

## **PURPOSE & OBJECTIVE**

The City and Borough of Juneau (CBJ) seeks to develop an overall Housing Action Plan to provide a stable supply of housing for current and future residents of Juneau affordable at all income levels. The Housing Action Plan will focus on finding ways to provide housing to those segments of the community identified as having the highest needs through an updated Housing Needs Assessment. Broad community outreach and engagement with key housing stakeholders including social service agencies, non-profit housing providers, home builders, major employers, realtors, mortgage lenders, the University of Alaska Southeast, the Juneau Coalition for Housing and Homelessness, the Juneau Economic Development Council, and the Juneau Affordable Housing Commission, is expected to provide the best overall outcome. The Housing Action Plan process will use the AHC as a Steering Committee.

## **BACKGROUND**

In 2013, the CBJ updated the Housing Chapter of the Comprehensive Plan. One of the principle recommendations of the Plan is to develop a housing plan. In 2012 the CBJ and Juneau Economic Development Council updated the 2010 Housing Needs Assessment. As of the 2012 report, Juneau's housing costs were the highest in the state. The 2012 Housing Needs Assessment estimates that to achieve a 5% vacancy rate 683-747 total market rate housing units and 441 new public housing rental units and/or housing vouchers to bring rents to  $\leq$ \$700/month were needed. Some other housing issues identified in the Juneau Housing Needs Assessment and other studies include:

- Juneau's aging population, which with its declining household size increases the demand for smaller housing units;
- The age of Juneau's housing stock;
- Changes in public housing and housing vouchers which will require more households to move into fair-market units;
- Building permits have not kept pace with population growth;
- Limited inventory of land for sale which is attractive to home builders, especially small-scale builders;
- Underdeveloped and undeveloped land along the transit corridor; and
- Limited funding in recent years for public financing of supportive housing

## **SCOPE OF WORK**

The CBJ desires to have a comprehensive housing plan for encouraging and promoting new home construction and which addresses the changing housing needs of Juneau's current and projected population over the next twenty years, and which provides creative solutions to Juneau's housing market which is not meeting and for many years has not met the needs of the

community in terms of affordability and choice. The development of the Juneau Housing Action Plan should include, but not be limited to, the following broad areas of engagement:

### **Background Research and Analysis**

The consultant is expected to complete a review of relevant planning, financial, and development documents and engage with other consultants engaged to develop any planning documents in development to aid in understanding local conditions and the community's housing needs.

Examples of such documents include:

- 2013 Comprehensive Plan
- Economic Development Plan (contract awarded January 2014)
- Senior Housing & Services Demand Assessment (contract to be awarded March 2014)
- Transit Plan
- Transportation Plan

### **Public Outreach**

The Housing Action Plan process will use the AHC as a Steering Committee. The planning process will engage the community as a whole, as well as decision makers.

The consultant will develop and implement public outreach and education programs at appropriate times during the Housing Action Plan process. The purpose of the public outreach and education programs is to educate the general public and stakeholder groups regarding the Housing Action Plan as well provide opportunities for input into the plan. The public outreach plan will be reviewed and coordinated with the Steering Committee.

Public outreach will include a variety of tools, such as public meetings/open houses, surveys, key informant interviews, and development of a project webpage. The use of focus groups and study circles or other suitable methods is encouraged. The proposal should include clarification on the expected role of the community, the City, and the consultant for each of these activities, as well as who will be responsible for the production, publication and distribution of informational materials and mailings.

The consultant will work with City staff throughout the process, which will provide:

- § Meeting Coordination
- § Facilitation of Committee Meetings
- § Open Houses
- § Advertisement
- § Informational Handouts
- § Newsletters and Other Mailings
- § On-going Updates

## **Identification of Issues and Concerns**

Using the information contained in the previous tasks, identify the key issues and concerns to providing safe, sanitary and affordable housing to all segments of the community.

The plan shall identify, at a minimum, issues and concerns related to the following components:

- Identify housing needs of the community (location, amenities, size, ownership type, affordability).
- Inventory Juneau's existing housing in relation to identified needs to determine gaps.
- Inventory buildable lands
- Identify barriers to providing affordable housing
- Identify existing housing resources in the community
- Review best practices

As part of plan development the consultant will engage with local builders, multi-family landlords, realtors, mortgage lenders, major employers, supportive & subsidized housing providers, and conduct statistically relevant survey to determine housing needs, barriers to development, and to aide in understanding local conditions and the community's housing needs.

## **Preparation of Goals, Objectives, and Recommendations**

Based upon the information obtained in the previous tasks, the consultant shall work with the community to develop goals, objectives and recommendations for the Housing Action Plan.

## **Recommendations for Implementation Strategy**

The plan shall include a range of strategies to achieve the goals, objectives and recommendations of the Housing Action Plan.

- Strategies that will improve the quality, safety and affordability of existing housing throughout the CBJ.
- Strategies to encourage development of diverse housing types and affordability levels.
- Strategies for developing and redeveloping targeted areas: TBD (Downtown, near UAS, others???)
- Incentives to encourage private sector housing development for all incomes.
- Ways to attract funding, including state, federal and private financing that addresses housing needs and to leverage existing funds with new funds.
- Identify ways to leverage local partners resources, THRHA, CCS, St. Vincent, JEDC, VOA, AHFC, others??? And identify other potential financial/development partners.
- Ways to encourage development of under-developed / vacant land along CBJ's transit corridor.

- Strategies to meet the housing needs of CBJ's seasonal workforce, which is principally engaged in the tourism, seafood and construction industries from early May to mid-October and the state legislature in January through April or May.
- Strategies for encouraging tenants who no longer need subsidies to move into fair market housing.

In addition, this task shall result in the following:

- A timeframe for identified actions.
- An allocation of responsibilities for actions among the various governmental agencies and where applicable, not-for-profit organizations having interests in carrying out the programs.
- A general description of any land use development regulations or incentives that may be adopted by the City in order to achieve the goals, policies, and guidelines set forth in the plan.
- A description of other procedures that the community may use in monitoring and evaluating the implementation of the plan.
- Identification of potential funding sources for projects or other issues identified during the planning process.
- Providing an estimated social and/or economic return on investment for recommended strategies.

### **Presentations**

The consultant will be required to undertake a series of presentations at various stages of the planning effort to the Planning Commission and Assembly. The purpose of these presentations is to provide information and obtain feedback. The consultant is also expected to present the plan when formally reviewed and considered by the Planning Commission and Assembly. Presentations to other boards and commissions may be arranged.

### **Project Schedule**

The proposal should include a schedule of major milestones for the project. The CBJ anticipates the schedule should include, but not be limited to, the following stages:

- Project Start-Up
- Data Collection, Background Research and Analysis
- Community Participation
- Development of Goals, Objectives and Recommendations
- Implementation Strategy/Action Plan
- Public Review Draft Plan
- Planning Commission Draft Plan
- Final Plan

## **Deliverables**

Work collaboratively with AHC/CBJ project team to complete work in phases

- Detailed needs Assessment
- Community outreach/visioning for strategies
- Development of plan
- Vetting plan/comment
- Final plan adoption