

4. Production Targets

Create additional housing units through new construction and preservation for Juneau workers, seniors, and young families

Specific strategies for developing workforce housing, assisted and independent living units, and entry-level rental and homeownership opportunities, are described in more detail below. It is worth stating first, though, exactly how many units need to be constructed or preserved in order to give current and potential Juneau residents the range of housing choices they need. Based on our review of existing plans and our analysis of local conditions and recent trends, we are proposing the following 30-year goals for Juneau:

	30-Year Goal	Annual Goal
NEW CONSTRUCTION	1,980	66
Workforce Housing		
Affordable Rentals for Today's Workforce	450	15
Affordable Rentals for Expanded Workforce	330	11
Workforce Housing Subtotal	780	26
Senior Housing		
Independent Living Units	420	14
Assisted Living Units	330	11
Step-Down Single Family Housing Units	150	5
Senior Housing Subtotal	900	30
Workforce Owner Housing for Young Families		
Starter Homes	300	10
Workforce Owner Housing for Young Families	300	10
PRESERVATION	750	25
Affordable Rental Units	300	10
Single-family Homes	300	10
Mobile Homes	150	5

Progress toward these annual goals should be monitored closely for individual categories, subtotals, and overall totals.

Develop Housing Choices to Accommodate Juneau’s Workforce Needs

Many areas of the country subsidize workforce housing in order to ensure that their local economies function. Residents of CBJ overwhelmingly support this type of initiative: fully three-fourths (76%, or 525 of 688 respondents) of those completing a czb survey on housing issues in Juneau considered “Mak[ing] sure people who work here can live here” a top community priority. According to the recent Juneau Housing Needs Assessment (2012), the Juneau Senior Housing and Services Market Demand Study (2014), and this analysis, the borough would need 780 new lower-cost rentals to meet these needs.

	30-Year Goal	Annual Goal
New Construction		
Workforce Housing (\$500 to \$750 per month)		
Affordable Rentals for Today's Workforce	450	15
Affordable Rentals for Expanded Workforce	330	11
Workforce Housing Subtotal	780	26

These new units would complement the units already provided or subsidized by local employers for their employees. Juneau employers are far more involved in the housing market and generous with employer-assisted housing support than employers in most communities. However, while this generous support lessens housing cost burdens and provides affordable units for a select group of workers, it only increases the challenges faced by other renter households. Ensuring that companies’ involvement continues but that it becomes better coordinated and more explicitly linked to a broader public benefit, such as a greater supply of year-round rental units or a more vibrant downtown, will require some collaboration with and oversight of these efforts by the new Housing Director.

Metrics

- Number of employers working with Juneau to coordinate workforce housing (each year and over time).
- Number of units of workforce housing for seasonal and permanent workers per year owned or subsidized by employers (each year and over time).
- Number of workforce housing units constructed in the last year.
- Number of rental units available for less than \$700 per month.
- Percentage of Juneau workers living locally on a year-round basis (overall and by sector).

Implementation

- Develop annual targets (based on the annual goals established in this plan) for new workforce rental housing, specifying the appropriate mix of units by type, price, and location.
- Ensure the Housing Fund can be used for workforce housing projects.

- Solicit feedback from employers:
 - To learn how much is already being spent on worker housing and related services.
 - Determine how these units are used in the off-season.
 - On the types of housing and housing-related services most in demand.
 - To determine growth plans, and issues affecting workforce.
 - Determine the specific housing requirements of seasonal workers/renters (legislative staff, tourism operators, fish-processors, university students).
 - Develop an inventory of business owned/seasonal use housing.
- Maximize/leverage employer provided housing (coordinate business community efforts around housing).
 - Evaluate if employer-owned housing would be more cost effective if it were owned by a private housing company or a non-profit developer.
- Consider creating a tax abatement program for workforce housing.
- Consider using CBJ funds to directly finance or enhance the private financing of substantial projects.
- Evaluate the use of Tax Increment Financing (TIF) districts within CBJ (TIF financing enables a locality to pay for housing, infrastructure and other things by using future tax revenues from real estate as a tool to pay back bond payments on the infrastructure, TIFs for affordable housing are in use in Minneapolis, Minnesota; Madison, Wisconsin; Portland, Oregon; Dallas, Texas; and elsewhere).
- Evaluate the potential of time-share or related tourist housing as a tool for temporary worker housing by talking with timeshare developers.
- Review and update the zoning ordinance in regards to mobile home parks and manufactured housing.
- Evaluate the potential to replace obsolete mobile homes, and install additional manufactured homes.
- Create a list of possible partners for CBJ and solicit participation from outside developers and funders.
- Establish an annual process to survey employers about the current and expected state of employee housing needs.

Potential Partners

CBJ, AHC, Juneau Realtors, SEBIA, JEDC Industry Cluster Working Groups, Major Employers, Bartlett, SEARHC, REACH, UAS, Mobile Home Park owners.

Develop Assisted and Independent Living Units for Senior Citizens

Given population projections for Juneau and the expectation that individuals over 65 will come to represent not 9% but nearly 20% of the borough's population by 2042, facilitating the development of assisted living and independent living units for seniors (and the affordable housing units

required by the service workers who will support them) must be a key housing-related objective for CBJ.

The recent Juneau Senior Housing and Services Market Demand Study (2014) determined that Juneau will need roughly 330 additional assisted living units and 420 independent living units over the next 30 years (pages 63, 14).

As with affordable housing more generally, the public sector should provide land and/or financial support for such projects.

The Housing Director should also lend some of his or her expertise to helping developers coordinate funding sources and zoning incentives to bring these projects to fruition.

	30-Year Goal	Annual Goal
New Construction		
Senior Housing		
Independent Living Units	420	14
Assisted Living Units	330	11
Step-Down Single Family Housing Units	150	5
Senior Housing Subtotal	900	30

This is similar to efforts throughout the Country. Local and state governments often help subsidize assisted living facilities so that residents can properly age in place. States like Maryland, New York, Connecticut, New Jersey and many others and cities like Seattle participate in programs to subsidize the cost of assisted living. Specific examples include St. George, UT where the city actively promotes and utilizes Housing and Urban Development (HUD) and United States Department of Agriculture (USDA) funding opportunities for low-income seniors. In Berkeley, CA, the city coordinates with Satellite Housing Associates (<http://sahahomes.org/>), a non-profit affordable housing developer and property manager, to locate seniors in the appropriate type of housing based upon lifecycle needs.

Metrics

- Number of new independent living units added each year (with the goal of 14 per year; 70 per 5-year period, and 140 per decade).
- Number of new assisted living units added each year (with the goal of 11 per year; 55 per 5-year period, and 110 per decade).
- Number of assisted living units in all in Juneau.
- Number of independent living units in all in Juneau.
- Growth in and size of the senior population in Juneau.

- Number of employees working at assisted living facilities or for providers serving senior citizens living in independent living units or non-age-restricted housing in Juneau.

Implementation

- Develop annual targets (based on the annual goals established in this Plan) for new assisted and independent living units, specifying the appropriate mix of units by type, price, and location.
- Ensure Housing Fund money can be used for senior housing projects.⁴
- Evaluate why Juneau does not have more small for-profit senior assisted living or independent living developments, and determine how it might have more.
- Consider creating a tax abatement program for senior housing.
- Consider CBJ financing or offering credit enhancement for private financing of substantial projects.
- Evaluate the use of Tax Increment Financing (TIF) districts within CBJ (TIF financing enables a locality to pay for housing, infrastructure and other things by using future tax revenues from real estate as a tool to pay back bond payments on the infrastructure).
- Make CBJ land available for senior housing projects.
- Create a list of possible partners for CBJ and solicit participation from outside developers and funders.
- Develop a mechanism for ensuring that any assisted living projects either directly incorporate or are linked to off-site affordable housing for the workers who will staff them.
- Coordinate/support training for licensing & operating assisted living.
- Coordinate/support training for CNAs, LPNs, other types of caregivers.

Potential Partners

CCS, ALTF, SCSOI, AHFC, THRHA, CCTHIA, SEARHC, AHDC, St. Vincent's, Pioneer Home, Bartlett Regional Hospital, Wildflower Court, UAS

Develop Homeowner Opportunities for Young Adults and Families

As stated in the CBJ Comprehensive plan, housing is a key form of economic development, one that is best paired with the economic drivers of the local economy. In Juneau, these include sectors such as marine biology and high-end tourism, but they also include people, the most important group being innovative millennials. Young adults and families – who Juneau must have in order to maintain its current population and grow in the future – need affordable and market-rate rental units and lower-cost (“first time homebuyer”) for-sale opportunities.

⁴ If the Housing Trust Fund becomes too focused on the most needy and too income restricted, its viability as a tool to loosen the stuck Juneau market may be compromised.

	30-Year Goal	Annual Goal
New Construction		
Housing for Young Adults/Families		
Starter Homes (priced \$225,000 to \$275,000)	300	10
Young Adults/Families Subtotal	300	10

This is similar to efforts in Sonoma County, CA where the county implemented a workforce housing program in 2005. Prior to implementation, the county commissioned a study that noted a clear nexus between commercial development and the need for workforce housing. Based upon this data, the county created regulatory requirements for commercial development that include a pro-rata fee at time of building permit review or a pro-rata share (based on a square foot formula) for workforce housing.

Park City, UT has gone a step further and requires the provision of affordable housing for master planned developments for both commercial and residential developments. This is a regulatory requirement where the developer must provide 15%-20% workforce housing based upon the square feet of the project. A fee in lieu option is available as well. Satisfying the needs of the local workforce is a common affordable housing priority throughout Summit Country.

Metrics

- Number of new market-rate rental units added each year (with the goal of about 8 per year; 40 per 5-year period, and 80 per decade).
- Number of new starter homes added each year (with the goal of 10 per year; 50 per 5-year period, and 100 per decade).
- Number of market-rate rental units in all in Juneau.
- Number of “starter homes” (lower-valued or entry-level for-sale units) in all in Juneau.
- Growth in and size of the young adult population in Juneau.

Implementation

- Develop annual targets (based on the annual goals established in this plan) for new market-rate rental units and starter homes, specifying the appropriate mix of units by type, price, and location.
- Ensure Housing Fund monies can be used for these types of housing projects.
- Consider creating a tax abatement program for first-time homebuyers. (Washington, DC’s Department of Housing and Community Development has one of the most well developed programs of this kind in the country.)
- Consider using CBJ funds to directly finance or enhance the private financing of substantial projects.
- Evaluate the use of Tax Increment Financing (TIF) districts within CBJ (TIF financing enables a locality to pay for housing, infrastructure

and other things by using future tax revenues from real estate as a tool to pay back bond payments on the infrastructure).

- Make CBJ land available for higher density rental projects and affordable homeownership developments.
- Address Transit Oriented Demand (TOD), as identified in the 2013 Comprehensive Plan in CBJ codes, to assist the development community create projects that will attract millennials and young families (allowing for reduced on-site parking, offsite parking at a low rate or for bike storage).
- Create a list of possible partners for CBJ and solicit participation from outside developers and funders.
- Develop home ownership and preservation tools like down payment assistance, property upgrade assistance, and energy conservation loans. (Extremely well developed and evolved state level programs exist in New York (NYSERDA), California (Energy Upgrade), Connecticut (CHIF), and Massachusetts (Mass Save), and Pennsylvania HEELP through the state Housing Finance Agency. Cold climate cities operating their own program independent of the state include Buffalo, New York; Milwaukee, Wisconsin; and St. Paul, Minnesota.)
- Work with local employers to develop down payment assistance programs (funded with business and housing fund money) to encourage workers to buy in Juneau.

Potential Partners

CCS, ALTF, SSSI, AHFC, THRHA, CCTHIA, SEARHC, AHDC, St. Vincent's, Pioneer Home, Bartlett Regional Hospital, Wildflower Court, UAS

5. Preservation Targets

Preserve Existing Affordable Housing

Even as it suffers from a severe lack of available and affordable housing, Juneau continues to lose older rental units, particularly in larger multifamily buildings. These properties typically have lower rents, and their loss only exacerbates the housing challenges faced by the community's most vulnerable households. Older single-family homes, and especially older mobile homes, are also at risk.

CBJ's Community Development Department should work to address existing problem properties and intervene in new cases that arise before property conditions deteriorate to such an extent that the buildings can no longer be saved. This can be done through housing and building inspections, code enforcement efforts, and the use of both "carrots" and "sticks" to encourage owners to address problematic conditions or transfer their properties to owners who will.