1996	19,153	
Housing Units, 2000	21,338	546
Housing Units, 2010	22,787	145
Housing Units, 2019	24,127	134
<b>Assumed Multifamily Share of New Units</b>	<b>75%</b>	
<b>Assumed 2050 Household Size</b>		
Single Family	2.2	
Multifamily	1.8	
<b>Household Growth Scenarios, 2020 to 2050</b>		
High Growth (1996-2000 Growth Trend)	16,500	550
Current Trend (2015-2019 Growth Trend)	12,000	400
Previous Plan Housing Target	6,000	200
Low Growth (2010-2015 Growth Trend)	4,500	150
<b>Total Housing Units Required w/Vacancy of</b>	<b>5.0%</b>	
High Growth Scenario	17,300	578
Current Trend Scenario	12,600	420
Previous Plan Scenario	6,300	210
Low Growth Scenario	4,700	158
<b>Housing Units Required to Serve Households Below 50% AMI</b>	<b>27.1%</b>	
High Growth Scenario	4,700	150
Current Trend Scenario	3,400	100
Previous Plan Scenario	1,700	50
Low Growth Scenario	1,250	50

*Sources: City of Shoreline, 2020; US Census Bureau, American Community Survey 2018 5-Year Estimates; Washington Office of Financial Management, 2019; CAI, 2020*

## HOUSING NEEDS ASSESSMENT

- The households most likely to be cost burdened in Shoreline are renters below 50% AMI. Shoreline needs more dedicated affordable units serving renters in this income segment. This is best accomplished in partnership with nonprofit and public housing providers.
- Shoreline has an overall housing shortage that is part of a regional lack of supply. This has had upward pressure on prices, particularly home sale prices. The current median home is now out of reach of the typical Shoreline family.
- Rents have risen so that renters between 50% and 80% AMI will now struggle to find affordable housing in Shoreline. Renters above 80% AMI will now struggle to build sufficient savings to buy a home.
- Most of Shoreline’s households consist of one or two people. Among these households there are two potential subgroups to consider for housing planning purposes – seniors and young adults. There is strong demonstrated demand for townhouses, consistent with this demographic. There may be untapped demand for additional small housing types, such as cottage housing and small-lot single family development.
- Shoreline’s midcentury single family homes will be attractive for redevelopment as prices rise. This will bring a shift toward more multifamily development in multifamily zones, and more high value, large homes in single family zones. As prices rise, Shoreline will likely attract more high-income households.

# **Communication Plan for Shoreline's Housing Action Plan**

*June 23, 2020*

## **Introduction**

This is a proposal for stakeholder outreach to support the Shoreline Housing Action Plan. The plan includes three main forms of outreach: focus groups, an online survey and an online open house. Due to COVID-19 related uncertainty about the ability to gather in person, meetings and hearings are planned to be conducted remotely. If the public health situation changes that decision may be revisited.

## **Focus Groups**

Focus groups are small group interviews. Currently they are planned to be held remotely. Focus groups will reach the following stakeholder groups, Technical Advisors and Community Stakeholders:

- **Technical Advisors:** This group is composed of city staff, local housing providers, and others with important input to establish overall project priorities. The project team will engage the technical advisor group in three virtual meetings. The technical advisor group will be composed of up to ten members.
- The City of Shoreline will recommend and recruit members of the group. CAI and BDS will review recommended technical advisors and identify potential expertise gaps for the City to finalize the list. BDS will coordinate with the technical advisors the City recruits and recommends. CAI will participate in two of the three technical advisory group meetings.

<b>Member</b>	<b>Expertise</b>
Corinne McKisson	Program Manager at Ronald Commons
Dan Watson	KC Housing Authority Deputy Executive Director
David Maul	Architect, former Planning Commissioner
Jess Blanch	Enterprise Community Partners
Rosalie Merks	AAA Management, LLC Director of Real Estate Development
Scott Becker	Architect
Suzanne Davis	Architect, former Planning Commissioner
Colleen Kelly	Shoreline Community Services Manager
John Norris	Shoreline Assistant City Manager
Nate Daum	Shoreline Economic Development Manager
Nora Gierloff	Shoreline Planning Manager

## Attachment C - Housing Action Plan Briefing

- Technical advisor group meetings will serve the following purposes:
  - Technical advisors will provide guidance in developing housing goals and other important project direction.
  - Technical advisors will explore ideas for new housing tools, and specific issues with existing tools to be addressed. This may include identifying strategies to minimize displacement.
  - This group will also provide guidance on revisions to Shoreline’s housing element.
  - Provide guidance on appropriate community representatives for community stakeholders group meetings.
- Community Stakeholders: Stakeholders are comprised of local residents, organizations and workers who can provide lived experience with housing challenges in Shoreline. The project team will engage three stakeholder groups at least one time per group. The City may provide additional follow up with these groups.
- BDS will support recruitment by coordinating with technical advisors on suggested community stakeholders. BDS will coordinate and lead the three focus groups with community stakeholders. CAI will participate in up to one focus group.
  - Community stakeholders will provide diverse individual perspective on Shoreline’s housing needs
  - They will also provide feedback on potential housing tools under consideration

Individual interviews may supplement focus groups between meetings, as necessary to develop content. Findings from the technical advisor and community stakeholder groups will be summarized in a Stakeholder Engagement Summary and will inform the draft and final Housing Action Plan.

### Online Open House

An online open house will provide information on the project to the community-at-large in both English and Spanish. The website will serve to inform the public about the project, including timeline and findings, and gather input through embedded survey questions. Recordings of City Council or Planning Commission presentations can also be posted on the site.

CAI’s in-house development team will host a website that will contain a series of five-six (5-6) pages featuring clear text and images on the project. Some survey questions will be embedded at the bottom of specific pages to gather individual

opinions about Shoreline's most significant housing priorities and potential recommended strategies and tools. These questions may allow the viewer to rank housing priorities or tools and to offer opinions about what they like or dislike about specific priorities or tools.

Pages may include the following content:

- **Project Overview.** Images and text addressing:
  - Why prepare a housing action plan?
  - What's being considered in the plan?
  - Project Schedule
  - Form allowing users to sign up for project updates (City to manage email list)
- **Ongoing Efforts.** Images and text providing an overview of Shoreline's existing housing programs and tools.
- **Project Findings.** Images and text summarizing major housing needs identified through research and in partnership with city staff. Embedded survey questions provide the ability for readers to rank their priorities and comments.
- **Content may include:**
  - Embedded maps (up to two)
  - Approximately four multiple choice questions to elicit public input and rankings on Housing Toolkit priorities.
  - One open-ended text entry field to gather additional input.
  - Brief demographic survey to gather information on open house participants

Findings from the open house survey questions will be incorporated into the Stakeholder Engagement Summary and will inform the draft and final Housing Action Plan. Additionally, the complete survey results will be provided to the City of Shoreline in an excel workbook.

The City will be responsible for sharing the open house link through its social media accounts, emails to neighborhood leaders, postcards to recent multi-family permit applicants, and a targeted mailing to multi-family rental housing. The site will remain open through the project's duration. CAI will develop site content with review and input from City of Shoreline staff. CAI will complete up to two updates of the site, including updating project findings and ongoing efforts reflecting project progress.

### **Visual Communication**

CAST will model proposed recommendations developed in the Housing Action Plan process, then use input from policy makers, the community, and development professionals to improve the built form. CAST will test the boundaries and critical thresholds of what would be allowed and model street-level changes with easy to understand illustrations to raise public understanding and support for changes. Visual communication may be incorporated into technical advisor, community stakeholder and open house content as appropriate.

### **Summary Deliverables**

BDS will summarize findings from focus groups in a Stakeholder Engagement Summary. The Stakeholder Engagement Summary will analyze and summarize findings from technical advisory and focus group meetings as well as the online survey. Findings will also inform the draft and final Housing Action Plan.

### **Presenting Findings**

BDS and CAI will report on the outreach process and findings in one City Council or Planning Commission meeting. CAI will report on the overall project process in up to two additional meetings.