

## Attachment A

### DRAFT PRINCIPLES FOR THE AFFORDABLE HOUSING STRATEGY PLAN

The affordable housing strategy plan is a focused effort to develop effective actions that advance affordable housing opportunities throughout the city. The following Principles provide further direction to guide this work.

1. **Focus on action.** This effort should build from the strong policy base already in place in the Comprehensive Plan, and be action-oriented, advancing additional tools most likely to produce effective results.
2. **Establish ambitious goals.** While the affordable housing challenge is daunting, this effort should not shrink from establishing ambitious goals that address local need.
3. **Build upon ongoing and recent tools the City has developed.** This work should build upon the solid foundation established by the City's long-running participation with ARCH, and recent developments such as adoption of the multifamily tax exemption.
4. **Draw on the knowledge of local experts.** Given this work's focus on identifying actions that will be most effective, the process should draw upon the knowledge base of experts that have a solid understanding of the tools likely to have the greatest impact.
5. **Recognize that the City is one player in a complex system.** The housing market is an enormous social and economic force, affected by thousands of drivers. This effort should recognize that the City is one player among many, and identify where the City can be most effective.
6. **Consider a full suite of tools.** This effort should cast a wide net, at least initially considering a full range of strategies that may be available to the city.
7. **Tailor some tools to different areas of the City.** Some tools, such as different forms of housing, could result in changes to land use and neighborhood character. These should be further reviewed at the neighborhood level through the subarea planning process, as opposed to a "one-size fits-all" approach.
8. **Leverage resources.** Maximize impact of local direct assistance by leveraging other public and private resources, and/or combining with other local incentive programs.
9. **Monitor results, and adjust as needed.** Establish performance measures that will monitor quantity, types, and affordability of housing achieved and the effectiveness of new strategies, so that future course corrections may be taken as needed.
10. **Ensure robust public outreach and engagement.** Outreach and communication tools assure a transparent process that will allow all members of the community to engage and shape the recommended strategies.