



City of Kenmore
**Planning Commission Meeting
Agenda**
Tuesday, September 1, 2026
7:00 PM

ZOOM - LINK: <https://kenmorewa-gov.zoom.us/j/85958544011>

Telephone: Dial US: +1 253 215 8782

Webinar ID: 859 5854 4011

REQUEST AN ACCOMMODATION HERE: kenmorewa.gov/accommodation

If you have technical difficulties accessing the meeting virtually, please contact stippleleen@kenmorewa.gov.

Technical Difficulties – If the virtual component of the meeting disconnects, and we cannot resolve technical difficulties to reconnect the virtual component, the in-person meeting will continue at City Hall if there is a quorum of the body to conduct business.

1. CALL MEETING TO ORDER - 7:00 PM

2. ROLL CALL

3. LAND ACKNOWLEDGEMENT

We acknowledge that the City of Kenmore is situated upon the ancestral lands of the Snohomish, Snoqualmie, Sauk-Suiattle, Duwamish, Stillaguamish, Tulalip, Suquamish, Muckleshoot, and other tribes who are part of the Coast Salish Peoples. We recognize and express our deepest respect for their enduring stewardship and profound relationship with this land, which they have cherished and protected since time immemorial. We honor the First Peoples, acknowledge their vibrant cultures, and commit ourselves to learning from their wisdom in our journey to promote justice, equity, and mutual understanding. We pledge to stand alongside these communities in acknowledging past injustices and working towards a future that respects and celebrates the diverse heritage of this land.

4. FLAG SALUTE

5. PUBLIC COMMENTS

We welcome our community members to the Planning Commission meeting. In this forum, the Commission does not engage or dialogue with the public; the primary role is to listen. We will hear from our on-site guests first, followed by our pre-registered virtual guests. All guests must address comments to the Commission. The Clerk will acknowledge your request and call your name when it is your turn. Your time will start when we confirm that we can hear you. Please state your name and city of residence for the record and keep your comments to 3 minutes. We will not split your time with others or reset your time except by express approval

of the Chair. You can submit materials to the Clerk in advance. This meeting is being recorded. Thank you for taking the time to express your comments.

- A) **VIRTUAL PUBLIC COMMENT PRE-REGISTRATION PROCESS:** To provide public comments virtually, please fill out the [Virtual Public Comment Request Form](#) in advance of the meeting. The form closes at 12:00 Noon on the day of the meeting. You will be confirmed by the Clerk. If you are having difficulty, please reach out to the Clerk at stippleleen@kenmorewa.gov.

6. **CONSENT AGENDA**

- A) 07.21 Meeting Minutes
1. 07.21 Meeting Minutes

7. **AGENDA ITEMS**

- A) Samantha Loyuk, Community Development Director - Organizational Changes
- B) Housing Strategy Plan – Continued discussion & motion for public hearing (October 6)
1. Staff Memo
 2. Kenmore HSP - Final Discussion of Action Planning - 2026

8. **ADJOURNMENT**

UPCOMING MEETING SCHEDULE:

- A) September 15, 2026

City of Kenmore
Planning Commission Meeting Minutes
July 21, 2026 @ 7:00 PM

Planning Commission Members – In Attendance (the meeting was held onsite and virtually using the Zoom online platform)

Tracy Banaszynski, Chair

David Dorrian, Vice Chair

Kara Macias

Edouard Lassalle

Excused:

Chris Olson

Mike Vanderlinde

Dwight Thompson

Staff

Debbie Bent, Community Development Director

Brittany Chue, Senior Planner

Shannon Tipple-Leen, Planning Commission Clerk

Scott Passey, Co-Clerk

Consultant

Andrew Bjorn, Senior Planner, A Regional Coalition for Housing (ARCH)

1. CALL TO ORDER

The meeting was called to order by Chair Banaszynski at 7:00 PM.

2. ROLL CALL

Commissioners Olson, Vanderlinde and Thompson were excused.

3. LAND ACKNOWLEDGEMENT

The Land Acknowledgement was read.

4. FLAG SALUTE

The Flag Salute was done.

5. PUBLIC COMMENTS

No Public Comment was given.

6. CONSENT AGENDA - APPROVAL OF MINUTES

The Planning Commission Meeting Minutes from June 16, 2026 were accepted with unanimous consent.

7. AGENDA ITEMS

Neighborhood Retail

Brittany Chue presented proposed updates related to the Neighborhood Retail code, focusing on sign regulations, light manufacturing, mobile food service, and medical office uses.

Sign Code

- The Commission discussed clarifying sign definitions, including the distinction between A-frame signs, freestanding signs, and wall signs.
- Questions were raised regarding A-frame sign size requirements and whether certain fences could qualify as wall signs.
- Commissioners generally supported the staff recommendation to allow wall signs and A-frame signs while not permitting freestanding signs.
- Staff will coordinate with Development Services to clarify wall sign definitions and consider refining terminology for freestanding signs.

Light Manufacturing

- The Commission discussed allowing small-scale artisan and craft production as a way to support neighborhood retail.
- Commissioners expressed support for encouraging small-scale production while ensuring impacts such as noise, odors, and scale remain compatible with residential areas.
- Discussion included allowing accessory retail sales associated with production uses and refining definitions to better capture desired businesses.
- Staff will research regulations from Tacoma, Bothell, Seattle, and other jurisdictions, including accessory craft production models.

Mobile Food Service

- Commissioners generally supported allowing mobile food carts and stands but not motorized food trucks.
- Discussion focused on food safety, refrigeration, power sources, waste disposal, and how temporary food vendors are regulated.
- Staff noted that food safety is regulated by the Department of Health and that vendors must also obtain a City business license.

- Staff will research additional regulations governing temporary food vendors and waste management.

Medical Offices

- Commissioners expressed general support for the proposed approach to allowing medical office uses.
- The proposal was recognized as supporting equitable access to services and aligned with recommendations from the STEP Committee.

Housing Strategy

The Commission continued its review of the draft Housing Strategy with Adrew Bjorn from A Regional Coalition for Housing (ARCH) and Debbie Bent, discussing implementation priorities, the proposed logic model, affordable housing strategies, and performance reporting.

Housing Strategy Logic Model

- Commissioners reviewed the draft logic model and discussed how it aligns with the Housing Element.
- Staff noted the model would be streamlined and should closely mirror the adopted Housing Element to avoid creating obligations beyond the Comprehensive Plan.
- Discussion focused on distinguishing completed work from future actions and ensuring outcomes are measurable.

Affordable Housing Priorities

- Commissioners supported representing a full range of Area Median Income (AMI) housing levels while emphasizing the need to explicitly include STEP housing and deeply affordable housing.
- Discussion highlighted the importance of recognizing racial disparities, supporting BIPOC communities, and expanding outreach to manufactured housing communities (MHCs).
- Commissioners also discussed incorporating the City's Climate Action Plan as a supporting resource and generally favored incentives over mandates for climate-related housing measures.

Manufactured Housing Communities (MHCs)

- Commissioners reaffirmed preservation of existing manufactured housing communities as a priority.
- Discussion included infrastructure maintenance, long-term community preservation, displacement concerns, and continued engagement with residents, particularly BIPOC communities.

Faith-Based and Public Surplus Land

- The Commission supported pursuing partnerships with faith-based organizations while also exploring opportunities involving publicly owned and underutilized land.
- Discussion emphasized broad outreach to faith-based organizations, partnerships with nonprofit organizations, and opportunities to leverage state incentives and density bonus programs.
- Commissioners also discussed concepts such as social housing and examples from neighboring jurisdictions.

MFTE and Inclusionary Zoning

- The Commission discussed evaluating the financial impacts of expanding the Multifamily Tax Exemption (MFTE) program, including potential effects on City revenues.
- Discussion included where MFTE should be applied, recent regulatory changes, and the importance of engaging developers and housing partners to better understand implementation barriers.

Housing Outcomes Report

- Commissioners supported development of an annual Housing Outcomes Report or dashboard to track progress toward Housing Element goals.
- Discussion focused on creating a report that is accessible to the public while tracking housing production, affordability levels, pipeline projects, and implementation progress.
- Staff outlined potential data sources and noted the need for a reporting process that is sustainable and not overly burdensome.

Implementation Priorities

- Commissioners expressed support for the proposed top four Housing Strategy priorities.
- Discussion included how deferred actions should be represented in future reports, maintaining transparency around prioritization, and identifying stretch goals such as a permit-ready housing catalog.
- Staff noted that additional actions, including regional collaboration and nonprofit partnerships, remain important and could advance as resources become available.

Future Meetings:

August Planning Commission Meetings Canceled
Planning Commission Meeting September 1, 2026, 7PM

8. ADJOURNMENT

Chair Banaszynski adjourned the meeting 9:55pm.

Planning Commission Clerk

Approved by Planning Commission on: _____



Memorandum

Date: September 1, 2026
To: Planning Commission
From: Todd Hall, Principal Planner
Regarding: 2026 Housing Strategy Plan Update

At your Tuesday, September 1, 2026, meeting, Staff and Andrew Bjorn (ARCH) will continue the discussion on the 2026 Housing Strategy Plan (HSP) Update project. This meeting is intended to be the final substantive discussion before the Planning Commission's public hearing and recommendation to City Council in October.

The purpose of this memorandum is to provide the Planning Commission with a final summary of the 2026 Housing Strategy Plan (HSP) Update and to prepare the Commission for its upcoming public hearing and recommendation to the City Council.

The September 1 discussion is intended to:

1. Provide an overview of the purpose and role of the Housing Strategy Plan;
2. Summarize the work presented to the Planning Commission during 2026;
3. Review the proposed HSP work program and phasing;
4. Identify any remaining issues or refinements before the public hearing; and
5. Confirm that the HSP is ready to proceed to a Planning Commission public hearing and recommendation to the City Council.

At this stage, the intent is not to reopen the full range of potential housing strategies, but to provide the Commission with an opportunity for final discussion and refinement of the proposed work program before taking formal action.

At the meeting, the key question for the Planning Commission for consideration is:

Does the proposed Housing Strategy Plan establish the right priorities and a realistic framework for implementing the City's housing policies?

Attachments

1. Staff Memo
2. Logic Model, Recommended Actions, and Revised Action Descriptions

Purpose of the Housing Strategy Plan

The City's original Housing Strategy Plan (HSP) was adopted in 2017 to identify and prioritize near-term strategies to address affordable housing. Since then, the City has adopted a new Comprehensive Plan and Housing Element and has completed substantial housing-related policy and regulatory work.

The 2026 HSP Update is intended to translate the City's current Housing Element policies into a focused, actionable implementation program. It is not intended to duplicate or replace the Comprehensive Plan.

What Has Happened in 2026?

Staff and ARCH developed 12 potential actions to implement the Housing Element. The actions were evaluated based on:

- Cost
- Staff/consultant capacity
- Expected efficacy
- Policy and community alignment
- Time required
- Schedule/agency

Planning Commission discussion in June and July resulted in a more focused approach, including detailed workplans for four recommended priority actions.

June 16, 2026 – Initial Framework

Staff and ARCH introduced:

- The 12 candidate actions drawn from the Housing Element.
- The six-factor feasibility assessment (cost, capacity, efficacy, alignment, time required, scheduling).
- A preliminary set of four priority actions.
- A request for Commission feedback on scope and sequencing.

July 21, 2026 – Revised Action Descriptions

Based on Commission feedback, staff provided updated materials including:

- A framing paragraph for each action's Overview.
- Expected Outputs for all 12 actions.
- Full Workplans for the four priority actions.
- Clarifications on timing, feasibility, and alignment.

Summer 2026 – Ongoing Review

Commissioners have reviewed:

- The full logic model.
- The feasibility matrix.
- Detailed workplans for priority actions.
- Alignment with DEIA goals, anti-displacement policies, and state housing legislation.

Four Proposed Near-Term Priorities

Based on the evaluation and Planning Commission discussion, four actions were identified as recommended near-term priorities based on their combination of need, alignment, feasibility, and potential housing outcomes:

Priority	What It Would Do
Manufactured Home Community Preservation	Develop strategies to preserve existing MHCs, address displacement risk, and plan for long-term ownership/transfer and replacement housing needs.
Faith-Based & Public Surplus Lands	Identify public and faith-based properties that could support affordable housing and develop appropriate regulatory, partnership, and incentive strategies.
MFTE + Inclusionary Zoning – Downtown/TOD	Evaluate and develop a calibrated affordable housing program for Downtown and TOD areas, including affordability requirements and development incentives.
Community Housing Outcomes Report	Establish a consistent way to track housing production, preservation, affordability, and progress toward HSP/Housing Element objectives.

Proposed HSP Work Program and Phasing

The proposed HSP recognizes that the 12 actions should not all be pursued simultaneously. The actions differ significantly in terms of staff capacity, cost, complexity, timing, and implementation requirements.

The proposed work program therefore organizes the strategies into **three broad implementation tiers**.

Phase 1 – Near Term (2027-28)

Advance the four priority actions (noted above) and establish the implementation framework.

Phase 2 – Subsequent Actions (2028-2029)

Advance additional strategies as staff capacity, funding, partnerships, and opportunities allow.

- Permit-Ready ADU/Middle Housing Catalogue
- Tenant/Homeowner Resource Hub
- Coordinated Home Repair & Weatherization Support
- Modular Housing Review & Assessment

Phase 3 – Longer Term (2029+)

Retain other potential strategies for future consideration as conditions and City priorities evolve.

- Community Land Trust Partnerships
- Emerging Developer Capacity Building Program
- Homeowner-Developer Education Program
- Cost-to-Build Auditing (full audit)

Key Decision Points

The September 1 discussion should confirm:

A. Final Priority Actions for Recommendation

Do the four Phase 1 actions reflect the Commission's priorities?

B. Phasing and Sequencing

Is the proposed three-phase structure appropriate? Should any actions be moved forward or deferred?

C. Direction for Public Hearing Draft

Staff will prepare the public hearing version of the HSP based on Commission direction, including:

- Final list of priority actions
- Workplan phasing
- Logic model alignment
- Summary of expected outputs and outcomes

Next Steps

- September 1 – Final Discussion
- Staff finalize HSP
- September 15 – Public Hearing/Planning Commission Recommendation
- Planning Commission Recommendation to City Council – October
- City Council Discussion – Fall/Winter 2026

Kenmore Housing Strategy Plan

LOGIC MODEL and RECOMMENDED ACTIONS // September 2026

Logic Model

Introduction

The basis for the City's Housing Strategy Plan is a logic model and associated ranking model that evaluates how resources and chosen activities connect to desired outcomes.¹ This presents materials from the city's Comprehensive Plan Housing Element to help frame how the recommended actions represent a smaller, more actionable work program that considers the capacity of the City, priority needs, and attainable short- and long-term objectives.

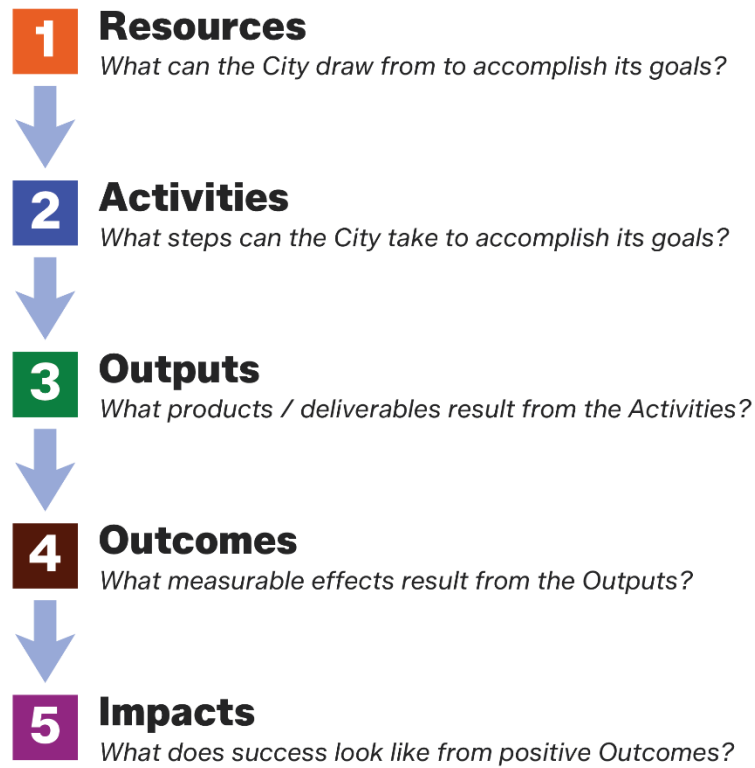
Assumptions and Context

- **Plan scope.** This plan addresses housing at all income levels, with a priority to address the needs of household with incomes that the market alone does not deliver units and where Kenmore's allocated need is largest (below 80% AMI). This is consistent with the Comprehensive Plan Housing Element and the King County Countywide Planning Policies allocation. Actions that primarily support market-rate and middle housing production shall be advanced as capacity and outside resources allow.
- **Engagement.** BIPOC communities, low-income residents, and residents that are housing insecure (including seniors and manufactured home community residents) should be engaged as co-designers of any policies developed under this plan. Engagement should occur at the implementation stage of each action when scope, regulations, and site-specific proposals are defined and residents can respond to clear proposals.
- **Timeline assumption.** Council adoption is anticipated by early 2027. Work on any action should begin once placed on the Council work program. Staff estimate that completing the identified near-term actions in this Plan will take three years or more depending on other work program items. The priority tiers in this plan reflect initiation order, and not completion dates. The 2029 GMA periodic review will be maintained as a future checkpoint for reassessing priorities as defined in this Plan.

¹ More information about logic models can be found here: [Chapter 2., Section 1. Developing a Logic Model or Theory of Change - Main Section | Community Tool Box.](#)

Logic Model Overview

The structure we use for this Logic Model is framed as follows:



The following exhibits provide more details regarding each step in this process.

Logic Model Structure (Steps 1 and 2)

1 Resources *What can the City draw from to accomplish its goals?*



2 Activities *What steps can the City take to accomplish its goals?*

1.1 Subsidies & Financial Tools

Sales tax credit funds
Local in-lieu fees
City surplus land & public assets
Regional ARCH Trust Fund
Federal, state & county funding

1.2 Legal & Policy Authority

Voluntary density incentives (1998, 2019)
Impact fee waivers (2011)
Manufactured housing community rezones (2019)
Multifamily Tax Exemption (MFTE) program (2019)
Inclusionary zoning (2023)
Tenant protection ordinances (2022)
GMA & CPP authorities and guidance

1.3 Community & Organizational Capacity

DEIA Strategic Plan (2023)
Local and north & east King County community orgs
ARCH staff & data
Racial equity analysis (Comp Plan)
Nonprofit developers
Faith communities
Regional Homelessness Authority

2.1 Near Term Actions (2027–2028)

Manufactured Home Community Preservation
Faith-Based and Public Surplus Lands
MFTE / Inclusionary Zoning (Downtown / TOD)
Community Housing Outcomes Report

2.2 Subsequent Actions (2028–2029)

Permit-Ready ADU / Middle Housing Catalogue
Tenant / Homeowner Resource Hub
Coordinated Home Repair and Weatherization Support
Modular Housing Review and Assessment

2.3 Longer-Term Actions (2029+)

Community Land Trust Partnerships
Emerging Developer Capacity Building Program
Homeowner-Developer Education Program
Cost-to-Build Auditing (full audit)

Logic Model Structure (Steps 3 and 4)

3 Outputs

What products / deliverables result from the Activities?

3.1 Improved Development and Affordable Housing Incentives

*Expanded and recalibrated MFTE opportunities
Expanded and recalibrated inclusionary zoning
Revised STEP housing zoning
Utility fee reduction agreements with providers*

3.2 Improved Renter & Resident Protections

*Rent-increase notice & late fee caps enforced
Move-in fee caps & payment plan rights in effect
Criminal background check restrictions upheld
Relocation assistance fund established
Anti-displacement measures accompany or precede upzones*

3.3 Equity-Centered Policies & Accountability

*BIPOC-co-designed housing policies adopted
Annual racial equity housing report published
Homebuyer education programs presented to renters
Housing Choice Vouchers actively supported citywide
Anti-displacement measures enacted before upzones
2029 GMA progress report submitted to Commerce*



4 Outcomes

What measurable effects result from the Outputs?

4.1 Income-Restricted Units Created or Preserved

*New units at 0–30% AMI via STEP housing reform
Units at 30–80% AMI via MFTE, inclusionary zoning, ext. funding
Expanded density-bonus affordable units in TOD zone
For-sale units with long-term affordability covenants
Subsidized units preserved from market conversion
Affordable units distributed across neighborhoods*

4.2 Long-Term Housing Security for Vulnerable Households

*Reduced evictions & sudden rent spikes
Manufactured housing units preserved from redevelopment; residents have relocation pathways if redevelopment occurs
Subsidized units preserved, not converted to market rate
Households facing eviction can access King County emergency assistance
No census tract reaches “high” displacement risk
Seniors can age in place with affordable options
Homeless individuals have pathways into transitional & permanent housing*

4.3 Measurable Reduction in Racial Housing Disparities

More BIPOC homeownership via education & shared-equity models

Logic Model Structure (Step 5)

5 Impacts

What does success look like from positive Outcomes?

5.1 Kenmore Is a Place People of All Incomes Can Call Home

Housing cost burdens fall below 30% for all households

Lower-income households have real, lasting housing choices

Permanent affordability programs maintain housing access

Kenmore meets its proportionate share of regional affordable housing need

5.2 Residents Can Stay, Put Down Roots, and Thrive

Housing instability and involuntary displacement are rare, not routine

Vulnerable residents have secure pathways to permanent housing

(seniors, people with disabilities, MHC residents, people in homelessness)

Kenmore's social fabric is strengthened by stable communities

5.3 Historical Exclusions Are Actively Remediated

The legacy of racially restrictive covenants is countered by measurable, sustained investment in housing opportunities

BIPOC households have equal access to safe housing, good schools, parks, and economic opportunities in Kenmore

Black/African-American severe cost-burden rate declines consistently

Wealth-building through homeownership is accessible across racial lines

Recommended Actions

Summary

Several actions are envisioned as options to be included as part of the City of Kenmore Housing Strategy Plan to achieve goals under the Housing Element. These actions have been prioritized in terms of their planned order in this workplan:

Near Term (2027–2028)

These actions are identified as important to the short-term efforts by the City to address housing issues and will be initiated within the first two years following adoption. Completion of all four may take three to five years, depending on other items on the Council work program. Workplans are provided in this document for these four actions.

1. Manufactured Home Community Preservation Policy/Program Package
2. Housing on Faith-Based and Public Surplus Lands Strategy
3. Calibrated MFTE + Inclusionary Zoning Package for Downtown and TOD Areas
4. Community Housing Outcomes Report

Subsequent Actions (2029–2030)

These actions are identified as important, but resource limitations and other considerations prevent immediate implementation. These actions may be pursued with a more immediate timeline as staff capacity, funding, partnerships, and opportunities allow.

5. Permit-Ready ADU / Middle Housing Catalogue
6. Tenant/Homeowner Resource Hub and Landlord Anti-Displacement Engagement
7. Coordinated Home Repair and Weatherization Support
8. Modular Housing Review and Assessment

Note the Planning Commission has identified the Permit-Ready ADU / Middle Housing Catalogue (Action 5) and the Tenant/Homeowner Resource Hub (Action 6) as leading candidates for action ahead of this tier if outside funding or a multi-jurisdictional partnership becomes available, or if near term projects are delayed.

Long-Term Actions (2031+)

These actions include longer term efforts that are potential strategies for future consideration as conditions and City priorities evolve. These may also represent projects that are best pursued in cooperation with other cities as part of regional initiatives.

9. Community Land Trust Partnerships
10. Emerging Developer Capacity Building Program

11. Homeowner-Developer Education Program
12. Cost-to-Build Auditing

Advancement Criteria

A deferred action may be moved onto the active work program once a near-term action is substantially completed or a grant, federal program, or partner commitment can help cover the program cost.

Additionally, the annual Community Housing Outcomes Report or 2029 periodic review may identify gaps which the action would address, which may require Council to re-prioritize these actions.

Assessments of Priority

These priorities were determined through an evaluation based on six distinct indicators, which highlighted key considerations involved with leveraging available resources and meeting local needs:

- **Cost:** What are the expected impacts to the City's budget? This may include both short-term and long-term impacts of the policies, including both direct and indirect effects.
- **Capacity:** How much staff / consultant time would be required to complete this work? Would this divert from other priorities?
- **Efficacy:** How much will these actions contribute to the City's housing goals and objectives, both quantitative (such as housing targets) and qualitative (improvements in housing quality). Note that the efficacy ratings give greater weight to units in income bands where there is the largest unmet need (0–80% AMI), as the market can typically deliver market-rate housing above these levels without City intervention.
- **Alignment:** How will these actions align with the preferences and priorities of elected officials, voters, and the broader public? These ratings reflect Planning Commission direction, adopted Council policy, and previous engagement activities.
- **Time required:** What is the likely length of time required to complete these actions, or for ongoing actions, how long will it take to start up an ongoing activity?
- **Scheduling:** When is this action needed or expected to be needed? Is there an immediate need for this, or can this be implemented later?

A summary of the action items according to these indicators is provided with the table below. Note that in this table, darker colors are associated with actions more favorable to immediate action under the HSP. With respect to Cost, Capacity, and Time Required, lower values are preferred, while for Efficacy and Alignment, higher values are more favorable.

Action	Cost	Capacity	Efficacy	Alignment	Time Required	Scheduling
1. Manufactured Home Community Preservation Policy/Program Package	Low	High	Very Good	Very Good	Long	Immediate to near-term
2. Housing on Faith-Based and Public Surplus Lands Strategy	Low to Moderate	Moderate	Good	Very Good	Medium to long	Immediate to near-term
3. Calibrated MFTE + Inclusionary Zoning Package for Downtown and TOD Areas	Moderate	Moderate to High	Very Good	Very Good	Medium to long	Immediate
4. Community Housing Outcomes Report	Low	Low	Fair	Very Good	Short	Immediate
5. Permit-Ready ADU / Middle Housing Catalogue	Low to Moderate	High to Very High	Good	Good	Long	Near-term
6. Tenant/Homeowner Resource Hub and Landlord Anti-Displacement Engagement	Low to Moderate	Moderate	Fair	Good	Medium	Near-term
7. Coordinated Home Repair and Weatherization Support	High	Moderate	Fair	Good	Medium	Near-term to later
8. Modular Housing Review and Assessment	Low to Moderate	High	Fair to Good	Fair	Long	Later
9. Community Land Trust Partnerships	Low	Low	Fair	Fair	Long	Later
10. Emerging Developer Capacity Building Program	Moderate	High	Fair to Good	Fair to Good	Long	Later
11. Homeowner-Developer Education Program	Moderate	High	Fair to Good	Fair to Good	Long	Later
12. Cost-to-Build Auditing	Low to Moderate	Very High	Fair to Good	Fair	Long	Later

Near-Term Action Descriptions

1. Manufactured Home Community Preservation Policy/Program Package

Overview

Manufactured home communities (MHCs) represent a substantial share of naturally occurring affordable housing that faces acute redevelopment and displacement pressure without a coordinated preservation strategy. The City includes several MHCs, many of which are located in areas experiencing redevelopment pressures, or in areas where environmental risks and impacts are a serious concern. The Comprehensive Plan highlights that there are clear needs to address these areas.

This effort would work to focus City direction on the planned future of manufactured home communities. This would include a more comprehensive review of the current state of these locations (including ownership, deficiencies, etc.), as well as identified strategies for long-term transfer/ownership options, mitigation of potential displacement, and replacement housing. This would include a review of potential ROC (Resident-Owned Community) technical assistance providers and possible outreach/coordination.

- **Housing Targeted: MHCs and replacement housing types, low- to extremely low-income households.** These efforts are intended to address the needs for affordable housing in the community that are currently being met through MHCs. This may include ongoing management of MHCs, potentially through mid- to long-term support for maintaining these areas, and/or development of new housing that can fulfill resident needs and demands for lower-income housing options.
- **AMI Bands Addressed:** 0 to 50 percent AMI primarily; 50 to 80 percent AMI for replacement housing.
- **Cost: Low to Moderate.** Policy development and coordination with technical assistance providers carry limited direct budget impact relative to the affordability preserved. This effort may result in future priorities for funding but would be intended for strategy development only. Consultant support for the baseline assessment and resident engagement is expected and should be budgeted.
- **Capacity: High.** A comprehensive review of ownership, condition, and transfer options, plus outreach and coordination, requires meaningful staff and partner engagement. This would likely require the use of external consultants to complete given current staff availability.
- **Efficacy: Very Good.** Preserving existing MHCs can help to protect deeply affordable units and mitigates displacement at a scale difficult to duplicate through new construction by maintaining “naturally occurring” affordable housing stock. Planning for alternatives can help minimize displacement in cases where long-term use of these sites for MHCs is not likely.
- **Timing/Scheduling: Immediate to near term, long period.** This project could be initiated relatively quickly, but consultant effort required for the project (especially engagement activities with residents) would need a few months to complete and recommended changes would require additional coordination time.

Expected Outputs

- Comprehensive baseline assessment of community conditions, ownership, and deficiencies across manufactured home sites.
- Policy package covering long-term transfer and ownership options, displacement mitigation, and replacement housing, as well as necessary Code amendments for implementation.
- Displacement risk assessment for the MHC areas.
- Long-term relationships with local organizations and residents.

Comprehensive Plan Policies

- H-1.3.2 Actively mitigate displacement risks and enhance opportunities for affordable housing through preservation and displacement prevention strategies. Includes: relocation assistance to low- and moderate-income households facing displacement; strategies to preserve manufactured housing communities at risk of redevelopment; strengthened protections for low-income renters and renters with disabilities; implementing anti-displacement measures before or alongside development capacity increases; and securing funding for anti-displacement tools and programs.*
- H-4.1.4 Support preservation of and maintain existing manufactured housing communities.*
- H-4.1.5 When displacement is unavoidable, determine who is most likely to be harmed and ensure that the brunt of the impact is not carried by the same communities in Kenmore. Support relocation assistance and development of replacement housing where feasible for very low- and low-income households. For manufactured home parks in particular, consider a funding pool to assist low- and moderate-income residents in deteriorating or obsolete manufactured homes to find alternative housing or establish preferences in nearby housing for persons giving up their homes.*

Workplan

1. Initiation and Scoping

- 1.1. Confirm scope and decision points with the Planning Commission and Council.
- 1.2. Secure the funding line (ARCH Trust Fund and/or a Commerce grant) and scope consultant support.
- 1.3. Procure consultant via RFQ or on-call roster and assemble an internal oversight team.

2. Baseline Assessment

- 2.1. Provide baseline inventory of Kenmore MHCs: parcels, current zoning and rezone status, lot/pad counts, tenure, ownership entity, and active sale or listing status, cross-referenced against Commerce supporting information.
- 2.2. Conduct a review of site condition, infrastructure availability, and site environmental risks.

- 2.3. Compile a resident profile where obtainable: income band, tenure length, primary language, and share of seniors or residents with disabilities.
- 2.4. Document pad rents, fees, and utility pass-through charges by community to establish the real cost of occupancy, not only the nominal affordability of the housing type.
- 2.5. Evaluate whether the manufactured home community areas qualify for a high displacement risk classification under King County and PSRC displacement risk mapping, and identify the funding and policy tools that classification would make available.

3. Resident and Stakeholder Engagement

- 3.1. Conduct culturally competent, translated outreach structured as co-design.
- 3.2. Administer resident surveys and interviews on preservation preferences and interest in resident-owned conversion.
- 3.3. Convene residents and technical-assistance providers for discussions on strategies and options.

4. Strategy and Policy Development

- 4.1. Evaluate long-term zoning and disposition options.
- 4.2. Assess acquisition and conversion support, including CLT acquisition.
- 4.3. Coordinate a local resident opportunity-to-purchase (TOPA) program, building on the notice-of-sale and opportunity-to-purchase provisions in state law for manufactured home communities. Identify opportunities for displacement mitigation.
- 4.4. Identify habitability and maintenance standards and the enforcement mechanism (City code, county health, or state landlord-tenant provisions) so that affordability is not achieved through deferred maintenance.
- 4.5. Prepare a funding strategy for actions that may require redevelopment for existing residents.
- 4.6. Coordinate follow-up engagement and review of draft recommendations.

5. Review, Adoption, and Implementation

- 5.1. Complete reviews with Planning Commission and Council and conduct SEPA review.
- 5.2. Support public hearings on the code amendments.
- 5.3. Adopt the zoning, TOPA, and relocation provisions.
- 5.4. Stand up the ongoing program implementation, including long-term monitoring and efforts to address affordable housing options.

2. Housing on Faith-Based and Public Surplus Lands Strategy

Overview

Publicly owned surplus parcels and underused land managed by faith institutions are often underleveraged for housing. Providing opportunities and incentives for these lands to be utilized to support affordable housing while ensuring that faith-based organizations remain financially sustainable are essential in unlocking these lands for use in meeting affordability goals.

Efforts have been coordinated already in this area, with provisions under Chapter [18.110](#) KMC outlining processes where development agreements may be reached to provide additional density for development specifically by religious organizations. However, a more comprehensive and coordinated effort would help to make the incentives for development clear to external organizations, and outline the steps the City would need to take through partnerships to encourage development on these sites.

In this action, the City would inventory surplus city parcels and underused faith-institution land and provide stronger direction on bonusing options for housing on faith-based properties. This would include providing additional zoning and development regulation changes, assisting with negotiations with government agencies, and facilitating land swaps and other management as required.

Note that this action is the primary short-term action for STEP housing (emergency shelter, transitional housing, emergency housing, and permanent supportive housing) and for units at 0 to 30 percent AMI.

- **Housing Targeted: Market rate + low to extremely low-income multifamily housing.** For many organizations, incorporating affordable units will likely be an important consideration. These organizations may even support deeper levels of affordability than what would be feasible for a market-rate developer to provide. However, these will often be mixed-income projects to ensure short- and long-term financial feasibility.
- **AMI Bands Addressed:** 0 to 80 percent AMI, including 0 to 30 percent AMI units and STEP housing; market-rate units within mixed-income projects.
- **Cost: Low to Moderate.** Costs center on inventory work, regulatory changes, and negotiation support rather than land acquisition, which is contributed by religious organizations and other partners.
- **Capacity: Moderate.** Developing a parcel inventory, coordinating bonusing provisions, and managing inter-agency negotiation require coordinated but bounded staff involvement. Some external expertise from ARCH may be required, but no consultant involvement is expected.
- **Efficacy: Good.** Unlocking suitable sites encourages a pipeline for affordable development, but this is contingent on partner readiness and market execution. However, comparable success in other communities indicates that this can help to unlock available capacity for new projects.
- **Timing/Scheduling: Immediate to near term, medium to long period.** This project could be initiated relatively quickly, but staff and ARCH effort required for the project would need a few months minimum to complete. While some code changes may be required, longer-term efforts are more expected with ongoing demands for coordination with external partners.

Expected Outputs

- Complete inventory of surplus city parcels and underused faith-institution land suitable for housing.
- Recommended zoning and development regulation changes enabling affordable housing and density bonuses on these sites.
- Identified sites, partners, and delivery strategies for STEP housing and 0 to 30 percent AMI units.
- Ongoing relationships with faith-based organizations and other government organizations on potential for infill.

Comprehensive Plan Policies

- H-1.3.8 Support affordable housing development on city-owned and faith-based properties through regulations allowing for affordable housing as an accessory use and density bonuses.*
- H-2.1.5 Partner with public and private agencies to provide housing for seniors, people with disabilities, domestic violence victims, and homeless individuals and families.*
- H-4.2.3 Identify and catalogue real property owned by the City that is no longer required for its purposes and is suitable for the development of affordable housing for extremely low- to moderate-income households. Engage with community partners on how best to use these resources.*
- H-4.2.4 Use local resources, as available, to leverage other public and private funding for the creation or preservation of affordable housing.*
- H-4.2.13 Partner to Address Deeply Affordable Housing (<50% AMI): identify and leverage existing assets in partnership with public agencies, faith-based organizations, and nonprofits; remove barriers to shelter for faith institutions and community-based organizations; combine public and private resources for subsidies; prioritize local and regional resources and surplus property; invest in land acquisition; and support alternative homeownership models such as community land trusts.*

Workplan

1. Initiation and Scoping

- 1.1. Confirm scope and decision points with the Planning Commission and Council.
- 1.2. Assign the staff lead and define the ARCH support role.
- 1.3. Review existing KMC Ch. 18.110 religious-organization development-agreement provisions against RCW 36.70A.545 to establish the baseline regulatory framework.
- 1.4. Confirm surplus-disposition authority under RCW 39.33.015 with the City Attorney, including whether the City has adopted implementing rules.

2. Land Inventory and Suitability Assessment

- 2.1. Inventory surplus and underused City-owned parcels, including limitations on use.
- 2.2. Inventory faith-institution-owned parcels and identify underused portions such as parking lots and vacant land.
- 2.3. Screen each site for suitability across zoning, utility and infrastructure capacity, environmental constraints, transit access, and parcel size.
- 2.4. Coordinate with King County, state agencies inventorying land under RCW 43.63A.510, King County Metro, Sound Transit, and WSDOT (park-and-ride and surplus right-of-way), the Northshore School District, utility districts, and special districts on transferable surplus parcels and land-swap candidates.
- 2.5. Identify sites for STEP suitability, including proximity to transit and services and compatibility with small-scale STEP models.
- 2.6. Produce a final inventory of City-owned and faith-based sites suitable for housing.

3. Partner Engagement

- 3.1. Conduct outreach to faith institutions to gauge interest, development capacity, and financial-sustainability needs.
- 3.2. Engage homeless service and STEP providers, and organizations that have hosted services in Kenmore, to inform site suitability and program models.
- 3.3. Evaluate mixed-income and social housing models, including partnership with a regional public developer, as one delivery option.
- 3.4. Identify affordable housing developers and community development corporations for partnership pairing.
- 3.5. Coordinate with ARCH, WSHFC, Commerce, and King County to understand funding, technical resources, and property management considerations.
- 3.6. Document engagement outcomes.

4. Regulatory and Incentive Package Development

- 4.1. Draft density bonus provisions for faith-based properties.
- 4.2. Clarify and expand KMC Ch. 18.110 to make incentives legible and reduce reliance on case-by-case development agreements.
- 4.3. Confirm implementation RCW 39.33.015 to authorize discounted or no-cost surplus-land transfer for affordable housing.
- 4.4. Enable affordable housing as an allowable use on faith-based and City-owned properties, and document available incentives such as MFTE, the nonprofit low-income housing property tax exemption, and fee waivers.
- 4.5. Prepare negotiation and land-swap protocols and a model disposition process.

5. Adoption and Implementation

- 5.1. Complete Planning Commission and Council review, SEPA review, and public hearings.
- 5.2. Adopt the code amendments, disposition rules, and any necessary changes to incentive provisions.
- 5.3. Confirm ongoing efforts to provide information, including publishing the site inventory and incentives, managing publicly-owned surplus parcels, and maintaining faith-based and inter-agency relationships.

3. Calibrated MFTE + Inclusionary Zoning Package for Downtown and TOD Areas

Overview

Kenmore's existing Multifamily Tax Exemption program predates Downtown's possible designation as a Countywide Growth Center and is not calibrated to expected TOD market conditions. Set-aside percentages, AMI targets, and bonus structures may be adjusted to better fit local conditions and provide improved outcomes. This is essential, as these are the City's highest-capacity growth areas and should deliver as many affordable units through a tuned incentive package.

This effort would revise the existing Multifamily Tax Exemption program in Kenmore with an inclusionary zoning program that would consider the Downtown and the TOD area. This initiative would set affordability set-aside percentages, AMI targets, and bonus heights or FAR at levels that are feasible for development while optimizing the income-restricted units that can be received to meet City housing targets. This may also include potential upzoning and possible expansions to areas of interest, as well as realignment to the potential Countywide Growth Center.

- **Housing Targeted: New multifamily in Downtown and TOD areas, including low- and very low-income housing.** The focus would be on income-restricted rental units within mixed-income buildings, typically serving low- to moderate-income households at MFTE-range AMI levels, to be delivered alongside market-rate units in the City's densest districts.
- **AMI Bands Addressed:** 30 to 80 percent AMI rental units within mixed-income buildings (calibration to be tested near 50 percent AMI for rental and 80 percent AMI for ownership); market-rate units in the same buildings.
- **Cost: Moderate.** While this does not represent any direct costs to the City, there is the potential for lost tax revenue and shifted tax burdens onto other property owners. This will scale based on the uptake of the program. This shift will be modeled in partnership with the City's Finance Department.
- **Capacity: Moderate to High.** Setting set-aside percentages, AMI targets, and bonus structures at feasible levels requires substantial technical and financial analysis. This would require partnering with ARCH or an outside consultant, with appropriate staff support.
- **Efficacy: Very Good.** A well-calibrated package can generate a significant share of income-restricted units in the City's highest-capacity areas. This would likely result in 10% of total housing yields for projects in these areas.
- **Timing/Scheduling: Medium to long term with an immediate start.** Feasibility calibration and code adoption fit a medium window, but the upzoning process and other legislative changes may need longer. Immediate scheduling, however, could capitalize on development interest in the Downtown/TOD areas.

Expected Outputs

- Market context and development feasibility study to provide the rationale for setting specific conditions for MFTE and inclusionary zoning in the identified residential targeted areas.

- Amendments to the Code to implement the layered MFTE and inclusionary zoning program.

Comprehensive Plan Policies

- H-3.2.2 When higher densities are applied to residential and mixed-use development in the Downtown, include requirements for the provision of affordable housing.*
- H-3.2.3 Offer density bonuses and density transfers, where appropriate, to achieve a compact, vital Downtown, as well as meet environmental and affordable housing goals.*
- H-3.2.6 East of Downtown, in the area of transit-supportive development near the Park and Ride, require long-term low-cost housing as a condition of development.*
- H-4.2.1 Support efforts of private developers, both for-profit and not-for-profit, to preserve or develop affordable housing, including housing with on-site services, for extremely low-, very low-, low- and moderate-income families. (Includes: integrating affordable housing into publicly owned property proposals; supporting nonprofit applications for CDBG, HOME, and other funding; partnering with nonprofit developers; expediting permitting for affordable projects; and considering elimination of parking requirements within 1/4 mile of major transit stops and expanding the MFTE program.)*
- H-4.2.5 Use density bonuses, inclusionary programs, and other methods with mixed-use and multi-family developments to provide housing affordable to extremely low- to moderate-income households.*
- H-4.2.17 Consider implementing a policy that requires a percentage of affordable housing units in new residential developments.*
- H-4.2.18 Preserve and explore expanding regulatory incentives to promote the development and preservation of affordable ownership and rental housing, including density bonuses, reduced impact fees, expedited permits, or other methods.*
- H-4.2.19 Consider offering incentives such as density bonuses, reduced parking requirements, and flexible design standards to developments that include a certain percentage of affordable units.*

Workplan

1. Initiation and Scoping

- 1.1. Provide a high-level summary of the Kenmore MFTE program against current RCW 84.14, including the implications of the station-area 20-year exemption and urban-center amendments.
- 1.2. Confirm scope and decision points with the Planning Commission and Council
- 1.3. Identify a feasibility consultant through procurement or coordinate ARCH technical support, with an assigned staff lead.

2. Market and Feasibility Analysis

- 2.1. Compile market context covering rents, land values, construction costs, and the development pipeline in the Downtown and TOD areas.
- 2.2. Review evidence from comparable cities on which incentive structures (tax exemption tiers, density and height bonuses, parking reductions, in-lieu fees) have produced income-restricted units, and on the relative performance of on-site provision versus in-lieu payment.
- 2.3. Conduct a bounded set of developer interviews to identify obstacles encountered under the current program.
- 2.4. Model development feasibility across building prototypes to test set-aside percentages, AMI targets, and bonus height or FAR.
- 2.5. Identify scenarios that maximize income-restricted units while preserving feasibility.
- 2.6. Assess tax-shift and forgone-revenue implications under low, moderate, and high uptake scenarios. Conduct this analysis in coordination with the City Finance Department and provide Finance with revenue projections for budget planning.
- 2.7. Produce a market and feasibility study establishing the rationale for the program parameters.

3. Program Design

- 3.1. Design the layered MFTE structure across the 8, 12, and 20-year tiers, calibrated to the study and including station-area 20-year eligibility.
- 3.2. Design the inclusionary zoning requirement under RCW 36.70A.540 with offsetting density bonus and incentives, set-aside percentage, and AMI targets (rental near 50 percent AMI, ownership near 80 percent AMI).
- 3.3. Define upzoning or FAR and height bonuses to support the inclusionary zoning element.
- 3.4. Confirm affordability covenant terms, compliance monitoring, and annual reporting consistent with RCW 84.14.100.

4. Regulatory Drafting and Adoption

- 4.1. Draft the code amendments implementing the layered MFTE and inclusionary zoning program.
- 4.2. Complete SEPA review and, where upzoning is included, the associated legislative process.
- 4.3. Adopt the RCW 84.14.040 resolution of intent designating the residential targeted areas and hold the required public hearing.
- 4.4. Adopt standards and guidelines for application review, including station-area requirements.
- 4.5. Publish program guidance, application materials, and the incentive schedule for developers.

4. Community Housing Outcomes Report

Overview

Kenmore adopts housing goals and targets through the HSP and Housing Element, but progress against them will need to be tracked and reported in a consistent public-facing format. Elected officials, staff, and residents need a shared factual baseline for judging which policies are working, and recalibration decisions rely on anecdote rather than evidence. The absence of routine reporting also weakens accountability, since commitments made in plan adoption carry no recurring public checkpoint.

The City would provide an annual public-facing report to track progress against the HSP and Housing Element. This would provide detailed information to the public about progress across major topic areas, to help institutionalize accountability and provide information that can be included in open discussion regarding policy recalibration. This can be paired with regular information from ARCH, the Washington Center for Real Estate Research, and other data sources on housing. This can also be coordinated to align with other City reporting and/or major decisions such as the budgeting process.

- **Housing Targeted: All housing types tracked citywide.** The report would monitor production, preservation, and affordability outcomes across the full spectrum, from deeply affordable to market-rate. It would produce no units directly but would inform targeting of every other action.
- **AMI Bands Addressed:** All bands (reporting only).
- **Cost: Low.** An annual report would leverage existing City, ARCH, and regional data sources, keeping direct costs to recurring staff time only.
- **Capacity: Low.** Assembling and publishing a report from established data streams is a comparatively light lift that can align with existing reporting cycles. However, note that this would likely require support from partners, such as ARCH, PSRC, and WCRER.
- **Efficacy: Fair.** The report institutionalizes accountability and informs decisions but does not itself produce housing outcomes. It would be useful and effective only if it were used specifically as part of work in this area. Its value depends on use as a communication tool that educates the public and Council on the targets, and on feeding directly into the annual work program and budget discussion.
- **Timing/Scheduling: Short-term and immediate launch.** The first edition can be assembled within a short window from existing ARCH and research data. Immediate scheduling establishes the baseline year and aligns publication with the budgeting cycle. Note that these efforts are also being pursued by other agencies (e.g., PSRC, Commerce, WCRER, ARCH) and could work in partnership with them. This action is sequenced first so that the baseline reporting year is established before the other near-term actions begin.

Expected Outputs

- Processes for collecting consistent indicator sets covering production, preservation, affordability, and equity measures.
- Annual public-facing report tracking progress against the HSP and Housing Element.

- Reports to Council on specific areas of interest within housing policy based on collected data.

Comprehensive Plan Policies

- H-1.3.5 Identify and eliminate barriers that prevent equal access to housing and neighborhood opportunities for people of all races and backgrounds.*
- H-1.3.6 Track progress in reducing racial and other inequalities in housing and neighborhood options. Identify controllable factors within Kenmore that contribute to disparities and take corrective actions.*
- H-3.1.7 Zone sufficient buildable land to accommodate Kenmore's projected housing need, meet allocated housing growth targets, and accommodate its allocated share of countywide future housing needs for moderate-, low-, very low-, and extremely low-income households as well as emergency housing and permanent supportive housing.*
- H-4.2.15 Develop meaningful, measurable targets and strategies to encourage the creation of affordable housing that meets local demands and monitor progress towards fulfilling these goals.*
- H-4.2.2 Participate in A Regional Coalition for Housing (ARCH) to help develop and preserve affordable housing in the community and region. Maintain data demonstrating the impact in the City of Kenmore and communicate the results to the community.*
- H-5.1.1 Utilize the City's Diversity, Equity and Inclusion (DEI) program to ensure that city housing policies, programs, regulations, or decisions do not result in housing discrimination.*

Workplan

1. Initiation and Scoping

- 1.1. Confirm scope, audience, and reporting cadence with Council and staff, aligned to the budgeting cycle.
- 1.2. Assign the staff lead and define partner roles for ARCH, PSRC, Commerce, and WCRER.
- 1.3. Establish the baseline reporting year and confirm alignment with existing City and regional reporting.

2. Indicator Framework and Data Sourcing

- 2.1. Define indicator sets covering production, preservation, affordability, and equity, mapped to HSP and Housing Element targets.
- 2.2. Evaluate equity measures responsive to H-1.3.6, disaggregated where data allow.
- 2.3. Include a section on HSP action implementation status (initiated, in progress, complete) alongside the outcome indicators.

- 2.4. Identify data sources and owners for each indicator, including MFTE annual reporting under RCW 84.14.100 and City permit data.
- 2.5. Confirm data-sharing arrangements with ARCH, PSRC, Commerce, and WCRER.
- 2.6. Establish a repeatable data-collection and quality-assurance process.

3. Baseline Report Development

- 3.1. Assemble the first-edition dataset and compute baseline-year metrics.
- 3.2. Draft the public-facing reporting structure and supporting visualizations.
- 3.3. Review with partners and internal stakeholders for accuracy.

4. Publication and Council Reporting

- 4.1. Publish the annual public-facing report tracking progress against the HSP and Housing Element.
- 4.2. Deliver targeted Council reports on specific policy areas drawn from the data.
- 4.3. Schedule releases to inform the budgeting cycle and policy-recalibration discussions.

5. Institutionalization

- 5.1. Codify the report as a recurring annual deliverable with a defined owner and calendar.
- 5.2. Refresh indicators and data partnerships each cycle.
- 5.3. Document data sources, owners, and steps so the process is repeatable, applying lessons from the City's annual Climate Action Plan reporting.
- 5.4. Feed findings into recalibration of other HSP actions, including the MFTE and inclusionary zoning package.

Subsequent Action Descriptions

5. Permit-Ready ADU / Middle Housing Catalogue

Overview

One of the costs faced by builders and property owners looking to construct middle housing types is that building plans and construction documents can be a significant added cost, and permitting can add further time and expenses to a project. This can present challenges, especially for those interested in building these units but without significant experience or upfront funding for the project.

As part of this project, the City would work to procure pre-approved plan sets for different types of developments, focusing on ADUs and small-scale middle housing. These should include universal design standards so they would double as aging-in-place housing options. This may be developed as a design contest, specific procurement of plans from one or more architects, joint development of permit-ready designs with neighboring communities, or even purchasing applicable plans for redistribution.

- **Housing Targeted: ADUs/middle housing types (low to moderate income).** While these pre-approved, permit ready plans could be used regardless of income, the likely development types (ADUs, middle housing) would support units accessible at lower incomes.
- **AMI Bands Addressed:** 80 to 120 percent AMI and market rate for new ADUs and middle housing; some ADUs may rent below 80 percent AMI.
- **Cost: Low to Moderate.** Procuring pre-approved plan sets is a bounded one-time expense, with modest ongoing maintenance as codes evolve. This may differ depending on what type of approach is used, however.
- **Capacity: High to Very High.** Developing or procuring universal-design plan sets and integrating them into permitting requires significant technical coordination and review capacity. This would differ by method, but the approaches would likely require compensated time from external architects and staff time for review and approvals.
- **Efficacy: Good.** Pre-approved plans directly reduce time and cost per unit and can measurably accelerate ADU and middle housing delivery. This would be strongly dependent on the focus of these plans, whether there is demand in the market, and the expected cost savings through streamlined permitting.
- **Timing/Scheduling: Near term, long period.** This project could be initiated relatively quickly, but would take time for external partners to complete plan sets and staff to provide review. Note that this is the leading “stretch goal” candidate for more immediate action.

Expected Outputs

- Published catalogue of pre-approved plan sets covering ADUs and small-scale middle housing types.
- Recommendations for integration of the catalogue into permit processing to minimize timelines.

- Necessary Code amendments to implement integration.

Comprehensive Plan Policies

- H-1.1.4 Consider modifications to existing development standards or development incentives which make the development of middle housing types and ADUs more feasible when maintaining existing housing on single-family lots.*
- H-2.1.3 Support housing options and services that enable seniors to stay in their homes or neighborhoods.*
- H-2.2.13 Support initiatives that enable older adults and people with disabilities to remain in their communities as their housing needs evolve, such as promoting universal design or retrofitting homes for long-term use.*
- H-3.1.3 Expand allowed residential housing types in traditionally single-family zoned areas to include six of nine approved housing types.*
- H-3.1.4 Consider developing a Permit Ready program for ADUs and middle housing types to decrease the barrier to middle housing development.*
- H-4.2.21 Simplify the regulatory review and building permit process and evaluate the cost of infrastructure improvements and their impact on housing affordability.*
- H-4.3.2 Allow and accommodate accessory dwelling units in low and medium density residential districts.*

6. Tenant/Homeowner Resource Hub and Landlord Anti-Displacement Engagement

Overview

Tenants and homeowners facing instability can often lack a single point of access to information and legal aid, while landlord engagement on compliance and voucher acceptance remains ad hoc. As a recognized central hub for information, the City is well-positioned to serve a role as an information clearinghouse for compliance with existing state and local requirements.

To this end, the City could provide additional resources and connections to help with the issues faced by tenants and homeowners that can contribute to housing instability. This would involve developing a common hub of informational materials, as well as possible coordination with a legal aid provider intake and consultation. This may also include a paired landlord engagement campaign to consult on compliance, find resources for assisting lower-income renters, and promote HCV acceptance. This can be supplemented by Council action to improve tenant protections, which should be taken up as part of this initiative.

- **Housing Targeted: Existing low to extremely low-income housing.** This would be focused broadly on populations at risk for housing instability, which may include both tenants and homeowners. This would most likely be applicable to low- to extremely low-income households facing emergency needs, as well as the landlords/owners of their housing.
- **AMI Bands Addressed:** Focus on 0 to 50 percent AMI households at risk of housing instability.
- **Cost: Low to Moderate.** A resource hub and engagement campaign would rely mainly on staff time and partner coordination, with optional legal-aid contracting as an incremental cost.
- **Capacity: Moderate.** Assembling materials, coordinating legal-aid intake, and running landlord outreach require steady but manageable staff effort, and may require additional time depending on levels of involvement and needs for updates.
- **Efficacy: Fair.** Improved access to resources can help support housing stability at the margins, but outcomes will depend on uptake and complementary tenant protections. This is best used when complementing other efforts by the City.
- **Timing/Scheduling: Medium; Near-term.** Hub assembly, legal-aid coordination, and the landlord campaign can stand up within a medium window. Near-term scheduling could pair the hub with Council action on tenant protections when this proceeds.

Expected Outputs

- Single public hub of informational materials for tenants and homeowners facing instability.
- Operational referral path to legal aid intake and consultation.
- Completed landlord engagement campaign covering compliance, assistance resources, and HCV acceptance.

Comprehensive Plan Policies

- H-1.2.1 Implement tenant protections that increase housing stability such as notice of rent increase and just cause eviction for tenants on termed leases.*
- H-1.3.2 Actively mitigate displacement risks and enhance opportunities for affordable housing through preservation and displacement prevention strategies. Includes: relocation assistance to low- and moderate-income households facing displacement; strategies to preserve manufactured housing communities at risk of redevelopment; strengthened protections for low-income renters and renters with disabilities; implementing anti-displacement measures before or alongside development capacity increases; and securing funding for anti-displacement tools and programs.*
- H-1.3.5 Identify and eliminate barriers that prevent equal access to housing and neighborhood opportunities for people of all races and backgrounds.*
- H-4.3.5 Provide residents, especially those in underserved populations, with information about affordable housing opportunities and first-time homeownership programs.*
- H-5.1.3 Support use of housing choice vouchers in Kenmore.*

7. Coordinated Home Repair and Weatherization Support

Overview

Lower-income homeowners and occupants of naturally occurring affordable rentals often face deferred maintenance and energy burdens that accelerate displacement due to costly utility bills, unhealthy living conditions, or even challenges with habitability and safety. However, existing repair and weatherization resources are fragmented and underutilized, meaning that potential options for preservation of this housing stock are not being used.

This project would include compiling resources and leveraging staff time to enhance available resources related to home repair, weatherization, energy efficiency, and other investment programs for lower-income homeowners or naturally occurring affordable rentals linked to higher risks of displacement. The City may include additional support for rotating loans or grants as part of this work, as well as bundling and leveraging existing programs where applicable.

Also note that weatherization and electrification directly reduce utility costs for lower-income households and align with the Climate Action Plan, and cross-collaboration on these goals is possible.

- **Housing Targeted: Naturally occurring affordable housing (low to extremely low-income) + seniors housing.** Deferred maintenance and preservation needs are present with more depreciated housing types, often with lower-income rental housing options and seniors with significant equity in their homes but minimal income to provide for ongoing repairs.
- **AMI Bands Addressed:** 0 to 80 percent AMI owner and renter households in existing housing.
- **Cost: High.** Meaningful impact depends on funding rotating loans or grants, which would require a direct and sustained budget commitment by the City.
- **Capacity: Moderate.** Compiling and bundling existing programs is achievable through existing staff time. More resources would be required, however, for the ongoing administration and recurring workload associated with managing any City resources devoted to these programs.
- **Efficacy: Fair.** Repair support improves housing quality and stability for participants but can be considered a stopgap measure, especially if severe needs for repair cannot be supported through the program.
- **Timing/Scheduling: Medium, Near term to later.** Compiling information and providing staff support for accessing resources could be initiated relatively quickly. It would require more time and coordination to develop a local funding program, which may be subject to separate budgeting challenges. Scheduling is flexible between near-term launch and later expansion, however.

Expected Outputs

- Consolidated directory of repair, weatherization, and energy efficiency programs with simplified access for residents.
- Rotating City loan or grant support established for repairs not covered by existing programs.

- Outreach and informational materials to promote available resources.

Comprehensive Plan Policies

- H-1.1.1 Encourage private reinvestment in residential neighborhoods and private rehabilitation of housing by providing information, technical assistance, and referrals to appropriate agencies and organizations.*
- H-1.1.3 Cooperate with King County, utility providers, or other agencies to promote the use of weatherization programs in existing housing.*
- H-1.1.6 Encourage homeowners to take advantage of existing programs and resources to maintain and preserve their homes.*
- H-1.4.5 Encourage energy and water efficiency in existing and new housing developments, as addressed in the Utilities Element.*
- H-1.4.10 Implement energy-efficient housing standards that incorporate renewable energy sources like solar and wind power to maximize sustainability.*
- H-1.4.11 Encourage home renovations that prioritize resilience, energy efficiency, and indoor air quality, helping to mitigate the impacts of natural disasters and climate change.*
- H-1.4.12 Promote the use of durable, low-maintenance building materials, high-efficiency energy systems, and low-impact development techniques to reduce housing lifecycle costs and align with the City's Climate Action Plan.*
- H-1.4.13 Encourage the remediation of older homes to eliminate potential health hazards, including lead-based paint, asbestos, and other harmful materials.*
- H-2.2.13 Support initiatives that enable older adults and people with disabilities to remain in their communities as their housing needs evolve, such as promoting universal design or retrofitting homes for long-term use.*
- H-4.1.1 Promote the use of housing rehabilitation assistance (from King County, for example) to lower-income homeowners and to landlords who rent to lower-income people.*
- H-4.1.2 Support the acquisition, rehabilitation, and preservation of existing affordable housing by agencies and organizations as an alternative to new construction.*

8. Modular Housing Review and Assessment

Overview

Modular, panelized, and prefab assembly methods can materially lower per-unit construction costs and timelines, yet their use in Kenmore is minimal. Local permitting workflows, code interpretation questions, financing structures unfamiliar to lenders, and uncertainty about regional manufacturer capacity all impose friction that conventional stick-built projects avoid. Without a technical assessment, the City cannot determine which of these barriers are within its control or how a streamlined modular pathway should be structured.

To address this, the City would pursue a technical study to assess how development and building regulations and permitting process could help to leverage modular, panelized, and prefab assembly construction approaches to lower per-unit costs for ADUs, middle housing, and affordable multifamily projects in Kenmore. This would cover state and local code conformance, permitting workflow adjustments, financing implications, and identification of regional manufacturers. The deliverables would include recommendations on a revised, streamlined permit pathway for modular projects and targeted area for code updates. Standardized modular designs may be paired with the permit-ready catalogue under Action 5 to lower the barrier for individual homeowners building ADUs.

- **Housing Targeted: ADUs, middle housing, and affordable multifamily via off-site construction.** Cost-reduction benefits flow to price-sensitive product types serving low- to moderate-income households, where per-unit savings most directly affect feasibility and rents. Note that while single-detached homes could also be supported, this would not be a primary focus of this work.
- **AMI Bands Addressed:** All housing; priorities with resolving construction costs for affordable housing at 80% AMI or below.
- **Cost: Low to Moderate.** A technical study would discuss the likelihood of necessary changes and City expenditures associated with this work. This could include modifications to workflows, new permitting processes, and even on-call inspection expertise. However, the full scope is not known.
- **Capacity: High.** Assessing code conformance, permitting workflows, financing implications, and manufacturer capacity requires substantial technical study effort. This would require external consultant support.
- **Efficacy: Fair to Good.** Findings could streamline a modular permit pathway and reduce costs, though impact depends on adoption and market response.
- **Timing/Scheduling: Long; Later.** The study itself spans code, permitting, financing, and manufacturer analysis, and pathway adoption follows separately. Later scheduling reflects its supporting role relative to immediate regulatory priorities, especially those that highlight more immediate opportunities to improve housing yields.

Expected Outputs

- Technical study covering code conformance, permitting workflows, financing implications, and regional manufacturer capacity.

- Recommended streamlined permit processes for modular, panelized, and prefab projects, with an associated implementation strategy.
- Targeted list of code amendments enabling off-site construction methods.

Comprehensive Plan Policies

- H-1.1.5 Allow for and encourage the development of small houses on small lots to provide diverse housing options, promote neighborhood housing diversity, promote housing affordability, and minimize environmental impacts through more sustainable development.*
- H-1.4.12 Promote the use of durable, low-maintenance building materials, high-efficiency energy systems, and low-impact development techniques to reduce housing lifecycle costs and align with the City's Climate Action Plan.*
- H-3.1.1 Ensure zoning regulations accommodate a range of housing styles and types in appropriate locations, including single-family detached dwellings, size-limited houses on smaller lots, duplexes, triplexes, cottage housing, townhouses, apartments, accessory dwellings, manufactured homes, and other types.*
- H-3.1.2 Ensure access to diverse housing options that cater to various household sizes, types, tenures, and income levels by implementing inclusive planning tools, regulations, and policies to boost housing supply and diversity citywide. Includes encouraging units suitable for large households, eliminating regulatory obstacles to housing diversity, and promoting a wide range of housing types through incentives and programs.*
- H-3.1.4 Consider developing a Permit Ready program for ADUs and middle housing types to decrease the barrier to middle housing development.*
- H-4.2.7 Before implementing a new policy or regulation, consider how it will impact the cost to build a home.*
- H-4.2.21 Simplify the regulatory review and building permit process and evaluate the cost of infrastructure improvements and their impact on housing affordability.*
- H-4.3.1 Allow designated manufactured homes built to state standards on single-family lots.*
- H-4.3.3 Pursue land use policies and regulations that: (a) result in lower development costs without loss of adequate public review, environmental quality, or public safety; and (b) do not reduce design quality, inhibit infrastructure financing strategies, or increase maintenance costs for public facilities.*

Long-Term Action Descriptions

9. Community Land Trust Partnerships

Overview

Permanently affordable homeownership can be challenging to promote, especially in cases where local support can be challenging to provide at a scale that would make a difference. Households priced out of conventional ownership have no local pathway to build equity under a model that retains affordability across resales, and there is no clear pipeline connecting surplus or infill parcels to land trust acquisition to support this.

This strategy would coordinate and implement partnerships with community land trusts operating in the region and bring opportunities for affordable homeownership through the land trust model. This may include drawing upon available sources of surplus properties, developing policies to encourage small-scale trusts on infill lots and converted manufactured home communities, and identifying and addressing limitations to this model present in current City regulations.

- **Housing Targeted: Permanently affordable homeownership.** This would support shared-equity ownership units serving low- to moderate-income first-time buyers, including small-scale trusts on infill lots and potentially even converted manufactured home communities.
- **AMI Bands Addressed:** 50 to 100 percent AMI ownership through shared equity.
- **Cost: Low.** City involvement is primarily coordination and regulatory enablement, with land contributed from surplus sources rather than purchased. While City resources could be provided to assist with site acquisition, this is expected to be limited at initiation.
- **Capacity: Low.** Partnering with existing regional trusts would limit the direct staffing burden on the City. Some staff time may be required for any regulatory changes necessary for these operations to function.
- **Efficacy: Fair.** The model delivers durable affordability but scales slowly, producing modest unit counts over an extended horizon.
- **Timing/Scheduling: Long-term, later start.** Trust partnerships, regulatory adjustments, and site assembly develop over an extended period, and unit delivery follows slowly. As this model has a long maturation curve relative to nearer-term priorities, other policies may be prioritized.

Expected Outputs

- Formal partnerships with community land trusts operating in the region.
- Code amendments to address regulatory barriers to shared-equity ownership.

Comprehensive Plan Policies

H-1.3.3 Foster equitable outcomes by collaborating with communities most affected by past and present racially exclusive land use and housing practices. Includes: targeted actions to address negative

impacts on BIPOC households; partnership with community-based organizations and BIPOC individuals; support for anti-displacement efforts and wealth building within BIPOC communities; and ensuring fair housing laws and best practices are upheld.

- H-4.1.7 Develop strategies to increase the sustained supply of affordable housing, including market-rate and income-restricted units.*
- H-4.2.8 Focus on projects that promote access to opportunity, anti-displacement, and wealth building for Black, Indigenous, and People of Color (BIPOC) communities.*
- H-4.2.9 Support alternative homeownership models that lower barriers to ownership and provide long-term affordability, such as community land trusts, and limited or shared equity co-ops.*
- H-4.2.13 Partner to Address Deeply Affordable Housing (<50% AMI): identify and leverage existing assets in partnership with public agencies, faith-based organizations, and nonprofits; remove barriers to shelter for faith institutions and community-based organizations; combine public and private resources for subsidies; prioritize local and regional resources and surplus property; invest in land acquisition; and support alternative homeownership models such as community land trusts.*
- H-4.3.4 Promote the creation of diverse ownership housing opportunities in Kenmore, encompassing different styles, sizes, and affordability levels.*

10. Emerging Developer Capacity Building Program

Overview

The pool of developers delivering housing in Kenmore can be limited. Smaller local actors, particularly those rooted in BIPOC, nonprofit, and faith-based communities, may face structural barriers in technical knowledge, predevelopment capital, and regulatory navigation. This concentration limits both total delivery capacity and who participates in the economic benefits of development. Without deliberate capacity building, community-connected projects may lack sponsors able to execute them, and wealth-building opportunities will continue to bypass the communities the Housing Element prioritizes.

For this strategy, the City would coordinate an educational cohort program that could support smaller local development, especially those involving BIPOC, nonprofit, and faith-based communities. This would be used to help expand local technical, financial, and regulatory capacity to deliver housing in Kenmore. This could include a developer training curriculum, predevelopment grants or revolving loan access, mentorship pairings with established affordable housing developers, and priority access to city-owned or surplus parcels. In addition to ensuring additional capacity, this would diversify who builds housing in the community, and provide opportunities for economic development and wealth-building.

- **Housing Targeted: Small-scale affordable and community-based projects.** These would focus on units delivered by emerging local developers, potentially serving low- to moderate-income households, with emphasis on projects sponsored by BIPOC, nonprofit, and faith-based organizations. This would be intended to promote moderate-income projects, likely owner-occupied.
- **AMI Bands Addressed:** 80 percent AMI and higher, primarily ownership.
- **Cost: Moderate.** A cohort program with training, mentorship, and predevelopment support carries recurring program costs, potentially including grant or loan capital. While this may not be completely the responsibility of the City, some seed funding would be required at minimum.
- **Capacity: High.** Curriculum design, mentorship pairing, and parcel access coordination demand significant ongoing program administration. This may be outside of the City's current capacity, and may require external partnerships.
- **Efficacy: Fair to Good.** The program builds durable local capacity and diversifies development, though housing outcomes materialize gradually over a long horizon. This would also require sustained effort to be a success.
- **Timing/Scheduling: Long-term, later implementation.** Cohort recruitment, training cycles, and first projects unfold across multiple years. Later scheduling allows the program to draw on parcel pipelines established by nearer-term actions. This action is a candidate for multi-jurisdictional delivery with neighboring cities or ARCH.

Expected Outputs

- Training materials and course sequences for cohorts of emerging local developers, with emphasis on BIPOC, nonprofit, and faith-based participants.

- Predevelopment grants or revolving loan access deployed to cohort projects.
- Mentorship pairings with experienced affordable housing developers.
- Additional avenues for technical support from the City.

Comprehensive Plan Policies

- H-1.3.1 Support policies, practices, and programming that promote and retain diversity, and ensure equity and inclusion in Kenmore.*
- H-1.3.3 Foster equitable outcomes by collaborating with communities most affected by past and present racially exclusive land use and housing practices. Includes: targeted actions to address negative impacts on BIPOC households; partnership with community-based organizations and BIPOC individuals; support for anti-displacement efforts and wealth building within BIPOC communities; and ensuring fair housing laws and best practices are upheld.*
- H-1.3.4 Partner with historically marginalized communities disproportionately affected by past and present racial housing and land use disparities to create equitable opportunities.*
- H-4.2.1 Support efforts of private developers, both for-profit and not-for-profit, to preserve or develop affordable housing, including housing with on-site services, for extremely low-, very low-, low- and moderate-income families. (Includes: integrating affordable housing into publicly owned property proposals; supporting nonprofit applications for CDBG, HOME, and other funding; partnering with nonprofit developers; expediting permitting for affordable projects; and considering elimination of parking requirements within 1/4 mile of major transit stops and expanding the MFTE program.)*
- H-4.2.8 Focus on projects that promote access to opportunity, anti-displacement, and wealth building for Black, Indigenous, and People of Color (BIPOC) communities.*
- H-4.3.4 Promote the creation of diverse ownership housing opportunities in Kenmore, encompassing different styles, sizes, and affordability levels.*

11. Homeowner-Developer Education Program

Overview

HB 1110 and HB 1337 granted Kenmore homeowners substantial new rights to add ADUs, split lots, and build middle housing, but exercising those rights requires navigating design, contracting, financing, and permitting processes that most owners have never encountered. Early adopters of new middle-housing rights tend to be higher-wealth households with existing access to capital and professional networks. Without targeted education and navigation support, the supply potential of owner-initiated infill goes unrealized and its benefits concentrate inequitably.

A public education initiative could equip existing Kenmore homeowners to navigate ADU construction, lot splits, and middle housing development on their own properties under HB 1110 and HB 1337 frameworks. The program would include workshops, a project navigator function, pre-vetted contractor and designer lists, and financing guidance covering ADU loans and renovation products. Outreach should specifically target lower-income owners, BIPOC households, and renters considering ownership, addressing equity in who benefits from new middle-housing rights. This action is a candidate for multi-jurisdictional delivery.

- **Housing Targeted: Owner-initiated ADUs, middle housing on lot splits.** Predominantly low- to moderate-income market-rate infill on existing single-family lots. Outreach would especially target lower-income owners, BIPOC households, and renters pursuing ownership so new middle-housing rights are exercised equitably.
- **AMI Bands Addressed:** 80 percent AMI and higher rental/ownership housing; may help with maintaining housing stability at 80% AMI and lower existing owners, especially seniors.
- **Cost: Moderate.** Workshops, a navigator role for the City, and vetted contractor and financing resources would represent a recurring but specific program cost. This could be shared with external partners and other local governments.
- **Capacity: High.** Sustained outreach, curriculum, and navigator support, with targeted equity engagement, would require significant ongoing staff effort. This would need partnerships as some of the expertise would not be available within the City.
- **Efficacy: Fair to Good.** Equipping homeowners can unlock incremental infill supply, though realized production depends on individual owner follow-through.
- **Timing/Scheduling: Long-term, later initiation.** Program development and repeated workshop cycles extend across a long horizon, and owner projects would be completed on individual timelines. Note that later scheduling could allow the program to be built on the permit-ready catalogue if available.

Expected Outputs

- Informational materials, recurring workshop series, and navigator functions guiding owners through ADU, lot split, and middle housing processes.
- Published pre-vetted contractor and designer lists and financing guidance covering ADU loans and renovation products. (Note that this may include connections with modular housing manufacturers.)

- Support materials for property owner-initiated permit applications for ADUs, lot splits, and middle housing. (Note that this may include connections with permit-ready design catalogues.)

Comprehensive Plan Policies

- H-1.1.1 Encourage private reinvestment in residential neighborhoods and private rehabilitation of housing by providing information, technical assistance, and referrals to appropriate agencies and organizations.*
- H-1.1.4 Consider modifications to existing development standards or development incentives which make the development of middle housing types and ADUs more feasible when maintaining existing housing on single-family lots.*
- H-1.1.6 Encourage homeowners to take advantage of existing programs and resources to maintain and preserve their homes.*
- H-1.4.15 Develop design guidelines, standards, or other measures to: (a) promote compatibility between new and existing housing; (b) connect multifamily developments with surrounding neighborhoods to enhance community cohesion; and (c) facilitate the integration of attached and detached accessory dwelling units into residential areas.*
- H-3.1.3 Expand allowed residential housing types in traditionally single-family zoned areas to include six of nine approved housing types.*
- H-3.1.4 Consider developing a Permit Ready program for ADUs and middle housing types to decrease the barrier to middle housing development.*
- H-4.3.2 Allow and accommodate accessory dwelling units in low and medium density residential districts.*
- H-4.3.5 Provide residents, especially those in underserved populations, with information about affordable housing opportunities and first-time homeownership programs.*
- H-5.1.5 Encourage existing housing providers and private lenders to conduct homebuyer education seminars for potential first-time homebuyers, including outreach to current renters to inform them about homeownership opportunities.*

12. Cost-to-Build Auditing

Overview

Local development, zoning, and building codes accumulate cost and time burdens that are rarely audited holistically. This can leave the City without a clear picture of which requirements most inflate the price of housing. Similarly, there may be hidden bottlenecks or costs in City processes and requirements that will increase the cost of construction without providing meaningful value to City residents or expected occupants of new construction.

This approach would include a concerted effort to examine current development policies and regulations, and identify major development obstacles and strategies for mitigating increases in costs and development time. This would include clear recommendations for streamlining permit processing within the City, as well as guidelines for considering future policies that may have an impact on construction. Utility costs and potential infrastructure limitations may also be included as part of this discussion.

Note that this action may also be structured in two phases:

- Phase 1 would be a targeted staff review initiated in the near term at low cost. This would address the cost drivers already identified by development services and the Planning Commission, such as frontage improvement requirements, parking requirements, and utility connection and infrastructure costs.
- Phase 2 would be the full consultant-led audit described above, which would require more extensive outreach to developers, assessments of costs, and determination of City action that could address a wider range of development costs.

If this action were coordinated for more immediate attention, City staff would likely coordinate a workplan allowing for this staged approach.

- **Housing Targeted: All.** The expected changes resulting from this analysis would potentially decrease costs for all developments, including market-rate, affordable, and shelter/emergency housing types.
- **AMI Bands Addressed:** All bands. Note that some attention may be provided to lower AMI bands (80 percent AMI and below) to address obstacles specific to affordable housing.
- **Cost: Low to Moderate.** The primary expenditure is consultant or staff analysis time rather than capital outlays by the City. Some solutions, such as revised permitting platforms, may incur some capital costs.
- **Capacity: Very High.** An audit spanning all development, zoning, and building codes would require sustained staff and consultant effort and would compete heavily with other work program priorities. Even a limited review may require internal staff time that may be required for other tasks, and a more comprehensive review will need a third-party reviewer to complete.
- **Efficacy: Fair to Good.** Findings may inform downstream cost-reduction measures, but the level of the audit itself yields no units and depends on subsequent adoption to affect affordability.

- **Timing/Scheduling: Long term.** This would require lead time and planning to scope and initiate, and would likely require significant time for the review and especially for the implementation of proposed solutions (which may require additional work planning).

Expected Outputs

- Documented inventory of code provisions, permit steps, and infrastructure requirements that add measurable cost or time to housing projects.
- Prioritized recommendations for streamlining permit processing and amending high-impact regulations.
- Code revisions necessary for implementation.
- Screening guidelines requiring cost-to-build review before adoption of future policies (per H-4.2.7).

Comprehensive Plan Policies

- H-4.2.1 Support efforts of private developers, both for-profit and not-for-profit, to preserve or develop affordable housing, including housing with on-site services, for extremely low-, very low-, low- and moderate-income families. (Includes: integrating affordable housing into publicly owned property proposals; supporting nonprofit applications for CDBG, HOME, and other funding; partnering with nonprofit developers; expediting permitting for affordable projects; and considering elimination of parking requirements within 1/4 mile of major transit stops and expanding the MFTE program.)*
- H-4.2.7 Before implementing a new policy or regulation, consider how it will impact the cost to build a home.*
- H-4.2.21 Simplify the regulatory review and building permit process and evaluate the cost of infrastructure improvements and their impact on housing affordability.*
- H-4.3.3 Pursue land use policies and regulations that: (a) result in lower development costs without loss of adequate public review, environmental quality, or public safety; and (b) do not reduce design quality, inhibit infrastructure financing strategies, or increase maintenance costs for public facilities.*

Alignment with Comprehensive Plan Housing Element Goals / Objectives

		1. Manufactured Home Community Preservation Policy/Program Package	2. Housing on Faith-Based and Public Surplus Lands Strategy	3. Calibrated MFTE + Inclusionary Zoning Package for Downtown and TOD Areas	4. Community Housing Outcomes Report	5. Permit-Ready ADU / Middle Housing Catalogue	6. Tenant/Homeowner Resource Hub and Landlord Anti-Displacement Engagement	7. Coordinated Home Repair and Weatherization Support	8. Modular Housing Review and Assessment	9. Community Land Trust Partnerships	10. Emerging Developer Capacity Building Program	11. Homeowner-Developer Education Program	12. Cost-to-Build Auditing
GOAL H-1	PROMOTE AND MAINTAIN STRONG, DIVERSE, EQUITABLE, AND INCLUSIVE RESIDENTIAL NEIGHBORHOODS.												
OBJECTIVE H-1.1	Encourage repair and maintenance of existing housing.					X	X	X	X			X	
OBJECTIVE H-1.2	Support housing stability through tenant protections for renters.						X						
OBJECTIVE H-1.3	Prioritize and pursue social justice and equity in housing policies, regulations, and programs when considering zoning changes or capital projects. In particular consider impacts on marginalized people, with a particular focus on Black, Indigenous, and People of Color (BIPOC) communities.	X	X		X		X			X	X		
OBJECTIVE H-1.4	Promote safe, physically accessible, well maintained, and well-designed residential environments with associated open spaces.							X	X			X	
GOAL H-2	PROVIDE HOUSING OPPORTUNITIES AND ZONE SUFFICIENT LAND IN KENMORE TO ACCOMMODATE PROJECTED HOUSING NEEDS FOR VULNERABLE POPULATIONS.												
OBJECTIVE H-2.1	Provide opportunities for the development of short-term and permanent housing for vulnerable populations.		X			X							

		1. Manufactured Home Community Preservation Policy/Program Package	2. Housing on Faith-Based and Public Surplus Lands Strategy	3. Calibrated MFTE + Inclusionary Zoning Package for Downtown and TOD Areas	4. Community Housing Outcomes Report	5. Permit-Ready ADU / Middle Housing Catalogue	6. Tenant/Homeowner Resource Hub and Landlord Anti-Displacement Engagement	7. Coordinated Home Repair and Weatherization Support	8. Modular Housing Review and Assessment	9. Community Land Trust Partnerships	10. Emerging Developer Capacity Building Program	11. Homeowner-Developer Education Program	12. Cost-to-Build Auditing
OBJECTIVE H-2.2	Support and promote community facilities and programs that are important to the safety, health, and social needs of residents.					X		X					
GOAL H-3	PLAN APPROPRIATE LAND USE DESIGNATIONS AND ZONING CATEGORIES TO ACCOMMODATE PROJECTED HOUSEHOLD GROWTH.												
OBJECTIVE H-3.1	Plan for an adequate supply of land to accommodate projected household growth.				X	X			X			X	
OBJECTIVE H-3.2	Identify and support Kenmore's Downtown as a center for commercial, civic, cultural, park, and higher density housing uses and activities consistent with its designation as a Countywide Growth Center.			X									X
GOAL H-4	MAKE ADEQUATE PROVISIONS FOR A PROPORTIONATE AMOUNT OF THE EXISTING AND PROJECTED COUNTYWIDE NEED FOR HOUSING AT ALL INCOME LEVELS.												
OBJECTIVE H-4.1	Encourage retention of the existing housing stock in Kenmore as a source of affordable housing.	X						X		X			
OBJECTIVE H-4.2	Adopt programs and regulations that support housing affordable to extremely low-, very low-, low-, and moderate-income households, comparable to the countywide need.		X	X	X	X			X	X	X		X
OBJECTIVE H-4.3	Provide zoning and development standards that integrate affordable housing compatibly into the community.		X			X	X		X	X	X	X	X

		1. Manufactured Home Community Preservation Policy/Program Package	2. Housing on Faith-Based and Public Surplus Lands Strategy	3. Calibrated MFTE + Inclusionary Zoning Package for Downtown and TOD Areas	4. Community Housing Outcomes Report	5. Permit-Ready ADU / Middle Housing Catalogue	6. Tenant/Homeowner Resource Hub and Landlord Anti-Displacement Engagement	7. Coordinated Home Repair and Weatherization Support	8. Modular Housing Review and Assessment	9. Community Land Trust Partnerships	10. Emerging Developer Capacity Building Program	11. Homeowner-Developer Education Program	12. Cost-to-Build Auditing
GOAL H-5	ACKNOWLEDGE THE HISTORICAL INEQUITIES THAT LIMITED THE ABILITY OF ALL RESIDENTS TO LIVE IN THE NEIGHBORHOOD OF THEIR CHOICE AND WORK TO REDUCE DISPARITIES IN ACCESS TO NEIGHBORHOODS WITH GOOD SCHOOLS, PARKS, AND OTHER AMENITIES.												
OBJECTIVE H-5.1	Promote fair housing for all persons regardless of race, gender identity, sexual identity, ability, use of a service animal, age, immigration status, national origin, familial status, religion, source of income, military status, or membership in any other relevant category of protected people.				X		X					X	