ASSEMBLY STANDING COMMITTEE
LANDS AND RESOURCES COMMITTEE
THE CITY AND BOROUGH OF JUNEAU, ALASKA

February 1, 2021, 5:00 PM.
Zoom Webinar
Lands, Housing, and Economic Development Committee Zoom Link for 2/1/2021 at 5pm: to join the webinar: https://juneau.zoom.us/j/96020930292 Or iPhone one-tap : US: +12532158782,,96020930292# or +13462487799,,96020930292# Or Telephone: Dial(for higher quality, dial a number based on your current location): US: +1 253 215 8782 or +1 346 248 7799 or +1 669 900 6833 or +1 301 715 8592 or +1 312 626 6799 or +1 929 436 2866 Webinar ID: 960 2093 0292

I. ROLL CALL

II. APPROVAL OF AGENDA

III. APPROVAL OF MINUTES

A. January 11, 2021 Draft Minutes

IV. PUBLIC PARTICIPATION

(Not to exceed a total of 10 minutes nor more than 2 minutes for any individual).

V. AGENDA TOPICS

A. 3225 Hospital Drive Acquisition Request

B. Juneau Affordable Housing Fund

VI. STAFF REPORTS

A. Housing Action Plan Update

VII. COMMITTEE MEMBER / LIAISON COMMENTS AND QUESTIONS

VIII. ADJOURNMENT

ADA accommodations available upon request: Please contact the Clerk's office 36 hours prior to any meeting so arrangements can be made for closed captioning or sign language interpreter services depending on the meeting format. The Clerk's office telephone number is 586-5278, TDD 586-5351, e-mail: city.clerk@juneau.org

ASSEMBLY STANDING COMMITTEE MINUTES
LANDS AND RESOURCES COMMITTEE
THE CITY AND BOROUGH OF JUNEAU, ALASKA
January 11, 2021, 5:00 P.M.
Zoom Webinar Meeting

I. ROLL CALL

Chair Gladziszewski called the meeting to order at 5:00pm.

Members Present: Chair Maria Gladziszewski, Wade Bryson, Alicia Hughes-Skandijs, Greg Smith

Members Absent: none

Liaisons Present: Chris Mertl, Parks and Recreation, Dan Hickok Planning Commission, Chris Dimond, Docks and Harbors

Liaisons Absent: none

Other Assembly Members Present: Mayor Beth Weldon, Loren Jones, Carol Triem, Christine Woll

Some Members of the Public Present: Dana Zigmund, Jeremy Hsiech

Staff Present: Dan Bleidorn, Lands Manager; Roxie Duckworth, Lands & Resources Specialist; Jill Maclean, CDD Director; Scott Ciambor, Chief Housing Officer; Rorie Watt, City Manager; Beth McEwen, City Clerk

II. APPROVAL OF AGENDA

Agenda was approved as presented.

III. APPROVAL OF MINUTES

December 7, 2020 Draft Minutes were approved after change to the categories of Liaisons present and absent, all Liaisons were present.

IV. PUBLIC PARTICIPATION

Those participating via telephone can press *9 or those that are on Zoom can use the raise their hand function to participate. No public participation.

V. AGENDA TOPICS

A. Downtown Tax Abatement

Scott Ciambor and Jill Maclean continued to discuss this item from the last meeting. The Downtown Housing Tax Abatement program is an Assembly goal for 2021 and is part of the Housing Action Plan and the Juneau Economic Development Plan. The plans include tax abatement as a tool for senior, workforce, and downtown housing. The Senior Assisted Living Housing Tax Abatement ordinance was passed in 2020, which included a 12-year abatement for projects creating 15 or more assisted living units. The ordinance language fits State law and allows municipalities to provide property tax exemptions to encourage economic development. The terms are modeled after the Anchorage Downtown Tax Abatement program and are added to the Senior Assisted Living Housing Tax Abatement ordinance. Key differences include a minimum of four new residential units and the targeted map area is the Fee-in-Lieu downtown map area. The Downtown Tax Abatement ordinance will include the annual reports of property owners utilizing tax abatement. Staff will report on the impact on taxes once the 12-year abatement period ends. Comments about tax abatement include costs, number of participants, and general issues with tax abatement in general. Tax abatement is not a one size fits all and will not solve the City's housing problems but encourages new units created for specific areas.

Projects that involve the renovation and rehabilitation of units must constitute an economic development to qualify. State language notes that the tax benefit enables a significant capital investment in physical infrastructures that expand the tax base and will generate property tax revenue after the exemption or abatement expires. A renovation project would only constitute economic development if the units were uninhabitable or condemnable and it is difficult to quantify the increased economic development value for rehabilitated or renovated projects. There had been CBJ Rehabilitation Loan programs in 1978 and 1998. This program could be similar to the Accessory Apartment Incentive Grant Program or model after other programs that have been setup throughout the country, such as the Pittsburgh's Downtown Upstairs Loan program. Examples are an Upper Floors Life Safety program where up to $100,000 loans for improvements and repairs or a Vacant Upper Floors program where up to $400,000 loans or 30% of total project costs would be applied to create upper floor residential units or commercial space. This would cover gap financing for parking, façade, environmental remediation, mechanical systems, LEED certification, roof repair, and soft costs among others.

Mr. Bryson asked what the significance would be if this were passed tonight and moved on to the Assembly. This is one tool, what would be a short list of other tools to help create downtown housing. Chair Gladziszewski commented that the Committee shouldn't get to in-depth on the other tools but to hear a list as to help determine if this topic should be moved forward. Mr. Bryson asked that if tax abatement were to be passed onto the Assembly how would that impact downtown development in the short term. Mr. Ciambor replied that downtown tax abatement would give all property owners a chance to give a second look at their properties for the development of housing. Some may be ready to go, and it may take a number of years for other projects to figure out how to utilize the incentive and it gives the City the opportunity to figure out what else is necessary for development. Other tools could be to make the Affordable Housing Fund available for grants or loans for projects in this area for affordable housing purposes and another would be CBJ property. This could be looking at public-private partnerships such as building out a package for the Second and Franklin lot, or other housing incentives with City resources. Chair Gladziszewski commented that it is a valid point to ask why we are starting with this tool and if this Committee is not comfortable with this as the first one then we should talk about the Housing Action Plan, which is scheduled for discussion. Ms. Maclean commented that she hopes that the Committee is comfortable moving this forward as it is a strong program that shows that Juneau means business as we are facing trying time with our economy. Housing is critical in keeping downtown active and the legislative here and this tool is a great program for downtown development. Moving this program forward would give staff the opportunity to look at other programs and tools to help existing property owners and give them opportunity to reinvest. Mr. Bryson commented that he saw this as the strongest first step the City could take as it lays out the groundwork for developers to decide where to go next with the best opportunities.

Mr. Smith asked about the case study and if someone puts in a residential apartment building would every space that does not have an office or lobby, not be subject to the taxes for 12 years. Mr. Ciambor replied that there would be significant capital investment that would expand the tax base that would generate property tax revenue after the abatement expires. The new residential square footage would be eligible for the tax abatement. Mr. Smith asked that in the ordinance the only thing that is added is under 69.10.023, (a) (2), the area defined is that in the parking district. Mr. Ciambor confirmed that was correct. Mr. Smith commented that he was in this Committee when senior housing was set up and wondering how 12-years was determined. Mr. Ciambor replied that the initial discussion looked at a variety of programs with many focusing on downtown cores and many of those were between 8 and 12 years. The Anchorage program that is similar to ours had settled on 12 years and we utilized that as the model.

Mr. Mertl commented that this topic has had 2 years of discussion in Lands and that it's a great program, but we have never heard any public comment in Lands and wanted to make sure that as this moves along there is a good public participation plan or education for outreach to be received positively. Chair Gladziszewski noted that is a good question as where this goes next.

Ms. Triem asked if there would be any research in the future about the number of years for a term so that we could have backup information. Chair Gladziszewski asked Mr. Ciambor to provide the Assembly a previously mentioned plan from Portland that was used to help in the creation of this plan and more about how 12-years was not randomly picked out of a hat. Mr. Ciambor confirmed he would and that there was previous memos to the Finance Committee with additional details on the length of time. Ms. Maclean commented that four units is the minimum that you can prove economic development value. Anything under four units is difficult to prove that they meet that threshold per State statue. The four units provides guidance for Assessors and that being in Juneau, development is difficult and 12-years is a practical approach.

Chair Gladziszewski circled back to Mr. Mertl's comments and wanted to know what outreach and meetings had been conducted with community developers. Mr. Ciambor replied that when tax abatement had started a lot of initial conversation took place with the Affordable Housing Commission and the previous Finance Director, Mr. Bartholomew, put together a task force that analyzed how to proceed with the new language in the State statute that had business and housing opportunities. He presented to the Finance Committee multiple times and had a community-planning process with tax abatement discussed with the public and contractors at those meetings as a strategy for encouraging housing growth.

Mr. Smith asked that even if units were uninhabitable or condemned, would they count under this ordinance. Mr. Ciambor replied that this ordinance is for new units only in the fee in-lieu district and does not include renovation units at this time.

Chair Gladziszewski asked about the example and the increased value of the property, if someone had an empty lot and built housing on it, what would be the tax abatement. Mr. Ciambor replied that it would be the additional residential squares footage of the new building, so all of the residential units of that building.

Mr. Smith asked if there is a reason that condemned units should not be included in the ordinance. Mr. Ciambor replied the Assessor's office, through this ordinance, is comfortable in taking the new square footage and assigning value, which can be abated, but once you get into a renovation project the value can be flexible and uncertain on how to gage that value. Approximating value would take work and it would be problematic to come up with a formula, and there are other tools that would be more appropriate for renovations.

Ms. Triem asked if it is a legal reason that we would abate the value of the building and not the land. Mr. Watt replied that the authorizing statue that was passed by the State a few legislative sessions ago would not allow tax abatement on the value of the existing land and only on the improvement.

Motion that the Lands Committee forward an ordinance to the Assembly providing a property tax abatement program to incentivize the development of housing in downtown Juneau as drafted. Motion passed unanimously.

VI. STAFF REPORTS

A. Housing Action Plan Update

Scott Ciambor discussed this item. The Housing Action Plan was put into place in 2017 and has had two different updates that can be found on the CBJ Housing Programs webpage. The Housing Action Plan includes 66 strategies over nine sections and lists an overall goal of developing 1,980 newly constructed units for all housing types by the 30-year mark (2017-2047), which is about 66 units per year. The City Plan overlaps many different departments, including Community Development, Finance, Lands and Resources, and the Housing Office. Some highlights include adopting a Housing Action Plan, which has been completed and prioritizing the Juneau Affordable Housing Fund, which is one of the tools along with tax abatement and land disposal that the Assembly can utilize for housing incentives or for development. There are other strategies listed in the plan. When this Housing Action Plan was the created, the focus was on workforce, affordable, senior, and young family housing, which is not completely comprehensive with other tools that could be used. Over the summer, there were many requests and dialogue for special needs housing and shelters that are not part of this plan but are activities that should be addressed.

Ms. Hughes-Skandijs commented that this plan is something that she hopes the Committee will pick a couple strategies and keeps them moving forward as housing is something that is languishing and this plans provides specific strategies that we should prioritize amongst ourselves and direct staff to work on. She also asked Mr. Ciambor what are we waiting on for the Housing Fund, as it felt we were on the verge to utilize and what do we need to do. Mr. Ciambor replied that the Juneau Affordable Housing fund was at the COW in March the week before COVID broke out with a timeline in place to do a funding round competition for July 1. The available amount for that round was $650,000 and the Committee asked to have an additional point in ranking criteria for downtown housing, which was incorporated, and guidance to have an additional public member as part of the review process. Once COVID hit, that was put on hold with a memo prepared for the Committee whenever the Assembly is ready. Chair Gladziszewski asked to have this at the next meeting and Mr. Ciambor confirmed.

Mr. Smith asked about the item on packet page 25, under Additional Strategies to Consider, creating list of possible participation of outside developers and funders and if there is money out there that people would invest in different communities. Mr. Ciambor replied that some areas of the Housing Aspect Plan are very specific and detailed and others are more aspirational looking at all areas to address the housing situation in Juneau. Discussions with developers revealed that the financing gap is a big barrier on those cases, with tax abatement one part of the solution for development. Developers may be local or external with interest in larger or niche projects. Mr. Bryson commented that for outside developers and funders there are all sorts of programs across the world that would loan money to build.

Mr. Bryson noted that he would like the Lands Committee to look at and address first time homeownership down payment assistance that looks at the working class individual that turns renters into homeowners. If we tackle the housing problem from both sides, not just getting the big projects built, but also putting families into homes they own, this would also have positive economic motion, as big projects. We can move the economy forward $10,000 at a time as well as $5,000,000 at a time. Mr. Bryson's request is to look at and help Juneau's working families become homeowners, which would stabilize our community, school districts and economy.

Chair Gladziszewski would like to see staff come up with some sort of matrix that explains what is easy, hard, costs money, etc., with all strategies to be considered to be pursued. We continue to hear about regulatory barriers to development and the Planning Commission and Planning Department are working on that issue. The Assembly as a body years ago was hoping that when the Housing Plan was brought to them a few years ago that all the Assembly had to do was change the laws but it has taken awhile for the Assembly to understand that it is not that simple and things like tax abatement and subsidies are necessary. When the authors of the report originally came to the Assembly, they said it would cost the City $50,000 per unit, which was a shock and has taken the Assembly a while to reconcile that information. The next steps would be for staff to provide to the Committee and along with Mr. Bryson's recommendation, what strategies are easy, hard, expensive, quick, or long-term items to move the ball forward. Mr. Ciambor commented that staff can put this together along with a summary of what programs exists in the community now and who is doing that work. Chair Gladziszewski also asked for an update on any regulatory items as they come along.

Ms. Hughes-Skandijs agreed with Mr. Bryson and she was interested in potential renovation projects and any information related to renovations.

B. Parking Fee in-Lieu (verbal update)

Jill Maclean briefly discussed this update. She wanted to let the Committee know that staff had been working with Title 49 in regards to this issue and there will be another meeting on January 28th with the hope that a draft ordinance will be passed on to the Planning Commission that would be discussed in February. The gist of the ordinance is that PD1, PD2 and fee in-lieu would be eliminated, and the fee in-lieu would become one area with everyone having the same reduction applied to them. The percentage has not been decided upon and is being worked out. Joint shared or joint use parking would improve parking available, such as if you are a bank with day parking you could share parking with a restaurant in the evening.

VII. COMMITTEE MEMBER / LIAISON COMMENTS AND QUESTIONS

No comments or questions.

VIII. ADJOURNMENT

Chair Gladziszewski adjourned the meeting at 5:53 PM. The next meeting is scheduled for February 1st, 2021.

MEMORANDUM

CITY/BOROUGH OF JUNEAU
Lands and Resources Office
155 S. Seward St., Juneau, Alaska 99801
Dan.Bleidorn@juneau.org
(907) 586-5252

TO: **Maria Gladziszewski, Chair of the Assembly Lands Housing and Economic Development Committee**
FROM: **Dan Bleidorn, Lands and Resources Manager** Daniel Bleidorn
SUBJECT: **3225 Hospital Drive Acquisition Request**
DATE: **January 29, 2021**

Over the past few months the Division of Lands and Resources, the Engineering Department, and Bartlett Regional Hospital (BRH) having been working together to evaluate the acquisition of 3225 Hospital Drive. This property includes a 14,220 square foot building on a 20,372 square foot lot. The Bartlett Surgical and Specialty Clinic occupies approximately half of the space in that building and pays $181,000 in rent annually. The remaining space is leased to United Human Services and a Urology Office for $180,513 per year.

The evaluation includes an inspection by a City Architect and resulted in a facilities Condition Survey report. The executive summary from this report is attached. BRH also hired Southeast Real Estate Inspections to complete an engineering inspection the final report is due to be completed in the next few days. The city hired Julie Dinneen Company to provide a market value appraisal for the property, which is $3,100,000.

53.04.020 - Acquisition by purchase or eminent domain.
(a) Upon the appropriation of funds for the purpose, the manager may acquire real property or an interest therein at a price the manager determines does not exceed fair market value. The manager may acquire such property through negotiation or eminent domain, including the use of a declaration of taking. Except upon the determination of a court or the master in an eminent domain proceeding, or upon the approval of the assembly by motion, the manager may not acquire property under this section at a price, which is higher than fair market value of the property.

(b) Real property shall be acquired and held in the name of "the City and Borough of Juneau.

Bartlett Regional Hospital Board of Directors provided a motion to approve the Finance Committee a recommendation to enter into an agreement to purchase the property located at 3225 Hospital Drive, for $2 Million, contingent on the engineer's report. When the engineer's report comes in, the Executive Committee will review findings. Roll call vote taken, MOTION unanimously approved.

Staff requests a motion of support to the Assembly for the acquisition of 3225 Hospital Drive by at a price the manager determines does not exceed fair market value.

Executive Summary

Building History

The building was originally a one-story warehouse structure constructed in 1983. In 1997, a two-story office space addition was added to the north side of the original structure. In 2000, the tower addition was renovated and expanded to add office space at the basement level and a mechanical penthouse above the top floor. The 2000 addition/renovation made the tower a full three stories of office space with an ADA compliant elevator. In 2002, the warehouse space was renovated into medical offices. Smaller renovations of limited scope have occurred over the interceding years. A list of these renovations is available in the facility appraisal document prepared by Julie Dinneen Company dated October 15, 2020.

The building is approximately 14,220 GSF with 7200 GSF attributed to the original structure and the remaining 7020 GSF comprising the three-story office tower addition.

Building Properties

The building is located on a 20,372 SF property located at 3225 Hospital Drive. The CBJ Assessor's tax parcel number of the site is 7B0901040110. The assessed value of the site plus improvements is $1,863,700. The building is in fair to good condition depending on the individual tenant space. A brief examination of the building system condition follows.

Summary of Major Work Items

Below is a summary of major work items likely to be necessary in the next five years:

- 0132-1 Sidewalk Deterioration – Remove and replace perimeter concrete sidewalk.
- 0137-1 Repair/Replace Fence – Clean fence of fungal growth and reseal, or replace if rot present.
- 0153-1 Clean Catch Basins – Remove sand and silt collected in catch basins.
- 0154-1 Oil Piping – Replace oil piping from AST to interior of building with an oil piping system that provides leak detection and secondary containment.
- 0411-1 Exterior Paint Failure at Cement Lap Siding – Remove loose paint and dry cement board. Prime and then repaint with two finish coats of exterior paint.
- 0412-1 Soffit Joints and Fasteners – Install sealant at panel joints and then paint entire soffit.
- 0412-2 Soffit Board Mildew/Degradation – Replace and repaint soffit materials affected. Remove mansard metal roof above to investigate source of moisture and correct.
- 0431-1 Exterior Door Corrosion – Replace hollow metal door and frames at exterior openings where new doors have not yet been installed. Replace door hardware in conjunction with door replacement.
- 0431-2 Penthouse Exterior Door – Replace residential grade insulated metal door and frame at penthouse. Replace door hardware in conjunction with door

Executive Summary

replacement. Inspect the doorsill and adjacent roof areas for water damage at time of door replacement.

- 0521-1 Built-up Roof Age – Replace low slope roofing over the entire facility.
- 0522-1 Roof Drain Sump/Overflow Roof Drains – Reinstall roof drains to eliminate small dam around the roof drain sump in conjunction with the roof replacement. Verify whether overflow roof drains or scuppers exist. Add overflow roof drains or scuppers as required to meet code.
- 0631-1 Interior Door Replacement – Replace interior doors at lower two floors of tower addition. Replace door hardware in conjunction with door replacement.
- 0812-1 Seismic Straps at Water Heaters – Add seismic straps at water heaters where missing.
- 0921-1 LED Light Replacement – Replace T8 light fixtures with LED fixtures.
- 0941-1 Fire Alarm ADA Upgrades – Replace fire alarm systems with addressable system with layout of devices that meets current ADA code requirements.

The above recommendations are based on the the standards at which BRH expects their facilities to be maintained.

Civil Inspection – Site Improvements

0131 Vehicular Paving - Paving, curbs, gutters, and signage

The majority of site is paved with asphalt paving. The asphalt paving is in fair-good condition.
Remaining life expectancy: 10+ years

MEMORANDUM

CITY AND BOROUGH OF JUNEAU
ALASKA'S CAPITAL CITY
HOUSING PROGRAM
155 S. Seward St. Juneau, Alaska 99801
Scott.Ciambor@juneau.org
Voice (907) 586-0220
Fax (907) 586-5385

Date: February 1, 2021
TO: Maria Gladziszewski, Chair, Lands, Housing, and Economic Development Committee
FROM: Scott Ciambor, Chief Housing Officer

Re: Juneau Affordable Housing Fund (JAHF), 2021

Dear Lands Committee:
Roughly ninety-five (95%) percent of the work necessary to establish an annual local housing fund competition has been completed.

Since 2008, the components of the Juneau Affordable Housing Fund have been developed -- primarily by the CBJ Assembly, Affordable Housing Commission, and other local stakeholders. In June 2010, Ordinance 2010-11(G)(b) was passed to include $400,000 for use through the Fund.

JAHF program details were developed in consultation with national experts, statewide partners, and administrators of other local housing funds, including:

- The Center for Community Change Housing Trust Fund Project;
- Alaska Housing Finance Corporation;
- Maryland Affordable Housing Trust Fund;
- City of Boulder, Colorado Housing Fund Program;
- City of Ashland, Oregon Housing Trust Fund

During the 2018 JAHF update, staff consulted with peers with the City of Vancouver, Washington Affordable Housing Fund, a more recently established program.

Fund Balance
$2,000,000 for the JAHF was allocated in 2018 by voter approval of Proposition 1: Authorization to Extend the Temporary 1% Areawide Sales Tax Effective October 1, 2018, for a Period of Five Years. (Affordable Housing Fund 2018-2023: $400,000/year)

> *Proposition 1 Ballot Language*
> Affordable Housing Fund: $2 million
> The Affordable Housing Fund provides funding for housing activities that target families and individuals who earn 120% of the Area Median Income and below. The fund can be used by local housing developers, non-profit agencies and social service agencies for the creation, acquisition, rehabilitation or preservation of affordable housing. Examples of the types of projects that could utilize the fund include phase two of Housing First, development of a rapid rehousing program, winter or emergency shelter programs, senior housing and housing targeted for low-income and homeless populations.

The FY21 Fund balance is $1,413,000. The balance increases to $1,717,000 on July 1, 2021 (FY22).

Recent JAHF Activity
The most recent Assembly discussions on the Juneau Affordable Housing Fund were at the following meetings:

- 10-22-2018 Committee of the Whole Juneau Affordable Housing Fund Update;
- 03-02-2020 Committee of the Whole, Affordable Housing Fund Process.

The outcomes from the March 03, 2020 meeting included:

- Add a priority point for downtown housing in the scoring matrix;
- Confirm a review committee that includes staff plus two members of the public with housing development and commercial/residential banking experience; and
- Expend $525,400 from the JAHF for a competitive funding round scheduled for July 1, 2020.

Round 1 funding round and competition were delayed due to the impact of COVID-19.

Components of the Juneau Affordable Housing Fund
Listed below are the key components necessary to establish a Housing Fund with reference to where additional information can be found.

1. *Identify the Need*:
   - 2010 & 2012 Housing Needs Assessment;
   - Juneau Economic Development Plan; and
   - CBJ Housing Action Plan
2. *Evaluation of the Housing Fund Tool*: (see opening paragraph of this memo)
3. *Funding:*
   - 2010: $400,000 from a low-income housing fund;
   - 2012: State of Alaska legislative grant ($90,000) through Capital Improvement Program (CIP);
   - 2018: $2,000,000 from Proposition 1: Authorization to Extend the Temporary 1% Areawide Sales Tax Effective October 1, 2018, for a Period of Five Years. (Affordable Housing Fund 2018-2023: $400,000/year).
4. *Goals and Objectives* (Program Description and Guidelines, pg. 2)
5. *Eligible Applicants and Uses* (Program Description and Guidelines, pg. 3)
6. *Availability of Fund and Terms* (Program Description and Guidelines, pg. 2)
7. *Priorities, Application Process, and Selection Criteria* (Program Description and Guidelines, pg. 4-5)
8. *Committee Review* (Program Description and Guidelines, Appendix C)
   - Establish review committee that includes staff plus two members of the public with housing development and commercial/residential banking experience
   - Score Sheet (Appendix C)

Set Aside JAHF Funds for Specific Purposes
In the past, the Assembly has decided to utilize portions of the JAHF to target specific housing needs. These decisions have led to the creation of the following programs:

- CBJ Accessory Apartment Incentive Grant Program

  - 2015: Pilot program with $72,000 for twelve (12) $6000 grants.
  - 2018: Ordinance 2017-06(AD) appropriating the sum of $480,000 ($96,000/year) to extend the program for five years.
- CBJ Mobile Home Loan Down Payment Assistance Program
  - 2016: $100,000 of the Juneau Affordable Housing Fund reserved for up to $10,000 for down payment assistance in partnership with True North Federal Credit Union.

At the January 11, 2021 Lands and Resources Committee, members discussed interest in targeting rehabilitation of units in the downtown core. If desired, a set aside program could be developed for this purpose with an Assembly determined portion of the JAHF.

Staff Recommendation

1. Expend $700K from the JAHF in a competitive funding round for July 1, 2021 according to the following schedule:

   Juneau Affordable Housing Fund Application and Selection Timeline
   March: CBJ Assembly to determine funding availability for next round.
   June-July: Press release and information on funding available.
   Mid-July: JAHF guidelines and applications posted and available.
   Mid-August: Housing project proposals due.
   Late -August: Projects submitted to review committee for scoring.
   Early September: Project ranking and staff analysis prepared for Lands, Housing, and Economic Development Committee.
   Late September/October: Lands, Housing, and Economic Development Committee make recommendation to Assembly for approval.
   October: Staff to put in place grant/loan agreements with awardees. Award contingent on permitting and project approval by the Planning Commission.
   Jan-March: Staff report on Juneau Affordable Housing Fund to the Lands Committee to prepare for budget meetings and to provide guidance for next JAHF funding round.

2. Reserve balance of JAHF Fund (FY22: $700K + additional FY23 $400K) for JAHF competitive funding Round 2 and/or development of set aside downtown rehabilitation loan/grant program.

Contents

Background

The City and Borough of Juneau (CBJ) created the Juneau Affordable Housing Fund (JAHF) to promote the creation of affordable housing in the Capital City. On July 19, 2010, the CBJ Assembly passed an ordinance that steered $400,000 into the JAHF to begin funding local projects that promote and provide affordable housing in Juneau.

In 2017, the CBJ Assembly recommended and CBJ voters approved $2 million of the 1% Special Sales Tax renewal funds to go into the JAHF over five years (FY19-FY23).

On _____, 2018 the CBJ Assembly passed the ordinance ___ to revise the JAHF to provide larger grants and loans and to clearly promote both affordable and workforce housing development projects through an annual application process.

Program Goals and Objectives

The primary purpose for establishing the JAHF is to direct resources toward the creation of affordable (0% to 80% Area Median Income (AMI)) and workforce housing units (80% to 120% AMI) in the City and Borough of Juneau through the following activities:

- Funding capital costs of rental and ownership housing;
- Funding for capacity-building activities of non-profit housing developers;
- Funding supportive services for occupants of affordable housing; and
- Funding operating expenses of housing developments.

Availability of Funds & Funding Terms

The CBJ Assembly will determine the amount of funding available each year. JAHF funds will be made available for qualifying affordable and workforce housing projects that meet goals of the CBJ Housing Action Plan.

Funds will typically be made available in the form of grants for non-profit organizations and public housing authorities targeting households in the affordable housing range (0% to 80% AMI) and zero-interest loans for private developers that meet workforce housing (80% to 120%) affordability requirements.

- **Qualifying projects are eligible for grants and loans up to $50,000 per affordable or workforce housing unit created, or for other eligible uses on a similar per unit basis.**
- **For profit-developer projects utilizing JAHF funds for workforce housing must reserve**

at least 20% of units for tenants with gross incomes at 80% or less AMI for at least ten years or the life of the loan.

The scope and nature of these projects may require deviation from these program guidelines that CBJ Housing staff will review with the City Manager on a case by case basis.

Eligibility

Eligible Applicants

- Nonprofit organizations
- Public housing authorities
- For-profit developers

Eligible Uses

- For acquisition, construction, rehabilitation or preservation of affordable housing located within the City and Borough of Juneau, including activities such as:
    - Pre-development project expenses, such as land surveys, site engineering, and permitting;
    - Purchase of developed real estate or land;
    - Fees for architects and other professionals;
    - Demolition to make way for affordable housing; and
    - Building materials and labor costs.

- Costs incurred by nonprofit organizations to develop or implement a specific affordable housing project. Examples include:
    - Capacity building such as training, legal and accounting costs;
    - Technical assistance such as development consultants; and
    - Project operating assistance following completion of construction or rehabilitation, such as utilities, support services staff, debt service, and rent subsidies.
- Operating Expenses for up to three years for existing and new housing developments in the promotion of affordable housing. Examples include project-specific assistance for:
    - Security deposit escrows; and
    - Operating costs, such as utilities, debt service, and rental subsidies.

- Self-sufficiency assistance such as job skills training, job search assistance, financial/housing counseling, substance abuse aid, mental health care, and childcare.

Priorities for the Juneau Affordable Housing Fund

The priorities of the JAHF match with the CBJ Housing Action Plan

1. ***Use of capital to develop housing units*:** Funding for capital costs for acquisition, construction, rehabilitation, or preservation of affordable housing especially workforce housing, senior housing, and homeowner opportunities for young adults and families are preferred.

2. ***Long-Term Affordability*:** Units created using JAHF funds that include affordability covenants or that are permanently affordable are preferred.

Application Process

Applications for the JAHF will be posted online and made available when the Assembly determines funding availability each year. Prior to application release, potential applicants are encouraged to contact the CBJ Chief Housing Officer with questions about the program and how individual housing projects may utilize the funds.

Completed applications will be reviewed by a committee to include the Chief Housing Officer and representatives from CBJ Community Development, Lands & Resources Department, Public Works & Engineering, and Finance Department; and to include a public member with direct experience operating, developing, building, and financing affordable housing projects. The review committee will score projects based on the selection criteria and score sheet.

A tentative annual schedule for each funding round is as follows:

March: CBJ Assembly to determine funding availability for next round. Staff report on previous JAHF activities.
May-June: Press release and information on funding availability. JAHF guidelines and applications posted and made available online.
July: Project proposals due
August: Project proposals to review committee for scoring. Project ranking and staff analysis prepared for CBJ Committee of the Whole (COW)
September: COW recommendation to Assembly for approval.
Late September: CBJ Assembly approval
October -February: Finalize contracts with awardees

All applications are ultimately approved by the CBJ Assembly in an open public process. Applicants should expect their submitted project plans, costs and other supporting documentation will be available to the public. The Assembly may impose or modify terms, conditions, and other provisions that clearly protect the public interest.

Selection Criteria

Projects considered to be ready or feasible will be evaluated with the following criteria:

1. **Team Experience:** (1)Demonstrated experience on projects of similar size and scope; (2) Established development and/or operating partnerships, including support services; (3) Qualified staff – Developer, Director, Property Manager, Supportive Services; and (4) Capacity to maintain/manage project.

2. **Population Targeting & JAHF Priority Targeting**: (1) Use of capital to develop housing units; (2) Long-term or permanent affordability; and (3) Serves one or more priority populations: seniors, workforce housing, homeowner options for young families.

3. **Project Design and Characteristics**: **For Capital projects**: (1) Plans stamped by appropriate engineer or architect, or professionally qualified staff on the development team; (2) Energy Efficiency: JAHF projects should be energy-efficient and adhere to either the Alaska Building Energy Efficiency Standard (BEES) or HUD's Energy Star Home Standard. **For programs/operational projects**: (1) Comply with national guidance/best practice for target population. **For all projects**: (1) Accessibility Standards**:** Proposals must be comply with the federal Fair Housing Act (42U.S.C. 3601-3619) and the Americans with Disabilities Act of 1990.

4. **Feasibility:** (1) Ability to secure other financing needed to carry out project; (2) Operational feasibility/long-term financial viability; and (3) Reasonable and balanced budget with cost controls. The intention for JAHF funds is to assist projects that need gap financing and have a 100% chance of being successful. Site ownership, the percentage of total costs supported by other funding sources, and work schedule for the project will factor.

5. **Readiness to Proceed:** (1)Leveraging/percentage of total cost with commitments; (2) Site ownership; (3) Plans, environmental permitting, estimate complete; (4) Construction/Operation within following fiscal year

6. **Juneau Applicant Preference**: Locally owned project proposals will be weighed higher than other JAHF proposals.

Score Sheet: A sample of the score sheet used by the review committee is included as Appendix C.

Compliance and Monitoring

The CBJ, at any time, inspect and monitor the records and work of the proposed project as to performance and compliance with JAHF program rules and loan requirements. Project information, including rents and tenant income will be collected annually through the affordability period.

The CBJ City Manager may terminate any agreement in the event that awardees: 1) lose the ability to proceed with the project, 2) make material alterations, or 3) fail to comply with the project schedule.

Annual Report

An annual JAHF report will be presented to the CBJ Committee of the Whole in preparation for future funding rounds. The report will include:

- project progress reports;
- Details on funds disbursed, JAHF expenses, amount of leveraged funds acquired; and
- Guidance on funding availability for the following year.

Appendix A: Glossary of Terms

- **Affordable Housing -** The U.S. Department of Housing and Urban Development defines "Affordable" as housing costs no more than 30 percent of a household's monthly income. This means rent and utilities in an apartment or the monthly mortgage payment and other housing expenses (utilities, home maintenance and repairs) for a homeowner should be less than 30 percent of monthly household income. Housing programs targeting households with income between 0% and 80% AMI are also considered "affordable" programs.
- **Area Median Income** -. HUD uses the median income for families to calculate income limits for eligibility in a variety of housing programs. HUD Income Limits by size of household are used by JAHF to determine level of affordability. See Appendix B.
- **Assumable soft debt –** Mortgages or loans that can be taken over by anther individual to maintain favorable interest rates or affordability.
- **Capacity-building** - Activities that increase the operating efficiencies of agencies or organizations that create more affordable housing, including organizational assistance, training, legal, and accounting costs – but specifically to support the housing project proposed.
- **Capital Funds** - Funding contributed for the development, acquisition, rehabilitation, or new construction of the physical structure.
- **Extremely Low-income households** - Households with incomes at the HUD 30% Limit. See Appendix B.
- **Gap Financing** - Loans or grants used for housing development projects that bridge the gap between available funding sources, usually a combination of raised capital and state or federal housing subsidies.
- **Local dedicated revenue source** - Affordable housing funds are most successful when securing a local dedicated revenue source; a source of public revenue directed at affordable housing activities.
- **Low-income households** - Households with incomes at the HUD 80% Limit. See Appendix B.
- **Non-profit Organization** - A corporation of foundation granted exemption from income taxation by the IRS.
- **Ownership housing** - Housing for which the sales price minus the sum of grants and deferred loans provided to the borrower results in a monthly payment which qualifies a low-income household for a mortgage loan under standard lender underwriting standards.
- **Recoverable Loans** - Loans provided for activities such as predevelopment costs. Loans are required to be paid back once long-term funding has been secured for the project.
- **Self-sufficiency Assistance** -Services that help residents become more productive and capable of independent living, such as job training, budget counseling, substance-abuse treatment, and childcare.
- **Unit** - A self-contained apartment with sanitation and kitchen facilities within the apartment or partial facilities in the unit and other shared facilities located on the same floor as the unit.
- **Very Low-income households** - Households with incomes at the HUD 50% Limit. See Appendix B.
- **Workforce housing:** housing that is affordable to households between 80% and 120% of area median income.
- **Zero-interest loans** - Zero interest loans are loans with full repayment of the principle is expected.

Appendix B: Income Limits and Maximum Affordable Rents

2018 Income Limits

2018	Area Income	1 Person	2 People	3 People	4 People	5 People	6 People
80% AMI	$ 83,920.00	$ 40,280.00	$ 46,040.00	$ 51,800.00	$ 57,520.00	$ 62,160.00	$ 66,760.00
85% AMI	$ 89,165.00	$ 42,797.50	$ 48,917.50	$ 55,037.50	$ 61,115.00	$ 66,045.00	$ 70,932.50
90% AMI	$ 94,410.00	$ 45,315.00	$ 51,795.00	$ 58,275.00	$ 64,710.00	$ 69,930.00	$ 75,105.00
95% AMI	$ 99,655.00	$ 47,832.50	$ 54,672.50	$ 61,512.50	$ 68,305.00	$ 73,815.00	$ 79,277.50
100% AMI	**$ 104,900.00**	**$ 50,350.00**	**$ 57,550.00**	**$ 64,750.00**	**$ 71,900.00**	**$ 77,700.00**	**$ 83,450.00**
105% AMI	$ 110,145.00	$ 52,867.50	$ 60,427.50	$ 67,987.50	$ 75,495.00	$ 81,585.00	$ 87,622.50
110% AMI	$ 115,390.00	$ 55,385.00	$ 63,305.00	$ 71,225.00	$ 79,090.00	$ 85,470.00	$ 91,795.00
115% AMI	$ 120,635.00	$ 57,902.50	$ 66,182.50	$ 74,462.50	$ 82,685.00	$ 89,355.00	$ 95,967.50
120% AMI	$ 125,880.00	$ 60,420.00	$ 69,060.00	$ 77,700.00	$ 86,280.00	$ 93,240.00	$ 100,140.00

Source: https://sites.google.com/site/alaskamortgagelimits/hud-median-income-limits

2018 Maximum Affordable Rents

	Studio	1 Bedroom	2 Bedroom	3 Bedroom	4 Bedroom	5 Bedroom
30% AMI	$ 377.63	$ 404.63	$ 485.63	$ 561.00	$ 625.88	$ 690.56
50% AMI	$ 629.38	$ 674.38	$ 809.38	$ 935.00	$ 1,043.13	$ 1,150.94
80% AMI	$ 1,007.00	$ 1,079.00	$ 1,295.00	$ 1,496.00	$ 1,669.00	$ 1,841.50
85% AMI	$ 1,069.94	$ 1,146.44	$ 1,375.94	$ 1,589.50	$ 1,773.31	$ 1,956.59
90% AMI	$ 1,132.88	$ 1,213.88	$ 1,456.88	$ 1,683.00	$ 1,877.63	$ 2,071.69
95% AMI	$ 1,195.81	$ 1,281.31	$ 1,537.81	$ 1,776.50	$ 1,981.94	$ 2,186.78
100% AMI	**$ 1,258.75**	**$ 1,348.75**	**$ 1,618.75**	**$ 1,870.00**	**$ 2,086.25**	**$ 2,301.88**
105% AMI	$ 1,321.69	$ 1,416.19	$ 1,699.69	$ 1,963.50	$ 2,190.56	$ 2,416.97
110% AMI	$ 1,384.63	$ 1,483.63	$ 1,780.63	$ 2,057.00	$ 2,294.88	$ 2,532.06
115% AMI	$ 1,447.56	$ 1,551.06	$ 1,861.56	$ 2,150.50	$ 2,399.19	$ 2,647.16
120% AMI	$ 1,510.50	$ 1,618.50	$ 1,942.50	$ 2,244.00	$ 2,503.50	$ 2,762.25

Appendix C: Score Sheet

Evaluation Criteria	Total Points	Outstanding (10 points)	Good (6 to 8points)	Marginal (3 or 4 points)	Unacceptable (0 points)	Subtotal
1. Team Experience • Demonstrated experience on projects of similar scope & nature • Established development and/or operating partnerships, including support services • Qualified staff – Developer, Director, Property Manager, Supportive Services • Capacity to maintain/manage project	20					
2. JAHF Priority and Population Targeting • Capital project • Projects utilizing JAHF funds as zero-interest loans • Long-term or permanent affordability • Serves one or more priority populations: seniors, workforce housing, homeowner options for young families	20					
3. Project Design and Characteristics For Capital projects: • Plans stamped by appropriate engineer or architect, or professionally qualified staff on the development team • Energy Efficiency (Alaska Building Energy Efficiency Standard or HUD's Energy Star Home Standard) • Accessibility (Comply with Fair Housing Act and the Americans with Disabilities Act) Operational Projects: comply with national guidance/best practice	25					
4. Feasibility • Ability to secure other financing needed to carry out project • Operational feasibility/long-term financial viability • Reasonable and balanced budget with cost controls	10					
5. Readiness to Proceed • Leveraging/percentage of total cost with commitments • Site ownership • Plans, environmental permitting, estimate complete • Construction/Operation within following fiscal year	20					
6. **Juneau Applicant Preference**	5					
Total	100					

Applicant:______________________________Evaluator:___________________________Date:

Juneau Affordable Housing Fund: Anticipated Projects and Partners

Eligible for Juneau Affordable Housing Fund (0-120% AMI)

Typical Housing Fund Targets (0 to 80% AMI)

Focus area of local affordable housing developers and Juneau Coalition on Housing and Homelessness (Housing projects in this realm typically need between 7-9 funding sources; bring in state and federal match)

Loans + affordability requirement

Grants

Focus of Housing Action Plan

Affordable Housing: Market units that rent or sell at affordable prices

Douglas Tiny Homes pre-development
Downtown multi-family projects (2)
Eagle Rock Ventures (2nd & Franklin)
Downtown rehabilitation projects
Private developers interested in providing some form or affordability
Others

Affordable Housing: Dedicated housing for low and moderate income households

Tlingit-Haida Regional Housing Authority
Alaska Housing Development Corporation (Renninger)
St. Vincent DePaul
Juneau Housing Trust (Community Land Trust) e.g. Youth Build @ Renninger
Low-Income Housing Tax Credit projects (THRHA, Volunteers of America, Trillium Landing Senior Housing, PMG Development, Channelview)

Public Housing/Rental Vouchers
Rental Assistance/Mortgage Downpayment Programs/Homebuyer Programs
Others

Affordable Housing: Housing and supportive services that targets a specific population (homeless, extremely low-income, developmental disabilities, seniors, etc.)

Permanent Supportive Housing: Juneau Housing First Collaborative, JAMHI, REACH, etc.
Rapid Re-Housing: Programs that use market units with rental assistance and supportive services. AWARE, Family Promise
Transitional Housing Central Council of Tlingit and Haida Indian Tribes, St. Vincent DePaul, AWARE, Juneau Youth Services

Re-entry Housing Central Council of Tlingit and Haida Indian Tribes, Gastineau Human Services

Emergency Shelters Glory Hall, St. Vincent's cold weather shelter, AWARE, THRHA/Zach Gordon Youth Center

Others

MEMORANDUM

CITY AND BOROUGH OF JUNEAU
ALASKA'S CAPITAL CITY
HOUSING PROGRAM
155 S. Seward St. Juneau, Alaska 99801
Scott.Ciambor@juneau.org
Voice (907) 586-0220
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Date: February 1, 2021
TO: Maria Gladziszewski, Chair, Lands, Housing, and Economic Development Committee
FROM: Scott Ciambor, Chief Housing Officer

Re: Housing Action Plan Working Document

Dear LHED Committee:
In your packet is a condensed version of the Housing Action Plan that can be used as a working document for the LHED Committee. It includes a section at the bottom of housing topics/actions that have been discussed but are not specifically included in the Plan.

The attached condensed document is quite lengthy, so below is a list of action steps that have risen to the top or been discussed by the Committee.

Short-term HAP Activities
Implement downtown tax abatement
Address downtown parking
Implement Juneau Affordable Housing Fund
- Develop strategies to increase the Fund

Pederson Hill Land disposal strategy
Community Land Trust: options for Pederson Hill disposal and other properties
Evaluate and address barriers to homeownership

Medium-term HAP Activities
Develop Upstairs Downstairs loan program for rehabilitation and code compliance upgrades
Strategies for short-term rental units/impact on housing stock
Inclusionary Zoning
RFP for 2nd and Franklin parking lot
Preservation strategy for existing affordable housing

Ongoing HAP Activities
Housing Data and Housing Action Plan Updates
Project list and reporting mechanism for Housing Officer
Small Area/Neighborhood Plans
Track and monitor outcomes of housing programs

Housing Action Plan Status February 2021

Housing Action Plan			
Formally Adopt Housing Action Plan	**Strategies** 1. Measure Progress of Plan for update to Assembly	**Metrics** • Plan updates & housing metrics	**Status/Action/Timeframe**
Juneau Affordable Housing Fund	**Strategies** 2a. Implement the Juneau Affordable Housing Fund 2b. Increase the Fund Capital 2c. Broaden scope of fund 2d. Evaluate Current Programs Utilizing Funds from JAHF • CBJ Homeowner Accessory Apartment Incentive Grant • CBJ Mobile Home Down Payment Assistance Program	**Metrics:** • # of annual projects supported by the Fund • Breakdown of unit tenure and types of projects supported by the Fund • Dollars leveraged by fund resources • Increase the Fund Capital	**Status/Action/Timeframe**
Hire Housing Director	**Strategies** 3. Project list and reporting mechanism for Housing Officer	**Implementation** • Community website and Program Management • Update needs assessment; housing plan metrics	**Status/Action/Timeframe**
Create New Housing for Workforce, Seniors, and Young Families	**Strategies** 4. Create new housing opportunities • Workforce Housing (0% to 120% AMI) 30yr-1980 , annual = 66 • Senior Housing • Homeowner Opportunities Young Adults & Families o Total # of market-rate rental units o # of new market-rate rental units o Total # of starter homes (mobile homes, CLT, etc.) o # of new starter homes	**Implementation** • Develop annual targets • Utilize the Housing Fund for workforce housing • Solicit feedback/annual survey from employers on funding spent on worker housing/services. • Maximize/leverage employer-owned housing • Consider tax abatement program • CBJ financing to directly finance or enhance private financing of substantial projects • Evaluate Tax Increment Financing districts. • Evaluate time-share or related tourist housing for temporary workers • List of developers, potential CBJ partners, funders	**Status/Action/Timeframe**
Preserve Existing Affordable Housing	**Strategies** 5. Preservation of existing affordable housing • Preservation of Affordable Rental Units and Mobile Homes • Number of rehabilitation permits per year • Number of homes improved with energy efficiency upgrades • Number of properties on blighted property list • Number of properties threatened with loss/demolition	**Implementation:** • Track preservation activities through the Housing Fund; • Develop plan for "slumlord" economy • CBJ requirement to register property and have 24-7 reachable point of contact o Periodic inspection; similar to Housing Choice Voucher Program • Create a provision where owners pass inspections and can receive property upgrade funding.	**Status/Action/Timeframe**

Housing Action Plan Status February 2021

<table>
<tr><td></td><td>Strategies</td><td>Implementation:</td><td>Status/Action/Timeframe</td></tr>
<tr><td>Develop Policies for CBJ Owned Land and Assets</td><td>CBJ-Owned Land
RFP’s for CBJ Land
# of proposals returned
Contracts
#of units built by type, tenure, and price
Properties acquired through foreclosure or code enforcement
Foreclosures slated for affordable housing (<80%) or senior housing.
Number of CBJ-owned parcels bought for permanent preservation (Community Land Trust properties, etc.)</td><td>Zone CBJ land for least restrictive/highest density use
Pederson Hill disposal plan
Community Land Trust options for Pederson Hill and other CBJ properties
RFP Development for 2nd and Franklin
Create a Problem Building Acquisition and Redevelopment Plan (acquire, properly upzone, and dispose)
Create a menu of disposition strategies for publicly owned land and buildings.
Properties transferred incrementally to developers;
Process for developers to “buy down” the sale price for meeting public objectives
Develop competitive process for disposal that would reduce sales price. (0% to 50%)</td><td></td></tr>
<tr><td></td><td>Strategies</td><td>Implementation</td><td>Status/Action/Timeframe</td></tr>
<tr><td>Amend Zoning Code to Promote Housing</td><td>Develop Inclusionary Zoning Ordinance
Number of affordable housing units built through inclusionary zoning
Number of developers taking advantage of “points” for affordable housing
Return on investment on new water/sewer/road financed by public within 10 years.</td><td>Develop Inclusionary housing ordinance and density bonus for workforce and senior housing.
Evaluate policies encouraging development in areas with infrastructure
Streamline/fast-track infill housing permitting
Number of infill units constructed (new units without new infrastructure investment)
Establish policies that stipulate CBJ does not have to spend money on infrastructure unless for workforce/senior housing.
Use LID financing for new roads, utilities.
Make infrastructure development automatically increase zoning density.
Evaluate criteria for approving conditional use permits
Adjust language to require housing and commercial uses in mixed-use areas.
Reduce set-backs and minimum lot sizes for duplex, ADU’s, and bungalow infill units.
Complete the bonus section of Title 49, including common wall and accessory apartment ordinance updates</td><td></td></tr>
<tr><td></td><td>Strategies</td><td>Implementation</td><td>Status/Action/Timeframe</td></tr>
<tr><td>Develop Neighborhood Plans</td><td>Develop small area plans
Public participation in Planning projects
Track total new housing allowed under approved neighborhood plans
Track development activity associated with plans</td><td>Identify 5-10 areas appropriate for neighborhood plans; Comprehensive Plan update
Prioritize on development potential, developer/investor interest, community input, existing infrastructure, and ability to provide community benefits.
Meet with property owners to discover current development plans and obstacles.
Work with area residents and stakeholders to digest feedback
Develop housing targets/preservations targets
Consider Tax Increment Financing for implementation</td><td></td></tr>
</table>

Housing Action Plan Status February 2021

	Strategies	Implementation	
Develop Downtown Strategy	**Focus on housing development downtown** • Number of housing units in downtown area by type, tenure, and price • Number of people living in downtown • Retails Sales activity in downtown CBJ • # of blighted properties in downtown CBJ • Increased property value and related taxes in downtown CBJ	• Make a downtown area plan • Set a goal for number of residential units desired downtown • Create a downtown improvement district with a revenue stream • Inventory abandoned and illegal housing units • Develop Incentives and provide assistance to upgrade and permit illegal housing units • Seek and assemble resources for restoration of housing • Develop Historic Preservation Opportunities (local fund to match national funding) • Evaluate outside funding for downtown investment • Consider Cruise-ship passenger fees for downtown-related tourism • Inclusionary zoning for downtown tourist-related businesses • Evaluate tax abatement, state statue code change; apply to downtown area • Address parking: review 2010 plan, examine opportunities to get public parking, review offsite mitigation opportunities, evaluate downtown	
	Strategies/Issues	**Implementation**	**Status/Action/Timeframe**
Other Housing Issues not in the Housing Action Plan	1. Evaluate and address barriers to homeownership 2. Develop Upstairs/Downstairs program for rehabilitation and/or code compliance upgrades 3. Strategies for impact of short-term rental units		