



# Growth Strategies

Sultan Comprehensive Plan Update

*March 19, 2024*

# Agenda.

- 1. Recommendation Clarification for Tonight**
- 2. Growth Strategy Context**
- 3. Refined Growth Strategies**
  - Updated Description & Examples
  - Implementation Considerations
  - Geographic Distribution
- 4. Wrap-Up**



# Goals for Tonight

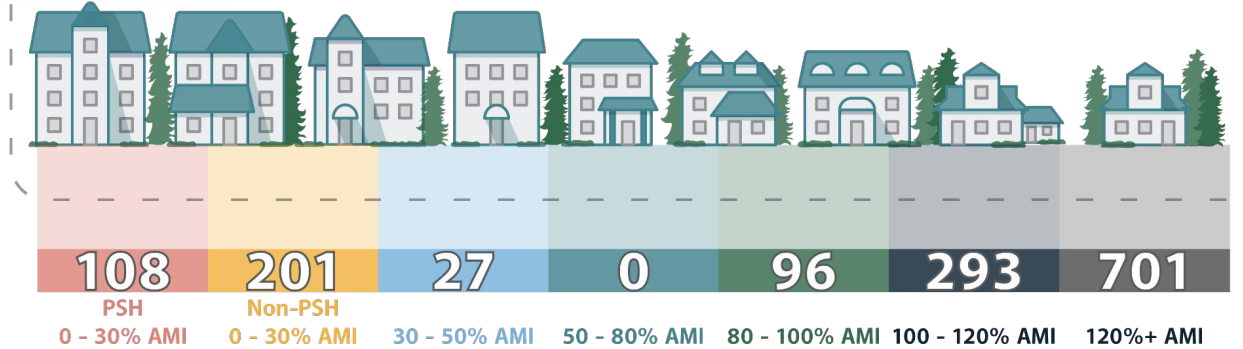
- ❖ **For each strategy:**
  - Refine policy considerations
  - Confirm appropriate locations for implementation
- ❖ **Establish recommended list of growth strategies for City Council**

# 2044 Growth Targets & Housing Need for Sultan.

Based on Area Median Income (AMI) for Snohomish County:  
**\$104,083**

Sultan AMI: **\$89,150**

feasible housing types  
by income band



**GMA MANDATE (1,425 homes)**

**+ 1,329 JOBS**

not included  
in target



**76**

Emergency Housing

# Estimated Progress Toward 2044 Housing Need.

Income Segment (% of AMI)	Initial 2044 Housing Need Allocation	2020-2023 Permits	2024-2044 Remaining
0-30% Non-PSH	201	0	<b>201</b>
0-30% PSH	108	0	<b>108</b>
30-50%	27	0	<b>27</b>
50-80%	0	0	<b>0</b>
80-100%	96	15*	<b>81</b>
100-120%	293	0	<b>293</b>
120%+	701	581**	<b>120</b>

City of Sultan; Framework, 2024

\*15 units in manufactured homes, duplexes, and fourplexes were assumed affordable to 80-100% AMI.

\*\*581 single-family homes were assumed affordable to 120%+ AMI



# Feasible Housing Types.

## Assumed Affordability



**Single-Family  
Detached**

**Higher Income  
(>120%+ AMI)**



**Duplex**



**Triplex**



**Townhomes**



**Cottage Cluster**

**Moderate Income  
(>80-120% AMI)**



**Manufactured Home**



**Accessory  
Dwelling Unit**

**Low/Moderate Income  
(50-100% AMI)**



**Sixplex**



**Courtyard Building**



**Stacked Flats**

**Low-Rise  
Mixed-Use  
Buildings**

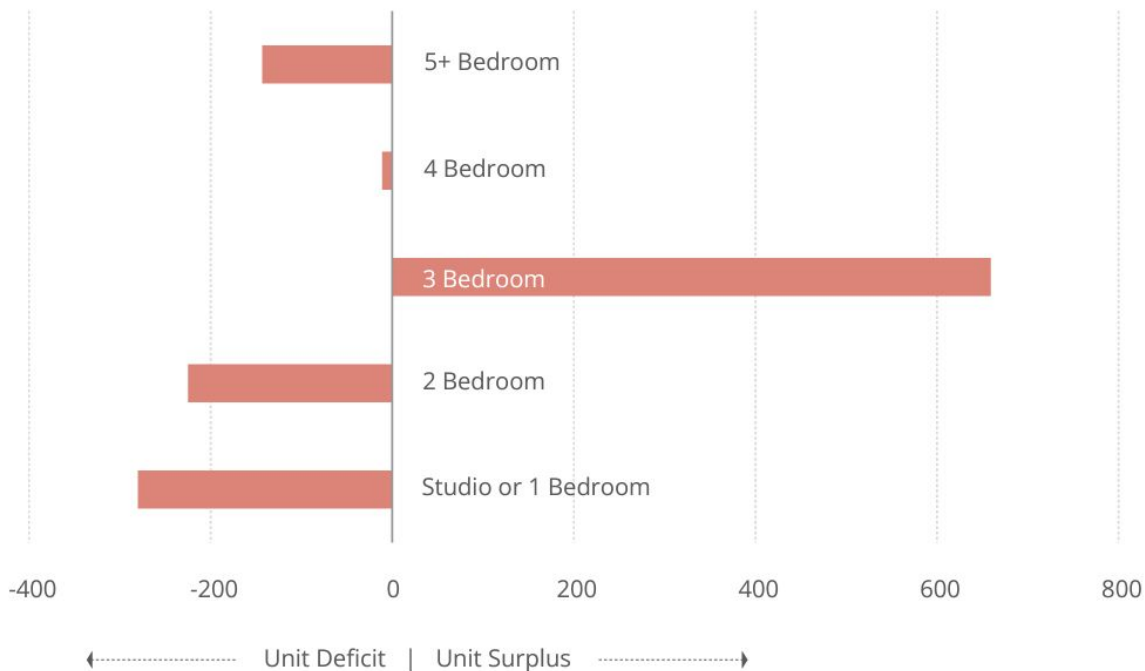
**Low Income + PSH  
(0-80% AMI)\***

*\* deep affordability req. incentives & subsidies*

# Growth Strategies Also Address Local Needs.

**Figure 20** Housing Unit Deficit Based on Household Size in Sultan, 2021

**Mismatch between unit size and household size**



# Workforce Housing Needs

Job Title	Annual Wage		Hourly Wage		AMI Band	
	State Median Income	75th Percentile Income	State Median Income	75th Percentile Income	State Median Income	75th Percentile Income
Art, Drama, and Music Teachers, Postsecondary	\$65,830	\$80,040	\$31.65	\$38.48	130%	158%
Bakers	\$37,480	\$42,390	\$18.02	\$20.38	74%	84%
Barbers	\$59,230	\$73,270	\$28.48	\$35.23	117%	145%
Bartenders	\$37,580	\$62,350	\$18.07	\$29.98	74%	123%
Career/Technical Education Teachers, Postsecondary	\$63,350	\$77,560	\$30.46	\$37.29	125%	153%
Cashiers	\$34,580	\$37,300	\$16.63	\$17.93	68%	74%
Childcare Workers	\$35,260	\$39,890	\$16.95	\$19.18	70%	79%
Dishwashers	\$35,130	\$39,400	\$16.89	\$18.94	69%	78%
Education Administrators, Kindergarten through Secondary	\$139,250	\$160,980	\$66.95	\$77.39	275%	318%
Education and Childcare Administrators, Preschool and Daycare	\$55,770	\$63,140	\$26.81	\$30.36	110%	125%
Educational Instruction and Library Occupations	\$62,660	\$88,310	\$30.13	\$42.46	124%	175%
First-Line Supervisors of Retail Sales Workers	\$49,360	\$61,960	\$23.73	\$29.79	98%	122%
Food Preparation and Serving Related Occupations	\$36,000	\$43,520	\$17.31	\$20.92	71%	86%
Healthcare Practitioners and Technical Occupations	\$96,530	\$124,300	\$46.41	\$59.76	191%	246%
Healthcare Social Workers	\$73,490	\$83,180	\$35.33	\$39.99	145%	164%
Office and Administrative Support Workers, All Other	\$44,920	\$50,280	\$21.60	\$24.17	89%	99%
Retail Salespersons	\$35,740	\$38,580	\$17.18	\$18.55	71%	76%
Waiters and Waitresses	\$36,350	\$58,640	\$17.48	\$28.19	72%	116%



**Aging-in-place**

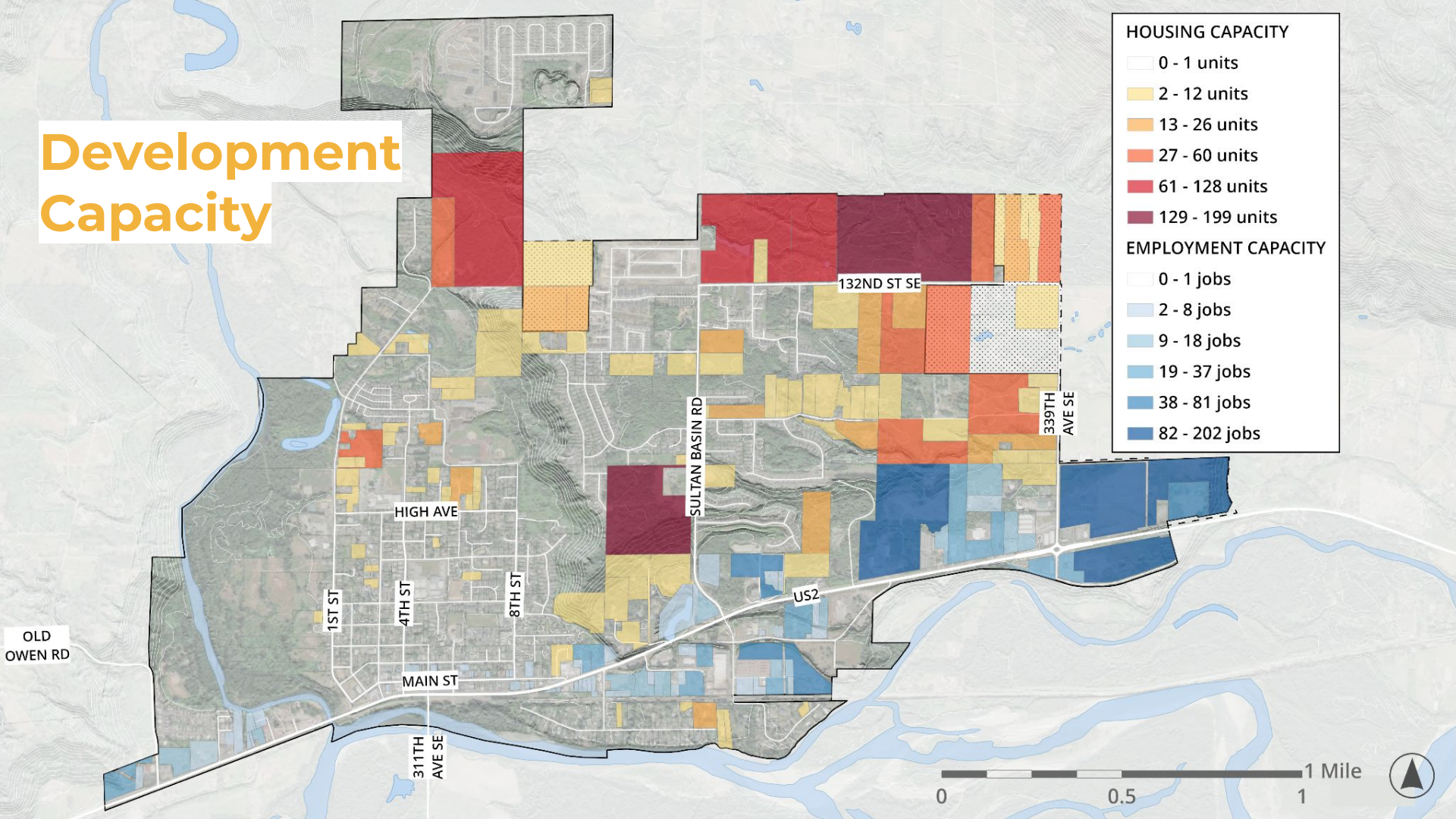
**Empty Nesters  
& Others want  
to Downsize**



**Sultan  
2044**

March 19, 2024

# Development Capacity



OLD OWEN RD

1ST ST

HIGH AVE

MAIN ST

4TH ST

8TH ST

311TH AVE SE

SULTAN BASIN RD

US2

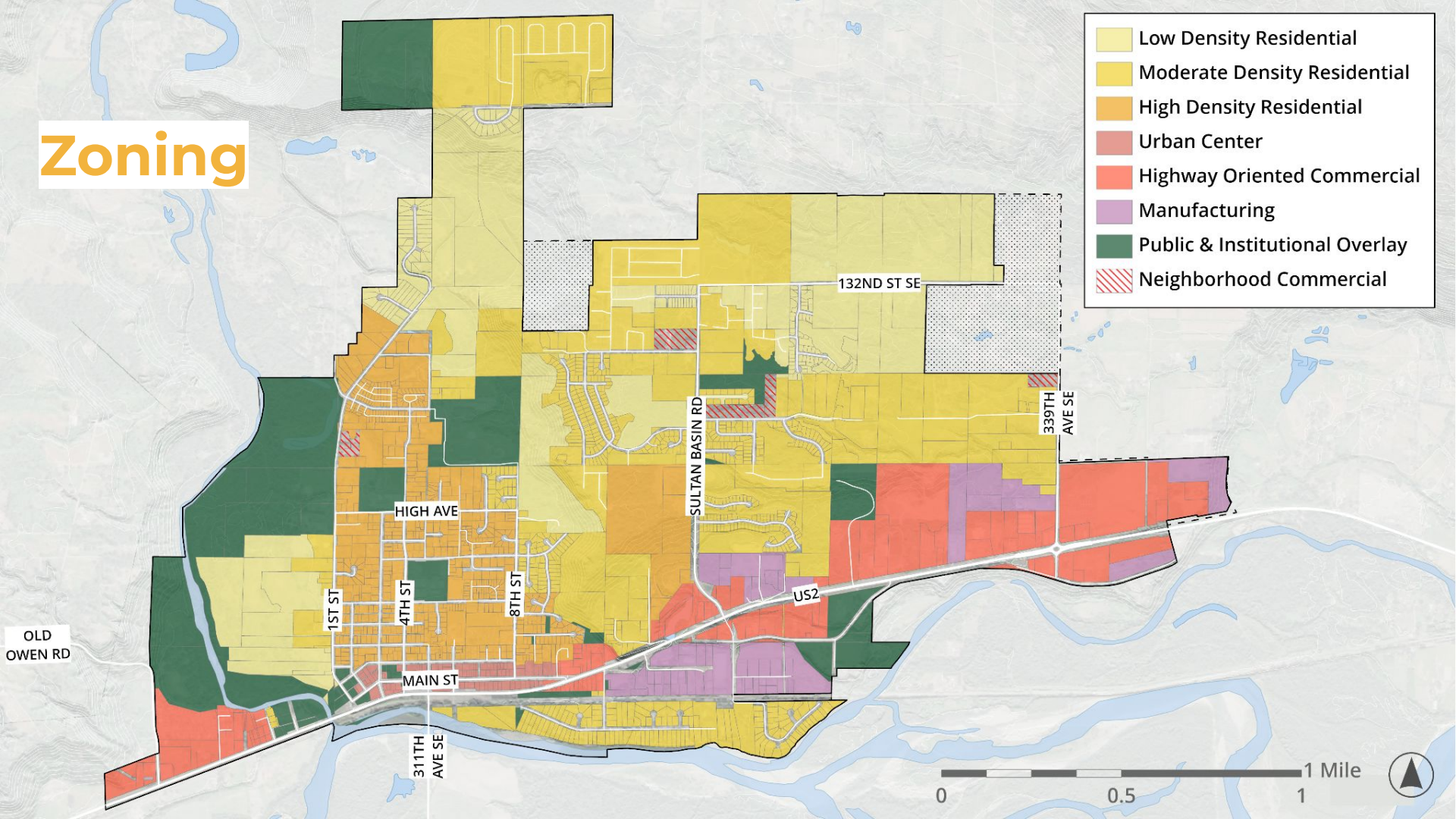
132ND ST SE

339TH AVE SE



# Zoning

- Low Density Residential
- Moderate Density Residential
- High Density Residential
- Urban Center
- Highway Oriented Commercial
- Manufacturing
- Public & Institutional Overlay
- Neighborhood Commercial



**Low Density Residential**

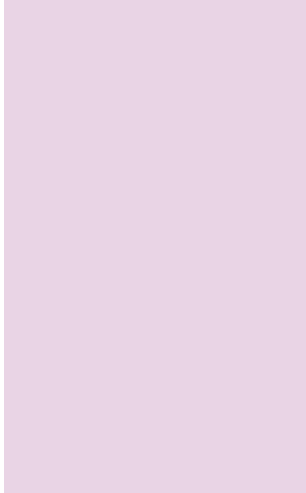
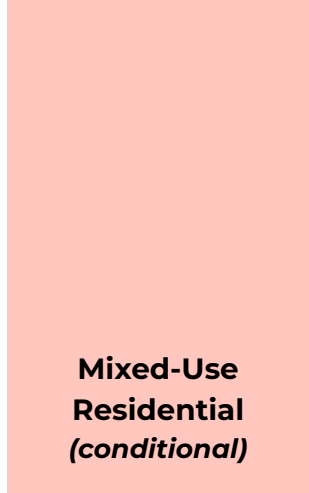
**Medium Density Res.**

**Highway Commercial**

**Manufacturing**

**High Density Residential**

**Neighborhood Commercial**



**Mixed-Use Residential**  
*(conditional)*

**Mixed-Use Residential**

**Retail Sales**  
**Personal Service**  
**Business Service**  
**Community/Govt**  
**Rec/Entertainment**

**Personal Service**  
**Business Service**  
**Community/Govt**  
**Manufacturing/Ind.**  
**Wholesale/Storage**  
**Distribution**

**Retail Sales**  
**Personal Service**  
**Business Service**

**More Capacity**

# Growth Strategies for Affordable Housing

- ❖ Residential Development on Religious-Owned Land ✓
- ❖ Increased Building Heights for Residential / Mixed-Use Development
- ❖ Density Bonuses in Exchange for Community Benefits ✓
- ❖ Middle Housing ✓
- ❖ Multi-Family Development on Smaller Lots ✓

✓ Housing Action Plan

# Residential development on religious-owned land

- Utilize vacant or surplus property owned by religious institutions
- Retain existing structure(s)
- Locally appropriate density bonus provided (RCW 36.70A.545)
- Supported in HAP **Action C.1.1**
- Implementation via **overlay zoning & minor updates to development standards**



Stuart Street Co-op Affordable Apartments  
McGee Avenue Baptist Church. Berkeley, CA



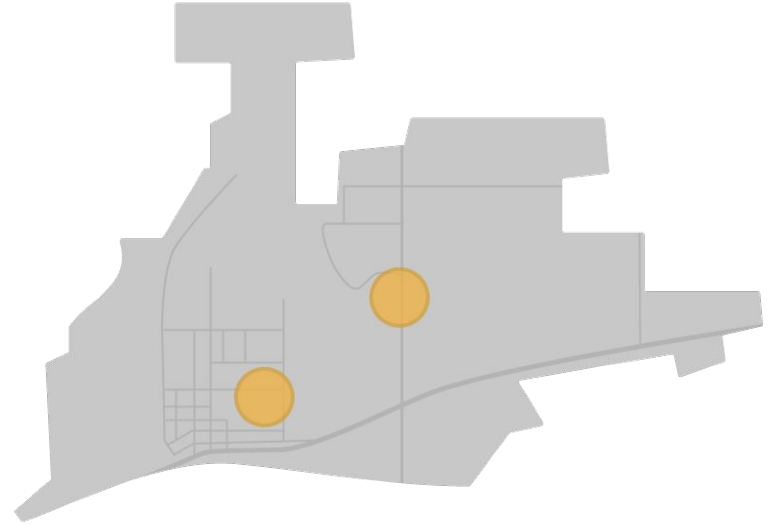
# Residential development on religious-owned land

## Initial Feedback & Considerations

- History of similar projects
- Grace Fellowship already indicating interest
- PRSC grants
- Community Land Trusts

## Questions for Planning Board

- Are there additional policy considerations for this strategy?



Level of Impact

Mid



# Increase building heights for residential / mixed-use development

- Low-rise construction of 3-4 stories (35-45 feet) required for mixed-use development, live-work units, walk-up apartments
- Supportive densities 18+ du/ac
- Most zones currently capped at 30 ft (<2.5 floors)
- Implementation via **development standards in zoning code**



Luna Apartments & Grocery  
West Seattle, WA





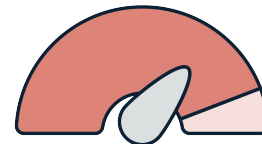
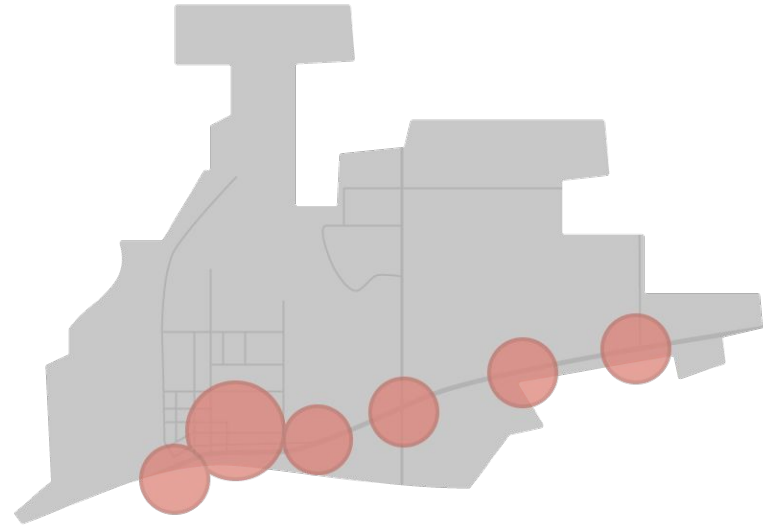
# Increase building heights for residential / mixed-use development

## Initial Feedback & Considerations

- Fire equipment currently capable of 3 stories

## Questions for Planning Board

- Are there additional policy considerations for this strategy?
- Do the preliminary areas for implementation make sense?
- Are there other places that should be considered for this strategy?



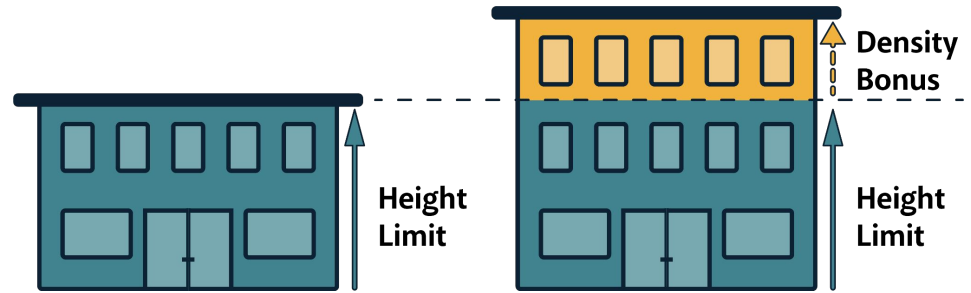
Level of  
Impact

High



# Density bonuses in exchange for community benefits

- Extra residential units or commercial area in exchange for:
  - Affordable units
  - Public art
  - Public amenity
  - Other community benefit
  - Fee in-lieu
- Supported in HAP **Action B.2.1**
- Implementation via **calibrated density bonus program in zoning code with specific list of community benefits**



Residential Density Bonus Illustration  
Framework

# Density bonuses in exchange for community benefits

## Initial Feedback & Considerations

- Clarity on amount & type of public benefits
- Concerns for misuse of bonus.
- Concerns for staff's time spent developing & implementing this strategy

## Questions for Planning Board

- Are there additional policy considerations for this strategy?



Twin Lakes Housing  
Marysville, WA

**Low**  
Level of Impact

# Middle housing

- Duplexes, fourplexes, cottage courts, townhomes, & other forms of house-scale multifamily housing
- Limited types allowed in HDR, NC, and UC zones
- Supportive densities: 12-18 du/ac
- Supported in HAP **Strategy B: Goal 1**
- Implementation via **legalizing multifamily dwellings in LDR and MDR as permitted use.**
- **+ Zillow price comparison examples**



Chico Beach Cottages  
Silverdale, WA



# Middle housing



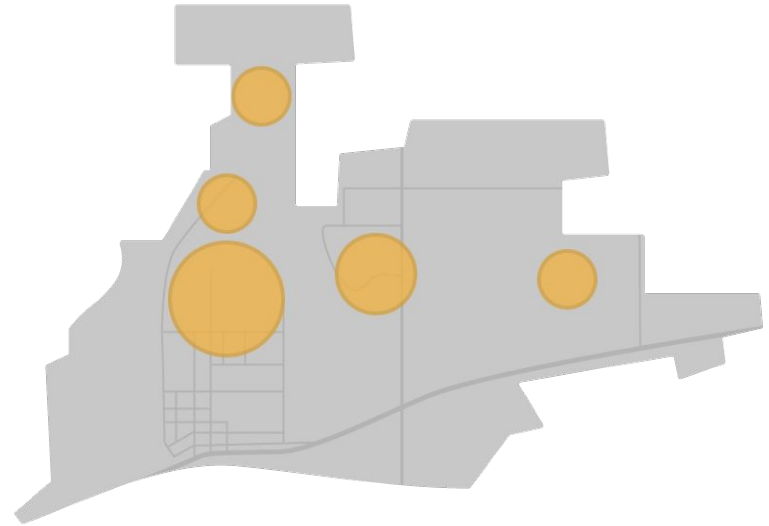
# Middle housing

## Initial Feedback & Considerations

- Architectural continuity
- Apt for most neighborhoods
- Parking management concerns

## Questions for Planning Board

- Are there middle housing types that should be excluded?
- Do the preliminary areas for implementation make sense?
- Are there other places that should be considered for this strategy?



Level of  
Impact

**Mid**



# Multi-family development on smaller lots

- Multi-family allowed in HDR, NC, & UC zone, but with challenging lot size requirements:
  - 8,000 sqft = triplex
  - 10,000 sqft = fourplex
  - 14,000 sqft = sixplex
- Supported in HAP **Action C.1.3** & **Action C.3.3**.
- Implementation via **development standards revisions & dimensional adjustments to 'right-size' requirements.**



Small-Lot 4-plex  
Everett, WA



# Multi-family development on smaller lots

## Initial Feedback & Considerations

- Some skepticism towards strategy
- Current projects feasible on smaller lots

## Questions for Planning Board

- Are there additional policy considerations?

\*Highly dependent on building scale



Stacked 6-plex  
Portland, OR

**Mid**  
Level of Impact



# Other Growth Strategies for New Homes & Jobs

- ❖ Infill housing ✓
  - ❖ Manufactured Home Park Preservation
  - ❖ Accessory Dwelling Units ✓
  - ❖ Minimum Residential Densities ✓
  - ❖ Planned Unit Development / Subarea Planning
  - ❖ Residential / Mixed-Use / Commercial Development in More Areas ✓
  - ❖ Live-Work Units
  - ❖ Plan for Commercial Uses with Higher Job Density ✓
- ✓ Housing  
Action Plan

# Infill Housing

- Utilize existing medium/large parcels, both vacant and underutilized
- Retain existing homes and structure(s)
- Supported in HAP **Action B.3.3**
- Implementation via **minor updates in development standards for lot coverage, building spacing** etc.



Local Infill Project  
Anacortes, WA



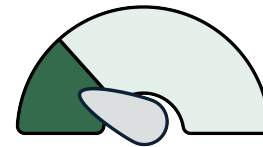
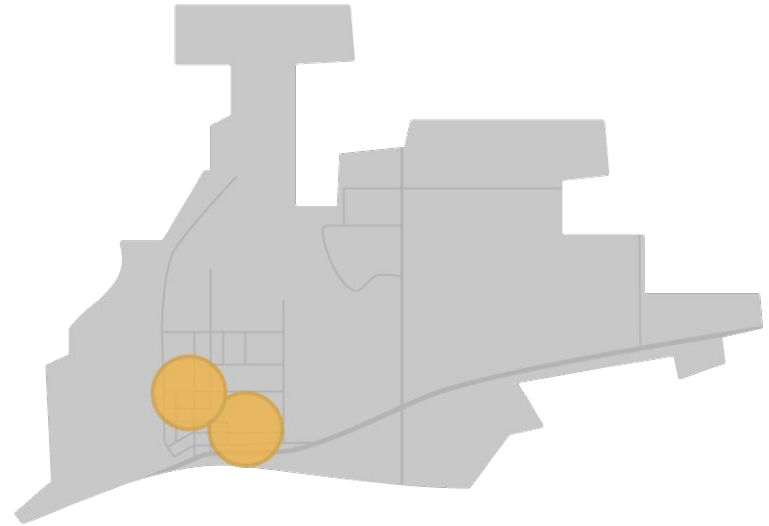
# Infill Housing

## Initial Feedback & Considerations

- Coordinate development with infrastructure integration
- Parking management
- Infill neighborhood suitability - old versus new

## Questions for Planning Board

- Development Standards to be updated for feasibility?
- Any measures/incentives to encourage agreeability?



Level of  
Impact

**Low**



# Manufactured Home Park Preservation

- Efficient housing solutions for affordability and value
- Among the least expensive existing homes in Sultan
- Dedicated manufactured home parks typically allow higher densities compared to single-lot development
- Implementation via **preventative policies against redevelopment pressures & cost increases to protect existing manufactured home parks**



Manufactured Home For Sale, March 2024  
Sultan, WA



# Manufactured Home Park Preservation

## Initial Feedback & Considerations

- Preservation of existing is priority
- Housing type should be inclusive of all age-groups
- Hidden cost concerns
- Vulnerability due to lack of ownership

## Questions for Planning Board

- Are there additional policy considerations?



Manufactured Home  
Woodland, WA

**Mid**  
Level of Impact



# Accessory dwelling units

- Granny flat, in-law suite, backyard cottage
- Attached or detached
- Garage or basement conversion possible
- New State mandate (2023) for all cities to allow two ADUs per residential lot
- Supported in HAP **Action B.3.1**
- Implementation via **policy considerations of short term rental & pre-approved building plans**



Backyard Detached ADU  
Portland, OR



# Accessory dwelling units

## Initial Feedback & Considerations

- Pre-approved plans for cost and permit efficiency
- Concerns about airbnb & short-term rentals
- Parking management

## Questions for Planning Board

- Are there additional policy considerations for this strategy?



Detached Accessory Dwelling Unit (ADU)  
Seattle, WA

**Low**  
Level of Impact

# Minimum residential densities

- Places a lower bound on density
- Single family areas may see maximum lot sizes
- Multifamily areas may see a minimum number of dwelling units per acre
- Supported in HAP **Action B.2.1 & Action B.2.2**
- Implementation via **updating development standards for lot sizes & density**



Small-Lot Single-Family Neighborhood  
Sammamish, WA





# Minimum residential densities

## Initial Feedback & Considerations

- Best combined with middle-housing or planned development/subarea planning.
- Units per acre contradicts growth needs
- Parking management

## Questions for Planning Board

- Are there additional policy considerations?
- What are appropriate locations for implementation?



New Construction Triplex For Sale, March 2024  
Anacortes, WA

**Mid**  
Level of Impact



# Planned Unit Development / Subarea Planning

- **PUD:** flexibility in land use and building configuration at small-scale
- **Subarea Planning:** Downtown, district, neighborhood, or corridor-focused
- Implementation via **general areas for subarea planning on the FLUM or PUD provisions in zoning and subdivision code**



Rendering for Sultan Market Concept  
Sultan, WA



# Planned Unit Development / Subarea Planning

- Process and development that provides flexibility in land use and building configuration.
- Mixed-uses, housing type diversity, amenities, and recreational areas in a single, cohesive plan.
- Often paired with density bonuses or reduced infrastructure costs
- Supported in HAP **Action D.2.1**



The Lookout  
Chelan, WA



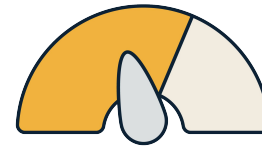
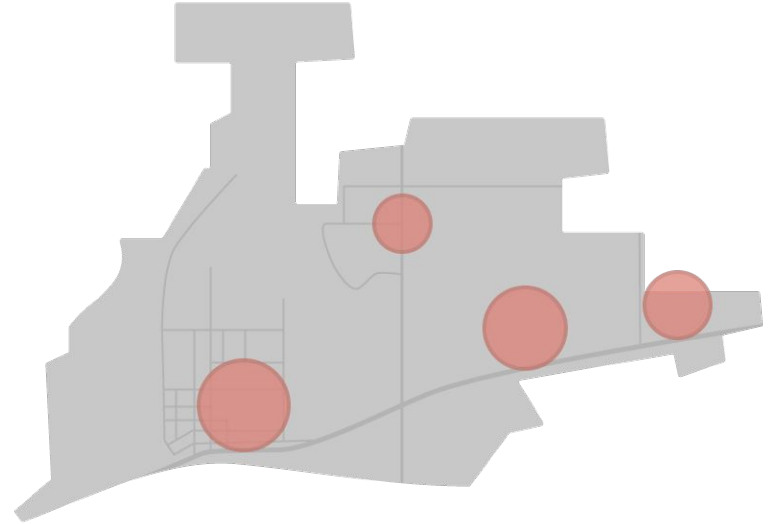
# Planned Unit Development / Subarea Planning

## Initial Feedback & Considerations

- Subarea planning is exciting for downtown and along US-2
- Coordinating development up SBR with adjacent NC zone with public connections
- Concerns over price signaling and use restrictions

## Questions for Planning Board

- Are there additional policy considerations?
- Do the preliminary areas for implementation make sense?



Level of Impact

**Mid**



# Residential / Mixed-Use / Commercial Development in More Areas

- Allow residential, mixed-use, and/or commercial projects where it is prohibited now
- Examples:
  - Residential or mixed-use along US-2
  - Small cafes or grocers in neighborhoods
- Supported in HAP **Action D.2.2**
- Implementation via **use permissions & development standards in zoning code**



Seven Coffee Roasters  
Ravenna, Seattle, WA

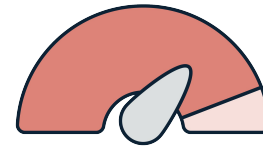
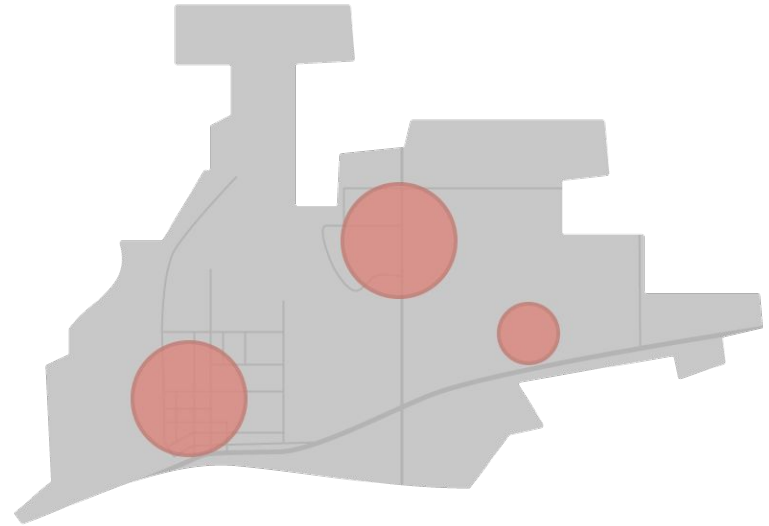
# Residential / Mixed-Use / Commercial Development in More Areas

## Initial Feedback & Considerations

- Mixed uses = vibrant, connected
- Neighborhood-serving stores on Sultan Basin could reduce driving
- Interest in NC zone expansion
- US-2 = medical, services
- Downtown = retail focus
- Mixed-use = downtown & US-2

## Questions for Planning Board

- Are there additional policy considerations?
- Do the preliminary areas for implementation make sense?



Level of  
Impact

**High**



# Live-work units

- Units feature ground-floor designated business area separated from the living space.
- Cater to micro-businesses, entrepreneurs, artists, and professionals seeking flexibility and cost-savings
- Implementation via **permitted uses & development standards in zoning code**



The Oaks Live-Work Townhomes  
Battle Ground, WA



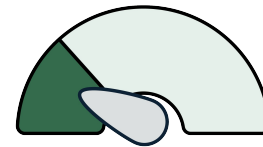
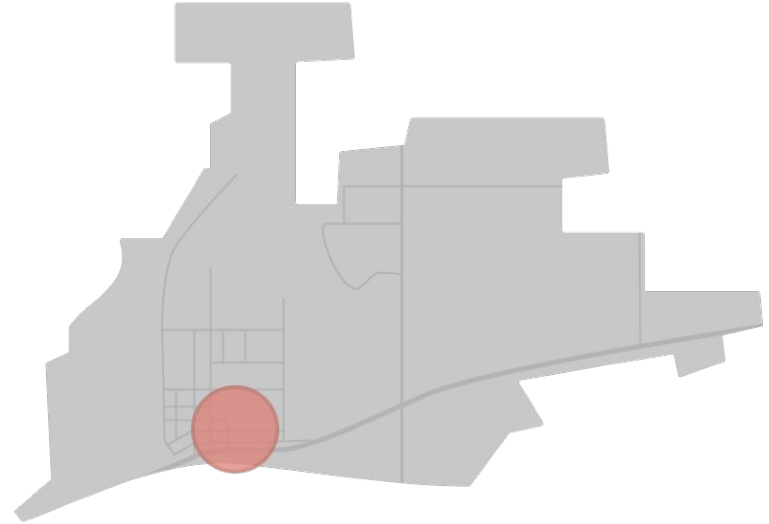
# Live-work units

## Initial Feedback & Considerations

- Appropriate for Main Street (focus on smaller-scale, local retail)
- Should not replace existing buildings
- Must manage conflicts between residential & commercial parking

## Questions for Planning Board

- Are there additional policy considerations?
- Do the preliminary areas for implementation make sense?



Level of  
Impact

**Low**





# Plan for commercial uses with higher job density

- Offer more economic efficiency and diversity of business types
- Reduces overall commute times by providing many more jobs close to home
- Supported in HAP **Action D.3.1**
- Implementation via **permitting and encouraging learning centers, healthcare sector jobs, office jobs**



West Sound Technical Skills Center  
Bremerton, WA



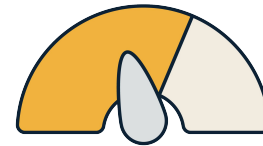
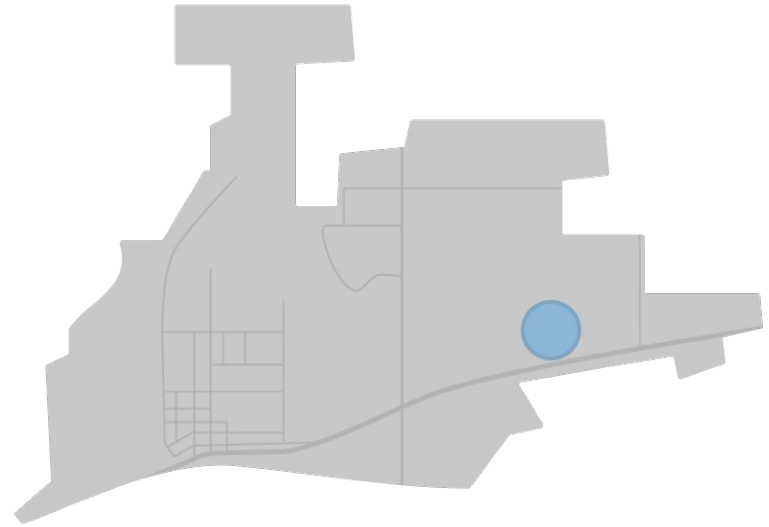
# Plan for commercial uses with higher job density

## Initial Feedback & Considerations

- Vocational training and capacity building to retain human resource
- Discourage undesirable commercial with low employment & large footprint such as public storage

## Questions for Planning Board

- What new commercial uses should be encouraged/discouraged?
- Are there additional policy considerations for this strategy?
- Are there other places that should be considered for this strategy?



Level of  
Impact

**Mid**

# Next Steps.

- **Refine Strategies Based on Planning Board Feedback**
- **March 29:** City Council Meeting
- **April Meetings:** Future Land Use Mapping

