

**San Juan County
Affordable Housing Workgroup**

Strategic Action Plan

December 28, 2016

Affordable Housing Workgroup Strategic Action Plan

Overview: Affordable housing issues have been confronting the county for many years with numerous studies and community forums documenting housing concerns for low and moderate income households countywide. Recent reports and studies include, but are not limited to: 2015 Washington State Housing Needs Assessment; Draft Housing Action Plan dated May 2011; Opportunity Council's Prosperity Project 2015, United Way ALICE Report 2015; and 2015 San Juan Island Community Foundation Needs Assessment.

In March 2016, the County Council authorized a Workgroup to develop an Affordable Housing Strategic Action Plan. The goal was to develop four to six prioritized actions to address the housing issues. Actions were to consider all areas including: regulatory, funding, infrastructure costs, and land costs.

The Workgroup held five meetings between March and November 2016 and developed the attached Strategic Action Plan. The Action Plan includes a Vision, Identified Housing Needs, three Strategies, sixteen Actions, an Implementation Timeline, and Measures to Monitor Success. The Workgroup prioritized the following five actions, however, the workgroup indicated all actions should be implemented within the identified timeframe:

1. Identify and pass a local affordable housing funding measure.
2. Develop a capital account to be used to purchase existing units when available.
3. Expand home repair and weatherization programs.
4. Develop a public/private partnership program to build affordable housing units and explore using publicly owned land to construct units.
5. Regulate vacation rentals (e.g. yearly permit with fees, inspections, ensure lodging tax is collected, add an impact fee to be used for affordable housing).

Workgroup Members:

Bob Jarman - County Council	Richard Brown - Lopez Village Market
Duncan Wilson - Town Administrator	Greg Winter - Opportunity Council
Lisa Byers - OPAL Community Land Trust	Steve Hushebeck - Visitors Bureau & Town Council
Jacob Linnes - Island Market	Brent Snow - SJI School District Board
Jason Linnes - Island Market	Janet Brownell - OI School District Board
Sandy Bishop - Housing Bank Commission & Lopez Community Land Trust	Erica Shook - SJC Department of Community Development
Libbey Oswald - Kings Market	Mark Tompkins - SJC Health & Community Services
Peter Kilpatrick - Ravenhill Construction	

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Revised: 12/28/2016

Vision: Twenty years ago the citizens of San Juan County created a vision for the future. It included the goal to “Foster a sense of neighborliness and community pride so that there is housing for people of all incomes.” Efforts to date have fallen short. Today there is a deficiency in our affordable housing supply. As a community we understand the importance of sustainable affordable housing. We envision healthy, safe housing options for all who live here, including those who work, whether seasonally or full-time, as well as those who are on fixed incomes.

Identified Housing Needs:

- **Number 1:** Long-term Rentals; Serving individuals making between \$15 - \$20/hour; Rent Range \$700 - \$1,200/month.
- **Number 2:** Long-term Rentals (studios & one-bedroom units); Serving individuals with limited or fixed incomes; Rent Range \$0 - \$700/month.
- **Number 3:** Long-term Rentals; Serving Individuals making over \$20/hour; Rent Range \$1,200 - \$2,000
- **Number 4:** Short-term, Reduced Amenity Housing (e.g. dorms, studios, shared occupancy); Serving Seasonal Temporary Worker; Rent Range \$400 - \$500/month
- **Number 5:** Homeownership; Price Range \$80,000 - \$275,000
- **Number 6:** Housing with Supportive Services (e.g. Transitional or Group Housing)

Strategy 1: Educate Public on the Availability and Affordability of Housing in San Juan County.

Actions¹:

- A. Develop Frequently Ask Question (FAQ) documents
- B. Develop buildable land analysis [R]
- C. Complete housing needs analysis [R]
- D. Develop and implement a community engagement plan [PW]

Strategy 2: Increase the Availability and Affordability of Housing Stock in San Juan County.

Actions:

- A. Identify and pass a local affordable housing funding measure [F]
- B. Provide incentives for construction of accessory dwelling units (ADUs) for year-round rentals with third party monitoring (e.g., density bonuses, change land use designations to allow on smaller lots; change land use to allow to be built further from main house, on a separate septic system, etc.) [R]
- C. Reduce permit fees and prioritize plan review for affordable housing projects [PW and F]

¹ Action Category Key: [R] – Regulatory [F] – Funding [PW] – Political Will [D] - Design

- D. Regulate vacation rentals (e.g. yearly permit with fees, inspections, ensure lodging tax is collected, add an impact fee to be used for affordable housing) [R]
- E. County and/or Town be positioned to apply for Community Development Block Grants [F]
- F. Develop a public/private partnership program to build affordable housing units and explore using publicly owned land to construct units [D and PW]
- G. Explore incentives and financing plans with utility providers [F and PW]
- H. Provide density bonuses to property owners creating affordable multi-family units [R]
- I. Evaluate ‘farm worker housing’ provisions to expand its use [R]
- J. Explore use of lodging tax funds for seasonal worker housing [R and D]

Strategy 3: Maintain Existing Housing Stock that is Affordable.

Actions:

- A. Develop a capital account to be used to purchase existing units when available [F]
- B. Identify and pass a local affordable housing funding measure [F]
- C. Expand home repair and weatherization programs [F]

Prioritization of Actions:

The Strategic Action Plan contains sixteen (16) distinct actions aimed at increasing/maintaining the availability and affordability of housing stock in San Juan County. The actions range from educating the public to passing a local affordable housing funding measure. With the number and range of actions the workgroup felt it was necessary to identify the top three to five actions. Actions designed to increase/maintain affordable housing stock were prioritized based upon the difficulty to implement versus the potential number of units that could be achieved. Actions contained under Strategy 1 were not included in the prioritization exercise as these actions are designed to educate the public and not specifically to increase the number of units.

Listed below are the top five prioritized actions. However, the workgroup expressed support for implementation of all actions within the identified timeframes.

1. Identify and pass a local affordable housing funding measure.
2. Develop a capital account to be used to purchase existing units when available.
3. Expand home repair and weatherization programs.
4. Develop a public/private partnership program to build affordable housing units and explore using publicly owned land to construct units.
5. Regulate vacation rentals (e.g. yearly permit with fees, inspections, ensure lodging tax is collected, add an impact fee to be used for affordable housing).

Implementation Timeline:

Strategy 1: Educate Public on the Availability and Affordability of Housing in San Juan County.		
Action	Timeframe	Primary Owner
A. Develop FAQ Documents	1 month	H&CS
B. Develop buildable land analysis	6 months	DCD
C. Complete housing needs analysis	6 months	DCD
D. Develop and Implement a community engagement plan	3 months	DCD
Strategy 2: Increase the Affordability and Availability of Housing Stock in San Juan County.		
Action	Timeframe	Primary Owner
A. Identify & pass a local affordable housing funding measure	24 months	HBC
B. Provide incentives for construction of ADU's for year-round rentals w/third party contracts	TBD (County Council)	DCD
C. Review fee structure for building permits; use of stock plans; reduction/waiver for affordable housing projects; prioritize plan review.	6 months	DCD
D. Regulate vacation rentals	6 months	DCD
E. Apply for Community Development Block Grants	As needed	H&CS
F. Develop a public/private partnership program to build affordable housing units and explore using publicly owned land to construct units	12 months	Town Administrator & County Manager
G. Explore incentives and financing plans with utility providers	12 months	Town, Lisa Byers & Sandy Bishop
H. Provide density bonuses to property owners creating affordable multi-family units	6 months 12 – 18 months	Town DCD
I. Evaluate 'farm worker housing' provisions to expand its use	12 months	DCD
J. Explore use of lodging tax funds for seasonal worker housing	18 months	County Manager
Strategy 3: Maintain Existing Housing Stock that is Affordable.		
Action	Timeframe	Primary Owner
A. Develop a capital account to be used to purchase existing units	24 months	HBC
B. Identify and pass a local affordable housing funding measure	24 months	HBC
C. Expand home repair and weatherization programs	24 months	HBC

H&CS - San Juan County Health & Community Services

DCD – San Juan County Department of Community Development

HBC – San Juan County Housing Bank Commission

Monitoring Success

Strategy 1: Educate Public on the Availability and Affordability of Housing in San Juan County.		
Action	Primary Owner(s)	Measure(s)
A. Develop FAQ Documents	H&CS	<ul style="list-style-type: none"> • FAQ document(s) • Documents posted on county website
B. Develop buildable land analysis	DCD	<ul style="list-style-type: none"> • Completed buildable land analysis
C. Complete housing needs analysis	DCD	<ul style="list-style-type: none"> • Completed housing needs analysis
D. Develop and Implement a community engagement plan	DCD	<ul style="list-style-type: none"> • Community Engagement plan developed • Plan implemented
Strategy 2: Increase the Affordability and Availability of Housing Stock in San Juan County.		
Action	Primary Owner(s)	Measure(s)
A. Identify & pass a local affordable housing funding measure	HBC	<ul style="list-style-type: none"> • Funding measure identified • Funding measure place on ballot • Key messages developed • Funding measure approved by voters
B. Provide incentives for construction of ADU's for year-round rentals w/third party contracts	DCD	<ul style="list-style-type: none"> • Review feasibility of third party monitoring contracts • Code language drafted • Code revision process initiated • Code language adopted
C. Review fee structure for building permits; use of stock plans; reduction/waiver for affordable housing projects; prioritize plan review.	DCD	<ul style="list-style-type: none"> • Fee resolution adopted reducing fees for affordable housing projects • Plan review process revised to prioritize affordable housing projects
D. Limit issuing vacation rental permits and increase regulation on vacation rentals	DCD	<ul style="list-style-type: none"> • Code language drafted • Code revision process initiated • Code language adopted
E. Apply for Community Development Block Grants	H&CS	<ul style="list-style-type: none"> • Application submitted annually. • Block grant(s) obtained for housing projects
F. Develop a public/private partnership program to build affordable housing units and explore	Town Administrator &	<ul style="list-style-type: none"> • Develop public/private partnership • Identify location(s)

using publicly owned land to construct units	County Manager	<ul style="list-style-type: none"> • Negotiated terms • Build project
G. Explore incentives and financing plans with utility providers	Town, Lisa Byers & Sandy Bishop	<ul style="list-style-type: none"> • Utility incentives and financing plans identified • Utility providers implement incentives and/or financing plans
H. Provide density bonuses to property owners creating affordable multi-family units	Town & DCD	<ul style="list-style-type: none"> • Code language developed • Code revision process initiated • Code language adopted
I. Evaluate 'farm worker housing' provisions to expand its use	DCD	<ul style="list-style-type: none"> • Farm worker housing provisions evaluated • Farm worker housing provisions modified and/or if necessary code amendments drafted
J. Explore use of lodging tax funds for seasonal worker housing	County Manager	<ul style="list-style-type: none"> • Review applicable law to determine use of lodging tax funds • If allowable, create lodging tax fund account for seasonal worker housing • Use funds to develop seasonal worker housing
Strategy 3: Maintain Existing Housing Stock that is Affordable.		
Action	Primary Owner(s)	Measure(s)
A. Develop a capital account to be used to purchase existing units	HBC	<ul style="list-style-type: none"> • Capital Account created • Funds identified and place in account
B. Identify and pass a local affordable housing funding measure	HBC	<ul style="list-style-type: none"> • See measures under Strategy 2 A above
C. Expand home repair and weatherization programs	HBC	<ul style="list-style-type: none"> • Funds identified • Program expanded