

HOUSING & HUMAN SERVICES BACKGROUND REPORT APPENDICES

Appendix B: SeaTac Housing Action Plan (HAP)

SeaTac

Housing Action Plan



Adopted
September 14, 2021

Thank you

Special thanks to the entire SeaTac community for sharing your time, knowledge, and energy to put forth a strategy that meets your needs and interests.

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Executive Summary

While SeaTac does not directly produce or control housing, the City's policies, development code, infrastructure investments, and programs influence the housing market. This plan aims to leverage these tools to encourage more housing options for current and future residents at all income levels and increases in the housing supply.

The data shows it is getting harder to find and keep a home in SeaTac as housing supply lags behind demand. SeaTac's households have their own affordability, size, and design needs and interests. To develop this plan, the City identified shortcomings in meeting current and future demand, evaluated existing policies and development code to find barriers and better ways of supporting diverse housing production, and listened to community members and stakeholders to ground truth quantitative data and understand priorities.

This analysis resulted in five major objectives and twelve strategies. When implemented, these strategies are intended to make it easier for SeaTac's current and future residents to live in the area with homes and costs that work for them.

SeaTac's Housing Action Plan identifies objectives and near-term strategies to promote more and a greater variety of homes for SeaTac's diverse communities at all income levels.

Objectives

- 1. Create complete communities.** Strengthen neighborhoods by tying housing production to improved infrastructure, resources, amenities, and people-oriented design.
- 2. Develop Urban Villages near light rail.** Make it easier to develop homes in the light rail station areas as part of the City's urban village strategy.
- 3. Increase missing middle opportunities** for options like duplexes, triplexes, and townhouses.
- 4. Strive for a balance of housing options** through strategies that:
 - a. Increase homeownership opportunities
 - b. Serve young people and families
 - c. Preserve existing owner-occupied and rental housing
 - d. Support safe, healthy, high quality housing
 - e. Promote market rate rental options
 - f. Address homes at lower income categories
- 5. Help residents and businesses stay in SeaTac,** and prevent disruption to communities.



Examples of housing options, including duplex, townhouses, small apartment/condo building, and larger apartment/condo building.

Strategies

These strategies are organized by implementation method and not by priority.

POLICY AMENDMENT

1. Strengthen “complete community” policies.

CITY WORK PLAN

2. Proactively plan and coordinate public infrastructure to support urban village development.
3. Conduct a multi-family parking study to analyze parking requirements in urban villages and station areas.
4. Explore cost-effectiveness of creating pre-approved plans for Accessory Dwelling Units.
5. Continue conversations with the development community about actions the city can take to attract market rate rental housing.
6. Continue coordinating and providing rental assistance.

CODE AMENDMENTS

7. Add flexibility to Small Lot Single-family requirements.
8. Consider allowing cottage housing in Urban Low zones.
9. Partner with residential property owners in rezoning properties to maximize their housing potential.
10. Consider decreasing minimum lot size in the Urban Low (UL) 7,200 single-family zone.
11. Clarify condominium provisions to make them easier to use.
12. Review and clarify code requirements for live/work units to encourage opportunities for small business owners.

Next Steps

This plan will inform the City’s major Comprehensive Plan update in 2024 and help guide City decision-making about budgets and City department work plans, with full implementation dependent on the availability of funding. SeaTac may change and adapt its housing plan to respond to changing market conditions, demographics, and available funding.

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1. Introduction

Background & Purpose

What is the Housing Action Plan's purpose?

SeaTac is a great place to live, but it is getting more expensive. As the regional population grows, the supply of homes is not keeping up with increased demand. As a result, it is getting harder to find and afford a home.

The main goal of the Housing Action Plan is to identify strategies that promote more housing options for current and future residents at all income levels and support increases in the housing supply. SeaTac's residents are diverse—geographically, socially, and demographically—and each household has its own home type/design and affordability challenges and desires. This plan is intended to help guide City actions over the next several years to promote more housing choices for current and future residents.

How is this project funded?

The City is able to undertake this project thanks to funding provided by the Department of Commerce and created by Washington State House Bill 1923. This bill allocated funds for cities with the goal of supporting housing affordability because of a growing statewide gap between incomes and housing costs.

SeaTac's Housing Story

By the time SeaTac incorporated in 1990, it had already transformed from rural lands to an international airport city.

The first significant wave of residential growth occurred after Bow Lake airfield was selected as the site of Seattle Tacoma International Airport in 1943. Housing sprang up alongside jobs related to the airport and the region's wartime industry.

Post-war single-family development in the 1950s gave way to a boom of apartment construction in the sixties and seventies. While residential growth has been slower in SeaTac than other South King County cities in the last twenty years, recent permitting trends show increasing interest in the city's multi-family housing market.

Population & Housing Snapshot

Population: 29,180¹

Total Housing Units: 10,831¹

- 52% single-family²
- 38% multi-family (5+ units)²
- 10% other (mobile home, townhouse/duplex)²

Owner/Renter Comparison²

- Owner occupied: 50%
- Renter occupied: 50%

¹ Office of Financial Management, 2020

² US Census ACS 5-Year Statistics, 2018

Effects of Regional Housing Market

Steady population and job growth in the Puget Sound region have increased demand for housing faster than new housing has been built. In King County from 2010 to 2017, three new full-time jobs were created for every new unit of housing.¹ This means increased competition for each home for sale or rent and longer waiting lists for subsidized housing programs. Rising costs can lead residents to look elsewhere for housing they can afford, which often means moving further away from jobs, amenities, and cultural communities, a phenomenon known as "economic displacement."

In SeaTac, as in other South King County cities, housing prices have historically been lower than in Seattle or east King County. However, **affordability is an increasing problem. In SeaTac, average house values have risen 4 times faster than incomes and average rents almost 2 times faster, since 2012 (see Exhibit 2 on page 5).**

¹ Source: HOUSING UNDERPRODUCTION IN WASHINGTON STATE, Up for Growth & ECONorthwest; Washington Office of Financial Management, U.S. Census Bureau LEHD Origin-Destination Employment Statistics (LODES)

Current City Housing Strategies Toolkit

The City of SeaTac does not build or manage any housing. However, the City can affect how much and what types of housing are produced in SeaTac through comprehensive plan policies, development code, incentives, programs, and capital projects.

Table 1. SeaTac's Housing Tools

TYPE	SEATAC'S TOOLS
Policies	Comprehensive Plan, Sub-Area Plans (City Center, S 154th St and Angle Lake station area plans), Functional Plans (Transportation Master Program & Parks, Recreation & Open Space (PROS) Plan)
Development Codes	Zoning Code, Subdivision Code, other provisions from the SeaTac Municipal Code
Incentives	Includes financial, code, and other incentives like the Multi-Family Tax Exemption Program (MFTE) and federal Opportunity Zone designation
Capital Project Planning	Capital Facilities Plan, Capital Improvement Program
Programs/Other City Actions	Small Home Repair program, rental assistance, and others

Current Housing Policy & Strategies

While the City uses multiple tools to encourage residential development, its overall approach is identified in the Comprehensive Plan, which focuses on managing housing growth and encouraging a variety of housing options. Key housing policies include:

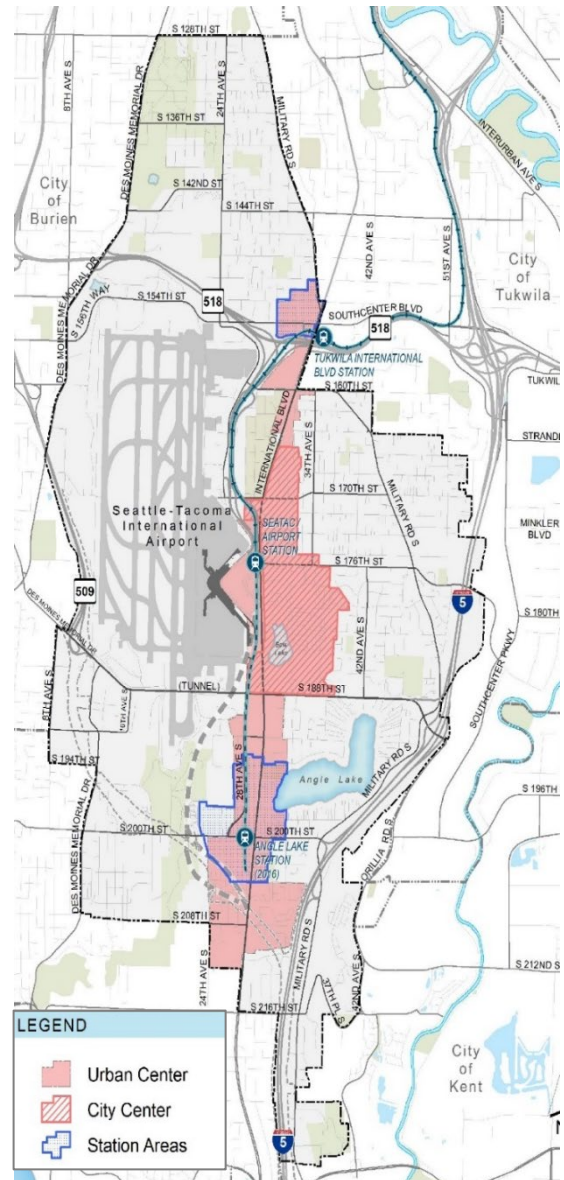
Urban village strategy. SeaTac's Comprehensive Plan and light rail station area plans focus growth in designated “urban villages” located within the City's urban center (see Exhibit 1). These compact, walkable neighborhoods near SeaTac's three light rail stations accomplish multiple goals: efficient use of infrastructure and transit investments, increased access to opportunity, improved public health, and protected natural environments. The station area plans will transform the International Boulevard corridor from a linear commercial form into three distinct and complete neighborhoods that increase new residential options, promote employment growth, and provide services for those within and adjacent to these areas.

Complete communities. SeaTac's Comprehensive Plan encourages “complete communities” in all residential neighborhoods. These communities contribute to sustainable and healthful neighborhoods by increasing access to parks, open spaces, active transportation routes (walking and bicycling), healthy food, and resident-oriented goods and services.

Access to diverse housing types for all. The Comprehensive Plan encourages diversity in housing types and opportunities for all income segments. Goals include preserving and strengthening existing neighborhoods and maintaining affordability in the current housing stock.

Alignment with regional housing goals. SeaTac's Comprehensive Plan and station area/subarea plans align with regional growth strategies, including Washington's Growth Management Act (GMA), which requires cities to plan for housing growth over 20 years and affordable options for all, the Puget Sound Regional Council's (PSRC's) Vision 2050 regional growth strategy, and King County's countywide planning policies.

Exhibit 1. SeaTac Urban Village/Station Areas and Urban Center



Source: City of SeaTac

SeaTac's Housing Supply Gaps

The [Housing Inventory & Assessment Report \(Appendix A\)](#) was created as the first phase of the Housing Action Plan process. This report provides information for decision-makers, residents, and other community members by:

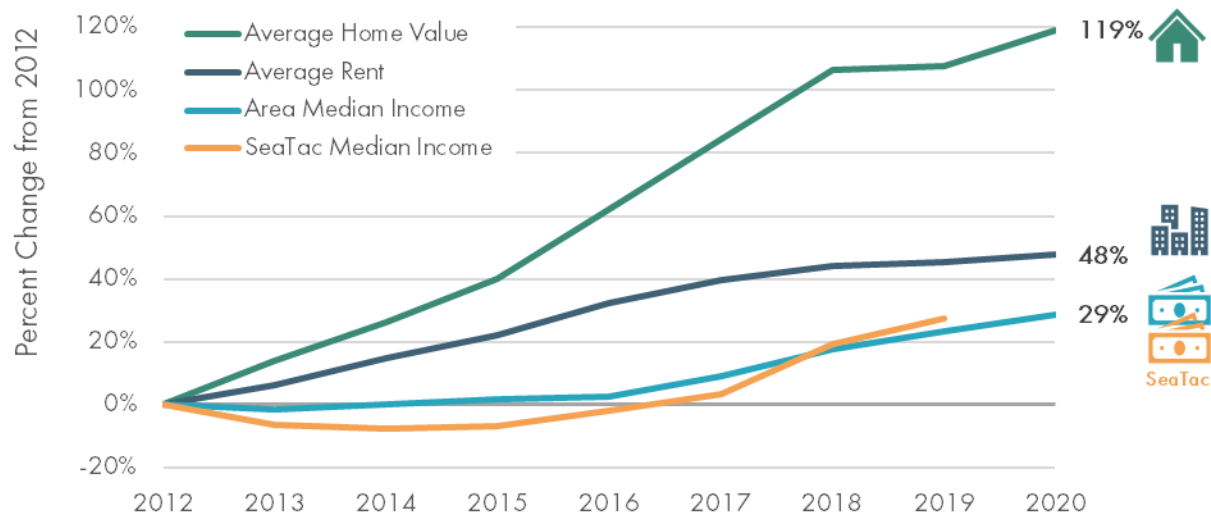
- Providing SeaTac's current housing conditions baseline data, and
- Identifying gaps in how the housing supply meets demand now and in the future.

Along with community input, the findings from the report were used to develop strategies for this Plan.

Housing Costs

1. Like most of the Puget Sound region, housing costs in SeaTac have risen significantly more than household incomes over the last decade. Since 2012, home prices have risen 119%, rents have risen 48%, while incomes are up just 29%. This makes buying a home increasingly out of reach for average SeaTac families.

Exhibit 2. Home Prices, Rents, and Incomes in SeaTac and King County

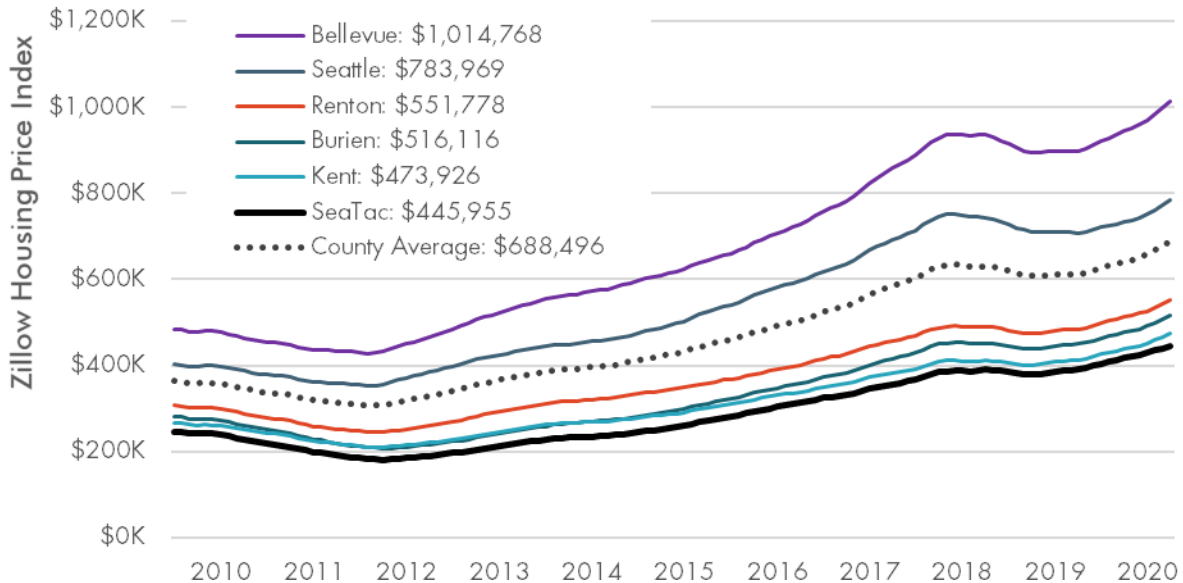


Source: Zillow, 2020; HUD 2020, ACS 2019 5-Year Estimates

Note: 2019 is the most recent year for which median income data at the City level is available.

2. While home prices are rising in SeaTac and other South King County cities, they have not risen as fast as the countywide average.

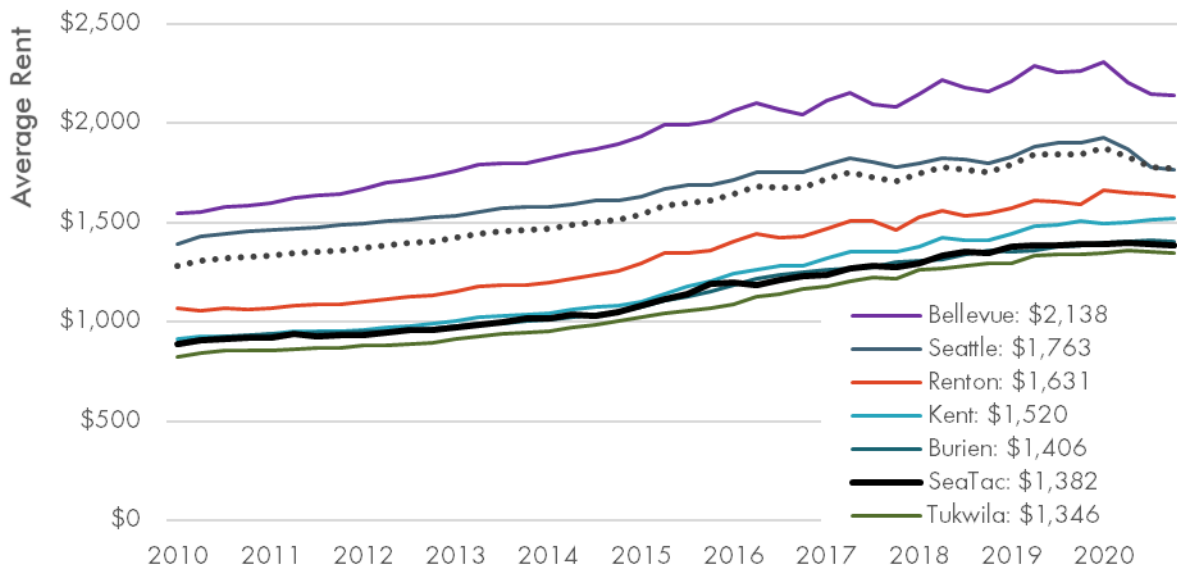
Exhibit 3. SeaTac and Peer Cities House Prices House Prices 2010-2020



Source: Zillow, 2020

3. While SeaTac's average rent costs are around \$600 less a month than the county average, they generally align with rents in South King County.

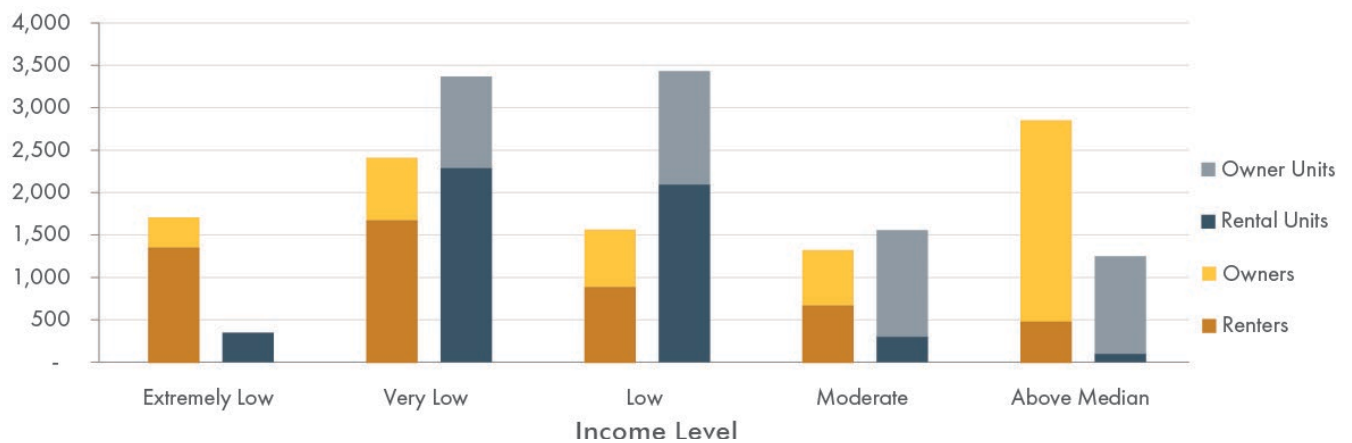
Exhibit 4. SeaTac and Regional Rent Growth, 2001-2020



Source: CoStar, 2020

4. SeaTac has a shortage of homes for people at the highest and lowest income levels. SeaTac has few rental units available for the 23% of renter households that have moderate or high incomes, and these households may be able to afford higher monthly costs than they are paying now. Adding desirable units for higher income renters alongside existing affordable units could reduce pressure on lower-income market segments. SeaTac also does not have enough housing affordable to households in the “extremely low” income category, requiring these households to rent units they can’t easily afford. (When looking at the cumulative stock of extremely low- and low-income units, it is likely that there are households in both income categories that are in units that are difficult to afford.)

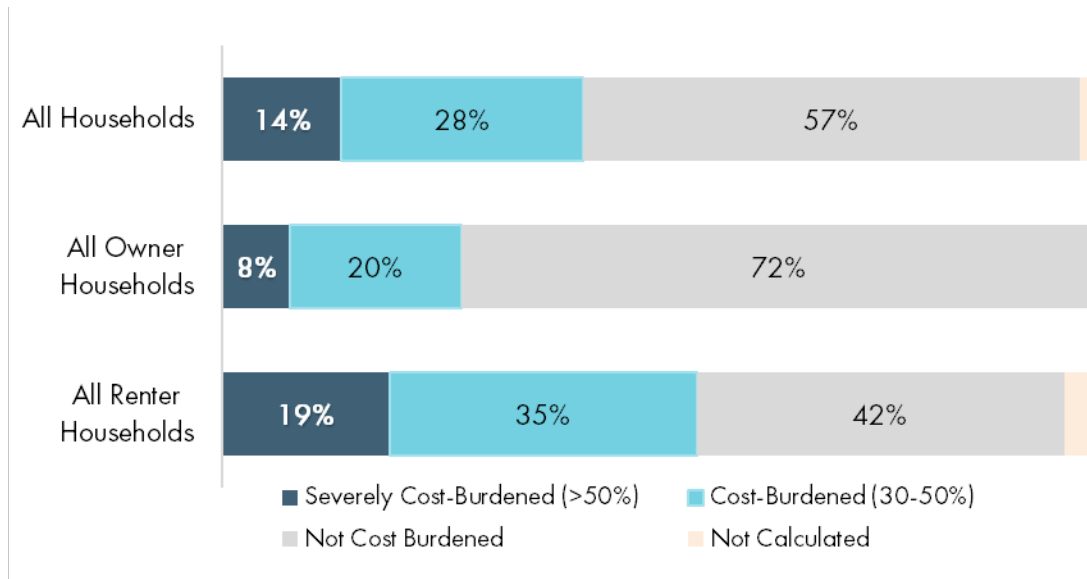
Exhibit 5. Existing Supply and Gaps/Surplus by Income Level



Source: HUD CHAS, 2020 (based on ACS 2017 5-year estimates)

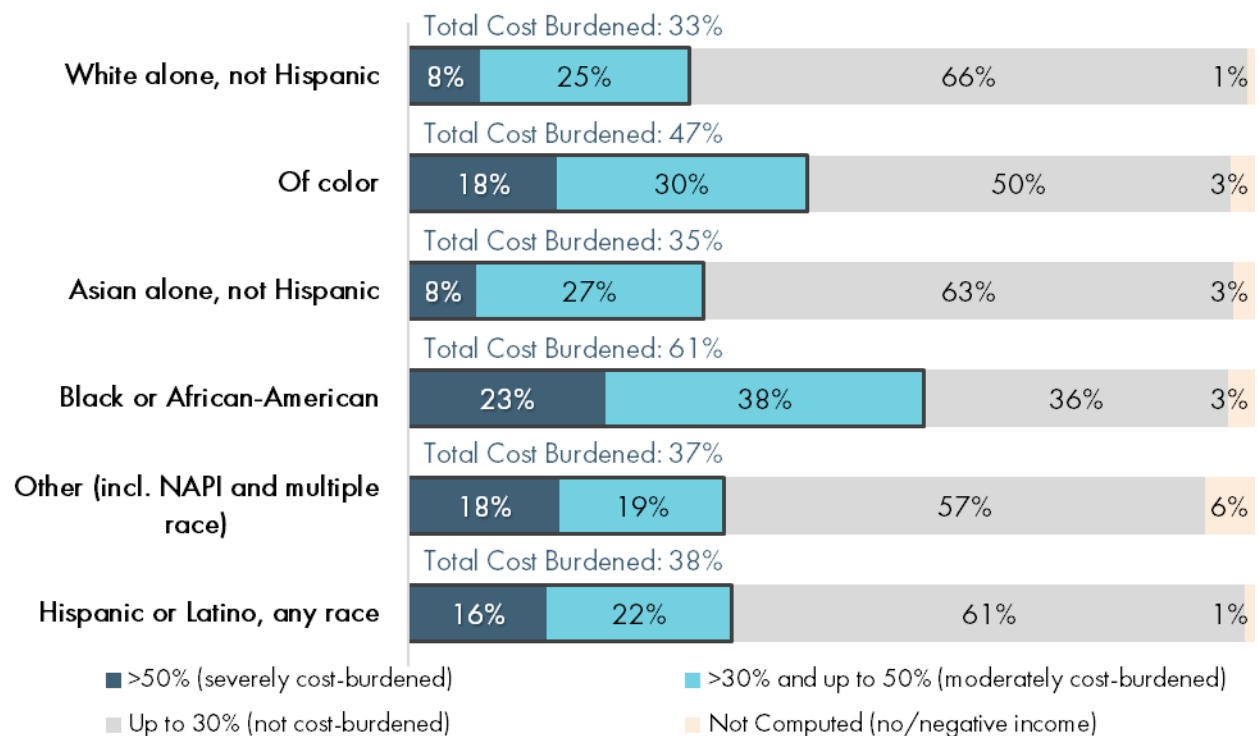
5. While SeaTac has a history of providing housing for working families, currently, two out of five SeaTac households are paying more than 30% of their gross income on housing. The US Department of Housing & Urban Development considers these households to be “cost burdened,” because they will have less money available for other essentials.

Exhibit 6. Cost Burden and Severe Cost Burden by Tenure (Owner/Renter) and Income



Source: HUD CHAS (based on ACS 2013-2017 5-year estimates)

Exhibit 7. Cost Burden by Race

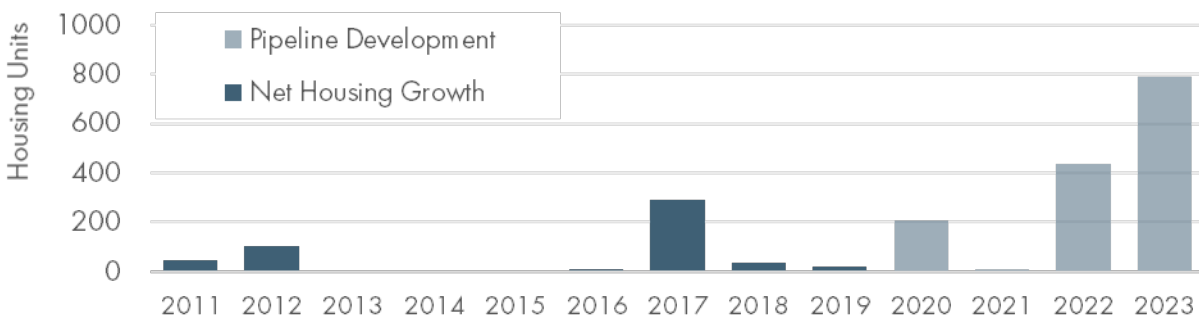


Source: HUD CHAS (based on ACS 2013-2017 5-year estimates)

Recent & Anticipated Housing Growth

6. Until recently, SeaTac's housing supply was not on pace to meet anticipated demand. Although the city has land capacity to meet forecasted growth, actual housing growth over the last decade has been slower than in most other cities in King County. In the last few years, however, the development community has shown more interest in building housing here, and approximately 1,300 new, primarily multi-family/apartment units are anticipated to be constructed in the next five years. In accordance with the City's urban village growth strategy, much of this construction is located near the three light rail stations that serve SeaTac. To accommodate expected population growth (including local young adults wanting to stay in SeaTac, empty nesters, and people moving to the region), SeaTac needs about 4,700 additional homes by 2040. This means an average of 235 new homes/residential units constructed per year. (Since the housing market follows economic trends, the actual number of units created each year is likely to vary.)

Exhibit 8. Housing Growth and 2020-2023 Pipeline Development

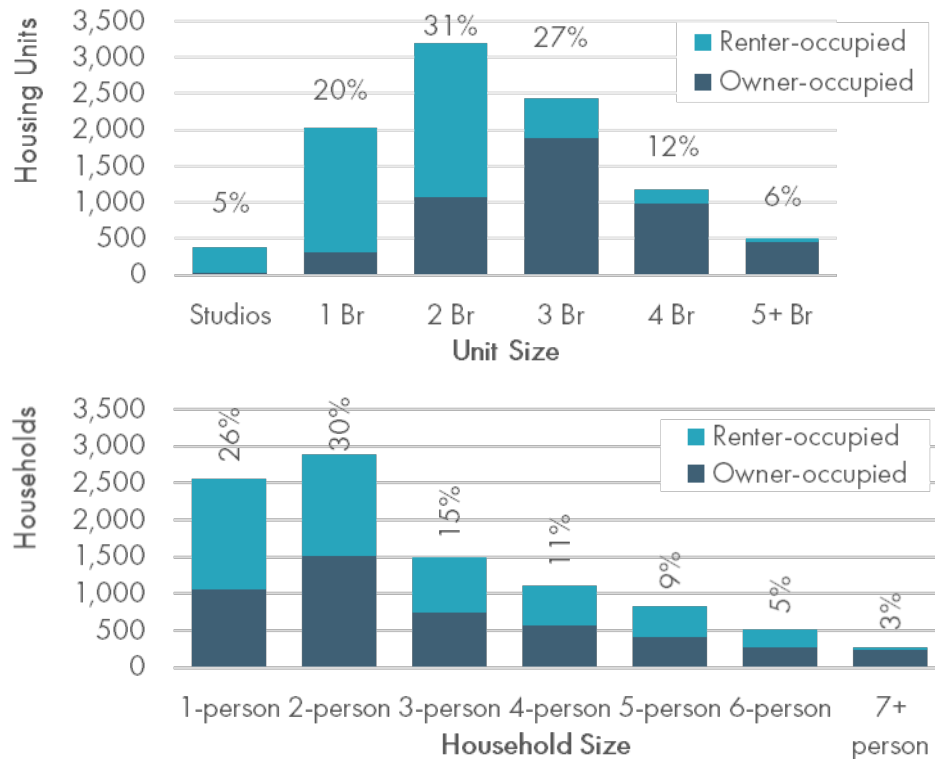


Source: Washington Office of Financial Management, 2020.

Housing Demand

7. SeaTac's home sizes do not match the number of people in average SeaTac households. Gaps in the housing supply include a lack of larger family size units and smaller units for single-person households. SeaTac is unique in the region in that families with children are more likely to be renters than homeowners. This may be related to the city's large number of older, mid-century apartments, which provide more bedrooms per unit than is typical in newly constructed multi-family buildings. At the same time about a quarter of SeaTac households live alone, indicating demand for small and/or shared homes. Currently, just 5% of SeaTac homes are studios, all of which are rentals.

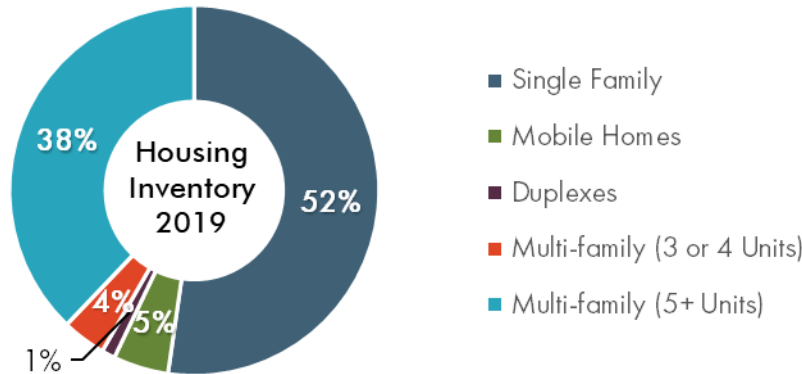
Exhibit 9. SeaTac Housing Unit Size and Household Size



Source: US Census 2018 ACS 5-Year Estimates.

8. Middle-density housing options are underrepresented. SeaTac’s housing supply mainly consists of single-family housing and large multi-family/apartment housing, which together make up 9 out of 10 homes. So called “missing middle” housing types like duplexes, townhouses, and small multi-family buildings are becoming more common and provide options for households that are not well served by other housing types.

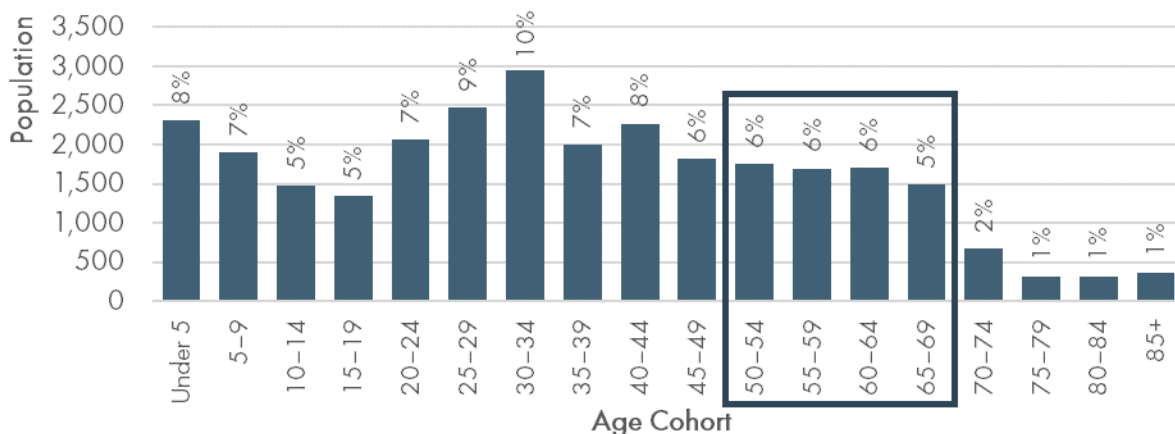
Exhibit 10. SeaTac Housing Types, 2019



Source: Washington Office of Financial Management, 2020.

9. SeaTac’s aging population will require accessible units. Almost a quarter of SeaTac’s current residents will reach the age of 70 within the next 20 years. Ground-floor and elevator accessible units, ideally located near transit and other resources and amenities, would help this segment of the population to remain in the city as they age.

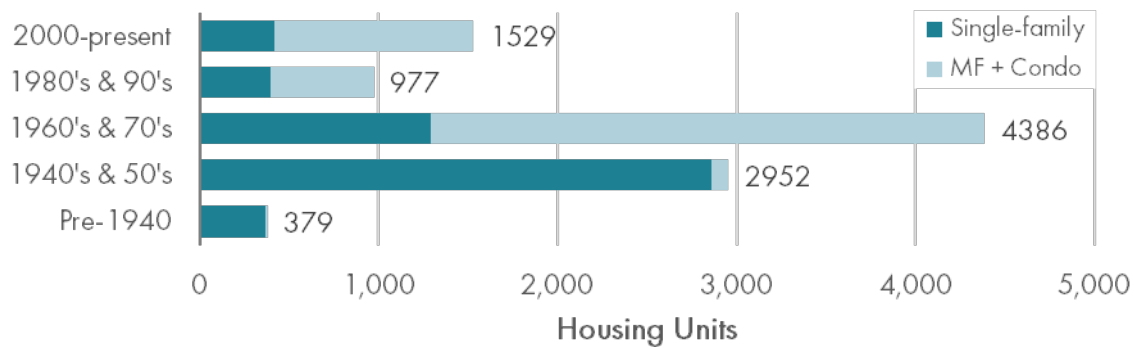
Exhibit 11. SeaTac Population by Age Cohort



Source: US Census 2019 ACS 5-Year Estimates.

- 10.** Most housing in SeaTac was built within a short period of time and is aging. Nearly two thirds of all housing units in SeaTac were built between 1950 and 1980. This includes both single-family homes and apartment buildings. These units have provided affordable homes for generations of SeaTac residents, but the need for maintenance and renovations will rise in coming decades. As land values rise, demolition and redevelopment can bring new housing options to communities but can also lead to the displacement of people living in the existing units and disrupt adjacent communities.

Exhibit 12. SeaTac Housing by Year Built, 2020



Source: King County Assessor, 2020.

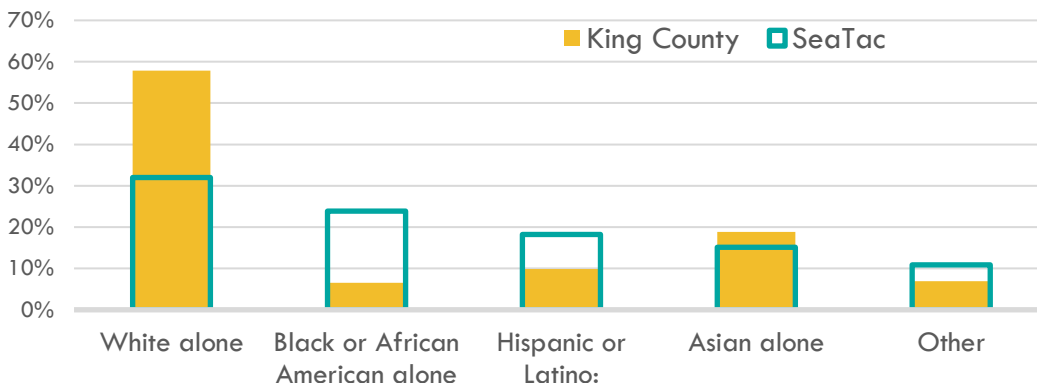
Community & Stakeholder Engagement

The project team sought to engage residents who are representative of SeaTac's demographics and stakeholders from the development, housing, faith, and human services communities. Efforts were made to reach out to SeaTac home-owners and -renters, households with a range of income levels, immigrants, speakers of languages other than English, people of color and from a variety of ethnicities.

SeaTac Facts

- SeaTac is one of the most racially and ethnically diverse cities in the Pacific Northwest. About 2/3 of SeaTac residents are people of color.
- SeaTac is almost evenly split between households that rent their homes and households that own their homes.
- Median income is about 66% of the King County median income.
- Approximately 1/3 of the population was born in another country and about half of all households speak a language other than English at home, including many different languages.
- About 2/3 of all households in SeaTac are families. Renter households are more likely to be families with children than homeowner households, which is unusual in the region.

Exhibit 13. Race & Ethnicity, SeaTac & King County



2018 ACS 5-Year Estimates [Table B03002](#)

Engagement Activities

The project team undertook a range of public and targeted engagement activities over the course of the project from August 2020 to June 2021, including an online open house survey, forums with invited participants, interviews, and public meetings held by the Planning Commission (PC) and City Council Planning and Economic Development (PED) Committee. Due to the ongoing COVID-19 pandemic, all engagement activities and meetings were hosted remotely, with every effort to overcome technological barriers for participants.

Public Launch

- September 2020
- Website, social media, and email announcements of upcoming HAP engagement activities
- FAQ, information sheet, and Housing Inventory & Assessment Report findings summary

Residents Forum

- March 10, 2021
- Seven participants, residents of different neighborhoods in SeaTac
- Mostly homeowners, 1 renter present

Producers Forum

- March 12, 2021
- Nine participants from for profit and non-profit real estate and property development industry

Online Open House

- March 5 – April 23, 2021
- Published in English, Amharic, Somali, and Spanish
- 105 participants (including 4 Amharic and 1 Spanish response)
- About $\frac{3}{4}$ of respondents were homeowners, $\frac{1}{4}$ renters
- Publicized on City website, Facebook, through email lists, and with community contacts

Targeted Interviews

- Interviews conducted with housing advocacy, faith-based, and non-profit community organizations in March and April 2021
- Targeted organizations with strong contacts to vulnerable populations, renters, and low-income residents

Virtual Open House (planned)

- May 17, 2021

Public Meetings

- PED Meeting – June 25, 2020
- PED Meeting – September 24, 2020
- PC Meeting – November 17, 2020
- PED Meeting – November 18, 2020
- PED-PC Combined Meeting - January 19, 2021
- PC Meeting – February 2, 2021
- PED Meeting – February 25, 2021
- PED Meeting – March 25, 2021
- PC Meeting – March 26, 2021
- PED-PC Combined Meeting – April 6, 2021
- PED Meeting – April 22, 2021
- *PC Meeting (planned) May 4, 2021*
- *Public Hearing (planned) May 26, 2021*
- *PC Meeting (planned) June 15, 2021*

City Council Interviews

The project team conducted interviews with all seven SeaTac City Councilmembers about priorities for this plan. Councilmembers shared a range of viewpoints and insights about housing in SeaTac, and provided guidance that informed project goals and objectives. A summary of individual Councilmember comments is presented below.

Values

- Safe, adequate housing plays a role in improving outcomes in all other areas of life.
- Every person deserves shelter.
- A fair chance for the full range of SeaTac's community to access housing is important.
- Expand opportunities for homeownership and the ability for residents to live close to work.

Needs, Barriers, & Impacted Communities

- Older homeowners with fixed incomes may be unable to find appropriate housing as they age and may face mounting home maintenance issues.
- Many of SeaTac's rental apartments have increasing maintenance, safety, and health issues.
- Maintenance issues are compounded by relatively low incomes among renters and homeowners in SeaTac compared to cities in north and east King County.
- The lack of housing that is affordable and attractive to young, middle-income families bears upon SeaTac's future as a family-friendly city.
- Concern that property tax exemptions on subsidized housing may impact City finances.

Goals for Success

- Strengthen the City's approach to transit-oriented development around light rail stations.
- Provide adequate parking in high density areas.
- Increase available housing for SeaTac's growing workforce.

Online Open House

The project team conducted an online open house-style questionnaire from March 5 to April 23, 2021 in four languages: English, Amharic, Somali, and Spanish. The questionnaire received 105 responses (including 4 Amharic and 1 Spanish response). About $\frac{3}{4}$ of respondents were homeowners and $\frac{1}{4}$ renters. The team publicized the survey on the City website and Facebook page, through email lists, and to community contacts.

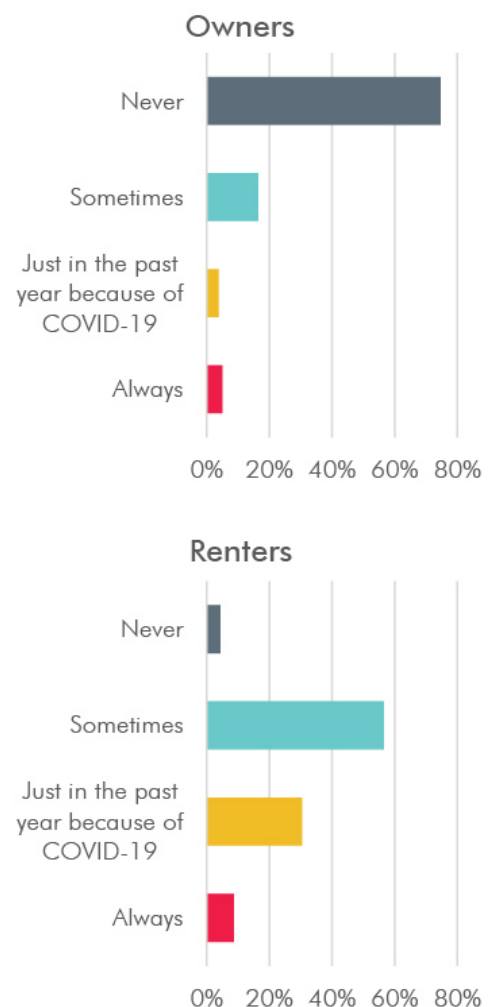
Participant Characteristics

- About 76% of respondents were homeowners (compared with 50% citywide). About 20% of respondents indicated they speak a non-English language at home (compared to about 50% citywide. In many cases, English is spoken in addition to a non-English language).
- **Homeowners** tended to be somewhat older, more likely to be multigenerational families or “empty-nesters,” more likely to work outside of SeaTac, and much less likely to say they’ve had a hard time with housing costs in the past five years than renters.
- **Renters** tended to be somewhat younger, more likely to live with roommates or alone, more likely to live with young children, more likely to work in SeaTac, and much more likely to say they’ve had a hard time with housing costs in the last five years.

Key Takeaways

- The value “When people can afford a safe place to live in a good neighborhood, they can better focus on a quality education, healthy food, their jobs, and other things important to life success” was supported by $\frac{3}{4}$ of respondents, with equal support among homeowners and renters.
- Affordability and homeownership are important.
- Openness to additional home types beyond what is currently available in the city.
- Housing should be added in urban villages near light rail and throughout other areas.

Exhibit 14. In the past five years have you ever had difficulty paying your housing costs?



Source: SeaTac Housing Action Plan Online Open House

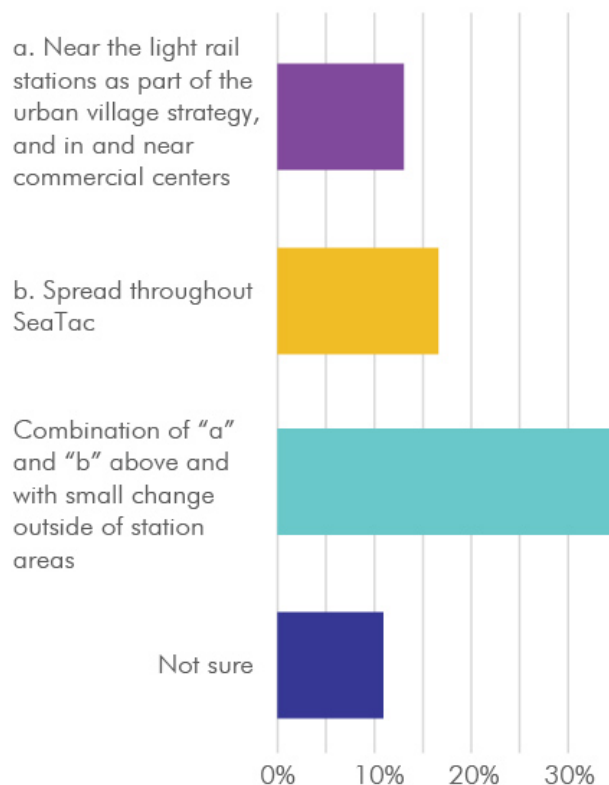
- Top issues/concerns:
 - Costly home repairs needed to stay in house.
 - Crime in and around apartment complexes.
 - Parking and traffic on residential streets.

Other Findings

- Access to **open space**, both parks and private open space like yards, was very important to respondents. In addition to open space, renters tended to elevate the importance of nearby **schools** and other services.
- Overall, most survey respondents indicated that **new housing should be added both around light rail stations and throughout the rest of SeaTac**. Support for spreading new housing throughout the city was stronger among homeowners than renters.
- Maintaining and increasing affordable housing options in SeaTac was a top priority** for both owners and renters. Among renters, preventing displacement was as important as overall affordability.
- Most respondents were open to adding new housing choices in SeaTac.** Accessory Dwelling Units (also known as ADUs or “mother-in-law” units) and townhouses were the most popular new housing options. Respondents also indicated multi-family types that allow ownership were important. Parking and traffic impacts were concerns among many respondents.
- Among owners who indicated they’d like to build an **ADU**, the long time for approval was the most frequently cited barrier. Additional barriers included the cost of building an ADU and minimum parking requirements.

Exhibit 15. In general, where would you like to see more homes?

In general, where would you like to see more homes?



Source: SeaTac Housing Action Plan Online Open House

Housing Stories

The following is a sampling of quotes in response to “Do you have a housing story to tell?”

WHY MOVED TO SEATAC

Affordability

- I couldn't afford Seattle because of COVID19 and loss of work. It's still hard but more affordable now.
- I very recently moved to SeaTac after purchasing a home on a lot that is a good opportunity to subdivide and build additional affordable density.
- We moved here in 1992 from West Seattle for cheaper housing and to not be so crowded.

Homeownership Opportunities

- We bought our house because it was in our price range for what we wanted and being very close to light rail.
- That's where I found a nice condo still in the Seattle metropolitan area
- I was just barely able to afford a condo here and decided to buy to avoid unpredictable rent increases.

ASSETS

Transportation & Amenities

- I live in SeaTac because it's the center of everything. Close to airport, schools, freeway entrances, shopping center, light rail etc.
- In my area I love the cleanliness and the access to the freeway, being that I work in Seattle.
- I like living in SeaTac because it is a beautifully diverse community. I like the small businesses and restaurants here. And light rail options.

Community

- I enjoy the neighborliness of our locals and have made good friends in the area.
- We enjoy our neighborhood mainly due to our close connections to neighbors and friends.

CONCERNS/DESIRES

Rentals in Single-family Neighborhoods

- We love our house, but we are seeing problems with the neighborhood as there are houses in our neighborhood renting rooms out.
- We have observed up close the changing nature of our area which includes more renters displacing home owners, more desperate people - even before the pandemic

Crime

- ...numerous break-ins and thefts at our home when we were away.

Existing Home Repair

- The housing challenges are for me, being able to easily update and remodel my home affordably, without being hammered with fees and permits and management of the mortgage payments.

More Amenities

- No housing challenges, but wish there were more stores and restaurants around.

Targeted Interviews

The City interviewed eight housing advocacy, non-profit, and faith-based community organizations about housing issues and opportunities in SeaTac.

Housing Issues

- Lack of affordability is the overriding issue.
- Displacement due to rising costs is pushing people out of SeaTac.
- With approaching end of COVID-19 eviction moratorium, many low-income households are faced with homelessness.
- Some existing apartment complexes are not well maintained.
- Refugee and immigrant communities are vulnerable to abuse by landlords due to low proficiency with rental paperwork and processes to access services.

Housing Strategies with High Potential Impact

- Increase quantity and quality of workforce housing.
- Use market-based solutions to promote housing.
- Provide rental assistance and assistance to prevent homelessness/eviction.
- Increase missing middle housing options to allow more people to own homes and build capital/equity.
- Increase affordable rental housing options.
- Increase family-sized housing units to better serve refugee and immigrant families who sometimes rent adjacent apartments to stay together.
- Invest in infrastructure in all neighborhoods, especially providing parks and playfields in walking distance, improving pedestrian lighting, connectivity, and sidewalks, and improving connectivity to transit.
- Promote safe and healthy housing, such as through rental inspection programs like Kent and Tukwila. Safety should be a priority, both in dwelling units and in common areas.
- Identify ways to support and build community bonds.
- Support community members' career development to improve incomes and self-sufficiency to help people stay in their homes.
- Continue and build upon engagement efforts with residents and the non-profit community around housing and other issues.
- Strengthen engagement with apartment-living and immigrant communities by hiring speakers fluent in numerous languages to serve as interpreters and liaisons, regularly translate materials, and develop relationships.

Housing Producers Forum

The project team hosted a discussion for for-profit and non-profit housing producers. Among the nine attendees were representatives of large apartment complex developers, middle-density and single-family housing builders, real estate professionals, and the Master Builders Association of King and Snohomish (MBAKS) counties.

Opportunities

- SeaTac and South King County have a unique and attractive vibe.
- Lots of airport employees would live here if they could, which would increase the tax base.

Regulatory Barriers

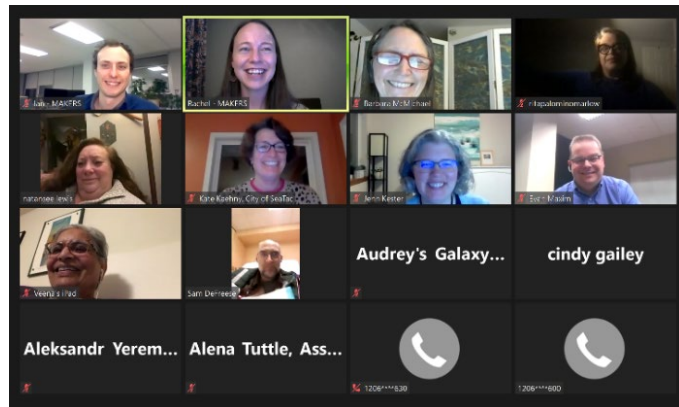
- Missing middle, attainable home prices (\$350,00 to \$400,000), and multigenerational living:
 - Remove barriers to ADUs, such as ownership requirement; increase size allowed; provide pre-approved sample plans; remove 9-month hold on renting it out.
 - Reduce minimum lot sizes and make it easier to divide lots for missing middle housing.
 - Have early-and-often transparent conversations with neighborhoods; acknowledge that change is scary but necessary.
 - Omit single-family zoning like Oregon.
- Avoid costly, inflexible design standards related to modulation and materials.
- Consider form-based code to provide greater flexibility.
- Station areas that include grocery and other amenities could substantially reduce parking.
- Relax parking minimums and allow flex commercial/residential parking.

Impactful Non-code City Actions

- Buyers are interested in the community vibe, parks, and resources.
- Invest in staff resources and electronic plan submittal to reduce permitting time and costs.
- Reduce any unnecessary hurdles in permitting, like STE permit for multiple lots within a project.
- Consider targeted fee waivers to meet SeaTac's goals.
- Consider incentives to help meet expensive green building requirements.
- Consider City investment in big infrastructure costs, such as sidewalks, undergrounding utility wires, and NPDES drainage requirements.

Residents Forum

The project team conducted one forum with SeaTac residents to discuss findings from the Housing Inventory & Assessment Report and potential housing strategies. Seven residents representing most neighborhoods in SeaTac attended. Most attendees were homeowners, with only one attendee a renter. Attendees provided a variety of valuable insights into SeaTac housing issues and desires for the City's approach to housing.



Residents Forum over Zoom

Values

- People love their existing neighborhoods as they are.
- Design for sociability/sense of community matters (e.g., entrance is an appropriate distance from the street, design for activities to be done together).
- Space for kids to play outside is important.
- Light and air to streets and homes is important.
- Privacy is important (it should not be easy for people to look into your home or back yard).
- Transitions in scale of buildings between different home types is appreciated.
- Homeowners bought property in low-density neighborhoods with an expectation that the look and feel would not change.
- There is a “too much is too much” density threshold, but participants could not identify specific limits. The look and sociability factor of the neighborhood are more important than the number of units on a lot.
- Large single-family home “McMansions” are generally not desired, though in single-family areas they may be more desirable than 5-story apartment buildings.
- Serving multigenerational households and lifestyles is important.

Assets to Preserve

- Mid-century single-story “rambler” houses provide valuable housing that are especially suitable for seniors.
- Existing affordable homes; many SeaTac homeowners cannot afford to move due to high and rising housing costs.

Ideas and Interests

- Invest in amenities, such as greenspace, sidewalks, etc.
- Ensure public services, e.g., police, accompany any growth.
- Look closely at expected population growth numbers and housing data and trends to understand community needs.
- Commercial:
 - Encourage gathering places like restaurants, bars, and other businesses where community members interact with one another.
 - Encourage mixed-use developments with commercial space for small, family-owned businesses; participants are meeting their grocery/shopping needs in Bellevue, Kent, and elsewhere instead of locally.
 - Vacant retail space in apartment buildings is a problem.
- Address affordability:
 - Limit new tax-exempt residential properties.
 - Provide truly affordable housing.
- Look and feel:
 - Consider an historic preservation program for architecturally significant mid-century buildings.
 - Focus on character (e.g., a few townhouses/duplexes are acceptable if they do not go to the fence line).
- Thoughtful planning is needed for future development:
 - Tension is building around rising housing costs, the possibility of people not having shelter, and what can be done to address it.
 - Many in the community do not want to “build up” while others do not want sprawl that could result from a lack of thoughtful planning.
 - Look for vacant or underutilized commercial properties to add housing.
- Wide range of opinions about new housing:
 - There is strong support for new housing that enhances social connections and multigenerational living, such as cohousing, cottage housing, or courtyard apartments.
 - Some believe townhouses are not acceptable in single-family neighborhoods; others believe they are a good housing type for families.
 - There is strong support for studios and small apartments for single adults living alone, including elders.
 - Missing middle housing is a reasonable approach in areas near transit.
 - Apartments are appropriate near light rail.

Priorities

- The most important objective for this plan: “Strengthen neighborhoods by tying housing production to improved infrastructure, resources, amenities, and people-oriented design.”
- The response from a poll taken during the forum that best reflects the experience of participants: “Like most of the Puget Sound region, housing costs in SeaTac have risen significantly more than household incomes over the last decade.”
- The response that reflects the most important issue to address: “SeaTac’s aging population will require accessible units.”

2. Goals, Objectives, & Strategies

Framework Goals

This plan identifies short- and longer-term actions that will guide City efforts to promote and preserve housing for all SeaTac residents. The framework goals establish a set of baseline parameters to be met by the Plan's objectives and strategies. This plan's objectives and strategies are intended to implement the following goals:

Overarching goal: Increase the amount and types of housing available at all income levels.

- **Align with City policies & Council priorities:** From Comprehensive Plan and recent Council guidance.
- **Address gaps identified in the [Housing Inventory & Assessment Report](#),** including:
 - Gaps in the availability of housing at the lowest and highest income levels, and
 - Lack of variety within the City's current housing stock (i.e. lack of diverse housing types and owner/renter options) to meet current and future demand.

Objectives

The following objectives address the [Housing Inventory & Assessment Report](#) findings and respond to SeaTac's existing policies and development code:

- 1. Create complete communities.** Strengthen neighborhoods by tying housing production to improved infrastructure, resources, amenities, and people-oriented design.
- 2. Develop Urban Villages near light rail.** Make it easier to develop homes in the light rail station areas as part of the City's urban village strategy.
- 3. Increase missing middle opportunities.** Increase opportunities for "missing middle" options like duplexes, triplexes, and townhouses.
- 4. Strive for a balance of housing options** through strategies that:
 - a. Increase homeownership opportunities
 - b. Serve young people and families
 - c. Preserve existing owner-occupied and rental housing
 - d. Support safe, healthy, high quality housing
 - e. Promote market rate rental options
 - f. Address homes at lower income categories
- 5. Help residents and businesses stay in SeaTac,** and prevent disruption to communities.

Objective 1: Create Complete Communities

Strengthen neighborhoods by tying housing production to improved infrastructure, resources, amenities, and people-oriented design.

Background

- This objective aligns with and implements the City's existing "complete communities" policies which promote multimodal, connected neighborhoods with access to parks, neighborhood-oriented retail, and other services.
- Complete communities strategies include recommendations for all city neighborhoods.

Keys to Success

- SeaTac's current "complete communities" strategies are addressed in multiple chapters of the Comprehensive Plan, most specifically within policies, plans and level of service standards. One example is the Parks, Recreation and Open Space (PROS) Plan, which recommends that parks be available within $\frac{1}{4}$ to $\frac{1}{2}$ miles from all residents depending on where they live ([PROS Plan](#)). Some cities create complete communities plans to help manage and track complete communities policy goals (<https://www.sandiego.gov/complete-communities>).
- City investment in proactive long-term planning, and following through with infrastructure investment, is essential to the creation of complete communities and attracting desired development. See discussion under **Objective 2: Develop Urban Villages near Light Rail**.
- Design standards are important for encouraging social interaction, creating graceful transitions in scale between home types, and protecting people's privacy. SeaTac community members valued these characteristics even more than any specific unit type or number.



Angle Lake Station Area Plan illustration depicting elements needed to create complete communities

Related Housing Inventory & Assessment Report Findings

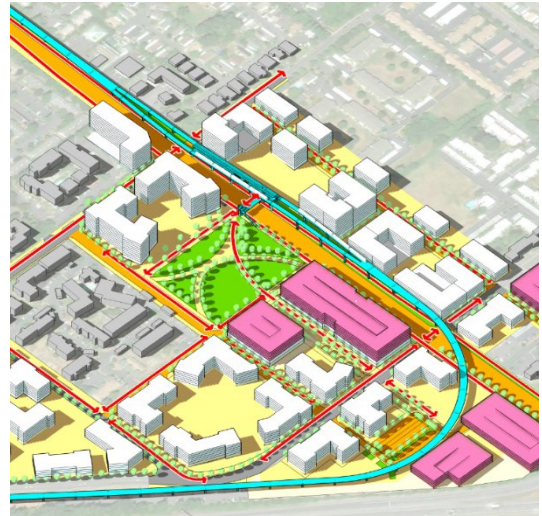
- SeaTac's residential areas include nine neighborhoods, which cover a range of residential densities and include some non-residential land uses. Only one neighborhood, McMicken Heights, has a functional neighborhood business node. The City's only major grocery store, Safeway, anchors this area.
- SeaTac's growth strategy is organized around an "urban village" concept, implemented through three station area plans (City Center, South 154th Street Station Area, and Angle Lake District Station Area Plans). Implementation of these plans would transform the International Boulevard corridor from a linear commercial form into three distinct and complete neighborhoods, accommodating new residential and employment growth, better connectivity, and improved amenities for residents who live within and adjacent to these communities.

Objective 2: Develop Urban Villages near Light Rail

Make it easier to develop homes in the light rail station areas as part of the City's urban village strategy.

Background

- This objective aligns with City policies to focus the majority of SeaTac's residential and commercial growth within compact, walkable urban villages adjacent to the three light rail stations that serve SeaTac. (See [S 154th Station Area Plan](#), [Angle Lake Station Area Plan](#), [City Center Updated Vision Report](#).)
- In addition to their role as housing and job centers, urban villages are intended to provide neighborhood-oriented retail and other services to nearby communities.



Conceptual example of development around a light rail station

Keys to Success

- Increases in residential density can bring neighborhood-oriented and other services to communities. Commercial amenities like grocery stores rely on a local customer base to support them. A typical neighborhood shopping center, anchored by a supermarket, requires 10,000-30,000 people in its catchment area (1-3 miles) to be viable, including at least 3,000 households within a quarter mile. (1,000 households may support a corner store grocery.)² Many communities have been increasing their allowed densities, and even setting minimum densities, to ensure land is developed with the number of homes needed to support neighborhood business districts and transit. However, any density relaxation or increases should align with efforts to create complete communities.
 - Many Puget Sound cities require minimum densities around transit, including Mountlake Terrace, Bothell, Bellevue, and Redmond. [Mountlake Terrace Town Center](#) uses a minimum height – four stories – rather than a minimum density, paired with a prohibition on surface parking near the future light rail station.
 - Minneapolis requires minimum densities around rail transit stations, ranging from 50 dwelling units per acre in the Urban Center to 15 dwelling units per acre in the outer suburbs.
- If done right, transit-oriented development leverages existing cultural anchors like local businesses and parks and adds to their vibrancy. Complementary development that supports

² [Creating Walkable Neighborhood Districts](#), Gregory Easton & John Owen

existing business and cultural assets, can help prevent displacement and community disruption (Objective 5).

- Proactive planning, combined with implementation, sets the framework under which development can occur and attracts developers to a predictable and amenity-rich area.
 - The City of [Lynnwood](#) planned for coming light rail, developing the City Center Subarea Plan (2005), Streetscape Plan (2014), Lynnwood Transit Center Multimodal Accessibility Plan (2016), City Center Subarea Implementation Strategies Report (2017), City Center Parks Master Plan (2018), City Center Design Guidelines (2019), and others. These planning efforts set the vision for the area and development and design standards and has attracted hundreds of new units just prior to light rail arrival in 2024.
- A coordinated effort to address code barriers to make residential and commercial developments easier to construct would help the City better achieve its goals for more homes and neighborhood services around light rail.
- Off-street parking is expensive to build, takes up valuable space, and generally negatively impacts people’s perception of the place. Without parking regulations, developers tend to provide “right-sized” parking for the surrounding conditions. Relaxing parking requirements is an effective way to reduce development costs. However, two considerations to keep in mind: 1) SeaTac has unique parking needs because of airport-related transportation network company (e.g., Uber/Lyft) parking at homes, and 2) any parking reductions should be studied in relationship to the full incentives and requirements package.

Related Housing Inventory & Assessment Findings

- To accommodate expected population growth (including local young adults wanting to stay in SeaTac, empty nesters and people moving to the region), SeaTac needs about 4,700 additional homes by 2040. This means an average of 235 new homes/residential units constructed per year.
- In recent years real estate interest and development activity around light rail stations has increased. As of May 2020, eight projects with a total of 1,429 units were in some stage of planning or construction within a half mile of SeaTac light rail stations.

Objective 3: Increase Missing Middle Opportunities

Increase opportunities for “missing middle,” moderate density options like duplexes, triplexes, and townhouses.



Range of home types and scales to accommodate diverse households space, design, and affordability needs (Opticos)

Background

- In SeaTac, 90% of all homes are either single-family houses or large multi-family buildings.
- One way to increase options is to encourage production of housing types that have more units per building than a single-family house, but fewer than apartment buildings. These building types are often referred to as the “missing middle” because zoning codes have prevented their construction in postwar cities and because they are aimed at people with middle incomes.
- Missing middle homes offer relatively affordable options for first-time homeowners and young families and can add new homes to established neighborhoods near transit and amenities without disrupting neighborhood character.
- This objective aligns with and implements current policies that promote a variety of housing types and options in all neighborhoods.



Examples of missing middle housing types

Keys to Success

- Many cities have moved to allow missing middle homes in low-density neighborhoods in recent years. These efforts are best paired with a review of design and dimensional standards in code to verify that the types of buildings allowed match community desires.
- For instance, in 2019 Wenatchee revised its zoning code to allow duplexes, triplexes, cottage housing, and townhouses in almost all low-density residential zones. Zoning revisions were paired with design standards and district-based architectural and landscaping guidance to ensure neighborhood compatibility and high-quality design.

Related Housing Inventory & Assessment Findings

- Existing housing does not reflect the diversity of family types, household income, or life stages of SeaTac residents.
- Most single-family houses in SeaTac were built between 1940 and 1960, and many are physically deteriorating. Older housing stock may provide relatively affordable housing but may also require investment to avoid substandard living conditions. A mix of old and new homes in an area provides more options, as could additional housing types like townhomes or duplexes.

Objective 4: Strive for a Balance of Housing Options

Strive for a balance of housing options through strategies that:

- a. Increase homeownership opportunities
- b. Serve young people and families
- c. Preserve existing owner-occupied and rental housing
- d. Support safe, healthy, high quality housing
- e. Promote market rate rental options
- f. Address homes at lower income categories



Sample illustration of townhouses

Description/Background

- SeaTac's housing supply lacks diversity in terms of price, building age, and housing type for both rental and ownership units. Providing a variety of residential options would move the housing supply towards a balance more reflective of the characteristics of SeaTac's population.
- This objective aligns with and implements current policies in the Comprehensive Plan aimed at increasing the type and variety of housing opportunities for residents at all income levels.

Keys to Success

- SeaTac is a host city for a large stock of both subsidized and market-rate affordable housing. Additional paths to further the City's housing priorities include ensuring SeaTac is represented in regional efforts.

Related Housing Inventory & Assessment Findings

- **Homeowner Units:** High costs for ownership housing causes about 27% of existing homeowners to be cost-burdened. Renters with larger households may be interested in becoming homeowners but may be prevented from doing so by high house prices.
- **High-end gap:** SeaTac has relatively few rental units available for the 23% of renter households that have moderate or high incomes (above 80% AMI). Providing desirable units for higher income renters can reduce pressure on more moderately priced units, as long as displacement of existing households and affordable units is prevented.
- **Low-end affordability gap:** SeaTac does not have enough housing affordable to extremely low- and very low-income households.
- **Small and/or shared homes:** SeaTac has a high proportion of single-person households, indicating demand for small and/or shared homes
- **Large unit gap:** SeaTac's housing stock does not adequately reflect the large households and high proportion of families among its population. There is demand for 2+ bedroom units for sale and for rent.
- **Accessible unit gap:** Almost a quarter of SeaTac's current residents will reach the age of 70 within the next 20 years. Ground-floor and elevator accessible units, ideally located near transit and other resources and amenities, could help this segment of the population to remain in SeaTac as they age.
- **Aging housing stock:** Older housing stock may provide relatively affordable housing but may also require investment to avoid substandard living conditions. Older multi-family buildings will need investment in repairs and renovation to maintain healthy and safe conditions, potentially driving up rents. Older single-family homes will require investment in maintenance and repairs and could be replaced with larger more expensive homes over time.

Objective 5: Help Residents & Businesses Stay in SeaTac

Help residents and businesses stay in SeaTac, and prevent disruption to communities.

Description/Background

- As SeaTac grows and develops over time, there are residents and businesses that are at risk of being displaced from the community. This can be direct displacement as older buildings are demolished to make way for new development, or it can simply be that people can no longer afford rents or leases as the community grows and demand for these spaces increase. Keeping residents in the community can require policy and other support to ensure existing spaces remain affordable to small businesses and low-income households and families.
- Anti-displacement strategies currently utilized in the region include programs that access local, regional, or federal programs to provide financial assistance for rental and home rehabilitation, home-purchase and rental assistance; coordination with community land trusts or other partners to develop or preserve affordable owner-occupied housing; rental health/safety inspections and rental registration programs, and requirements for owners of multi-family rental properties to provide advance notification of sales to cities in order to provide an opportunity to preserve existing affordable units.
- Home preservation and anti-displacement strategies identified in other cities' Housing Action Plan projects include recommendations to:
 - Inventory and monitor market rate and regulated affordable units, and areas at high risk for displacement.
 - Consider affordability requirements or incentives as part of city-initiated rezoning processes.
 - Consider preservation of existing zoning in areas at high risk of displacement.
 - Partner with housing providers to encourage a variety of housing options.
 - Collaborate with regional organizations to leverage resources and better address region-wide housing issues.
- This objective helps to implement multiple policies in the Comprehensive Plan including maintaining healthy residential neighborhoods (Goal 2.3), maintaining and enhancing the city's existing affordable housing stock (Policy 3.6A), encouraging adequate supplies of affordable housing (Policy 3.6B), ensuring no net loss of affordable units in transit communities (Policy 3.6E), and supporting existing mobile home parks as a source of affordable housing (Goals 3.8 and 3.9).

- This objective additionally reflects policies aimed at maintaining a balanced mix of commercial uses that meet the needs of city residents, businesses, and visitors (Goals 2.1 and 2.4).
- This work is interrelated with Objective 4.5's recommendations to preserve existing owner-occupied and rental housing.

Keys to Success

- Coordinate the development of policies that consider the interconnections between the City's housing and business needs. The airport and surrounding businesses require a range of different workers at different income levels, and maintaining housing that meets the needs of local workers of all incomes can support workforce needs for the local economy.
- Deploy multiple anti-displacement strategies that include actions to identify the displacement risk of local communities through inventorying and monitoring of the affordability of units and market trends, and the development of a range of physical and economic displacement mitigation actions to help address this risk.
- In areas where "naturally occurring" affordable units (e.g. affordable housing units available within existing private development) are likely to be lost to new development, consider policies and initiatives that can help provide replacement income-restricted units as part of a mixed-income community.
- Recognize the role of existing small businesses in developing "complete communities" that can both provide for the needs of residents and be a source for local employment, especially for low-income residents and communities of color.
- Given limits on available City resources, consider partnerships with non-profits, government agencies, and other organizations to help preserve existing affordable housing and commercial spaces in ways that will meet the needs of SeaTac residents.

Related Housing Inventory & Assessment Findings

- Like much of the region, housing costs in SeaTac have risen significantly over the past two decades, especially after the end of the last recession around 2014. Home prices have risen more than rents, but both rents and home prices have risen more than incomes.
- About 27% of existing homeowners are cost-burdened, including about half of all low, very low, or extremely low-income households that own their own homes. Many of these homeowners are likely seniors and vulnerable populations that may have limited resources to maintain their homes.
- Over half of households that rent in SeaTac are cost-burdened, spending more than 30% of their income on housing, and almost 20% of renters are severely cost-burdened (spending over half their income on housing).
- While there is a significant population of extremely low-income households that make less than 30% of countywide AML, over half of SeaTac renters have incomes between 30% and 80% of AML. In this group, 61% face some type of housing burden, and are often dependent on affordable housing that can be found on the private market.
- Future growth in SeaTac is expected to be accommodated in the Urban Center, primarily around Sound Transit light rail stations. Existing residential development in this area includes “naturally occurring” affordable housing, and future rehabilitation or redevelopment of these buildings may physically or economically displace existing residents that are dependent on this housing.

Related Public Engagement Findings

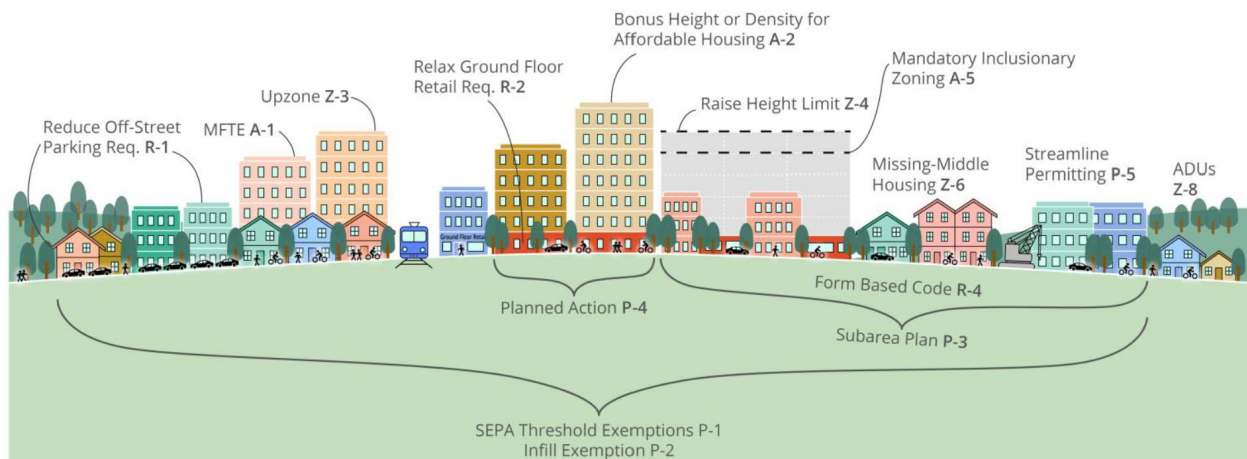
- Participants in public engagement efforts generally voiced strong support for this objective, recognizing the importance of preserving existing affordable housing in the community.
- Many Online Open House participants told stories about being displaced from the Seattle area and expressed concern about being priced out of SeaTac.
- One quarter of Online Open House participants placed “preventing displacement of lower income residents” in their top 3 priorities for this plan to address.

Strategies

The strategies are a package of interrelated steps SeaTac can take to address its housing goals and objectives. No one strategy solves the housing shortage, but together, they can increase the supply, variety, and availability for households at different income levels. Strategies were selected based on the following criteria:

- Reflect resident, development community, and Council priorities
- Implement framework goals and objectives
- Address housing shortages identified in the Housing Inventory and Assessment Report
- Compatible with SeaTac's policy framework and unique conditions

The strategies are organized by type of tool—policy amendment, City work plan, and code amendments—and many implement multiple objectives, as shown in Table 2. They are tailored to optimize SeaTac's unique development opportunities and complement the City's existing housing plans and programs.



WA Department of Commerce's example graphic of interrelated strategies that together achieve a full range of home options

Table 2. How Strategies Address HAP Framework Goals & Housing Gaps

	INCREASE SUPPLY, VARIETY, AFFORDABILITY:			ADDRESS HOUSING SUPPLY GAPS:				ADDRESS AFFORDABILITY GAPS:				
STRATEGIES	SUPPLY	OPTIONS/VARIETY	AFFORDABILITY	MINIMIZE DISPLACEMENT of Low income residents	Middle/Moderate Density (Duplex, townhouse)	LARGE UNITS (2+ bedroom)	SMALL UNITS (Studio-1 bedroom)	ACCESSIBLE UNITS (For mobility impaired)	OWNERSHIP UNITS (Lower income categories)	RENTAL UNITS (Below 50% AMI)	EXTREMELY LOW INCOME UNITS (Below 30% AMI)	MEDIAN INCOME UNITS (Above Median)
POLICY AMENDMENT												
1. Strengthen “complete communities” policies	●											
CITY WORK PLAN												
2. Proactively plan and coordinate public infrastructure to support urban village development.	●											
3. Conduct a multi-family parking study to analyze parking requirements in urban villages/station areas.	●		●									●
4. Explore cost-effectiveness of creating pre-approved plans for Accessory Dwelling Units	●	●	●		●		●	●				
5. Continue conversations with the development community about actions the city can take to attract market rate rental housing.	●											●
6. Continue coordinating and providing rental assistance.			●	●						●	●	●

INCREASE SUPPLY, VARIETY, AFFORDABILITY:				ADDRESS HOUSING SUPPLY GAPS:				ADDRESS AFFORDABILITY GAPS:				
STRATEGIES	SUPPLY	OPTIONS/VARIETY	AFFORDABILITY	MINIMIZE DISPLACEMENT of Low income residents	Middle/Moderate Density (Duplex, townhouse)	LARGE UNITS (2+ bedroom)	SMALL UNITS (Studio-1 bedroom)	ACCESSIBLE UNITS (For mobility impaired)	OWNERSHIP UNITS (Lower income categories)	RENTAL UNITS (Below 50% AMI)	EXTREMELY LOW INCOME UNITS (Below 30% AMI)	MEDIAN INCOME UNITS (Above Median)
CODE AMENDMENTS												
7. Add flexibility to Small Lot Single Family requirements.	●	●	●		●			●				
8. Consider allowing cottage housing in Urban Low zones.	●	●	●		●			●				
9. Partner with residential property owners in rezoning properties to maximize their housing potential.	●	●										
10. Consider decreasing minimum lot size in the Urban Low (UL) 7,200 single-family zone.	●		●			●		●				
11. Clarify condominium provisions to make them easier to use.	●	●	●						●			●
12. Review and clarify code requirements for live/work units to encourage opportunities for small business owners.	●	●	●									

1. Strengthen “complete community” policies.

Strategy Description

“Complete community” policies generally promote multi-modal, connected neighborhoods with a mix of housing options and access to parks, neighborhood-oriented commercial and other services. SeaTac’s Comprehensive Plan currently identifies the goal of creating complete communities through land use, transportation, parks and other policies (see Land Use Goals 2.1 and 2.2, Policy 2.1A, policies 2.2A-2.2, and related policies in the Transportation and Parks, Recreation & Open Space elements). Because these policies are located within multiple locations in the Comprehensive Plan, and lack textual descriptions of how they are related, it is unclear how they work together and can be used to guide City actions.



Elements that make up a complete community ([Complete Communities | City of San Diego Official Website](#))

The City could explore a Comprehensive Plan amendment process to clarify and strengthen SeaTac-specific “complete community” policies so they provide clearer policy guidance on infrastructure investments and other City actions that can support neighborhoods and help enhance residents’ quality of life.

Implementation Actions for SeaTac

- Review and inventory existing “complete community” policies.
- Facilitate a citywide conversation around appropriate “complete community” criteria for SeaTac’s various neighborhoods.
- Develop amendments that clarify and strengthen “complete community” policies.
- Propose policy amendments for community, Planning Commission, and Council discussion and review.

Potential Benefits by Project Objective

- **Create complete communities:** Clarifying and refining existing “complete community” policies can lead to more leveraged and unified City actions to support neighborhoods.

Best Practices

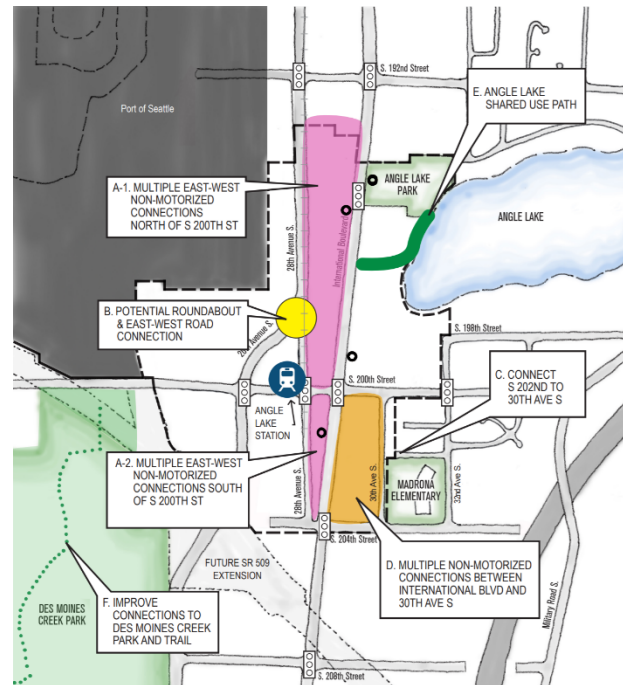
- “Complete communities” policies are used by cities to guide public investments that provide for residents’ daily needs and promote a high quality of life. Importantly, the criteria for what makes a “complete community” is determined by cities based on their unique attributes, priorities and needs.
- The concept of “complete communities” is utilized by real estate professionals and consumers who utilize “[Walk Score ®](#)” to measure the walkability of neighborhoods in terms of pedestrian friendliness and access to nearby amenities.

2. Proactively plan and coordinate public infrastructure to support urban village development.

Strategy Description

Proactive planning, with implementation, sets the framework under which development can occur and attracts developers to a predictable and amenity-rich area. SeaTac's policies support focusing its residential and commercial growth within compact, walkable urban villages adjacent to SeaTac's three light rail stations.

(See [S 154th Station Area Plan](#), [Angle Lake Station Area Plan](#), [City Center Updated Vision Report](#).) However, the infrastructure, resources, and amenities that make a community complete, such as safe and comfortable walking, biking, and rolling paths to transit; adequate vehicular mobility; parks and open space; and business districts do not always develop naturally with private investment. The *S 200th St Corridor Market Opportunities and Growth Scenarios* (March 2021) report states that "concerted placemaking efforts could improve the feasibility of retail in the area" (p 48) and "City investment in placemaking and walkability" could catalyze desired development (p 49).



Angle Lake Station Area Plan's connectivity strategies (Figure 14 on page 33)

Implementation Actions for SeaTac

- Continue dedicating resources to long-range planning to 1) develop and update community-backed plans for SeaTac's urban villages, and 2) chart the associated City infrastructure investment, such as sidewalks, lighting, streets, and parks, including through the capital facilities budgeting processes.
- Continue collecting fees and dedicating resources to implement infrastructure plans that support SeaTac's urban villages.
- Coordinate City work plans, including those from the departments of Community & Economic Development, Parks, Community Programs & Services, and Public Works, and leverage infrastructure and other projects to optimize use of City investments to create urban villages.

Potential Benefits by Project Objective

- **Promote market rate rental options to relieve pressure on the higher end of the rental market:** This strategy improves residential development feasibility in urban villages.
- **Develop urban villages near light rail:** This strategy improves residential development feasibility in urban villages.
- **Create complete communities:** Infrastructure investment rounds out many of the resources and amenities needed for a neighborhood to meet its residents' and businesses' needs.
- **Serve young people and seniors:** Urban village development would likely have apartments and condos appropriate for singles, young renters, and seniors, easily accessible to resources and amenities.

Best Practices

- [Lynnwood](#) planned for coming light rail, developing the City Center Subarea Plan (2005), Streetscape Plan (2014), Lynnwood Transit Center Multimodal Accessibility Plan (2016), City Center Subarea Implementation Strategies Report (2017), City Center Parks Master Plan (2018), City Center Design Guidelines (2019), and others. These planning efforts set the vision for the area and development and design standards, and has attracted hundreds of new units just prior to light rail arrival in 2024.
- Shoreline [improved the Aurora Ave N \(Highway 99\) streetscape](#) in 2017. This City investment, combined with [additional planning](#), is now attracting transit-oriented development projects (e.g., [Shoreline Place](#)).

3. Conduct a multi-family parking study to analyze parking requirements in urban villages/station areas.

Strategy Description

For many new housing developments, especially multi-family buildings, on-site parking can be expensive to provide. The City's minimum parking requirements can affect whether projects will be feasible and how large they can be. Surface parking lots and driveways can take up part of a site that could otherwise be used for housing units. Alternatives for larger buildings can also be a problem: structured parking such as parking garages can limit the amount of usable space within a building, while the construction costs for providing underground parking can be very high.

"Right-sizing" local parking requirements to meet residents' needs can reduce development costs, encourage more housing development, and increase the number of units that can be accommodated in new projects. Adjusting parking can be very effective in walkable, transit-oriented neighborhoods where residents would take fewer car trips and need less parking. In SeaTac, proximity to the airport complicates residential parking; transportation network company (e.g., Uber, Lyft) drivers may need more parking than typical.

To identify the "right size" of parking to support multi-family projects near the light rail stations, the City can undertake a study that explores appropriate minimum parking requirements that balance City goals and the economic feasibility of development projects.

Implementation Actions for SeaTac

- Coordinate a parking survey and study to understand the differences between current parking requirements and standards in other suburban cities' light rail station areas.
- Consider airport-driven impacts (e.g., limo and transportation network companies (TNCs) like Lyft and Uber parking at residences). Study should also address how to appropriately incorporate recent changes to state law related to parking near frequent transit.
- Depending on the parking study results, consider adjusting parking requirements to align with current and future needs as identified in the study.

Potential Benefits by Project Objective

- **Promote market rate rental options to relieve pressure on the higher end of the rental market:** Reducing parking requirements will reduce costs to developers and improve the feasibility of building new rental housing projects.
- **Strive for a Balance of Housing Options:** A reduction in the space allocated to surface and structured parking can allow for more homes in all types of development.
- **Develop Urban Villages Near Light Rail:** Reducing parking responds to trends (outside of the COVID-19 pandemic) of increasing transit ridership and declining car ownership and supports public investments in transit and other transportation solutions for everyday needs. Study outcomes can also help guide City actions to better leverage TNCs and other unique, SeaTac-specific, airport-related parking and transportation issues to support the creation of urban villages near light rail.

Best Practices

The City of Everett coordinated a 2015 [Downtown Parking Utilization Study](#) as a follow-up to a 2007 study. The study allows for ongoing parking needs evaluation and adjustments over time.

4. Explore cost-effectiveness of creating pre-approved plans for Accessory Dwelling Units.

Strategy Description

Accessory Dwelling Units (ADUs) are small dwelling units that share a parcel with a house. ADUs are allowed in SeaTac and can provide housing for single-person households or small families in single-family neighborhoods with minimal impacts to neighborhood character. Small barriers that add cost or delay construction can prevent property owners from pursuing ADUs.

The City could explore if creating pre-approved plans for ADUs would be a cost-effective way to encourage ADU development in SeaTac.



Examples of Pre-Approved ADU Plans from the City of Lacey

Implementation Actions for SeaTac

- Review similar pre-approved design programs in peer cities including Renton and Lacey.
- Review SeaTac ADU permit activity and conduct interviews with homeowners and builders who have experience with ADUs in SeaTac.
- Evaluate potential impact of reducing design and permitting costs relative to other barriers to ADU construction in SeaTac.

Potential Benefits by Project Objective

- **Increase missing middle opportunities:** ADUs add gentle density to single-family neighborhoods, without disrupting the aesthetics or character.
- **Promote market rate rental options to relieve pressure on the higher end of the rental market:** ADUs provide market-rate rentals with a high level of amenities. They can range from low- to high-cost but are often desirable for single adults with moderate-to-high incomes that don't desire an entire house.
- **Help Residents Stay in SeaTac:** ADUs can work well for seniors and one-person households. Their small size and shared open space provide high amenities for low cost. Homeowners can also create an income stream by building and renting an ADU.

Best Practices

- The cities of Lacey and Renton recently launched pre-approved ADU design programs.
[City of Lacey pre-approved detached ADU designs](#)
[Information about City of Renton pre-approved ADU designs \(official webpage pending\)](#)

5. Continue conversations with the development community about actions the city can take to attract market rate rental housing.

Strategy Description

Engaging with residential developers can help identify policy, regulatory and other actions the City can take to encourage the production of market rate rental units. Developer outreach is already a regular part of the Community & Economic Department's work plan, and relationships with new developers were started through Housing Action Plan stakeholder outreach activities, including the Housing Producers Forum.

To facilitate continued conversations with the residential development community, the City could explore methods of improving communication channels and creating more opportunities for developer feedback.



Recently built multi-family housing projects in Puget Sound cities. (Sightline Missing Middle Photo Library, [CCBY4.0](#))

Implementation Actions for SeaTac

- Review current outreach practices to residential developers and identify potential improvements that would increase opportunities for information sharing.
- Recommend improvements to developer outreach that can be integrated within the Community & Economic Development Department work program.

Potential Benefits by Project Objective

- **Strive for a balance of housing options:** Because the City does not build housing, improving outreach practices to the development community would facilitate a better understanding of impactful City regulatory or other actions that could help attract a variety of market rate rental units.

Best Practices

- The City of Lynnwood's draft Housing Action Plan includes a strategy to "Partner with housing providers," which emphasizes the benefits of improving relationships with developers to help meet its housing goals (p 37, [Lynnwood Draft Housing Action Plan](#)).

6. Continue helping to coordinate and provide rental assistance.

Strategy Description

Many SeaTac employers, including the Seattle-Tacoma International Airport and supporting businesses in the hospitality (hotels), restaurant, and retail sectors depend on workers who need housing affordable to people with lower incomes. SeaTac's current "naturally occurring" affordable housing is an asset to these businesses and households, and rising rents and redevelopment put SeaTac's current residents at risk of displacement. Maintaining the competitiveness of the city's economy will depend on keeping housing affordable and accessible for the local workforce.

At present, the City has limited resources available with respect to providing housing assistance to help keep SeaTac's residents in SeaTac. In 2019, the State allowed cities to impose a state-shared sales and use tax for affordable and supportive housing under the SHB 1406 Affordable Housing Sales Tax Credit ([RCW 82.14.540](#)). This is a 20-year credit that diverts a share of the state sales tax for local housing needs. In 2020, the City adopted Ordinance 20-1004, that established the Affordable Housing Sales Tax Fund which must be used for affordable housing, rental assistance, and housing services for households at 60% AMI or below. This funding will be focused on providing rental assistance, and project administration is currently under development.

Implementation Actions for SeaTac

- Finalize the City's rental assistance allocation process.

Potential Benefits by Project Objective

- **Help residents and businesses stay in SeaTac:** Providing additional rental assistance can help prevent lower-income households from being displaced as rent burdens increase.

Best Practices

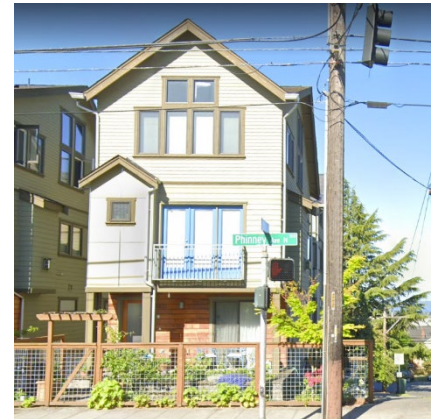
- The City of Bremerton has been administering a [Rental Assistance Program](#) in partnership with the Bremerton Housing Authority, which has relied on SHB 1406 funding. This included both weatherization upgrades and rental assistance (including short-term rent payments, eviction prevention, and security deposits).

7. Add flexibility to Small Lot Single-family requirements.

Strategy Description

Small lot single-family development allows single-family homes to be built on lots that are smaller than allowed in typical single-family areas. Small lot single-family development is currently allowed in SeaTac in the Residential Medium and Residential High zones as an alternative to multi-family housing. Instead of the 7,200 square foot (or larger) minimum lot sizes required in single-family zones, small lot single-family homes can be built on 3,000 square foot lots.

Few small lot single-family homes have been built in SeaTac, which may be due to the restrictive nature of the current code. To encourage the construction of small lot single-family development, the City could use a code amendment process to identify how to add more flexibility.



House on a small lot

Implementation Actions for SeaTac

- Review current small lot single-family code, and get input from the Master Home Builders Association and other developers on potential code barriers.
- Develop code updates that would add flexibility to the current standards.
- Propose code amendments that would make it easier to build small lot single-family homes for community, Planning Commission, and Council discussion and review.

Potential Benefits by Project Objective

- **Increase missing middle opportunities:** Small lot single-family development can encourage housing diversity and promote infill development on smaller and odd shaped lots in the multi-family zones.
- **Increase ownership opportunities:** Small lot single-family homes can increase ownership housing options.
- **Serve young people and families:** Small lot single-family houses can be more affordable ownership or rental options for households desiring to live in detached single-family homes.

Best Practices

- The PSRC Housing Innovation Practices (HIP) website identifies model regulations for small lot single-family code including examples from cities like Everett, Marysville, Mountlake Terrace and Duvall that should be reviewed as part of a code amendment process to understand regional best practices (https://www.psrc.org/sites/default/files/hip_small_lots.pdf).

8. Consider allowing cottage housing in Urban Low zones.

Strategy Description

Cottage housing refers to clusters of small homes with common areas for open space and parking. Efficient site design allows a relatively large number of homes with a high level of amenities while maintaining low-density character. Cities that allow cottage clusters typically allow double the base density (if in low density zones) to encourage development.



Cottage housing example

Cottage housing is currently allowed only through the City's Planned Unit Development code, which can be difficult to use and does not include cottage housing design standards. The City could explore how and where to allow cottage housing in Urban Low zones through a code amendment process.

Implementation Actions for SeaTac

- Review applicability of existing Planned Unit Development code for cottage housing.
- Develop code including flexible design standards for cottage housing.
- Review and discuss proposed code with community, Planning Commission, and City Council.
- Amend development code to include Cottage Housing as an allowed use in Residential Low single-family zones.

Potential Benefits by Project Objective

- **Increase ownership opportunities:** Cottage housing is typically an ownership housing type.
- **Serve young people and families:** Reduced land costs and safe play areas make cottage housing developments ideal for families with young children.
- **Increase missing middle opportunities:** Cottage housing is denser than traditional single-family development but preserves the aesthetics and feel of single-family neighborhoods.
- **Create complete communities:** Cottage housing clusters include shared open space, providing an amenity which promotes community interaction and multigenerational living.

Best Practices

- Snohomish County revised its cottage housing code in 2016. New rules allow cottage housing in single-family and medium density zones at double the base density, limit building height to 1.5 stories, and establish standards for pathways, layouts, and open space (<https://snohomishcountywa.gov/3461/Cottage-Housing>).

9. Partner with residential property owners in rezoning properties to maximize their housing potential.

Strategy Description

Many cities, including SeaTac, have adopted future-looking Comprehensive Plan maps that identify land use designations for certain parcels that allow for higher intensity development than their current zoning will allow. For example, some parcels with single-family zoning could be rezoned to allow for townhouse or multi-family development. While individual property owners can complete privately initiated zone re-classification processes, the time or cost of rezoning their parcels can prevent some individuals from doing so.

To encourage the upzoning of residential parcels that currently have lower density zones, the City could explore ways of partnering with property owners to support these activities.

Implementation Actions for SeaTac

- Complete an inventory of parcels that could be rezoned to higher density residential zones as allowed by their current land use designations.
- Identify one or more processes that could facilitate the re-classification of under-zoned residential parcels, including considerations of changes to administrative procedures and/or undertaking a City-initiated rezone process.
- Get input on the appropriate process for encouraging residential rezones from the Planning Commission and City Council.

Potential Benefits by Project Objective

- **Strive for a balance of housing types.** Partnering with property owners to upzone residential lots could help increase supply and diversity of housing units in the city.

Best Practices

- Soon after adopting its first Comprehensive Plan and corresponding zoning code in the late 1990s, the City of SeaTac invited property owners to participate in an optional City-initiated rezone process to re-classify their parcels to zones that fully implemented their land use designations. City-initiated partnerships like this can help speed up the timeline for creating more housing options in local neighborhoods and implementing the future land use vision established within cities' Comprehensive Plans.

10. Consider decreasing minimum lot size in the Urban Low (UL) 7,200 single-family zone.

Strategy Description

SeaTac's Urban Low 7,200 (UL-7,200) single-family zoning requires a minimum lot size of 7,200 square feet (sf). A somewhat smaller minimum lot size would allow property owners to subdivide their lots to create new homes, while still retaining adequate open space and relatively low densities. Many lots are much larger than 7,200 sf but are not large enough to be subdivided under current rules.

The City could consider decreasing minimum lot size in the Urban Low (UL) 7,200 single-family zone to increase allowable subdivisions.



Implementation Actions for SeaTac

- Review minimum lot sizes in peer cities and SeaTac lot subdivision standards.
- Propose code amendments to reduce minimum lot size for community, Planning Commission, and Council discussion and review.

Potential Benefits by Project Objective

- **Increase ownership opportunities:** Because UL-7200 covers more land in SeaTac than any other zone except Aviation Operations (AVO), over time, this change could create many new home ownership opportunities. About 800 residential parcels meet the minimum size for subdivision under current regulations. With a reduction in the minimum lot size in UL-7200 zones from 7,200 sf to 5,000 sf, approximately 1,300 additional lots could be subdivided to create new homes over the course of many years.
- **Serve young people and families:** Detached houses work well for families with children.
- **Help Residents Stay in SeaTac:** Smaller lot sizes would allow homeowners to benefit by selling a portion of their lot to someone looking to build a new house. Land sale profits could allow some homeowners to stay in their homes who could otherwise not afford to do so.

Best Practices

- The City of Wenatchee has a minimum lot size of 5,500 sf in Residential Low zones, with a larger minimum size for duplexes. Setbacks, subdivision rules, and flexible design standards limit impacts of subdivision on adjacent properties.

11. Clarify condominium provisions to make them easier to use.

Strategy Description

During the last decade, the Puget Sound region experienced very little condominium development due in part to various legal issues surrounding their construction. In the last few years, the state legislature passed condominium reform legislation to encourage more opportunities for this homeownership option to be built. While the City supported state legislation to make it easier to build condominiums, and SeaTac's development codes allow for condominium development, the current code is unclear and difficult to use.



The Met Condominiums, Denver, Co
<https://www.boulevardonelowry.com/homes/condominiums/>

Clarifying condominium provisions in the development code, specifically within the Planned Unit Development provisions, would make it easier for condominium projects to be permitted and built.

Implementation Actions for SeaTac

- Review existing Planned Unit Development code and other provisions related to condominium development.
- Identify revisions that would clarify and streamline these provisions.
- Propose code amendments for community, Planning Commission, and Council discussion and review.

Potential Benefits by Project Objective

- **Increase ownership opportunities:** Condominium home types are often more affordable than detached single-family homes.
- **Help Residents Stay in SeaTac:** Apartment and townhouse condominium options would provide “empty nesters” and other single-family residents looking to down-size with homeownership opportunities that would allow them to stay in the City.

Best Practices

- Clarifying provisions in difficult to use codes, like SeaTac's current condominium related requirements, can make it easier for developers to move forward with development projects.

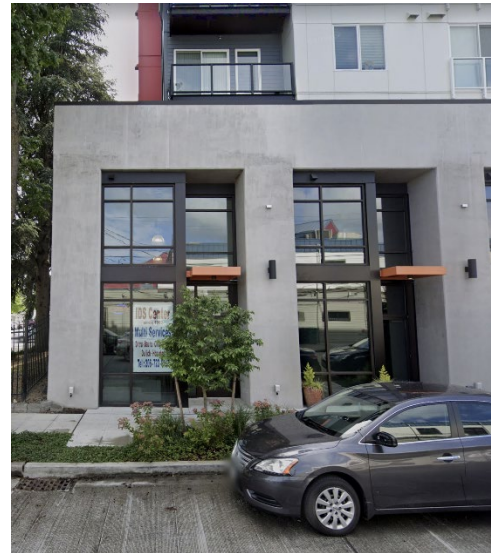
12. Review and clarify code requirements for live/work units to encourage opportunities for small business owners.

Strategy Description

“Live/work units” are flexible spaces designed to serve both residential and commercial functions and accommodate broader options for employment. These units typically include small services-based business (personal or professional) operating in the front with limited employees, and a residential unit for the business owner above and/or behind the workspace. Live/work spaces can provide opportunities for entrepreneurs to start and maintain small businesses with lower overhead costs.

Live/work units differ from home occupations in that home occupations are typically managed as accessory uses in residential zones to minimize the effects that the business will have on the surrounding neighborhood. Commercial uses that involve more than 25% of the floor area of the unit are not eligible, which may be restrictive for the design of these spaces. Additionally, possible uses for these live-work spaces could require more visitors than are currently allowed.

For ground floor commercial uses in mixed-use projects, allowing live/work spaces can also provide flexibility in fulfilling these requirements. As these spaces can be flexible in their use, this can provide options for landlords when leasing these spaces.



Live/work units in Seattle (Google)

Implementation Actions for SeaTac

- Review existing provisions within the development and building codes and develop requirements for live/work spaces in new projects.
- Code amendments should ensure that ground floor spaces are functional for small businesses and help activate the street.

Potential Benefits by Project Objective

- **Create Complete Communities:** Live/work units can support independent, community-oriented businesses started by local residents. These businesses can often effectively fulfill local cultural needs in addition to commercial functions.
- **Help Businesses Stay in SeaTac:** Compact spaces with lower overhead like live/work units can be ideal as incubators for small businesses that can otherwise struggle to find appropriate spaces for rent and are vulnerable to displacement when properties redevelop.

Best Practices

- In Sumner, live-work units are allowed as part of the Planned Mixed-Use Development (PMUD) districts ([SMC 18.26](#)).
- The City of Tacoma allows live/work spaces in their commercial, mixed use, and downtown zoning districts, and permits assembly, office/café/business, retail, and manufacturing uses. The residential portion must be inhabited by a business employee. (See [TMC 13.06.080.1](#).)

3. Implementation

Implementing the selected strategies will require dedicated staff time and funding. Table 3 identifies the strategies' implementation actions, the lead party, and the general timeframe. It should guide City decision-making about budgets and workplans for City departments. The selected strategies are feasible, but their full implementation will be dependent on available funding. SeaTac may change and adapt its housing plan to respond to changing market conditions, demographics, and available funding.

Monitoring Process

SeaTac should use existing resources—such as PSRC and the State Office of Financial Management (OFM)-provided data—as much as possible to track progress on achieving housing goals. SeaTac may consider developing indicators and a tracking process. A useful set of potential indicators is included in [Redmond's Housing Action Plan](#) Exhibit 7 on page 55.

Types of City Actions

Table 3 organizes the strategies and their action steps by type of tool available to SeaTac. The strategies include:

- **City/Department Work Programs:** Three new programs and two continuations of existing or authorized efforts
- **Policy Amendment Process:** One policy amendment process, which would likely be explored as part of the 2024 major Comprehensive Plan update process
- **Code Amendment Process:** Eight code amendments, which would likely be bundled into three or four amendment processes for efficiency

Lead Party

The actions below will involve multiple City departments, elected officials, community members, and other partners. However, the lead is primarily the Community and Economic Development Department, whose staff will initiate the actions and follow-through on their implementation. Acronyms in the chart include:

- **CED** Community & Economic Development
- **PCPS** Parks, Community Programs & Services
- **PW** Public Works

Timeline

- **Ongoing** Continuation of existing programs
- **Short term** 1-5 years
- **Medium term** 6-10 years

Table 3. Implementation Actions

STRATEGIES	ACTIONS	LEAD	TIMELINE
POLICY AMENDMENT			
1. Strengthen “complete community” policies.	- Review and inventory existing “complete community” policies. - Facilitate a citywide conversation around appropriate “complete community” criteria for SeaTac’s various neighborhoods. - Develop amendments that clarify and strengthen “complete community” policies. - Propose policy amendments for community, Planning Commission, and Council discussion and review.	CED	Short term
CITY WORK PLAN			
2. Proactively plan and coordinate public infrastructure to support urban village development.	- Continue dedicating resources to long-range planning to 1) develop and update community-backed plans for SeaTac’s urban villages, and 2) chart the associated City infrastructure investment, such as sidewalks, lighting, streets, and parks, including through the capital facilities budgeting processes. - Continue collecting fees and dedicating resources to implement infrastructure plans that support SeaTac’s urban villages. - Coordinate City work plans, including those from the departments of Community & Economic Development, Parks, Community Programs & Services, and Public Works, and leverage infrastructure and other projects to optimize use of City investments to create urban villages.	CED/PCPS/PW	Ongoing

STRATEGIES	ACTIONS	LEAD	TIMELINE
3. Conduct a multi-family parking study to analyze parking requirements in urban villages and station areas.	- Coordinate a parking survey and study to understand the differences between current parking requirements and standards in other suburban cities' light rail station areas. - Consider airport-driven impacts (e.g., limo and transportation network companies (TNCs) like Lyft and Uber parking at residences). Study should also address how to appropriately incorporate recent changes to state law related to parking near frequent transit. - Depending on the parking study results, consider adjusting parking requirements to align with current and future needs as identified in the study.	CED/PW	Short term
4. Explore cost-effectiveness of creating pre-approved plans for Accessory Dwelling Units	- Review similar pre-approved design programs in peer cities including Renton and Lacey. - Review SeaTac ADU permit activity and conduct interviews with homeowners and builders who have experience with ADUs in SeaTac. - Evaluate potential impact of reducing design and permitting costs relative to other barriers to ADU construction in SeaTac.	CED	Short term
5. Continue conversations with the development community about actions the city can take to attract market rate rental housing.	- Review current outreach practices to residential developers and identify potential improvements that would increase opportunities for information sharing. - Recommend improvements to developer outreach that can be integrated within the Community & Economic Development Department work program.	CED	Ongoing
6. Continue coordinating and providing housing assistance to low income households.	Finalize the City's rental assistance allocation process.	PCPS	Ongoing

STRATEGIES	ACTIONS	LEAD	TIMELINE
CODE AMENDMENTS			
7. Add flexibility to Small Lot Single-family requirements.	- Review current small lot single-family code, and get input from the Master Home Builders Association and other developers on potential code barriers. - Develop code updates that would add flexibility to the current standards. - Propose code amendments that would make it easier to build small lot single-family homes for community, Planning Commission, and Council discussion and review.	CED	Short term
8. Consider allowing cottage housing in Urban Low zones.	- Review applicability of existing Planned Unit Development code for cottage housing. - Develop code including flexible design standards for cottage housing. - Review and discuss proposed code with community, Planning Commission, and City Council. - Amend development code to include Cottage Housing as an allowed use in Residential Low single-family zones.	CED	Short term
9. Partner with residential property owners in rezoning properties to maximize their housing potential.	- Complete an inventory of parcels that could be rezoned to higher density residential zones as allowed by their current land use designations. - Identify one or more processes that could facilitate the re-classification of under-zoned residential parcels, including considerations of changes to administrative procedures and/or undertaking a City-initiated rezone process. - Get input on the appropriate process for encouraging residential rezones from the Planning Commission and City Council.	CED	Medium term
10. Consider decreasing minimum lot size in the Urban Low (UL) 7,200 single-family zone.	- Review minimum lot sizes in peer cities and SeaTac lot subdivision standards. - Propose code amendments to reduce minimum lot size for community, Planning Commission, and Council discussion and review.	CED	Short term

STRATEGIES	ACTIONS	LEAD	TIMELINE
11. Clarify condominium provisions to make them easier to use.	- Review existing Planned Unit Development code and other provisions related to condominium development. - Identify revisions that would clarify and streamline these provisions. - Propose code amendments for community, Planning Commission, and Council discussion and review.	CED	Short term
12. Review and clarify code requirements for live/work units to encourage opportunities for small business owners.	- Review existing provisions within the development and building codes and develop requirements for live/work spaces in new projects. - Code amendments should ensure that ground floor spaces are functional for small businesses and help activate the street.	CED	Medium term

Appendices

A. [Housing Inventory & Assessment Report](#)

B. [Community Engagement Results](#)