

City of Chelan

COMMUNITY HOUSING MANUAL

January 21, 2009 DRAFT

Introduction

This housing manual was written to guide residents, developers, and the City of Chelan's leaders and staff members in implementing the Housing Element of the City's Comprehensive Plan, which was updated in 2008. The Housing Element includes goals and policies that are intended to support the City's housing vision, which was developed in 2008 as part of the visioning process described below. The vision calls for the City to provide regulatory guidance and incentives to actively encourage the development of:

- Housing for people earning at or below 110% of the median income level—"working class housing"
- Special needs housing (senior housing, assisted living facilities, ADA accessible homes)
- Affordable, well-maintained rentals

This manual contains specific ideas, tools, and resources that can be used to further that vision and to advance the goals and implement the policies found in the Housing Element.

The housing manual is intended as a living document that will evolve as the City moves toward its housing goals. It includes an initial Action Plan and a menu of strategies. The options described are presented for consideration by City policymakers and staff.

As the City undertakes planning processes and develops programs, it will be beneficial to update sections of the manual to reflect work that has been completed, describe new programs, and provide more specific guidance for landowners and developers interested in participating in those programs. Changes in economic and demographic trends, state and federal law, planning practices, and technology may also affect the relevance of parts of the manual. Procedural recommendations for updating the manual are described under the heading "Updates", below.

The City of Chelan conducted a housing visioning process in 2008. The process included a windshield survey of 11 neighborhoods close to the downtown core, formation of a Housing Steering Committee to guide the update of the Housing Element and development of this manual, and an Open House to seek guidance from other members of the community. This manual and the goals and policies in the updated Housing Element reflect the ideas generated during that process. A number of ideas emerged as high priority actions to be undertaken within the next year or two. They include:

- Neighborhood planning
- Zone changes
- Mobile home parks
- Clean, safe, secure rentals
- Small houses on small lots for purchase
- Responsiveness to changes in the economy

Each of those ideas is reflected in the body of the manual, with information about how they may be applied to make the City of Chelan’s housing vision a reality.

How the manual is organized

This manual includes a Housing Action Plan and four main sections that describe programs and actions the City may initiate as it works toward meeting its housing goals. The Action Plan lists high-priority actions for the City to consider as it begins to implement its new Housing Element. Some items, such as neighborhood planning and a housing summit, will help the City clarify its longer-range priorities and decide on strategies and actions to pursue over the next 20 years—the period for which the Housing Element was developed. Based on the outcomes of the initial actions, the City will be in a good position to decide what types of programs to choose from the four sections that follow:

- Comprehensive and long-range planning
- Regulations
- Partnerships
- Incentives

Each of those sections lists possible approaches to addressing housing challenges in the context of the City’s goals. They include examples and lists of resources to help residents and staff members understand the types of programs that may be initiated, the benefits and limitations of each, and the choices each program will entail, and to serve as a starting point in developing programs for Chelan.

The manual also includes a list of organizations that are involved in meeting local housing needs (“Housing programs and resources”), and a list of information sources, including sources of general information about housing planning and statistics and information that is specific to Washington State, Chelan County, and the City of Chelan. The resources and information sources will be especially useful as a means of staying up to date on changes in trends, demographics, planning methods, and funding sources, all of which change quickly.

Finally, the neighborhood map used in the 2008 windshield survey and a summary of the findings of that survey have been included at the end of the manual.

Navigating City documents—where to find guidance

Comprehensive Plan

While the entire Comprehensive Plan provides information useful for planning and developing housing, the elements and appendices described below will be particularly valuable in understanding the City’s goals, policies, and current circumstances, and developing strategies and actions that will further the long-term vision of Chelan’s residents.

Land Use Element	The Land Use Element offers an overview of the City’s goals and policies related to land use, as well as information about the general environment and planning context. The element also contains a Residential sub-element and sections on Natural Systems and Critical Areas and Open Space/Recreation, all of which are relevant to housing development. The City’s Sensitive Areas regulations are scheduled for updating in 2009; relevant provisions of the Land Use Element will be updated as part of the process.
Housing Element	The Housing Element was updated in 2008 and includes a wealth of information about demographics, the City’s housing stock, and housing needs, as well as housing goals and policies
Transportation Element	The Transportation Element addresses the City’s transportation network, including pedestrian and non-motorized routes and linkages to parks and trails—aspects of the transportation system that are particularly important as new housing is developed, in either existing or new neighborhoods
County-wide planning policies	Chelan County’s County-Wide Planning Policies have been adopted by the City of Chelan and are incorporated in the City’s Comprehensive Plan as Appendix A. Policy area #5 addresses housing with a list of “Policies addressing the need for affordable housing for all economic segments of the population and the adoption of parameters for the distribution of affordable housing.” The Housing Element was written to be consistent with the County-Wide policies, and this manual is intended to further support those policies. The County-Wide policies may provide useful insights into the policy bases for housing implementation strategies
Appendix B	Appendix B is an inventory of existing land uses in residential zoning districts, conducted in 2007
Appendix G	Appendix G is a residential build-out analysis of the City and its UGA, also conducted in 2007. Note that the analysis was conducted prior to the 2007 expansion of the City’s UGA

Development regulations

The City’s development regulations are available online (<http://www.cityofchelan.us/mrsc/chelanmunicipalcode.htm>) and include the following Chapters in the Chelan Municipal Code:

- SEPA (Title 14.06)
- Sensitive Areas (Title 14.10). The City’s Sensitive Areas regulations, and related Comprehensive Plan provisions, are scheduled for updating in 2009
- Subdivisions (Title 16)

- Zoning (Title 17). Note that the General Provisions (17.04) include a great deal of relevant information that is not included in the standards for individual zoning districts, such as standards for mobile-home parks


Development standards

In addition to the development regulations described above, the City maintains a Development Standards Manual that regulates many facets of design and construction. The City's 2009 work plan includes drafting amendments to the development standards to support integration of the sidewalk/trail system with existing and future neighborhoods and implementation of the relevant provisions of the Transportation Element of the City's Comprehensive Plan.

2007 UGA expansion staff report

The staff report prepared in conjunction with the 2007 expansion of the City's UGA includes information and analyses that may be valuable in assessing housing needs and potential actions.

2008 housing needs assessment

A summary of the findings of the City's 2008 housing needs assessment and the neighborhood map used to conduct the survey are included in this manual. In addition, the survey methodology, survey form, neighborhood map, and summary of findings are incorporated in the Comprehensive Plan as Appendix . Data tables, which may be useful in conducting additional analysis during neighborhood planning, are on a CD in the official copy of this manual.

2009 downtown master plan

The City intends to develop a downtown master plan in 2009. Two of the plan's 10 elements will address land use and housing/neighborhoods.

Updates

As noted above, this manual is intended to evolve as the City grows. Over time, as the City meets its current housing goals and as housing needs change, some parts of the manual may become less relevant and new components may need to be added. For instance, if the City changes its zoning districts as discussed under the heading “Comprehensive and long-range planning”, it will make sense to update that section.

This page has been provided so that City staff can keep track of changes. The following update process is recommended:

1. Maintain an electronic copy of the original manual and each subsequent version. Each time the manual is updated, a new file should be created. The date of the update should be included in the file name.
2. Maintain a copy-ready master of the current version of the manual in a three ring binder
 - a. Record updates on this page of the master...add more update pages if needed
 - i. Date: date on which the update was authorized
 - ii. Section: name of the section that has been updated
 - iii. Update: what has been added, deleted, or changed
 - iv. Initials: initials of the person who authorized the change
 - b. Be sure to update the list of sections under the heading “How the manual is organized” if necessary
3. Number each copy of the manual and keep a record of the name and email address of the recipient. Whenever the manual is updated, email the owner of each copy; advise that person of the changes and options for updating his or her manual (e.g., staff may send updates via email, or the owner may pick up new pages for the manual at City Hall).

Date	Section	Update	Initials

The City's roles

The City of Chelan has two roles in meeting community housing needs:

- Planning and regulation
- Facilitation

The City's Comprehensive Plan and development regulations are among the factors that affect development, including development costs and housing affordability. Ensuring that the development regulations support the community's goals (including the goals in the newly-updated Housing Element of the Comprehensive Plan) is one facet of the City's planning and regulatory role. Many of the ideas and recommendations in this manual involve using regulations to create a context within which the full range of local housing needs can be met.

City staff and leaders can also take action to develop partnerships, coordinate with other parties (including public, private, and nonprofit organizations), streamline internal procedures, develop and administer programs, educate residents, and otherwise facilitate development and retention of housing that meets local needs.

Acting as a housing developer is not a role that the City envisions. As stated in the Housing Element, "While the City has a role in facilitating development of adequate, affordable housing, especially through its development regulations, active involvement is not a priority. Developing subsidized housing, for instance, would not be part of the City's role."

Downtown neighborhoods

Much of Chelan's housing stock is located in and around the city's downtown core. Downtown neighborhoods are of special interest for several reasons:

- Downtown neighborhoods are generally older, established, and have characteristics that their residents value and that contribute to the character of the community as a whole and to the diversity of housing choices in the city. Retaining those qualities is part of the city's planning vision
- Many downtown neighborhoods have potential to accommodate more housing. Developing and rehabilitating housing in existing neighborhoods is often more efficient than developing new tracts. Development is usually less expensive where streets and utility lines are already in place
- Downtown neighborhoods are close to schools, shopping, work places, parks, and other facilities. Housing in those neighborhoods reduces impacts on the transportation network because it is easier for people who live near the downtown core to walk, bicycle, and use public transportation. Using the trail system and parks and relying on methods other than cars for transportation can also help downtown residents stay fit

Because of their importance and potential, this manual includes tools aimed at protecting and enhancing downtown neighborhoods. Neighborhood planning, zone changes, and infill development, in particular, will be important components of the City's action plan for downtown neighborhoods. All three are discussed in greater detail under the heading "Comprehensive and long-range planning."

In 2008, in order to evaluate the potential for meeting some of the City's housing needs within existing neighborhoods, the City surveyed housing condition and development patterns in 11 neighborhoods close to the downtown core. The neighborhood boundaries were defined using professional judgment, with the possibility of future zone changes and infill development in mind. The map at the back of this manual shows the locations of the 11 neighborhoods. The results of the survey are summarized on the pages that follow the map. The methodology, survey form, neighborhood map, and a summary of findings are incorporated in the Comprehensive Plan as Appendix [\[redacted\]](#).

The information collected in the survey can be used to decide which neighborhoods may be able to accommodate new development while retaining their character and livability. Some of those neighborhoods may benefit from detailed planning. The survey results will help the City decide where to invest in neighborhood planning, and will provide a starting point when that planning gets underway.

In response to comments by residents, the City also conducted an informal zoning review to assess the suitability of the multi-family residential (R-M) zoning classification in each of the neighborhoods so zoned. The outcomes are reflected in the section on zone changes.



Housing action plan

The items listed below are the recommended priorities for 2009. The list will need to be refined based on resources available and the priorities of City leaders. The City will also need to dedicate staff to develop and administer programs. Other items in the manual may be implemented later; priorities and timeline are likely to be a function of the work undertaken in 2009. Updating the action plan annually, with a timeline and funding sources, will be valuable.

- If members of the Housing Steering Committee (developed in 2008) are willing, involve them in initiating neighborhood planning and developing new programs, as described below
- Initiate neighborhood planning in South Chelan and, in coordination with downtown planning, in the “Original Town” neighborhood. If resources permit, undertake neighborhood planning in one or more “medium” priority neighborhoods. (See the Neighborhood Planning section under the heading “Comprehensive and long range planning”, below, for neighborhood priorities. The Planning Commission and Housing Steering Committee may wish to review the priorities and make other recommendations)
- Hold a housing summit (described under the heading “Comprehensive and long range planning”, below)
- Review the City’s Subdivision Ordinance for consistency with newly-adopted housing goals and policies, being especially mindful of barriers to affordable housing, including requirements that limit density or unduly increase the cost of development
- Begin to develop partnerships (see the heading “Partnerships”, below). City staff and leadership can begin developing partnerships to support affordable housing. Specific needs and opportunities may become apparent during neighborhood planning or based on the outcomes of the housing summit
- If City leaders support the concept, staff can develop an impact fee waiver program, including determining costs and designing the program
- With support from the Housing Steering Committee, develop programs to encourage decent, affordable rentals. Consider a rental license program, regulation of condo conversions, and tiered pricing—all discussed below
- A number of programs will depend on the outcome of neighborhood planning. The City can begin to work on those programs (designing the programs, deciding which will be acceptable, determining what the costs will be, etc.) and develop them further as community priorities become clear. Programs that are likely to be valuable as ways to implement neighborhood plans, and on which work can begin, include:
 - Education and outreach (described under the heading “Comprehensive and long range planning”, below)
 - Transportation infrastructure (described under the heading “Comprehensive and long range planning”, below). As needs emerge, the City can begin to plan for development of infrastructure needed to support affordable housing development in existing neighborhoods

- An infill development program (described under the heading “Comprehensive and long range planning”, below). The 2008 windshield survey has provided a basis for beginning to decide where infill development should be encouraged. Neighborhood planning will help staff make definitive recommendations. Involving the Housing Steering Committee, as well as the Planning Commission and City staff, may be useful in determining effective and realistic standards and incentives
- Re-zoning (described under the heading “Comprehensive and long range planning”, below). The 2008 windshield survey has provided initial guidance. Neighborhood planning and downtown planning will help staff develop a zone-change package, which may include a new, medium-density zoning district. Again, involving the Housing Steering Committee may be valuable. Even before neighborhood planning is underway, staff can begin to develop the zone-change package and to work with the Steering Committee and Planning Commission to draft medium-density zoning district standards and regulations, based on outcomes of neighborhood planning
- Flexible development standards (described under the heading “Comprehensive and long range planning”, below). Neighborhood planning will be important in determining what forms of housing should be allowed and where they will be appropriate. Staff can begin to work with the Housing Steering Committee and Planning Commission to determine standards and incentives
- Mobile/manufactured housing parks (described under the heading “Comprehensive and long range planning”, below). The City can begin to update its regulations. If potential locations for manufactured housing parks emerge during neighborhood planning, the City can work to build community acceptance and educate residents about the need for affordable housing and the value of manufactured housing parks in meeting that need
- Dimensional standards modification (described under the heading “Incentives”, below). City staff can begin working on a dimensional standards modification program, with guidance from Housing Steering Committee and Planning Commission. Neighborhood planning is likely to help all participants better understand the areas in which the program may be applied and define appropriate standards
- Make a plan to manage any major overhaul of development regulations, including scheduling staff time and establishing a sequence

Comprehensive and long-range planning

This section includes measures the Planning Department can initiate to meet the City's housing needs. Those measures include complex programs—such as neighborhood planning and infill development programs—that may include regulatory changes, partnerships, and incentives.

Internal programs and initiatives

Comprehensive and long-range planning measures may include internal programs and initiatives such as the following:

- **Affordable housing summit:** a summit would be a means to help City leaders, staff in all departments, developers, and agency and nonprofit staff understand the City's housing goals and the role the City expects to play. Hearing from other organizations will open the door to communication and let all participants understand shared interests, explore possibilities for partnership, and develop strategies for meeting local needs (including needs stemming from current economic changes). It may also be a good forum for discussing some of the programs mentioned below, such as education and outreach or crime prevention
- **Planning protocols:** establish protocols to provide for regular assessment of the City's UGA and regular review of the zoning map and zoning districts, as called for in policies C.2 and C.3 of the Housing Element. Also, provide for active participation in the Housing Authority of Chelan County and the City of Wenatchee (as called for in policy D.2 of the Housing Element), including communication between the City's representative, the Planning Commission, and planning staff
- **Inter-departmental coordination:** provide for coordination among departments to reduce obstacles to housing development and the success of affordable housing projects. As the City begins to implement its revised housing element and develop new programs, keeping all departments informed and involved will help the City administer those programs efficiently. Include law enforcement, public works, and parks and recreation staff as well as the City Administrator and planning and building staff
- **Streamlined permitting and review process:** develop an efficient, effective permitting and review process that reduces delays (and costs) for developers, to help support development of affordable housing. Make sure that all individuals and departments involved understand the rationale and timelines involved and have the means to participate and maintain schedules so that a backlog does not delay permitting. Inform developers of changes and let them know what they can expect from the Planning and Building Department. Permitting delays are not currently an issue in Chelan, but as the City grows, adopts new housing programs, and hires additional staff, it may be prudent to review the permitting process and make sure it does not present obstacles to affordable housing development
- **Education and outreach**
 - Educate the public about the local workforce and the relationship between pay rates and housing costs. While the disparity between pay rates and housing costs for service workers is often cited, many residents may not recognize the effects of high housing costs on essential workers such as teachers, nurses, and law

enforcement officers. Develop understanding and seek local support for affordable housing and the programs that support it

- Establish one or more partnerships with agencies or nonprofit organizations to provide education, support, and coaching for first-time homeowners, with the objective of helping them succeed, maintain the value of their properties, and contribute to their neighborhoods
- Tiered pricing for City services: consider a tiered pricing system for City services, with owners and tenants of affordable rental units paying lower rates for water and sewer utilities. Lower costs for City services would reduce the housing burden for those residents who pay for their own utilities. For landlords who pay utility costs on behalf of their tenants, the tiered pricing system would serve as an incentive to continue to maintain affordable rentals rather than converting their properties to condominiums or selling them
- Special needs housing, including safe and transitional housing: review Comprehensive Plan and development regulations and remove any obstacles to development of special needs housing; in particular, make sure that essential public facilities provisions address local needs for safe and transitional housing. As appropriate, amend the Essential Public Facilities Element of the Comprehensive Plan, zoning map, and development regulations; facilitate partnerships; and establish programs for development of housing that meets the needs of vulnerable populations
- Crime prevention: work with law enforcement officers to overcome perceptions that low-income housing in Chelan is unsafe, including developing programs and taking action to keep housing developments and neighborhoods safe and create a perception of safety
- Transportation infrastructure: develop typical street sections (including highways, arterials, and collectors as well as neighborhood streets) that support multi-modal transportation and the City's housing goals (including sidewalks and other features identified during neighborhood planning), and plan for development of streets in priority areas. Plan for pedestrian connectivity between neighborhoods and the facilities and services that are within walking distance, including transit stops

Neighborhood planning

Neighborhood planning, as the term is used here, is comprehensive, in-depth planning for development in a defined area. In Chelan, neighborhood planning would focus on accommodating additional housing that is consistent with neighborhood character while addressing other planning issues, such as traffic and transportation improvements. Neighborhood planning can be a means of revitalizing a neighborhood.

The 2008 Housing Steering Committee identified neighborhood planning as a high priority, and recommended that the City be open to the possibility of defining densities and development standards specific to each neighborhood where that would support housing and other comprehensive planning goals.

Several suggestions made by residents who attended the August, 2008 Community Housing Open House could be addressed through neighborhood planning:

- Protect views and view corridors
- Provide a variety of housing types within affordable developments
- Increase density where feasible
- Plan for the City's anticipated residents rather than just seasonal residents
- Neighborhood design standards, developed by residents
- Dwelling unit size as a development standard
- In deciding where to increase density and allow/encourage multi-family development, consider proximity to services, the Downtown core, and the Apple Blossom Center; and consider the transportation network (including pedestrian and bicycle facilities), and access to public transportation
- Prioritize neighborhood planning; fine-tune neighborhood boundaries
- To encourage higher density development in existing neighborhoods, develop transportation infrastructure (paved streets, sidewalks). Use to stimulate development in older neighborhoods with existing infrastructure

Benefits of neighborhood planning can include:

- A variety of housing options
- Fewer deteriorated and dilapidated structures
- Transportation options (e.g., sidewalks, bike lanes)
- Retaining neighborhood character
- Sense of ownership and pride when people participate in planning within their own neighborhoods
- Increased density
- Increased value

A neighborhood planning project could include:

- Defining neighborhood boundaries
- Setting goals, identifying objectives, and developing strategies and an action plan
- Education and outreach, to let residents of the neighborhood know about housing needs and the purpose of neighborhood planning, and encourage them to become involved

- Identifying neighborhood compatibility standards (for instance, building height, setbacks, lot sizes, buffers between uses, design standards, standards to protect solar access and prevent undue impacts from light, maximum house size, sustainable development guidelines)
- Identifying housing options that would be compatible with the neighborhood and feasible to develop, such as accessory dwelling units, cottage housing, duplexes, or townhouses
- Identifying boundaries for single-family, multi-family, and possible medium-density zoning districts within the neighborhood
- Identifying appropriate uses within the neighborhood
- Developing a zoning overlay within which certain options may be allowed and identifying overlay boundaries
- Evaluating infrastructure and identifying needs, such as replacing or re-sizing water and sewer lines; installing sidewalks, traffic calming devices, and other road infrastructure; developing street sections (which could include landscaping); and adding bike lanes.
- Assessing housing condition and targeting resources to improve deteriorated properties
- Determining whether the neighborhood would be an appropriate candidate for an infill program, deciding what incentives would be most effective, and laying the groundwork for successful infill—for instance, by developing needed infrastructure and pre-approved plans that will be suitable for the neighborhood
- Identifying needs and focusing public, private, funding, and neighborhood resources on projects that will meet those needs. For instance, transportation infrastructure improvements identified during neighborhood planning can be identified in the City's street plan and funding earmarked to make the improvements
- Identifying projects and seeking grant funds; earmarking CDBG funds for use in the neighborhood

Please see the next two pages for priorities, examples, and resources

The table below shows recommended neighborhood planning priorities, based on the outcomes of the 2008 Community Housing Visioning process. The Warehouse-Industrial zone has also been included because of its potential to meet some of the City's needs for affordable workforce housing.

Neighborhood	Neighborhood Planning Priority
1. Carroll/Ogden	Medium, due to proximity to downtown and potential for re-zoning
2. South Chelan	High, due to large number of vacant lots and development pressure. Consider zone changes or changes to development standards (especially height) in all or part of the neighborhood
3. East of Sanders	Low. Part of the neighborhood is within the proposed 2009 downtown planning area
4. West Chelan	Low. The neighborhood is within the proposed 2009 downtown planning area
5. Hospital District	Medium, due to large number of vacant lots and high proportion of deteriorated or dilapidated dwellings. Part of the neighborhood is within the proposed 2009 downtown planning area
6. Highlands	Low. Part of the neighborhood is within the proposed 2009 downtown planning area
7. Harvey Tracts	Medium, due to high proportion of deteriorated or dilapidated dwellings
8. Riverview	Very low
9. Lakeside	Medium, due to large number of vacant lots and proximity to developing areas (Daybreak and South Shore)
10. Highway Corridor	Low. Although a high proportion of dwellings are deteriorated or dilapidated, there are few residences in the neighborhood, and it is not planned or zoned for residential use. Corridor planning is scheduled for 2009
11. Original Town	High, due to proximity to downtown and high proportion of deteriorated or dilapidated dwellings. Most of the neighborhood is within the proposed 2009 downtown planning area. Neighborhood planning may be coordinated with downtown planning
W-I zone	Priority will depend on outcome of scoping and action planning scheduled for 2009. Proximity to Apple Blossom Center makes housing in the W-I zone an important consideration in planning for housing, transportation, and economic development

Examples

Jurisdiction	Key features
<ul style="list-style-type: none">• Seattle	<ul style="list-style-type: none">• In the 1990s, the City established a Neighborhood Planning Program, allowing neighborhood groups to define neighborhood boundaries and request planning funds and staff assistance. Each group used the funds and technical assistance to develop a neighborhood plan and priorities for investment in its neighborhood. The groups hired consultants to produce the plans and negotiated among themselves to agree on planning recommendations. The City also offered matching funds for neighborhood-initiated projects. The City is now implementing neighborhood plans and addressing updates.
<ul style="list-style-type: none">• Portland, Oregon	<ul style="list-style-type: none">• The City's District Liaison Program supplements past neighborhood and area planning efforts by turning attention toward plan implementation as well as plan creation. The role of the district planner is to develop on-going in-depth knowledge of district planning issues and priorities, through communication with the community and city agencies. District planners will then address strategies for these priorities through short and long term planning tools

Resources

- Chelan housing data tables developed in 2008, which may be useful in conducting additional analysis during neighborhood planning, are on a CD in the official copy of this manual
- A 2001 report on the City of Seattle's neighborhood planning program (*Seattle's Neighborhood Planning Program, 1995-1999: Documenting the Process*) is available online at <http://www.seattle.gov/planningcommission/docs/finalreport.pdf>
- For information about the City of Portland's District Liaison Program, visit <http://www.portlandonline.com/planning/index.cfm?c=38941>
- MRSC addresses neighborhood planning and other community involvement strategies in its handbook *Governments are from Saturn...Citizens are from Jupiter: Strategies for Reconnecting Citizens and Government*, available online at <http://www.mrsc.org/Publications/textsrcg.aspx#E22E10>
- The Neighborhood Planning web site offers a slide show and resource lists at <http://www.neighborhoodplanning.org/topics-main.htm>
- The City of Austin, Texas's Neighborhood Planning Glossary (<http://www.ci.austin.tx.us/zoning/glossary.htm>) defines a number of terms that may be useful in Chelan
- General information about neighborhood planning is available from Wikipedia at http://en.wikipedia.org/wiki/Neighborhood_planning
- Wachovia (http://www.wachovia.com/inside/page/0,,139_414_431_5633,00.html) offers grants for neighborhood planning

Zone changes

The City may propose to re-zone land to encourage higher-density development in some areas and to protect existing single-family neighborhoods in others. Zone changes can also be used to adjust the amount of land available for different types of development. For instance, changing zoning of some areas from single-family (R-L) to multi-family (R-M) will enable the City to accommodate more residents within its urban growth area and provide space for higher-density development that makes more efficient use of land and resources.

The City may choose to establish one or more new zoning classifications—for instance, a medium-density residential zone—to provide more flexibility and more opportunities to meet specific needs while also protecting neighborhood character.

During the 2008 housing visioning process, only one area, the Carroll/Ogden neighborhood (shown as neighborhood [1] on the map near the end of this manual), emerged as a clear candidate for re-zoning. Because the character and livability of that neighborhood have been threatened by new development that is out of scale relative to existing houses, a change from multi-family residential (R-M) to medium-density or low-density residential zoning is recommended.

The existing R-M zoning seems appropriate for most of the other neighborhoods surveyed in 2008. Exceptions are the South Chelan, Lakeside, and Original Town neighborhoods ([2], [9], and [11] on the map near the end of this manual), where changes to medium-density or low-density residential zoning may be appropriate in selected areas, depending on the outcomes of downtown planning and neighborhood planning. It is possible, but less likely, that downtown planning and neighborhood planning may lead to zone change recommendations in other neighborhoods, as well.

The City plans to undertake downtown planning in 2009, and may initiate neighborhood planning in one or more neighborhoods during the same year. Amendments to the zoning map should be made following downtown planning and high-priority neighborhood planning, to ensure that the zone changes are consistent with the outcomes of those processes. If the City does choose to create one or more medium-density zoning districts, it will be in a better position to define the allowed uses, dimensional standards, and other parameters after the Housing and Neighborhoods Element of the Downtown Plan has been completed and neighborhood needs are better understood. In particular, standards for flexible development and alternatives such as cottage housing will be easier to develop once residents have had a chance to understand the potential effects on their neighborhoods.

Infill development programs

Infill is development of vacant or under-used land within established neighborhoods. Infill development programs usually involve designating one or more areas for infill and offering incentives for development of vacant lots within those areas. Infill helps to decrease sprawl by making use of land in areas that are already partially developed. Infill development can make use of existing infrastructure, including the transportation system. Increasing density close to the downtown core can also be a means of promoting multi-modal transportation and healthy lifestyles. Because the lots in the neighborhoods around downtown are often small, they also provide good opportunities for building small houses—recommended by the Steering Committee as a way to increase the City’s stock of affordable housing.

The windshield survey conducted by the City in 2008 provided some information about the City’s capacity for infill development. Of the 11 neighborhoods surveyed, South Chelan has the largest number of vacant lots. The Hospital District and the Lakeside neighborhood also have significant amounts of vacant land. All three neighborhoods have potential for infill development, and could be good candidates for an infill program. Neighborhood planning to determine suitable locations and parameters is recommended.

Guidelines

- Make sure that the City’s comprehensive plan and development regulations encourage infill
- Gain community acceptance through education and neighborhood planning
- Define and map infill areas and establish criteria for infill development
- Assess infrastructure capacity in targeted areas and provide the infrastructure that infill needs
- Re-zone infill areas, if necessary, to allow the desired type of development
- Establish standards for infill development to ensure that the new structures fit into the neighborhoods in which they are located
- Offer incentives such as density bonuses, reduced development fees, and publicly-funded infrastructure or site improvements
- Provide for prompt permitting
- Encourage lenders to adjust underwriting criteria for higher-density housing types (See “Partnerships with lenders”)
- Support developers in financing infill projects

Examples

Jurisdiction	Key features
• Clark County, Washington	• Incentives for infill development in certain zoning districts; requirement for additional public notice to help ensure neighborhood compatibility
• State of Oregon	• Model Infill Ordinance recommends an overlay district within which incentives for infill would be offered and certain non-residential uses would be allowed. Design standards would apply to non-residential uses, and architectural standards would apply to all new development
• City of Phoenix, Arizona	• Incentives (including waiver of development fees, expedited review and permitting, and the possibility of partnerships with the City) for infill development within the “mature” part of the city

Resources

- For information about the infill programs listed in the “Examples” section above:
 - Clark County residential infill code:
<http://www.codepublishing.com/WA/Clarkcounty/clarkco40/clarkco40260/clarkco40260110.html#40.260.110>; infill development handout:
<http://www.clark.wa.gov/commdev/documents/devservices/handouts/46-infill.pdf>
 - Oregon’s Model Infill Ordinance:
http://www.dca.state.ga.us/intra_nonpub/Toolkit/ModelOrdinances/ModOrdInfl.pdf
 - City of Phoenix Infill Housing Program:
<http://www.ci.phoenix.az.us/BUSINESS/infillpgm.html>
- MRSC’s Infill page (<http://www.mrsc.org/Subjects/Planning/infilldev.aspx>) includes basic information and links to many more resources, including articles, guidelines, case studies, and ordinances
- MRSC’s 1997 report *Infill Development Strategies for Shaping Livable Neighborhoods* is available online at <http://www.mrsc.org/Publications/textfill.aspx#E9E5>
- Information about infill development and links to additional resources are part of the Central Florida Workforce Housing Toolkit, at <http://www.orangecountyfl.net/cms/WorkforceHousing/Infill.htm>
- The Housing Partnership published *Filling in the Spaces: The 10 Essentials of Infill* in 2003; it is available online at <http://web.smartchannels.net/HousingPartnership/Homepage/>. Click “Special Reports”, then “Filling in the Spaces”
- The Smart Communities Network’s Infill page (<http://www.smartcommunities.ncat.org/landuse/infill.shtml>) offers links to a number of articles and publications, including the Infill and Redevelopment Codebook and an article on infill in the marketplace
- The National Association of Realtors published *Best Practices to Encourage Infill Development* in 2002; it is available online at http://www.realtor.org/smart_growth.nsf/Pages/infill_development?OpenDocument
- A short article about infill from the September, 2007 issue of *Western Cities* is available online at <http://www.cacities.org/index.jsp?zone=wcm&previewStory=26858>

Pre-approved plans

Some communities offer developers and landowners the option of using “pre-approved” or “permit-ready” plans for certain types of housing—such as infill housing or accessory dwelling units. The savings in money and time serves as an incentive to develop housing that will further the community’s goals.

Example

The City of Sacramento, California, allows residents to buy pre-approved plans for infill development. Highlights of the City of Sacramento Infill House Plan Program include:

• Options	• Three pre-approved house plans, each with three variations
• Cost of plans	• \$1,500
• House size	• 1,400 to 1,670 square feet
• Details	<ul style="list-style-type: none">• Plans are pre-approved for use in certain neighborhoods in which the City is promoting infill development• Plans reflect traditional styles that complement neighborhood character• Plans are pre-approved through the City's design review and building plan check review process
• Advantages	<ul style="list-style-type: none">• Residents save time and money• The program promotes development of vacant lots in older neighborhoods• Property values increase as attractive, well-designed houses are built

Resources

- The following web sites offer more information about the City of Sacramento Infill House Plan Program:
 - City program description: <http://www.cityofsacramento.org/dsd/planning/infill-house-plan-program/>
 - Report to the Design Commission: http://www.cityofsacramento.org/dsd/meetings/commissions/design/2008/documents/M08-002_StaffReport_01-16-08-complete.pdf
 - PowerPoint presentation: http://www.cityofsacramento.org/dsd/meetings/lunch-and-learn/documents/Infill_Pres_092008.pdf
 - *Western City* magazine article: <http://www.cacities.org/index.jsp?zone=wcm&previewStory=26858>
 - Architect’s news release: <http://www.eastonarchitects.com/awards/recentnews.htm>
 - California Department of Housing and Community Development program description: http://www.hcd.ca.gov/hpd/housing_element2/SIA_zoning.php
- MRSC offers basic information and several links to web sites that address pre-approved plans at <http://www.mrsc.org/Subjects/Housing/ords.aspx>. Scroll down to “Pre-Approved Plans for Streamlined Approval”

- Other jurisdictions that use pre-approved plans to promote infill development include:
 - Portland, Oregon: <http://www.livingsmartpdx.com/home/overview.asp>;
<http://www.huduser.org/rbc/search/rbcdetails.asp?DocId=1369>
 - Riverside, California: <http://www.riversideca.gov/planning/pdf/Infill-Strategy-%20061703.pdf>; <http://www.riversideca.gov/planning/zoning-infill.asp>
 - Santa Cruz, California: <http://www.ci.santa-cruz.ca.us/pl/hcd/ADU/adu.html>
 - Shaker Heights, Ohio:
<http://www.shakeronline.com/dept/revite/InfillHousingProjectsInShaker.asp>

Flexible development standards

Flexible development standards are designed to allow and encourage accessory dwelling units, cottage housing, and other housing types that may be less expensive, suitable for infill, and promote higher density. They allow developers to respond to neighborhood and site conditions, and may provide for some relaxation of development regulations as long as certain standards, including safety standards, are met.

Housing units developed under a flexible development program may be smaller than average, suitable for elders or renters. Encouraging development of such units may be a way of increasing the diversity of the City's housing stock and, in particular, the supply of rental housing. Design standards can ensure that the new dwellings suit the character of single family neighborhoods in which they are built.

Housing types that may be allowed as part of a flexible development program are listed below. All of them are described, with lists of benefits and key policy issues, in MRSC's primer on affordable housing, available online at <http://www.mrsc.org/Publications/TEXTAHT.aspx>. Considering which techniques may be most appropriate, and best support the City in meeting its housing goals, will be an important part of neighborhood planning.

- Accessory dwelling units (ADUs). The City currently allows ADUs in the R-L and R-M zoning districts. Factors to consider in developing a flexible development program will include whether to allow ADUs in other zoning districts (for instance, the T-A or W-I district), and whether to update the City's ADU standards to better meet current needs. MRSC published a report on ADUs in 1995; it is available online at <http://www.mrsc.org/Publications/textadu.aspx>, and a print version is available for purchase from MRSC. The report includes model ordinance recommendations, as well as in-depth discussions of issues related to ADUs
- Cluster subdivisions, in which houses are clustered on small lots, usually with shared open space and sometimes with shared driveways and parking areas. Clustering is being considered for use in Special Use Districts in the City. It may be suitable for other areas as well, particularly where terrain limits development. Clustering houses in buildable areas and setting aside steep or otherwise unbuildable land as open space may provide for more efficient use of land while protecting natural features and providing amenities for residents
- Cottage housing is a type of cluster development, typically featuring small houses and coordinated design. Information is available from several sources:
 - MRSC, at <http://www.mrsc.org/subjects/planning/cottagehousing.aspx>
 - The Seattle-based Housing Partnership, at <http://web.smartchannels.net/HousingPartnership/Homepage/> (click on Special Reports to display a list of the Housing Partnership's reports)
 - The Cottage Company, also located in Seattle, at <http://www.cottagecompany.com/cczoning.html>. The page includes links to cottage-housing code provisions from three communities in Washington
- Zero-lot-line (ZLL) development. ZLL development is a means of creating more usable space on small, single-family lots. The technique involves reducing one side setback to

zero while doubling the other side setback. For example, in a zoning district in which five-foot side setbacks are required, lots in a ZLL development would be allowed to build on one side lot line with no setback, but a 10-foot setback would be required from the other lot line. The resulting 10-foot-wide side yard would be usable and create a sense of spaciousness that two five-foot side yards would not. ZLL development requires accompanying standards for privacy and maintenance, such as prohibition against windows on the side of a house that is directly on the property line, standards for roof overhangs, and a requirement for maintenance easements. As an example, the City of Redmond's ZLL regulations are available online at <http://www.mrsc.org/mc/redmondc dg/cdg20C30100.html>. The ZLL concept is described in an article at <http://www.bankrate.com/brm/news/real-estate/20030828a1.asp>

- Small lots and small-lot districts allow for denser development and reduce land and infrastructure costs. They may be suitable in some of Chelan's neighborhoods. Requirements for buffers and site-plan review can help ensure that small lot developments function well, fit well with existing development patterns, and provide adequate privacy. The City may also want to consider allowing smaller lots in mobile-home parks
- Planned unit developments. The Chelan Municipal Code currently includes provisions for Planned Development Districts (PDDs), which are intended to provide flexibility for developers. The PDD process is exacting and may be expensive. Waiving or relaxing PDD fees, providing for a streamlined process, or offering some other incentive to encourage development of affordable housing may be an option for the City to consider
- Mixed-use development, which allows for a mix of uses in a single building or development. Mixed-use development will be explored as part of the City's 2009 Downtown Master Plan project. It may also be appropriate around the downtown core (for instance, in parts of the Original Town neighborhood) and in the W-I zone. The Housing Partnership published a report on *Mixed-Use Housing in Urban Centers* in 2000; it is available online at <http://web.smartchannels.net/HousingPartnership/Homepage/> (click on Special Reports to display a list of the Housing Partnership's reports)

Example

The City of Santa Cruz, California, has developed an ADU Development Program to:

- Implement the development of well-designed ADUs in the City of Santa Cruz;
- Help minimize the impact of population growth on the community by providing more rental housing in the developed core of the City;
- Promote infill development to help preserve the surrounding natural greenbelt;
- Foster the use of public transportation within the City

The City defines an ADU as "an additional living unit that has separate kitchen, sleeping, and bathroom facilities, attached or detached from the primary residential unit on a single-family lot. ADUs provide housing opportunities through the use of surplus space either in or adjacent to a single-family dwelling. In most cases they are either a garage conversion or a small backyard cottage or guest-house style structure."

Components of the program include:

1. A Technical Assistance Program to assist homeowners in designing an ADU for their property. Included in the program are:
 - a. An ADU plan sets book;
 - b. Public workshops;
 - c. An ADU manual;
 - d. An ADU video
2. A Wage Subsidy and Apprentice Program to provide wage subsidies to licensed contractors employing apprentice workers trained by the Women Ventures Project of the Community Action Board on ADUs built within the City.
3. An ADU Loan Program offering loans up to \$100,000 through the Santa Cruz Community Credit Union.

Resources

- Links to a number of flexible development resources have been included in the text above.
- Information on the City of Santa Cruz's ADU Development Program is available online at <http://www.ci.santa-cruz.ca.us/pl/hcd/ADU/adu.html>
- The City of Portland allows a variety of alternative development options in certain zones because the options support planning goals, including affordable housing goals. The options are explained at <http://www.portlandonline.com/shared/cfm/image.cfm?id=53295> (scroll to Section 33.110.240, Alternative Development Options)
- Information about alternative housing choices is available from the City of Seattle's Department of Planning and Development at http://www.seattle.gov/dpd/Planning/Alternative_Housing_Choices/DemonstrationProgram/default.asp
- MRSC's Inquiries page (<http://www.mrsc.org/askmrsc/pastingsubject.aspx?sid=26>) includes a great deal of information about flexible development and, specifically, cottage housing. Try searching the page for "cottage" and "flexible."

Mobile and manufactured housing parks

The City's 2008 Housing Steering Committee recommended that the City allow and encourage high-quality mobile home parks as an affordable housing option. Both individual mobile homes and mobile home parks are controversial. They may be seen as providing substandard living conditions and diminishing neighborhood values. The issues surrounding mobile homes are complex, and the terminology can be confusing.

Strictly speaking, the term "mobile home" applies only to dwellings manufactured before June 15, 1976, when the Federal Manufactured Home Construction and Safety Standards, generally referred to as the "HUD Code", went into effect. Dwellings manufactured since June 15, 1976 in compliance with the HUD Code are considered "manufactured housing." In contrast, standards for site-built housing are typically found in code published by the International Code Council and adopted by local jurisdictions.

Currently, the City's zoning regulations allow mobile home parks in all zoning districts except Warehouse-Industrial and Single-Family Residential. Individual mobile homes are permitted as single-family dwellings in all districts. The regulations are due for an update to make them consistent with the City's Comprehensive Plan, state law, and current standards in the industry.

In updating its regulations, the City may want to consider:

- Preservation of existing mobile and manufactured home parks
- Siting and development of new parks, including the zoning districts in which new parks will be allowed and site development standards, such as buffering and lot size requirements
 - Choosing dimensional standards that will encourage development (i.e., small sizes for the leased lots/spaces) will be particularly important to encouraging new, affordable parks
 - Design standards to ensure parks do not negatively affect neighborhood character or development potential can help gain community acceptance
- Relocation of mobile homes built before June 15, 1975 to new or existing parks

All of those factors will be considerations in any campaign to encourage parks, as well. Other issues will include:

- Community acceptance
- Installation standards
- Compliance with state laws regarding manufactured housing
- Applicable provisions of the City's Comprehensive Plan, which may also need to be updated to comply with current laws and standards

Siting of manufactured housing parks, and development standards for those parks, would be good topics to address in any neighborhood planning, infill, and incentive programs the City develops. The City may want to consider:

- Using incentives and partnerships (both of which are discussed in other sections of this manual) to encourage development of high-quality parks in suitable locations
- Establishing a partnership to develop a demonstration project

- Educating community members and developers and marketing the concept of high-quality manufactured housing parks as a means of both encouraging development and building community acceptance and support

Resources

- The Chelan Municipal Code addresses mobile home parks in Chapter 17.54. Mobile homes are addressed in the General Provisions, in Chapter 17.04.085. “Manufactured or modular homes and structures”, “Mobile home”, and “Mobile home park” are defined in Chapter 17.08. “Manufactured home” and “Mobile home” are also defined in the City’s Comprehensive Plan; the definitions are different from those given in the Municipal Code
- RCW 84.04.090 (<http://apps.leg.wa.gov/RCW/default.aspx?cite=84.04.090>) defines the circumstances under which a mobile home is considered real property for tax purposes
- Mobile and manufactured housing are discussed in MRSC’s primer on affordable housing techniques at <http://www.mrsc.org/Publications/textaht.aspx#mobile>. Information about planning and legal ramifications, including changes to state law made in 2004 and 2008, is available at <http://www.mrsc.org/Subjects/Housing/manhse.aspx>
- Definitions and installation requirements are posted on the Washington State Department of Labor and Industries web site at <http://www.lni.wa.gov/TradesLicensing/FAS/Mobile/default.asp>
- The Housing Division of Washington State’s Department of Community, Trade, and Economic Development provides information about mobile and manufactured housing, including state laws, at <http://www.cted.wa.gov/site/474/default.aspx>. Scroll down to the “Mobile/Manufactured Housing” heading for a menu of links
- *A Community Guide to Factory-Built Housing* is available on HUD’s web site at <http://www.huduser.org/Publications/PDF/factbuilt.pdf>
- The APA’s Policy Guide on Factory-Built Housing (<http://myapa.planning.org/affordablereader/policyguides/factoryhousing.htm>) includes a section on manufactured housing
- Information about the manufactured housing industry is available on the Manufactured Housing Institute’s web site at www.manufacturedhousing.org/. The definitions at http://www.manufacturedhousing.org/lib/showtemp_detail.asp?id=446&cat=1 are particularly useful

Regulations

This section includes regulations that could be applied throughout Chelan to support development and retention of housing and further the City’s housing goals. Local regulations establish the context within which development occurs and so are one of the main ways in which local jurisdictions can address the fourth goal of the GMA: to *“encourage the availability of affordable housing to all economic segments of the population..., promote a variety of residential densities, and housing types, and encourage preservation of existing housing stock.”* Implementing an appropriate regulatory framework is consistent with the role the City has defined for itself.



Inclusionary housing regulations

Inclusionary housing (also known as inclusionary zoning) has been used since the early 1970s to require or encourage developers to include affordable housing in market-rate developments. Incentives, usually including density bonuses, are offered to offset the cost of developing units that will be affordable to low- or moderate-income households. Generally, a certain percentage (20% is typical) of the housing units in a development must be affordable in order for the development to qualify for incentives.

Key factors in a successful inclusionary housing program include:

- Offer incentives that will be attractive to developers. The City should know the impact of incentives relative to costs to the developer
- Educate the community about the need to provide housing for essential workers (law enforcement officers, teachers, nurses, etc.), and about density and mixed-income neighborhoods, to overcome resistance
- Set realistic standards—house prices and qualifying income levels must meet local needs for workforce housing. (“Qualifying income level” means the maximum a household can earn and still qualify to buy a housing unit that is designated as “affordable” within a development built under the inclusionary regulation.) Members of the 2008 Housing Steering Committee recommended that any incentive program include safeguards to make sure the housing is affordable for those who need it and stays affordable. Guidelines for developing such safeguards are listed under the heading “Incentives.”

Resources

- Links to information and sample ordinances can be found on MRSC’s page on Affordable Housing Ordinances and Flexible Provisions (<http://www.mrsc.org/Subjects/Housing/ords.aspx>)
- MRSC’s primer on affordable housing techniques (<http://www.mrsc.org/Publications/textaht.aspx#inclusionary>) includes a section on inclusionary zoning. Scroll down to find “Inclusionary Zoning” under the “Land Use Techniques” heading
- In 2008, the City of Wenatchee’s Community Development staff proposed an Affordable Housing Action Plan that included inclusionary housing provisions. A memo describing the program (including an assessment of local factors that may be relevant in Chelan) is available on the City’s web site at <http://www.wenatcheewa.gov/Index.aspx?page=35&recordid=1633>
- A study released by the Center for Housing Policy in 2008 provides information about inclusionary housing programs and their results in three metropolitan areas. More information, including a policy brief and detailed findings, is available online at http://www.nhc.org/pdf/pub_chp_iz_brief08.pdf
- At <http://icma.org/upload/library/2008-01/%7B3FE0FAE2-F277-46E2-A59B-DAB0D04433DE%7D.pdf>, an article on housing affordability focuses on inclusionary zoning and includes links and contact information for organizations with resources and expertise

- The pros and cons of inclusionary zoning are discussed in an article from the Winter, 2007 edition of *On Common Ground*, available online at [http://www.realtor.org/smart_growth.nsf/docfiles/winter07proscons.pdf/\\$FILE/winter07proscons.pdf](http://www.realtor.org/smart_growth.nsf/docfiles/winter07proscons.pdf/$FILE/winter07proscons.pdf)
- In 2001, the Brookings Institution Center on Urban and Metropolitan Policy released a paper titled “Expanding Affordable Housing through Inclusionary Zoning: Lessons from the Washington Metropolitan Area”, which is available online at <http://www.brookings.edu/es/urban/publications/inclusionary.pdf>
- A Model Density Bonus Ordinance developed by the State of California’s Department of Housing and Community Development is available online at <http://www.hcd.ca.gov/hpd/hrc/bonus.pdf>
- City employees and officials may borrow a videotape package on inclusionary housing programs from MRSC. The package was developed by AICP’s Planners Training Service. Visit <http://www.mrsc.org/library/videolst.aspx#HOUSING> for information about the video (click on the “Housing” link and scroll down to “Inclusionary housing programs”) and a link to MRSC’s online library loan request form

Rental license program

Rental license programs are a means of monitoring the condition of rental housing to ensure that minimum standards are maintained. They give tenants some protection against unsafe conditions and can help maintain neighborhood livability by establishing standards for exterior maintenance. Some jurisdictions require that rental units be inspected prior to granting a license; others require that tenants be informed of the minimum standards and the procedure for filing a complaint.

Example

The City of Tualatin, Oregon requires that every person who owns or operates a residential rental unit within the Tualatin City Limits must first obtain a Rental Housing License. No inspection is required; however, the owner of the rental unit must provide the tenant with a copy of the city's Rental Housing Standards, which address structural integrity, plumbing, heating, weatherproofing, the electrical system, ceiling heights, smoke detectors, overcrowding, parking, and exterior maintenance. The license must be renewed annually; the cost is \$10/dwelling unit.

Exemptions are provided for housing that meets any of the following criteria:

- Rentals with a recorded deed restriction that requires units to be rented affordably to households at or below 50% of the Area Median Income
- Rentals under contract with a public agency that requires the rental to be inspected at least annually and verifies that the dwelling is rented to a low income household
- Rentals designated as senior or disabled housing by a public agency

Resources

- More information about the City of Tualatin's rental licensing program, including the rental licensing ordinance and application, is available online at http://www.ci.tualatin.or.us/news/article.cfm?article_id=349
- Other jurisdictions that require rental licenses include:
 - Pasco, WA, <http://76.12.207.68/SiteObjects/published/E35155621095CFF193EF7BCA570DBEF9/8C2A8929638CA989EF6B96071E1FDDD9/file/RentalLicensePacket.pdf>
 - Minneapolis, MN, <http://www.ci.minneapolis.mn.us/Inspections/rentlicenseapp.asp>
 - Howard County, MD, http://www.co.ho.md.us/DILP/Permits/Permits_Rentalproperty_license.htm
 - Boulder, CO, http://www.bouldercolorado.gov/index.php?option=com_content&task=view&id=179&Itemid=513
 - St. George, UT, <http://www.ci.st-george.ut.us/codeenforcement/>. Scroll down to "Rental Ordinance Related Documents"
- In 2008, the City of Wenatchee's Community Development staff proposed an Affordable Housing Action Plan that included a rental licensing program. A memo describing the program is available on the City's web site at <http://www.wenatcheeva.gov/Index.aspx?page=35&recordid=1633>
- MRSC offers information about a legal challenge to the City of Pasco's ordinance at <http://www.mrsc.org/Subjects/Legal/decs.aspx>. Scroll down to "City of Pasco v. Shaw"

Regulation of condominium conversions

Conversion of apartments to condominiums can reduce the stock of rental housing in the community. Apartments are usually available for long-term rental by full-time residents, while condominiums are often used seasonally. State law limits a local jurisdiction's ability to restrict conversion of apartments to condominiums, but does provide some protection for tenants when apartments are converted. The City may require additional measures.

State law requires:

- At least 120-day notice to vacate
- First right to purchase

In addition, local jurisdictions may require:

- A housing code inspection
- Correction of housing code violations before closing
- A one-year warranty on housing code violation repairs
- A one-year escrow deposit equal to 10 percent of the cost of housing code violations
- Relocation assistance not to exceed three months' rent payable to tenants earning less than 80% of median income, adjusted for household size. Elderly or special needs tenants may be eligible for additional assistance, up to the actual cost of relocation

Resources

- MRSC: <http://www.mrsc.org/focus/inqoweeek/20071119.aspx>
- Washington's Condominium Act (RCW 64.34), which details conversion requirements and local options: <http://apps.leg.wa.gov/RCW/default.aspx?cite=64.34>
- Sample condominium conversion provisions:
 - Issaquah, <http://www.codepublishing.com/WA/issaquah/html/Issaquah16/Issaquah1610.html#16.10>
 - Redmond, <http://www.codepublishing.com/WA/redmond.html>; using the Search tool, enter "Chapter 16.04" in the Search box and highlight "Municipal Code" under "Where to search." Under "Search Results", position the cursor over "Chapter 16.04 Condominium Conversions" and click to view the code language
 - Woodinville, <http://www.mrsc.org/mc/woodinville/woodin17.html#17.03>
- In 2008, the City of Wenatchee's Community Development staff proposed an Affordable Housing Action Plan that included regulation of condominium conversion. A memo describing the program is available on the City's web site at <http://www.wenatcheewa.gov/Index.aspx?page=35&recordid=1633>. Click on "Affordable Housing Action Plan" near the bottom of the page

Performance-based zoning

Performance zoning is an approach to land use regulation under which land use decisions are based on the impacts of a proposed development rather than the type of use that is proposed. Performance zoning is rarely used alone; generally it is combined with traditional (prescriptive or Euclidean) zoning provisions to create a hybrid zoning code. Typically a hybrid code allows more flexibility in types of uses, standards for allowed uses, or both than does a prescriptive code. At the same time, the government establishes criteria that each development must meet to ensure it is compatible with the neighborhood in which it is built.

Performance zoning can be particularly useful in infill situations, in which prescriptive standards may be too restrictive to make development of existing lots practical. Performance zoning may allow a developer to respond to conditions on a specific site while regulating the impacts of the development to ensure the use furthers local objectives.

By providing landowners and developers with greater flexibility, performance zoning allows them to be more responsive to market conditions and use land more efficiently, which may boost density and increase housing affordability.

If the City creates a new residential zone (see Zone Changes, above), it may want to consider incorporating performance standards in the regulations for that zone.

Resources

- Performance zoning is discussed on several MRSC pages:
 - In MRSC’s primer on affordable housing techniques at <http://www.mrsc.org/Publications/textaht.aspx#performance>
 - On a page on adding flexibility to regulatory systems: <http://www.mrsc.org/subjects/planning/majorregulatory.aspx#perfzone>
 - In a 1997 report on infill strategies (<http://www.mrsc.org/Publications/textfill.aspx#E13E17>); scroll down to “Use Flexible Performance Standards which emphasize outcomes”
- Balancing market factors and public objectives are the focus of an article on “The alternative of performance zoning” at <http://www-pam.usc.edu/volume1/v1i1a4s4.html>
- An overview of performance zoning, including a review of advantages and disadvantages, is available online at <http://www.emich.edu/public/geo/557book/c232.perfzoning.html>

Partnerships

Establishing partnerships is a way to access additional resources (including skills and funding) to address the City's housing needs. Partnerships also require an investment of time and City resources. Taking the time to build partnerships can help all parties understand each other's needs, capabilities, and roles, providing a sound basis for collaboration. The housing summit discussed under the heading "Affordable Housing Action Plan", above, could be a good way for those parties interested in housing in Chelan to begin to understand each other's missions and resources, explore possibilities for partnership, and develop strategies for meeting local needs.

Types

Public-private partnerships

City officials have been clear that they do not see development of affordable housing as part of the City's role. However, the City could partner with one or more developers who would build housing that would meet local needs. The City might also partner with a developer to build a demonstration or pilot project that would showcase affordable housing best practices (perhaps in an infill situation, for instance) and encourage other developers and landowners to follow suit.

In 2008, the City of Wenatchee's Community Development staff proposed an Affordable Housing Action Plan that included establishing a development partnership. A memo describing the program (including an assessment of local factors that may be relevant in Chelan) is available on the City's web site at <http://www.wenatcheewa.gov/Index.aspx?page=35&recordid=1633>.

Information on public/private partnerships from HUD is available online at <http://www.hud.gov/offices/cpd/affordablehousing/library/modelguides/1583.cfm>. An illustrated explanation of public-private partnerships is available online at http://affordablehousinginstitute.org/blogs/us/2005/07/public_private.html.

Partnerships with lenders

The City may be able to work with lenders to promote and support funding of affordable housing. At the time of this writing, access to credit is particularly limited; educating lenders about local housing needs and the characteristics of the workforce may be especially valuable in helping developers and local residents finance housing. Involving lenders in multi-party partnerships to build, buy, or rehabilitate housing may also be effective.

The Washington State Housing Finance Commission (<http://www.wshfc.org/>) may be able to provide information that will be useful in working with lenders.

Partnerships with nonprofit organizations

The City may partner with the local chapter of Habitat for Humanity or other nonprofit organizations to develop strategies for meeting local housing needs. Some nonprofits may be able to build, buy, or rehabilitate housing for rent or sale to low-income residents. The City may be able to arrange for use of surplus land owned by public entities to help lower development costs. Marketing Chelan to nonprofit organizations that could participate in meeting local housing needs may be an appropriate role for the City.

Nonprofits may also assist with funding and technical assistance. The Project for Public Spaces (<http://www.pps.org/>) assists developers and municipalities in planning new developments, including infill development, and transportation systems that benefit communities socially, economically and environmentally.

The Washington State Farmworker Housing Trust (<http://www.farmworkerhousingtrust.org/>) is a nonprofit organization created in 2003 to address agricultural workers' housing needs.

Partnerships with county, state, and federal government agencies

Government agencies may develop or fund housing or provide technical assistance. The City can work with agencies to promote the City's goals and facilitate creation of housing that will meet identified local needs. The City may be able to work in partnership with other public entities to facilitate use of surplus public land (including land owned by the City and by other entities, such as the Chelan County PUD) for affordable housing development.

The Rural Development Authority's Housing Preservation Grant Program (http://www.rurdev.usda.gov/rhs/mfh/non_profit_mfh.htm#Housing%20Preservation%20Grant%20Program) makes grants to renovate existing low-income multifamily rental units.

CTED administers the Housing Trust Fund (HTF; <http://www.cted.wa.gov/site/493/default.aspx>), which provides funding to local governments and nonprofit organizations to develop housing for low-income and special needs populations. A set-aside within the HTF provides funding specifically for farmworker housing.

Transportation infrastructure partnerships

The City may be able to facilitate financing and agreements for strategic investments in transportation infrastructure, including development of infrastructure in areas zoned for and likely to attract development that will meet the City's housing goals. Innovative transportation finance techniques are discussed in detail at

<http://www.mrsc.org/Subjects/Transpo/innovativefunds.aspx#Act> and <http://www.fhwa.dot.gov/innovativeFinance/ifnlv1n1.htm>. While the scale of many transportation infrastructure partnerships is too large for Chelan, some of the ideas may prove practical in addressing specific needs, including needs within existing neighborhoods.

Repair and rehabilitation of older housing units

Housing rehabilitation programs use grants to improve the safety and habitability of houses occupied by people who are not able to make improvements themselves. In addition to meeting individual needs, such programs can improve the appearance and desirability of existing neighborhoods, creating an incentive for infill and new development.

The City may be able to secure funding and then partner with developers or nonprofit organizations to rehabilitate housing for rent or sale to low-income residents. The Rural Development Authority's Housing Preservation Grant Program grants may be used to help individuals make repairs to private homes. (Businesses and nonprofit organizations may offer similar programs—as Windermere Real Estate does in Chelan.)

Example

King County offers housing repair assistance, in the form of grants and zero-interest loans, for owner-occupied and rental housing. Federal programs, such as the Community Development

Block Grant Program and the HOME Investment Partnerships Act, provide the funds. The following programs are offered:

For owner-occupied housing	For rental housing
<ul style="list-style-type: none"> • No-interest deferred payment loans for low- to moderate-income households (those earning 80% of median income or less). The loan is repaid when the house is sold. • Emergency repair grants to very-low-income households (those earning 50% of median income or less) for urgent or life threatening repair needs • Mobile-home repair grants to very-low-income households (those earning 50% of median income or less) for repairs to mobile homes on rented land 	<ul style="list-style-type: none"> • Home-accessibility modification grants for low- to moderate-income tenants (households earning 80% of median income or less) with special needs. The program provides grant funding for modifications such as wheelchair ramps and roll-in showers

Resources

- King County's housing repair programs are explained at <http://www.metrokc.gov/dchs/csd/housing/Repair.htm>
- The City of Wenatchee offers zero-interest deferred payment loans to low- to moderate-income homeowners through its Housing Rehabilitation Program. Information can be found at <http://www.wenatcheewa.gov/Index.aspx?page=342>
- Senior Services offers minor home repairs at low cost to homeowners who meet income qualifications in Seattle, Shoreline, and Bellevue. The program also offers disability access modifications for renters. Information can be found at <http://www.seniorservices.org/mhr/mhr.htm>
- There are links to programs in other places in Washington at <http://www.metrokc.gov/dchs/csd/housing/RepairLinks.htm>
- HUD explains home improvement programs, including the federal programs that provide funds, at <http://www.hud.gov/improvements/>
- About.com offers information and links to federal-program sites at <http://usgovinfo.about.com/cs/grantscontracting/a/houserepair.htm>

Organizations that may be partners

Some potential partners and resources are included in the paragraphs describing specific types of partnerships, above. Other organizations that may be potential partners for the City of Chelan or serve as partnership resources are listed below. Additional candidates for partnership can be identified by searching on the Internet and talking with agency personnel, nonprofit leaders, and others with interests in housing. As always, remember that programs and funding sources can change quickly. If the resources listed below are no longer available, searching and checking with housing advocates may uncover others that offer similar benefits.

Chelan-Douglas Community Action Council

The Chelan-Douglas Community Action Council (<http://www.cdcac.org/>) was founded in 1965 to provide assistance with home heating, energy conservation, housing, technology, adult literacy and food distribution. Current programs related to housing include telephone and energy assistance, affordable and transitional housing assistance, housing deposit assistance, legal aid, and weatherization.

Community Development Financial Institutions Fund

The U.S. Department of the Treasury's Community Development Financial Institutions (CDFI) Fund (<http://www.cdfifund.gov/>) was created to expand the availability of credit, investment capital, and financial services in distressed urban and rural communities. The fund provides awards to Certified Community Development Entities (CDEs) and Community Development Financial Institutions (CDFIs).

CTED's Housing Division

Housing programs of the Washington State Department of Community, Trade and Economic Development (CTED; <http://www.cted.wa.gov/site/474/default.aspx>) include: The Housing Trust Fund for rehabilitation and new construction; tenant based rental assistance; community based emergency shelters; farmworker housing assistance to developers and agricultural employers; Mobile/Manufactured Housing assistance; and weatherization grants. CTED is the agency that distributes state home funds from HUD.

Housing Authority of Chelan County and the City of Wenatchee

The Housing Authority of Chelan County and the City of Wenatchee (<http://www.ccwha.com/>) was formed in 1981; its Board of Commissioners includes a representative of the City of Chelan. The Housing Authority's mission is to assist in providing affordable housing to households that earn 80% or less of the area median income. Program areas include rental assistance; housing for seniors, people with disabilities, low-income families, and year-round and migrant agricultural workers; and home ownership.

Housing Partnership Network

The Housing Partnership Network (<http://www.housingpartnership.net/>) is an alliance of nonprofit housing development organizations.

HUD

The U.S. Dept of Housing and Urban Development (HUD; <http://www.hud.gov/>) provides federal funding and financing for the construction, substantial rehabilitation, and acquisition and refinancing of apartments and health care facilities. Through the office of Community Planning and Development, HUD funds the HOME Investment Partnership Program, the Self-help Homeownership Opportunity Program, and the Homeownership Zone Program (among many others).

Innovative Housing, Inc

Innovative Housing, Inc. (<http://www.innovativehousinginc.com/>) is a nonprofit developer of high-quality, affordable housing for low and moderate-income people. Based in Portland, Oregon, IHI builds new housing, acquires and renovates older apartment buildings, and preserves existing affordable housing that is at risk of converting to market rate housing. IHI rents are lower than market rate apartments and are affordable to households earning 30%, 50%, and 60% of area median income. Currently this group works in the Portland Metropolitan Area, but it could serve as a model for a similar group in Chelan.

Lake Chelan Community Land Trust

The Lake Chelan Community Land Trust (www.lcelandtrust.org) was founded in 2006 to develop sustainable affordable housing for working families. At the time of this writing, the Trust is working to acquire property in Chelan's Riverview neighborhood. The organization's plan is to build and sell houses to qualified low-income buyers while retaining ownership of the land. Resale will be restricted to low-income buyers to keep the housing affordable.

Lake Chelan Valley Habitat for Humanity

Habitat for Humanity International is a nonprofit, ecumenical Christian housing organization. The Lake Chelan Valley affiliate (<http://www.lakechelanvalleyhabitatforhumanity.com/>) was started in 1993 and, as of this writing, has built 10 houses in the Lake Chelan Valley. Homeowner families invest 500 hours of "sweat equity" labor into the homes. Their monthly mortgage payments go into a revolving fund to help with the construction of more Habitat houses in the Lake Chelan Valley.

USDA Rural Development

USDA Rural Development (<http://www.rurdev.usda.gov/>) sponsors a number of housing programs, including loan and grant programs for rural rental housing; farm labor housing and housing preservation. Rural areas are typically defined as open country or rural towns with populations of no more than 20,000.

Washington Community Reinvestment Association

The Washington Community Reinvestment Association (WCRA; <http://www.wcra.net/>) administers three revolving loan pools totaling approximately \$105 million. The lending programs provide long-term financing to support the creation and preservation of low income and special needs housing as well as real-estate based economic development projects in all parts of Washington. WCRA also acts as a focal point for community development and reinvestment

issues that affect private lenders and provides education and advocacy for low income and special needs housing.

Washington Families Fund

The Washington Families Fund (WFF; http://www.aidshousing.org/info-url_nocat4271/info-url_nocat.htm) is a public-private partnership to expand service-enriched housing for homeless families in Washington State. WFF funded the Women's Resource Center of North Central WA in 2006 and 2007; the center created seven new units of "service enriched" housing in Chelan and Douglas counties, targeting homeless families with multiple barriers to self-sufficiency. Services include intensive case management and other supportive services targeted toward hard-to-house families, particularly those with histories of addiction, mental illness, and domestic violence, criminal histories, and bad credit and rental. For local information, contact Phoebe Nelson at (509) 662-0121.

Washington Low Income Housing Alliance

The Washington Low Income Housing Alliance (<http://www.wliha.org/>) promotes safe, decent, and affordable homes for everyone through advocacy, communication and mobilization. The Alliance is a nonprofit, membership organization whose more than 220 members include housing, shelter, and social service providers; advocates; local government agencies; lenders; housing professionals; faith groups; and low income individuals.

Washington State Council for Affordable and Rural Housing

The Washington State Council for Affordable and Rural Housing is a chapter of the Council for Affordable and Rural Housing (CARH), a national industry association consisting of members actively involved in the rural multifamily housing industry. CARH works closely with the USDA's Rural Housing Service at the national and state levels, conducts training programs, and represents the industry before Congress.

Washington State Housing Finance Commission

The Washington State Housing Finance Commission (<http://www.wshfc.org/>) promotes home ownership by assisting first-time homebuyers with low-interest mortgage loans requiring low down payments. The Commission's programs are generally aimed at first-time homebuyers earning 50-115% of area median income. The Commission also provides low-interest financing for affordable multifamily housing projects.

Incentives

This section provides information about incentives that the City may choose to offer to encourage development and retention of affordable housing. The incentives can be used as part of an inclusionary housing or infill program. Note that incentives require an investment in staff time as they are more complex to administer than permits for uses allowed by right and may require additional review and negotiation.

If incentives are used to promote development of affordable housing, standards should be established to ensure that prices will be within reach for residents earning 110% of median household income and that the housing will stay affordable. Guidelines for establishing standards include:

- Establish income limits for purchasers and tenants, based on median household income and household size
- Establish affordable rent and sales price limits for housing units for which incentives have been granted, based on median household income and household size
- Establish a term of affordability, requiring that housing units for which incentives have been granted be occupied by qualifying residents or families for a specified period. Recommended terms of affordability range from 10 to 30 years; the term may vary depending on the incentive package
- Income limits should apply throughout the term of affordability; if the initial purchaser of an affordable housing unit sells it within the term of affordability, the unit must be sold to a qualified buyer at an affordable price
- Require that each developer receiving incentives enter into an agreement with the City, to be a condition of permitting and to be recorded on the plat and on the title to the land and binding on all future owners

A 2001 report on affordable housing incentives, including economic analyses, may be found online at http://www.metrokc.gov/ddes/gmpc/housing/affhsg_inctvprgms.pdf.

Density bonuses

A density bonus program allows land to be developed more densely than would otherwise be allowed by the underlying zoning (that is, with more lots per acre), in exchange for provisions for affordable housing. (Density bonuses and other programs may also be used to encourage development of senior, ADA-accessible, or energy efficient housing.) The increase in density allows the developer to build more market-rate units to offset the cost of providing housing units that meet special needs or goals identified by the local government.

Example

The City of Bainbridge Island offers optional residential density bonuses for affordable housing in most zones, as follows:

For-purchase housing	Rental housing
<ul style="list-style-type: none">• Density may be increased by up to a maximum of 50% above the underlying base density when each of the additional units or residential building lots is provided for households whose incomes are at or below the low-income level• Density may be increased by up to a maximum of 40% above the underlying base density when each of the additional units or building lots is provided for households whose incomes are at or below the moderate-income level• Density may be increased by up to a maximum of 20% above the underlying base density when the first 10 percent of the housing units are affordable to households with incomes at or below the moderate-income level. The remaining 10 percent may be affordable to households whose incomes are at or below the middle-income level	<ul style="list-style-type: none">• Density may be increased by up to a maximum of 50% above the underlying base density when each of the additional units is provided for households whose incomes are at or below low-income.

Income levels

- Low-income typically applies to households earning 80% of median income or less
- Moderate-income typically applies to households earning 95% of median income or less
- Middle-income typically applies to households earning 120% of median income or less
- Income levels may be adjusted for household size

What the density increases would amount to

- A 50% increase
 - Up to six dwelling units per acre (DUA) in a single-family zone allowing up to 4 DUA
 - Up to 27 DUA in a multi-family zone allowing up to 18 DUA
- A 40% increase
 - Up to 5.6 DUA in a single-family zone allowing up to 4 DUA
 - Up to 25.2 DUA in a multi-family zone allowing up to 18 DUA
- A 20% increase
 - Up to 4.8 DUA in a single-family zone allowing up to 4 DUA
 - Up to 21.6 DUA in a multi-family zone allowing up to 18 DUA

Resources

- Information about density bonus programs, and several links to the web sites of Washington municipalities that offer density bonus programs, can be found on MRSC's "Affordable Housing Ordinances/Flexible Provisions" page at <http://www.mrsc.org/Subjects/Housing/ords.aspx>
- *Affordable Housing Incentive Programs*, a report prepared for the King County Metro Council by Bay Area Economics, explains and analyzes the density-bonus concept, and includes an economic analysis and pro-forma. The report is available online at http://www.metrokc.gov/ddes/gmpc/housing/affhsg_inctvprgms.pdf

Dimensional standards modification

Municipalities allow relaxation of approved dimensional standards (setbacks, height restrictions, lot coverage, parking requirements, etc.) in exchange for provision of affordable, senior housing, ADA accessible, or energy efficient housing. The relaxed standards enable the developer to build more units on a given piece of land.

Example

The City of Kirkland allows developers who are participating in the City's density-bonus program to modify certain development standards in order to accommodate the bonus units, as shown below.

<ul style="list-style-type: none">• Maximum Lot Coverage	<ul style="list-style-type: none">• The maximum lot coverage may be increased by up to five percentage points over the maximum lot coverage permitted by the underlying use zone. Maximum lot coverage may not be modified through this provision on properties with streams, wetlands, minor lakes or their buffers
<ul style="list-style-type: none">• Parking Requirement	<ul style="list-style-type: none">• The required parking may be reduced to 1.0 space per affordable housing unit. No additional guest parking is required for affordable housing units. If parking is reduced through this provision, the owner of the affordable housing unit shall sign a covenant, in a form acceptable to the City Attorney, restricting the occupants of each affordable housing unit to a maximum of one automobile
<ul style="list-style-type: none">• Structure Height	<ul style="list-style-type: none">• Maximum height for structures containing affordable housing units may be increased by up to six feet for those portions of the structure(s) that are at least 20 feet from all property lines. Maximum structure height may not be modified through this provision for any portion of a structure that is adjoining a low-density zone
<ul style="list-style-type: none">• Required Yards	<ul style="list-style-type: none">• Structures containing affordable housing units may encroach up to five feet into any required yard, except that in no case shall a remaining required yard be less than five feet wide
<ul style="list-style-type: none">• Common Recreational Space	<ul style="list-style-type: none">• Common recreational open space per unit, when required, may be reduced by 50 square feet per affordable housing unit

Resources

- The Kirkland Zoning Code explains the city's development-standards modification program: http://kirklandcode.ecitygov.net/KirklandZC_html/kzc112.html
- The City of Bellevue allows modification of dimensional and parking requirements for developers who participate in the city's density bonus program; the Dimensional Standard Modification provisions can be seen at <http://www.cityofbellevue.org/bellcode/Bluc2020.html#20.20.128>
- The City of Bellingham also allows for modification of dimensional and parking requirements and other regulations in conjunction with its density bonus program. More information is available at <http://www.cob.org/web/bmcode.nsf/f6281a531e9ead4588257384007b2367/54591142b5d1a93f88256f8a00010e3b!OpenDocument>

Impact fee waivers

Local governments may offer relief from certain development and permit fees for affordable housing units.

Example

The City of Kirkland offers the following fee exemptions for affordable housing:

• Road impact fees	• Applicants proposing affordable housing units may request an exemption from payment of road impact fees for the affordable housing units
• Park impact fees	• Applicants proposing affordable housing units may request an exemption from payment of park impact fees for the affordable housing units
• Permit fees and sewer facility charges	• Applicants proposing affordable housing units are eligible for exemption from various planning, building, plumbing, mechanical and electrical permit fees and sewer capital facility charges for units developed under the City's density-bonus program

Resources

- The City of Kirkland's affordable housing fee exemptions are explained in the City's zoning code, available online at http://kirklandcode.ecitygov.net/CK_KZC_Search.html. Scroll to section 112.20(4)
- King County offers exemptions from payment of road impact fees for affordable housing. Information about the county's road impact fee program (formally, the Mitigation Payment System Program) is available online at <http://www.metrokc.gov/kcdot/roads/planning/mps/index.cfm>. For more detailed information about exemptions, please call Allan Johnson at (206) 205-6482
- King County also offers an exemption from school impact fees to encourage development of affordable housing and to help keep that housing affordable to people who meet the County's criteria. The program is explained in the King County Code; to read it, scroll to Section 21A.43.080 at <http://www.metrokc.gov/mkcc/Code/30-Title%2021A28-21A55.pdf>
- The City of Port Townsend offers system development charge deferrals for low-income housing. There is an explanation of the program on MRSC's web site at <http://www.mrsc.org/ords/p57c13-03-110.aspx>
- The City of Puyallup offers building permit fee exemptions for housing intended for low-income families. The program is explained in the City's Municipal Code; to read it, scroll to Section 17.04.110 at <http://www.codepublishing.com/wa/puyallup/>
- Bernalillo County, New Mexico offers an impact-fee waiver to developers of affordable housing. Within a given subdivision, no more than 40 percent of the units in any phase of any development project may qualify for the waiver. The county's Affordable Housing Impact Fee Waiver Procedures are posted online at http://www.berncounty.gov/upload/images/zoning_building_planning/affordable_housing_proc.pdf

Expedited permit processing

Local governments may offer to process permit applications more quickly than usual as an incentive for affordable housing projects. Because delays are costly for developers, expediting development review can be a powerful incentive in jurisdictions in which permit processing takes a long time. In Chelan, it may not be terribly attractive to developers, but could be effective as part of an incentive program.

Resources

- Housing Policy.org's Toolbox includes information about expedited permitting at http://www.housingpolicy.org/toolbox/strategy/policies/expedite_permitting.html
- In the City of San Diego, California, the Expedite Program provides expedited permit processing for all eligible affordable/in-fill housing and sustainable building projects. The program is described at <http://www.sandiego.gov/development-services/industry/pdf/infobulletin/ib538.pdf>
- In Sierra Vista, Arizona, the City Manager may direct that permits for development within Infill Incentive Districts be expedited. The City's Infill Incentive District policy is available online at <http://www.ci.sierra-vista.az.us/cms1/resources/PDF/Policy%20--%20Infill%20Incentive%20District.pdf>

Housing programs and resources

The organizations listed below are involved in meeting local housing needs.

Chelan Douglas Community Action Council

Bob Soule, Executive Director

The Community Action Council offers assistance with affordable and transitional housing, housing emergencies related to eviction, and weatherization.

620 Lewis Street
Wenatchee, WA 98801
Phone: 509/662-6156
Email: BobS@cdcac.org
Fax: 509/662-1737
Web site: <http://www.cdcac.org/>

Housing Authority of Chelan County and the City of Wenatchee

Alicia McRae, Executive Director

The Housing Authority serves low-income, disabled, senior and farmworker families through ownership and management of rental units in Chelan and Douglas counties, including four properties in Chelan. The authority also offers a first-time homeownership program. A representative of the City of Chelan sits on the authority's board.

1555 South Methow
Wenatchee, WA 98801
Phone: 509/663-7421
Email: alicia@ccwha.com
Fax: 509/663-4761

Lake Chelan Valley Habitat for Humanity

LeRoy Hall, Executive Director for Home Building

Lake Chelan Valley Habitat for Humanity is the local affiliate of Habitat for Humanity. The organization has built several houses in the community in partnership with qualified low-income families.

P. O. Box 332
Chelan, WA 98816
Phone: 509/687-8302
Email: lcvhfh@nwi.net
Web site: http://www.lakechelanvalleyhabitatforhumanity.com/index.php?page_id=1

Lake Chelan Community Land Trust

Paul Palumbo, Board Chair

The Lake Chelan Community Land Trust is a non-profit trust dedicated to developing sustainable, affordable housing for working families in the Lake Chelan Valley. The Trust is currently working to develop its first project in Chelan, with **nine** houses that will be offered for sale to qualified buyers.

P. O. Box 1703

Chelan, WA 98816

Email: slgarrood@gmail.com

Web site: <http://www.lclandtrust.org/>

Central Washington Resource Conservation and Development Council

Jay Kehne, Coordinator

The RC&D's mission is to facilitate and foster cooperation, local leadership, and concern for the environment in service to the overall economic health and quality of life in Chelan, Douglas, and Okanogan Counties. In 2004 the RC&D made affordable housing a priority; see <http://www.ncwrcd.org/planarea.html> for affordable housing information.

Phone: 509/ 422-2750, ext. 107 or 128

Email: jay.kehne@wa.usda.gov

Web site: <http://www.ncwrcd.org/index.html>

Information sources

Described below are several sources of information that may be useful in planning and implementing the City's housing initiatives. References to several more sources of information are included in the "Partnerships" section. Of special interest may be the annotated list under the heading "Organizations that may be partners." Many more resources are available, especially on the Internet. Any that are particularly valuable may be added to this section when the manual is updated.

The Center for Housing Policy

The Center for Housing Policy is the research affiliate of the National Housing Conference. In 2007, the Center and Homes for Working Families (see entry below) released a handbook titled *Increasing the Availability of Affordable Homes: A Handbook of High-Impact State and Local Solutions*, available online at <http://www.housingpolicy.org/Moreinfo.htm>. Housing Policy.org (<http://www.housingpolicy.org/>) is a project of the Center; the website offers an online guide to housing policy for state and local leaders.

Homes for Working Families

Homes for Working Families (<http://www.homesforworkingfamilies.org/>) develops and serves as a clearinghouse for affordable housing policy tools. The organization emphasizes workforce housing.

The Housing Assistance Council

The Housing Assistance Council (HAC) publishes a biweekly newsletter, a quarterly magazine, and over 100 reports, manuals, and information sheets providing information on many rural housing issues. Many of the HAC's resources are available online at <http://www.ruralhome.org/pubs/>.

HUD

HUD's Regulatory Barriers Clearinghouse (<http://www.huduser.org/rbc/>) describes hundreds of tools, case studies, and other sources of information for overcoming state and local regulatory barriers to affordable housing, and offers links to more in-depth information. HUD's Affordable

Housing page (<http://www.hud.gov/offices/cpd/affordablehousing/>) describes programs designed to address the nationwide shortage in affordable housing. More general information about HUD can be found in the section of this manual on “Organizations that may be partners.”

KnowledgePlex

KnowledgePlex (<http://www.knowledgeplex.org/>) is an online resource center for affordable housing and community development, offering links to news stories, research, case studies, and best practices.

MRSC

The Municipal Research and Services Center of Washington (MRSC) is a nonprofit organization that provides information and services to local governments. MRSC’s web site (<http://www.mrsc.org/>) offers both information and links to resources. Information particularly relevant to housing can be found on the “Subjects” pull down menu near the top of the page, under the headings “Housing” and “Planning.” MRSC’s primer on affordable housing techniques at <http://www.mrsc.org/Publications/textaht.aspx#inclusionary> includes useful information and examples.

NeighborWorks America

NeighborWorks America (<http://www.nw.org/network/home.asp>) is a national nonprofit organization created by Congress to provide financial support, technical assistance, and training for community-based revitalization efforts. Programs include a Campaign for Home Ownership.

OFM

Washington State’s Office of Financial Management (OFM; <http://www.ofm.wa.gov/default.asp>) provides data and reports, including population estimates. Links to census data are available on OFM’s web site. Much of the information that will be most useful for housing planning can be found under the “Population” and “Research and Data” headings. For information about Population and Housing in Chelan County, visit <http://www.ofm.wa.gov/localdata/chel.asp>.

Washington Center for Real Estate Research

The Washington Center for Real Estate Research (WCRER), housed in WSU’s College of Business, offers information about real estate, including market data and special reports, on its web site at <http://www.wcrer.wsu.edu/>. One report that may be especially useful in planning to meet the housing needs of Chelan’s growing senior population is *Housing Washington’s Seniors – A Profile*, available online at <http://www.wshfc.org/admin/SeniorHousingWCRER.pdf>.

Washington Low Income Housing Alliance

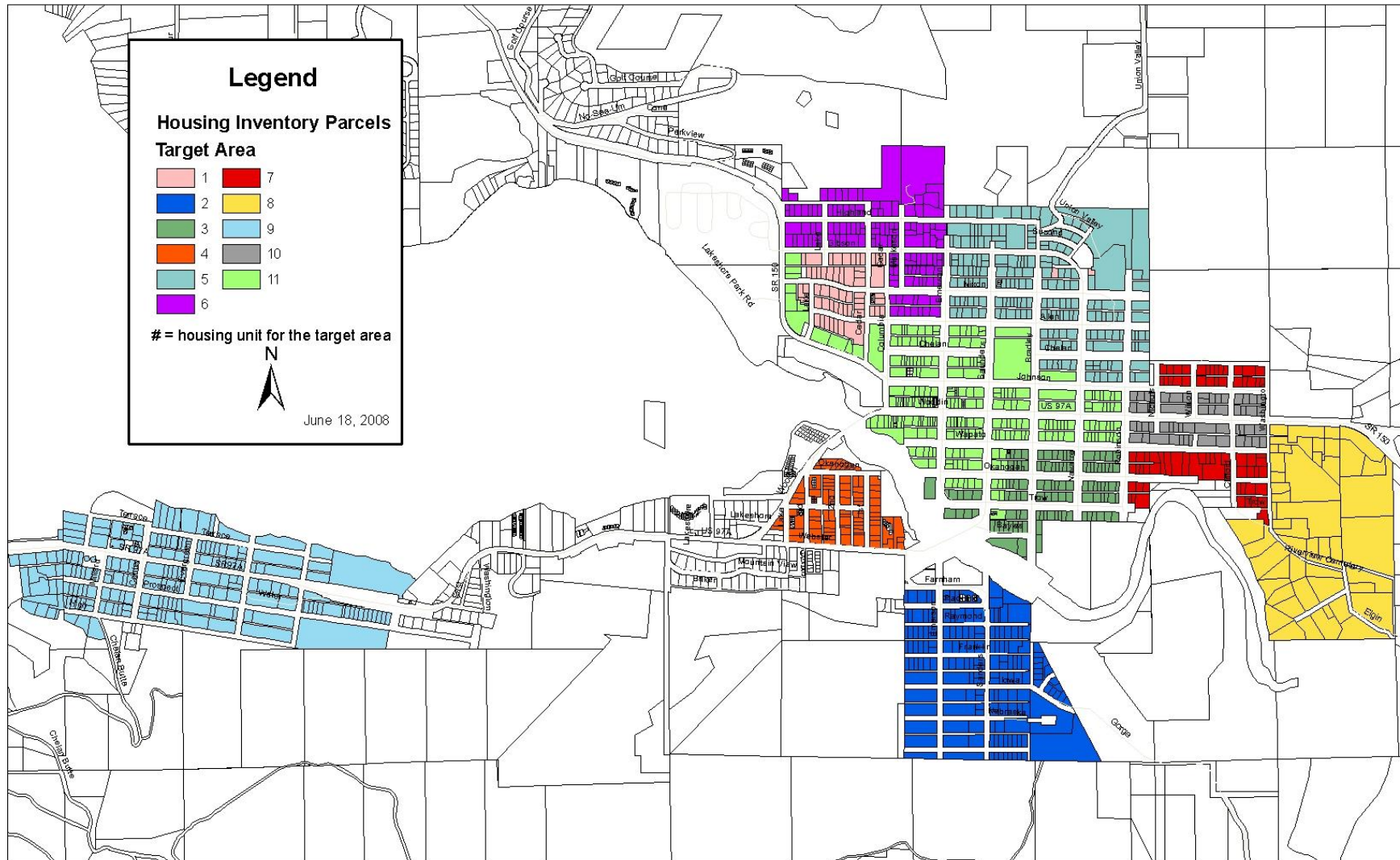
The Washington Low Income Housing Alliance is described in the section on “Organizations that may be partners.” The organization is in charge of the Washington Affordable Housing Inventory; information is available at <http://www.wliha.org/inventory.html>.

Washington State Housing Finance Commission

The Washington State Housing Finance Commission (WSHFC) works to increase housing access and affordability. Information and funding resources for affordable housing and senior

housing are available on the WSHFC web site at <http://www.wshfc.org/>. One report that may be especially useful in planning to meet the housing needs of Chelan's growing senior population is *Housing Washington's Seniors – A Profile*, available online at <http://www.wshfc.org/admin/SeniorHousingWCRER.pdf>.

2008 Windshield Survey Map of Downtown Neighborhoods



City of Chelan
Vacant land and housing condition summary
August 5, 2008

In June 2008, intern Tracie Honsberger surveyed 11 neighborhoods within the City of Chelan. This document summarizes Tracie's survey results, and briefly describes each neighborhood in photos and words. This survey work informs the Housing Needs Assessment, as part of the update of the Housing Element of the City of Chelan Comprehensive Plan.

Neighborhood	Vacant land	Condition (single-family residences)	Overview
#1: Carroll/Ogden	Vacant: none 1 "B" parcel	Excellent or Sound: 88.89% Minor deterioration: 11.11% No moderate or substantial deterioration or dilapidated structures	Zoned R-M 45 single-family residences 2 duplexes 4 multi-family residences 2 churches (or church properties) 1 preschool
#2: South Chelan	Vacant: 50 lots (30.86%)	Excellent or Sound: 72.55% Deteriorated or Dilapidated: 27.45% Minor deterioration: 24.51% Moderate deterioration: 2.94% (no substantial deterioration or dilapidated structures)	Zoned R-M 102 single-family residences 4 duplexes 5 multi-family residences (up to 22 units)
#3: East of Saunders	Vacant: 4 lots (3.67%) 7 "B" parcels (6.42%)	Excellent or Sound: 63.92% Deteriorated or Dilapidated: 36.08% Minor deterioration: 28.87% Moderate deterioration: 7.22% (no substantial deterioration or dilapidated structures)	Zoned R-M 92 single-family residences 2 duplexes 1 multi-family residence (11 units) Public library No commercial uses
#4: West Chelan	Vacant: 6 lots (7.50%) 1 "B" parcel	Excellent or Sound: 66.67% Deteriorated or Dilapidated: 33.33% Minor deterioration: 29.82% Moderate deterioration: 3.51% (no substantial deterioration or dilapidated structures)	Zoned R-M 57 single-family residences 2 duplexes 4 multi-family (8-14 units)

		deterioration or dilapidated structures)	No commercial uses
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Neighborhood	Vacant land	Condition (single-family residences)	Overview
#5: Hospital district	Vacant: 29 lots (14.80%)	Excellent or Sound: 57.42% Deteriorated or Dilapidated: 42.58% Minor deterioration: 32.26% Moderate or substantial deterioration or dilapidated: 10.32%	Zoned R-M 148 single-family residences 1 duplex 6 multi-family residences (4-20 units) 1 retirement home
#6: Highlands	Vacant: 8 lots (6.25%) 3 “B” parcels (3.13%)	Excellent or Sound: 69.39% Deteriorated or Dilapidated: 30.61% Minor deterioration: 25.51% Moderate deterioration: 5.10% (no substantial deterioration or dilapidated structures)	Zoned R-M 95 single-family residences 13 duplexes 5 multi-family (4-55 units) 1 mobile home park 1 church, 1 B&B
#7: Harvey Tracts	Vacant: 7 lots (10.14%) 2 “B” parcels (2.90%)	Excellent or Sound: 54.39% Deteriorated or Dilapidated: 45.61% Minor deterioration: 33.33% Moderate or substantial deterioration or dilapidated: 12.28%	Zoned R-M 55 single-family residences 3 duplexes No multi-family residences 2 parcels in church or commercial use
#8: Riverview	Vacant: 6 lots (12.50%) Undeveloped: 3 parcels (6.25% of parcels; 19 A.)	Excellent or Sound: 60.00% Deteriorated or Dilapidated: 40.00% Minor deterioration: 24.00% Moderate deterioration: 16.00% (no substantial deterioration or dilapidated structures)	Zoning is a mix of R-L, C-HS, and P 25 single-family residences 1 duplex No multi-family residences 12 parcels in commercial, municipal, or hotel use
#9: Lakeside	Vacant: 24 lots (12.44%) Undeveloped: 22 parcels (6.25% of	Excellent or Sound: 70.97% Deteriorated or Dilapidated: 29.03%	Zoned P, R-L, C-HS, C-W, T-A

	parcels; 19 A.) 7 “B” parcels (3.63%) Lakeside Park not included in tally of vacant and undeveloped parcels	Minor deterioration: 16.94% Moderate or substantial deterioration or dilapidated: 12.10%	118 single-family residences 2 duplexes 9 multi-family residences (4-46 units) 11 parcels in commercial, hotel, parking, church, or school use Lakeside Park: 5 parcels
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Neighborhood	Vacant land	Condition (single-family residences)	Overview
#10: Highway Corridor	Vacant: 3 lots (5.36%)	Excellent or Sound: 54.17% Deteriorated or Dilapidated: 45.83% Minor deterioration: 25.00% Moderate deterioration: 20.83% (no substantial deterioration or dilapidated structures)	Zoned C-HS 24 single-family residences 1 duplex 3 multi-family residences (6, 10, and 74 units) 25 parcels in commercial use
#11: Original Town	Vacant: 6 lots (1.32%)	Excellent or Sound: 49.38% Deteriorated or Dilapidated: 50.62% Minor deterioration: 30.86% Moderate or substantial deterioration or dilapidated: 19.75%	Zoned C-H, C-HS, C-L, P, T-A 81 single-family residences 1 duplex 2 multi-family residences (5 or more units each) 149 parcels in commercial, municipal, parking, or hotel use

Legend

C-H = High Density Commercial
 C-HS = Highway service commercial
 C-L = Low Density Commercial
 C-W = Commercial Waterfront
 P = Public lands & facilities
 R-L = single-family residential
 R-M = multi-family residential
 T-A = Tourist Accommodation

Brief Neighborhood Descriptions:

#1 Carol Ogden Division

A quiet neighborhood, with newly paved streets, sidewalks, well-maintained yards, and older homes (~1930s). This area directly neighbors the rapidly developing town center, and some redevelopment and duplexes are present. There is discussion of changing the zoning of this neighborhood from multifamily back to single family.



New duplex



Development neighboring older homes

#2 South Chelan

A neighborhood transitioning from ranch-style houses and orchard land to condos and apartment buildings. Walking distance to town ~ 15-20 minutes, and sidewalks are being installed in new and redeveloped areas. There are several affordable housing developments, including Casa Guadalupe, built along the eastern edge of the neighborhood.



Casa Guadalupe



Condos for sale

#3 East of Saunders

A neighborhood with smaller homes, rougher streets, smaller trees and some manufactured homes/trailers. Most yards and homes are well-maintained. Walking distance to town center ~ 5 minutes. Adjacent to playing fields/park. *Possible area for redevelopment?*



Typical home close to town center



Gravel parking strip and wide streets

#4 West Chelan

A neighborhood with many small older homes, built in the 1930s-1940s, with some condos mixed in along the lakeside edge. Walking distance to town center ~ 15 minutes. Adjacent to High School.



Typical older home



Older home for sale

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#5 Hospital District

A neighborhood with many smaller homes, smaller lawns and fewer trees than the adjacent Highlands neighborhood (#6). Located between the Town center, the elementary school and the hospital, there are many amenities within a 5 minute walk. Some streets in this neighborhood are very quiet and with nice older homes (ie. Chelan, eastern Allen), and others, closer to the town center, seem more transitional and could be *possible areas for increased density, infill development or redevelopment?*



Typical homes on Nixon Street

Apartments

#6 Highlands

A neighborhood with a mix of old and new homes and apartments, and also a mix of commercial and residential uses. It is adjacent to the town center and has a historic character. This area seems like it is already transitioning to higher density, multifamily uses, and yet many well-maintained single family homes still remain. Noise and parking could become issues in this area.



Typical older homes



New duplex overlooking town

#7 Harvey Tracts and Johnson Street

This neighborhood lies along both sides of Hwy 97 as it approaches the town center. Due to the proximity to the highway the neighborhood is noisier than most, and it has a mix of small homes and mobile homes. Walking time to town center ~ 15 min. *A possible area for infill or redevelopment?*



Typical home



Street improvements underway- access to Whisper View Estates (30 lots) and 55 additional vacant lots above.

#8 Riverview

This is a neighborhood of secluded agricultural land, located outside the City Limits. This neighborhood is not connected to the Town sewer, although the Town is encouraging connections within the UGA. The streets are currently 40' wide, and the neighborhood would like to retain this width, and to retain the large lots and rural character. This neighborhood is not practical walking distance to town center or schools.



Typical home



Typical home with improved driveway

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#9 Lakeside

This is a resort-like area, with large homes along the lake, and likely many vacation homes. This area is not within walking distance to the town center, services or schools.



Typical lakefront homes



Old school now a single family residence

#10 Highway Corridor

This area seems to offer many basic services (gas, landscaping materials, home décor, etc.). It is likely transitioning towards more commercial development.



Highway 97



Residential transitioning to commercial use

#11 Original Town

This area is the commercial and cultural center of Chelan, with restaurants, shops, sidewalks, flowers and bustling energy.



Historic downtown