

CASINO ROAD

Housing Work Plan

February 12, 2024

Acknowledgements

We acknowledge and express gratitude to the people whose land we are gathered on today. These are the ancestral lands of the Coast Salish, Stillaguamish, Snohomish and Tulalip peoples. Since time immemorial, they have hunted, fished, gathered and stewarded these lands and waters. We honor their sacred spiritual connection to it. We respect their resilience, sovereignty, and right to self-determination.

Further, we respectfully acknowledge the millions of enslaved people whose labor has contributed to the great wealth of this nation. We mourn their loss of life and liberty and recognize its long-lasting impact on Black communities to this day.

We will strive to be honest about our history and commit ourselves to the work of justice for all in our communities.

List of participants

Client:

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Community Foundation of Snohomish County - Karri Matau

Consultant team:

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Previous studies

- City of Everett Comprehensive Plan ([Link](#))
- Snohomish County Sustainable Operations Plan ([Link](#))
- Snohomish County Workforce Development Strategic Action Plan ([Link](#))
- City of Everett Climate Action Plan ([Link](#))
- Rethink Housing Action Plan ([Link](#))
- City of Everett Bicycle Master Plan ([Link](#))
- LISC Economic Agenda ([Link](#))

Community Context

In February 2022 Casino Road was identified as a community to prioritize for engagement and funding due to increasing pressures of displacement and affordability. This community was recognized to have limited organizational capacity for economic development activities and lacked sustainable funding. In May 2022, LISC Puget Sound developed the Casino Road Economic Inclusion Agenda.

The recommendations outlined in that Economic Inclusion Agenda were informed by listening sessions with community leaders to understand where specific capacity and resource gaps existed and where additional funding could meet the most immediate community and organizational needs.

Community Context

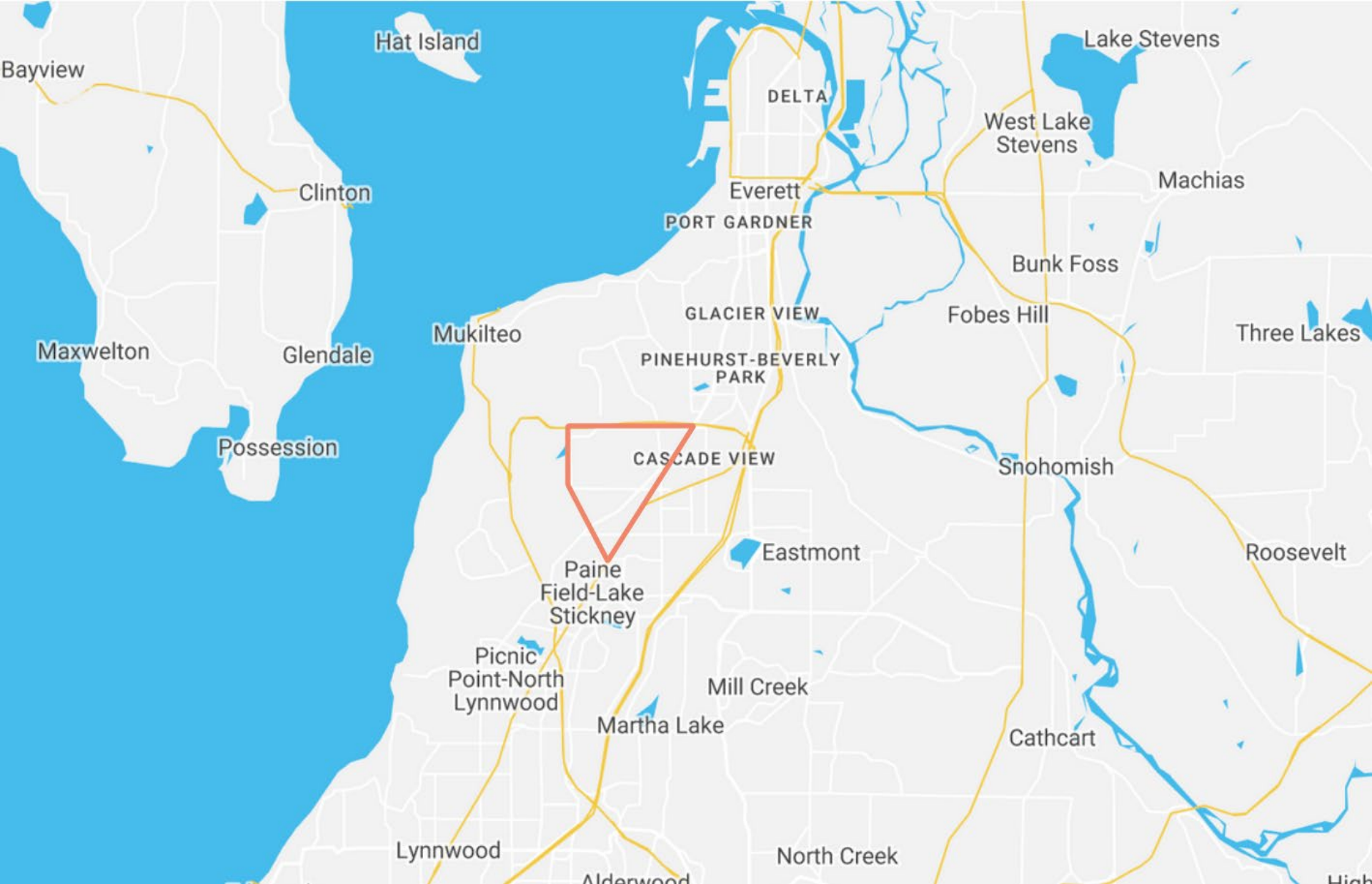
In August 2023, LISC Puget Sound and the Community Foundation of Snohomish County engaged Schemata Workshop and Crux Consulting NW to convene housing stakeholders to develop the Casino Road Affordable Housing Work Plan. The purpose of this work was both to convene a group of stakeholders interested in affordable housing for Casino Road and to identify opportunities for increased housing options and stability. There were five work sessions with stakeholders that informed the development of the Work Plan.

In the spirit of the Economic Inclusion Agenda, the Guiding Principles for our work sessions were:

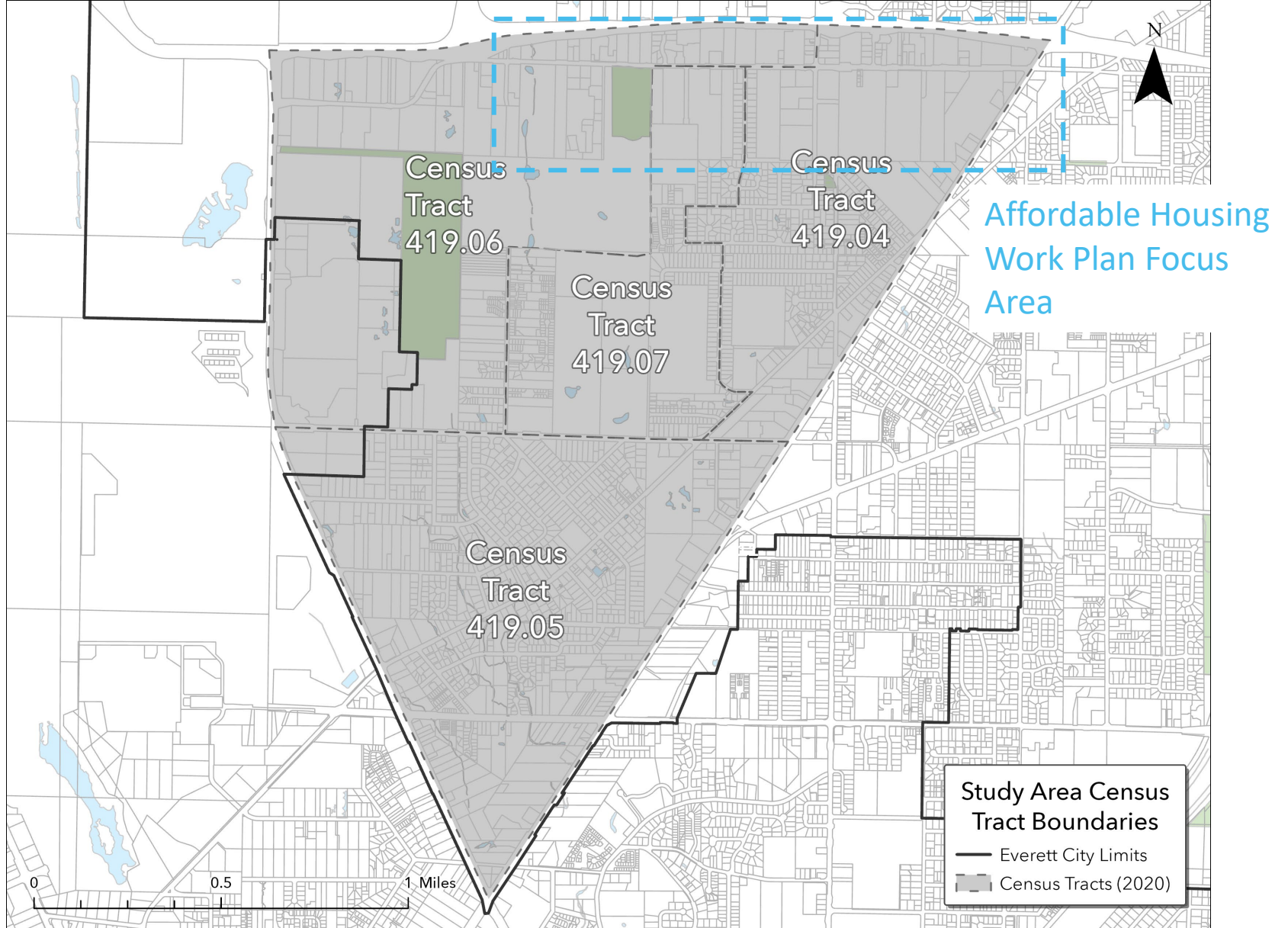
- Move at the speed of trust and operate in relationship
- Respect community expertise and honor previous planning and organizing efforts
- Be responsive to community needs and feedback
- Recognize and build on community strengths and assets

Community Context

Separate from the Affordable Housing Work Plan, LISC was also advancing organizational capacity building, park improvements, public art, workforce development, small business support, and financial coaching initiatives– as further implementation of the Economic Inclusion Agenda. This phase of the work plan intentionally did not engage the resident/business community but is an outgrowth of the specific feedback from residents and businesses as a part of the development of the economic agenda. The Affordable Housing Workplan does not address parks & open space or broader placemaking, which are integrated into the broader Economic Inclusion Agenda.



Slide Source: LISC Casino Road Economic Agenda, Study Area, 7



Slide Source: LISC Casino Road Economic Agenda, Westmont Holly Evergreen Boeing (WHEB) Study Area, 8

Key Takeaway

Casino Road disproportionately more diverse, Latinx/Hispanic younger and higher rent burden. The area is made up of majority rents, with lower median household incomes then the City of Everett.

The preferred language of non-English speakers in census tract 419.04 is Spanish for 76% of residents.

Median income in three of the four Casino Road census tracts is less than 63,000/household, compared to median incomes ranging from 80,000-129,000 in other areas of Everett. The poverty rate in census tracts 419.03 and 419.05 are 22.7% and 17% respectively. This is significantly higher than rates ranging from 1.6-8% in other areas of the City.

Demographic Characteristic	Tract 419.04	Tract 419.05	Tract 419.06	Tract 409.07	City of Everett	Total for Study Area
Population	6,766	6,383	3,408	3,652	110,840	20,209
Median age	30.2	32.6	28.0	32.8	36.1	NA
Median household income	\$54,759	\$64,663	\$39,815	\$65,492	\$66,023	NA
% share renter	80.5%	68.1%	71.4%	58.4%	52.5%	70.8%
% share owner	19.5%	31.9%	28.6%	41.6%	45.9%	29.2%
Cost burdening						
• Overall cost burden	48.6%	43.1%	57.0%	45.5%	40.3%	47.9%
• Renters that are cost burdened	55.3%	54.1%	61.7%	50.5%	52.7%	55.4%
• Owners that are cost burdened	20.9%	19.6%	45.5%	38.6%	27.1%	29.6%
Race/Ethnicity						
• American Indian Alaskan Native alone	0.3%	0.4%	0.0%	1.1%	0.5%	0.4%
• Asian alone	11.2%	15.5%	4.7%	13.7%	9.4%	11.9%
• Black alone	5.2%	12.8%	11.8%	4.7%	5.5%	8.6%
• Hispanic/Latino	50.5%	20.4%	25.6%	25.1%	16.5%	32.2%
• Multiracial	1.2%	2.1%	11.4%	2.7%	5.1%	3.5%
• Native Hawaiian Pacific Islander alone	0.0%	0.5%	0.0%	0.0%	0.9%	0.2%
• Some other race alone	0.0%	0.0%	0.0%	0.0%	0.2%	0.0%
• White alone	31.6%	48.3%	46.4%	52.7%	62.0%	43.2%

Slide Source: LISC Casino Road Economic Agenda, 9

Housing

Home production throughout the region lags behind market needs and the City of Everett approximates a need for 23,000 additional housing units by 2035 to accommodate expected growth. To meet this growth, average production levels would require about 1,500 new units per year, however, historically between 1999 and 2018, only 24% of housing units were added to a population increase of 28%. In addition, about two-thirds of Everett's housing stock was built before 1990 with more than half before 1980. Available housing stock has decreased with some parcels being converted to rentals. Since 2020, residential vacancy rates have fallen below the citywide average.

Slide Source: LISC Casino Road Economic Agenda, 11

Key Takeaway

Currently 56% of Everett householders are renters while 44% are homeowners. Just under half of all Everett households are cost-burdened with nearly one-quarter paying over half of their income to rent.

Housing

The Everett Housing Authority offers assistance for affordable housing, including the Housing Choice voucher program, as well as other voucher programs through partnerships with Housing Hope, Mercy Housing, Compass Health & Catholic Community Services. Over the next months, as the City of Everett finalizes their Comprehensive Plan, there is an opportunity to advocate for partnerships and resources for affordable housing in casino road.

Slide Source: LISC Casino Road Economic Agenda, 11

Key Takeaway

In Casino Road, rents are lower than the average rent in Everett, but recent trends show an increase in rents over the last decade leaving the majority of residents as cost-burdened.

Impact on Undocumented Community

Washington state is home to a growing immigrant population. In fact, almost 1 in 8 Washington residents are foreign born. This growing diversity makes Washington a dynamic state. In 2020, undocumented individuals made up 23% of all immigrants and comprised 5% of the state's workforce. Yet, many undocumented individuals or families with mixed status often are excluded or do not qualify for important local, state and federal benefits or basic need assistance. This was recently highlighted in the distribution of COVID-19 relief funds for businesses and other families in need. The Casino Road community has a high concentration of Latinx and other immigrants. Anecdotally, it is understood that a significant number of these individuals and families are undocumented and that accessing services and economic opportunities presents additional challenges for them. As such, it is essential that the economic agenda recommendations reflect this reality for Casino Road families and individuals.

Slide Source: LISC Casino Road Economic Agenda, 10

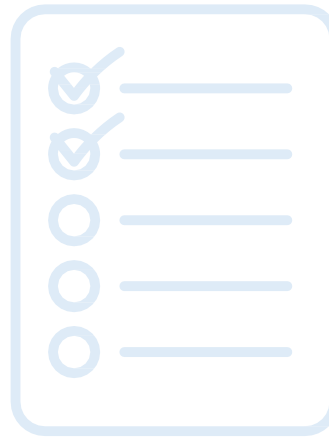
Grow Organizational Capacity

Casino Road has strong community-based organizations with sustainable staff capacity that can actively engage in economic development opportunities and expand partnerships.

Expand Economic Opportunities

Casino Road enjoys strong relationships with its key industries and small business districts, connecting residents to job opportunities and training and supporting a thriving neighborhood business district.

RECOMMENDATIONS STRATEGY AREAS: Community vision



Advocate for Affordable Housing Around Transit

Casino Road residents benefit from and live close to light rail, transit, and other transportation amenities and fully participate in housing programs.

Invest in Parks, Recreation and Open Space

The Casino Road community enjoys ample and easily accessible parks, open space and recreational areas which are safe, family-friendly and culturally relevant.

Slide Source: LISC Casino Road Economic Agenda, 24

Work Plan

Preface

We began this work with the following vision, drawn from the [Casino Road Economic Agenda](#)

- *Casino Road residents benefit from diverse housing options, including the preservation and creation of quality affordable housing and new homeownership opportunities.*
- *Housing in the Casino Road neighborhood enables current residents to maintain stability and existing connections to the community.*
- *Existing residents benefit from and live close to light rail, transit and other transportation amenities.*

Guidance for Work Plan

Create a coordinated workplan that connects affordable housing work from key stakeholders in support of the affordable housing goal, focused on the next 5 – 7 years. Use the following objectives.

1

Preservation of affordable rental units

2

Creation of new affordable housing units

3

Tenant and homeowner preservation and stabilization

4

Expanded homeownership opportunities

5

Creation of Enabling Environment

The numbers in the left column indicate priority ranking from participants, in order of highest impact actions relative to the creation or preservation of affordable housing.

		Lead	Needs	Obstacles	Potential Partners	Policy Implications	Other Comments
Objective #1: Preservation of affordable rental units							
Existing Activities in Support of this Goal							
Planned Activities in Support of this Goal							
	Housing Fund supported tax revenue - in action Plan, but nothing imminent (look at Action Plan)					Housing Action Plan	Is this separate from Affordable Housing Trust Fund 2060 Funds?
5	Identify properties with expiring tax credit on a quarterly basis	LISC to identify properties. Casino Road Workgroup (this current group) to operationalize	Potential buyers/developers to purchase	Funds to purchase	Dept of Commerce Housing Consortium		Look up quarterly. Meet with work group and operationalize
Aspirational Activities in Support of this Goal							
	Identify potential buyers to purchase expiring tax credit properties						
	Identify funding sources to purchase expiring tax credit properties	LISC			Washington State Housing Finance Commission		
	Monitor Multifamily Tax Exemption list to encourage owners renew before expiration	City of Everett			Housing Consortium		

The numbers in the left column indicate priority ranking from participants, in order of highest impact actions relative to the creation or preservation of affordable housing.

		Lead	Needs	Obstacles	Potential Partners	Policy Implications	Other Comments
Objective #2: Creation of new affordable housing units							
Existing Activities in Support of this Goal							
	Multifamily Tax Exemption (MFTE) available to developers - 8 years of tax exemption for any new housing project, 12 years if includes affordable, 20 years if targeting lower income households	City of Everett - targeted outreach by Economic Development Dept to private developers	reduction in development requirements that add to per unit cost	Not knowing what standards increase development costs	Private developers who might develop affordable housing	Housing Development Incentives Program Report - expansion of area	In City of Everett Market rate is actually 80% AMI for the county because Seattle bumps incomes up
2	Identify properties at risk for buy out/displacement for redevelopment	LISC with support of subject matter expert partners/consultants	Interest from the multifamily development community. Introductions to new for-profit developers	Finance tool for rapid acquisition. Affordable Housing Trust Fund 2060 Funds to acquire property	Non-profit affordable housing developers		California Is Showing The Potential Of Strip Mall-To-Housing Conversions (nextcity.org)
	Work with Snohomish County as well as Everett and other jurisdictions on the Model Code Partnership to support expected TOD development	Sound Transit			City of Everett - Planning Dept.		City should be sure to work out development agreement that matches desire for affordable housing and Sound Transit goals
	Identify future TOD sites at the potential locations of the light rail stations	City of Everett - Planning Dept. Development community	Sound Transit will need construction staging areas	Identifying enough land for staging that will also be ideal sizes for future TOD	Sound Transit - identify potential joint development and/or integrated TOD at or near stations	Should inform the purchase of Construction Staging properties that will be used for affordable housing - 80/80/80 rule	City and Housing Consortium have opportunity to influence Sound Transit's site selection process to optimize TOD.
	ADU/DADU	Everett	Freeze tax assessment based on income				Look at actual housing production in other jurisdictions

		Lead	Needs	Obstacles	Potential Partners	Policy Implications	Other Comments
Objective #2: Creation of new affordable housing units							
Planned Activities in Support of this Goal							
	Identify publicly owned properties for redevelopment - i.e., school district	Housing Hope, Volunteers of America	Interested partner on housing development project		Mukilteo School District City of Everett - public works		
	Explore improved use/redevelopment of Walter Hall	City of Everett			EHA	WHEB economic development work and comp plan	

	Lead	Needs	Obstacles	Potential Partners	Policy Implications	Other Comments
Objective #2: Creation of new affordable housing units						
Aspirational Activities in Support of this Goal						
Starting conversation about land/uses with two neighborhood faith communities (South Everett Community Church and Bible Baptist Church). Faith communities to consider redevelopment to include affordable housing.	LISC, Community Foundation of Snohomish County	Help faith based organizations understand that they have an opportunity to leverage their real estate asset in service of the community	Faith Based orgs do not understand real estate development. Finding a non-profit housing developer that has room in pipeline	VOAWW can partner in starting conversations about land uses with neighborhood faith communities; existing program partnership with Bible Baptist church (pop-up food pantry)	Connection to Black Home Initiative	Atlanta's Faith-based Development Initiative - https://www.atlantaga.gov/government/departments/city-planning/housing/faith-based-development-initiative Nehemiah Initiative Seattle (https://www.nehemiahinitiativeeseattle.org) Beacon Development Group - working with 2 churches in Tacoma.
Redevelop The Village at Casino Road as mixed-use TOD	LISC to continue conversations; Childstrive is the property owner and is interested	Development partner, secure funding	Make sure zoning/land use support the higher density - confirm that UR4 meets development objectives for mixed uses and height	LISC to make intros to non-profit affordable housing developers.	Potential changes to comp plan, land use or development standards	Potential for redevelopment of the Village as mixed-use TOD - currently zoned for 7 stories
Convene non-profit developers and discuss potential development opportunities - understand the barriers/opportunities and identify information needed	Housing Consortium	City's prioritization of defined and targeted area to enhance 9% LIHTC scoring viability		City of Everett - Planning Dept.		Explore other public/private partnership opportunities

	Lead	Needs	Obstacles	Potential Partners	Policy Implications	Other Comments
Objective #2: Creation of new affordable housing units						
Aspirational Activities in Support of this Goal						
Identify Social Service Partners for Housing Development		Outreach to School District and Service Providers (like Boys & Girls Club, YWCA, VOA, Kindercare)		Sound Transit - potential for space and partnerships at TOD sites.		
Consider how modular or prefabricated construction could increase production of housing.	Housing Consortium	Developers and funders willing to explore this construction process.	No plant that can produce housing units at scale in WA state. Contractor/sub pool that is unfamiliar	Housing Development Consortium of Seattle King County - Offsite Construction Task Force. City of Everett. Whitley Evergreen - modular plant in Marysville	Develop permit approval process to streamline permitting/coordination with WA Labor & Industries (Authority Having Jurisdiction).	Report on off-site construction to increase housing production https://bipartisanpolicy.org/download/?file=/wp-content/uploads/2022/11/BPC_AB7-Report_RV3.pdf

			Lead	Needs	Obstacles	Potential Partners	Policy Implications	Other Comments
Objective #3: Tenant and homeowner preservation and stabilization								
Existing Activities in Support of this Goal								
	WA home ownership resource center (WHRC) is working with senior groups to reduce foreclosures and tax delinquency	WHRC				Compass Health, Bridgeways. If there is an agency in Casino Road area (Child Strive), that could be good fit		https://www.homeownership-wa.org/
	CHIP program (community home improvement program)	City of Everett					CHIP funds for ADU construction and down payment	Generally Home Ownership. Can be used for small multifamily projects
	Home repair/weatherization/preservation programs	Habitat Snohomish	Displacement prevention	Funding	LISC			
	Vouchers/Shelter Plus Care programs (need to know what the actual needs are/who else is working in Casino Road) - Rental Assistance	YWCA, and others	Displacement prevention					Potential for supportive service agencies to be rooted in Casino Road
	Homebuyer education and orientation	Homes and Hope CLT	CLT and Co-op ownership	Funding	CLT and Co-op ownership	Advocacy work at State level		Services are available in Spanish
	Dispute resolution center - eviction prevention work/landlord tenant mediation	VOA	Potential for targeted outreach to Casino Road residents					Services are available in Spanish
	Landlord tenant training	VOA	Potential for targeted outreach to Casino Road residents					Services are available in Spanish
	Renter certification program	VOA	Potential for targeted outreach to Casino Road residents					Services are available in Spanish
	Rental assistance funding (211 referral system)	VOA	Potential for targeted outreach to Casino Road residents					Services are available in Spanish

	Lead	Needs	Obstacles	Potential Partners	Policy Implications	Other Comments
Objective #3: Tenant and homeowner preservation and stabilization						
Planned Activities in Support of this Goal						
Three year strategic planning could surface additional work	VOA					Expect to include Casino Road as target area
Potential for enhancing related work around 211 referrals	VOA					VOA is the 211 service provider to Snohomish
Aspirational Activities in Support of this Goal						
Acquisition of naturally occurring affordable apartment complex on Casino Road		LIHTC 4%	Availability of tax credits	Homes and Hope CLT	Community preference policy or Tenant Opportunity to Purchase Act (TOPA)	
Create a Tenant & Community Opportunity to Purchase Act (TOPA/COPA) to enable residents to purchase a property - make it geographically specific to Casino Road	City of Everett		Financing sources for tenants to purchase. HOME funds could be used	WA Low Income Housing Alliance or Puget Sound Sage - education & organizing	Create tenant organizing program; provide legal assistance; identify grant or financing sources to help acquire	Aspirational - buy back program (ownership - City would require developer to offer a "first right of refusal" for one of the income restricted units) - Tenant Protections (King County Skyway had an anti-displacement tool kit)
Increase the number of Section 8 vouchers	EHA					
Reassessment of HUD Section 8 payment standard to allow more landlords to participate	EHA			HUD Region 10, City of Seattle		

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		Lead	Needs	Obstacles	Potential Partners	Policy Implications	Other Comments
Objective #4: Expanded homeownership opportunities							
Existing Activities in Support of this Goal							
	Homes & Hope two nearby projects, but not on Casino Road (15 - 20 ownership units)	Homes & Hope					Just outside WHEB Triangle
Planned Activities in Support of this Goal							
2	Expanding opportunities to create more infill/middle housing (duplex, 4-plex, etc.) through upcoming HB1110/Zoning Changes	City of Everett	Co-op financing. Thoughtful implementation that actually allows multiple units and addresses: parking, setbacks, height, FAR (floor area ratio)	Co-op financing	Habitat for Humanity. Homes & Hope CLT. Housing Hope. Master Builder's Association. NWCLTC is working on Limited Equity Co-Op financing.	Create the "Everett Special" - a standard plan that is pre-approved for permitting that is easy to build/replicate. See "Vancouver Special" video)	Missing Middle Housing videos - https://www.youtube.com/watch?v=cjWs7dqaWfY https://youtu.be/sJFn20hzccI "Vancouver Special" video https://youtu.be/Zr18Su01YHE?si=8TxvEGyQ4h-FRYZi
Aspirational Activities in Support of this Goal							
	Create a Tenant & Community Opportunity to Purchase Act (TOPA / COPA) to enable residents to purchase a property - make it geographically specific to Casino Road	City of Everett		Financing sources for tenants to purchase. Could HOME funds be used?	WA Low Income Housing Alliance or Puget Sound Sage - education & organizing	Create tenant organizing program; provide legal assistance; identify grant or financing sources to help acquire	Aspirational - buy back program (ownership - City would require developer to offer a "first right of refusal" for one of the income restricted units) - Tenant Protections (King County Skyway had an anti-displacement tool kit)
	Prepare for greater participation of Community Land Trust - potential homebuyer education		Additional funding		Homes and Hope CLT		
	Identify properties at risk for buy out/displacement to secure/protect current residents - possibly duplex and triplexes for condo conversions		Affordable Housing Trust Fund 2060 Funds to acquire property	Line of credit - finance tool for rapid acquisition			Opportunity for a pilot or demonstration project

	Lead	Needs	Obstacles	Potential Partners	Policy Implications	Other Comments
Objective #5: Creation of Enabling Environment						
Existing Activities in Support of this Goal						
Housing Development Incentives Program report						https://www.everettwa.gov/DocumentCenter/View/34936/230324_HDIP_Rpt_v41?bid=
Planned Activities in Support of this Goal						
Station Area Planning	City of Everett	identify roles/ responsibilities as well as boundary for station area planning	Station location will not be chosen until 2027	Sound Transit		
Casino Road Neighborhood Plan	City of Everett	Conduct community charette - help them flesh out their own story	Perception that large scale TOD/new development and Community informed process are opposing paradigms		Create a community group to champion the process	Imagine a transformation where new development is community-led, precedents for this type of redevelopment , El Centro de la Raza (mentorship opportunity), Los Angeles, Tacoma Hilltop, Living Cully (PDX), lower income community, EcoDistrict funding

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		Lead	Needs	Obstacles	Potential Partners	Policy Implications	Other Comments
Objective #5: Creation of Enabling Environment							
Aspirational Activities in Support of this Goal							
	Expand live work zoning - currently allowed in Mixed Urban Zones (usually used as an end-run to satisfy requirement for commercial ground floor use)	Everett	Confirmation from culturally specific businesses if this is useful/helpful zoning vs. commercial requirement for "Mixed Use"	"Mixed Use" designation could result in retail spaces 10-15,000 sf rather than 1,000-2,000sf spaces that might be more appropriate for locally owned, culturally-specific businesses			Look at small-scale retail at Jackson Apartments in Seattle (23rd & Jackson) as a good example that is not live/work but is appropriate for/encouraging of small local businesses
4	Everett Housing Levy	Housing Consortium	Funding for more affordable housing	Public perception of taxes	LISC - Housing Levy Policy Partner. City of Everett - administration of funds		
	Create the enabling environment for Faith communities to consider redevelopment to include affordable housing	City of Everett	Non-profit housing developer that has room in pipeline	Faith Based orgs do not understand real estate development	Volunteers of America is trusted community member willing to help bridge conversations Non-profit affordable housing developers and private developers.	Increased development capacity based on Substitute House Bill 1377 - affordable housing development on religious organization property	Example of Religious Organization Owned Property ordinance. https://www.seattle.gov/opcd/ongoing-initiatives/affordable-housing-on-religious-organization-property
	Implement a Community Preference Policy	Everett			Housing Consortium, LISC		

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		Lead	Needs	Obstacles	Potential Partners	Policy Implications	Other Comments
Objective #5: Creation of Enabling Environment							
Aspirational Activities in Support of this Goal							
	Ensure Community-Oriented Development	Everett, LISC, Snohomish Community Foundation	Create a Public Development Authority or a larger scoped Land Trust		Everett, LISC, Snohomish Community Foundation		Example of neighborhood scaled Land Trust in Toronto - Kensington Market https://www.youtube.com/watch?v=h46WVCr4zk0
	Train Community Leaders	Puget Sound Sage	Capacity building for community leaders	Funds for training and to pay community leaders for their work/time	LISC, Snohomish Community Foundation		
3	<u>Comprehensive Plan</u> Mixed use zoning on Casino Road Greater development capacity indicated along Casino Road - Buildable Lands map Identify Casino Road as an area targeted for Affordable Housing - to aid in funding applications Increased Services on Casino Road Reduce/Eliminate systems Development Charges for Affordable Housing Missing Middle Housing - Ownership Parks & Open Improve Casino Road ROW - Indicate Desired Street Section	Everett - Planning Dept	Ensure Comprehensive Plan and Zoning supports small retail and home based businesses along Casino Road. Boulevard and landscaped medians, wider sidewalks w/ planter strips and street furniture	Residents and business owners don't know how to engage in process	Housing Consortium		Develop memo outlining priorities for Housing Consortium to consider in a recommendation letter for City re: Comp Plan
	Understand and Inform future funding priorities	WSHFC, DOC	Talk with Washington State Housing Finance Commission and Department of Commerce on funding process/priorities and discuss potential for future Casino Road				

		Lead	Needs	Obstacles	Potential Partners	Policy Implications	Other Comments
Objective #5: Creation of Enabling Environment							
Aspirational Activities in Support of this Goal							
	Expand inclusionary zoning (mandatory affordability for all new development) to Casino Road - see housing action plan strategy 3.9	City of Everett	Council support. Feasibility analysis	perception that this will discourage development	Housing Consortium	Mandatory affordability policy	
	Bike Master Plan - last mile from Station	City of Everett				Bike infrastructure and facilities	This affects desired Street Section and ROW improvements (i.e., bike lanes, planter strips, planted boulevard)
	Increase Bond Cap for TOD	City of Everett				Explore establishment of Public Development Authority	

We cannot wait for others to come do this work for us. It is time for those assembled to act. If we begin now, there is plenty of time to implement the policy, regulatory, financial, and other actions necessary to realize a collective community vision.

Recommendations

Recommendations

At the final work session, stakeholders identified the following actions as having the greatest potential impact as well as being the easiest to accomplish. These Top five items should be prioritized over the next two years as recommended. As noted by one of the participants, **the focus of this work should be on the preservation of people, not buildings.** The participants did not prioritize a particular action in Objective #3, so it is intentionally absent from this section.

The Housing Consortium of Everett and Snohomish County has agreed to champion some of this work, but it will be critical to have a **community group steward this work plan** and hold various parties accountable to realizing a shared vision that minimizes displacement and ensures economic stability and prosperity for all members of the community.

Recommendations

Objective #1: Preservation of affordable rental units

Identify properties with expiring tax credit on a quarterly basis. *(5th priority of participants for greatest impact / likelihood to accomplish)*

1. LISC to identify these properties on a quarterly basis and will report to the stakeholders of this process (hereafter referred to as the Casino Road Work Group.)
2. Housing Consortium to convene a Housing Preservation Work Group (including some members of Casino Road Work Group) to meet regularly to share ideas for preserving properties with expiring task credits.
3. Housing Preservation Work Group to meet with property owners to identify need for affordable workforce housing and how they could exit out of expiring tax credit properties (may require looking 2 years out, so there is time for outreach/advocacy).
4. Housing Consortium to connect housing operators with potential property sellers.
5. Community Foundation of Snohomish County to provide funding to interested resident groups to build capacity for TOPA conversion.

Measurable Outcomes

- **By end of 2024, identify one to two housing operators who would be willing to convert/manage the properties if current owners are willing to sell.**
- **Extension of tax credits for one existing property by December 2025.**
- **Funding and capacity building of one resident group at expiring tax credit property by end of 2025**
- **Acquisition of one expiring tax credit property by end of 2026.**
- **Draft TOPA/COPA policy by January 2027.**

Recommendations

Objective #2: Creation of new affordable housing units

Identify properties at risk for buy-out/displacement for redevelopment. (*1st priority of participants for greatest impact / likelihood to accomplish*)

1. LISC to identify potential properties (could be expiring tax credit properties in Objective #1, or could be parcels identified on the maps found in the Appendix.)
2. LISC or Community Foundation of Snohomish County to hire consultant to conduct housing capacity studies for the potential properties identified for redevelopment above.
3. LISC to convene group of potential non-profit housing developers to explain the redevelopment potential of Casino Road properties.
4. Community Foundation of Snohomish County to introduce potential developers to non-profit organizations who are interested in purchasing property or build new facilities for themselves. (introducing the commercial partner to realize the mixed-use opportunity)

Measurable Outcomes

- In 2024, convene Housing Development Opportunities Forum for non-profit housing developers and introduce them to potential non-profit organizations who could be commercial tenant.
- Complete capacity study for 5 Casino Road properties by end of 2025.

Recommendations

Objective #4: Expanded homeownership opportunities

Expanding opportunities to create more infill/middle housing through upcoming HB1110 zoning changes. (2nd priority of participants for greatest impact / likelihood to accomplish)

1. City of Everett to convene focus groups with townhome builders and small-scale developers to inform development standards that would encourage development of missing middle housing.
2. City of Everett, Habitat for Humanity and Homes & Hope to sponsor a design competition for missing middle floor plans (like the “Kelowna special”) that could be preapproved for builders and developers to more easily/quickly construct.
[<https://www.youtube.com/watch?v=Zr18Su01YHE>]
3. In order to increase capacity for building missing middle] housing, LISC to engage Master Builders Association to create an education/awareness campaign on funding availability for homeownership projects.
4. Community Foundation of Snohomish to provide funding for modular manufacturer to further develop prototypes for “Everett Special”.

Measurable Outcomes

- **By end of 2024, City of Everett to codify land use policy and development standards for missing middle housing.**
- **In 2025 host Design Competition for 4-unit building (aka “Everett Special”)**
- **By end of 2026 City of Everett to have at least 5 pre-approved 4-unit building types available on City’s website for builders to view/purchase.**
- **By end of 2027 have modular manufacturer ready to produce/deliver “Everett Special”**

Recommendations

Objective #5: Creation of an Enabling Environment

Create an Everett Housing Levy. (*4th priority of participants for greatest impact / likelihood to accomplish*)

1. Housing Consortium to marshal the resources and people to ensure passage of a housing levy.
2. Housing Consortium to work with the City of Everett to ensure equitable distribution of funds with a priority towards preservation and creation of affordable housing on Casino Road.

Measurable Outcomes

- **Q2 2024, Everett Housing Levy becomes part of Housing Consortium work plan.**
- **By end of 2024, consultant is hired to analyze feasibility.**

Recommendations

Objective #5: Creation of an Enabling Environment

Coordinated Work on the Comprehensive Plan

Address mixed-use zoning for appropriately scaled local businesses on Casino Road, update Buildable Lands map, identify Casino Road as priority for affordable housing, increased services, parks and open space, improved Right-of-Way for desired streetscape. (3rd priority of participants for greatest impact / likelihood to accomplish)

The Comprehensive Plan is the single-most effective tool to ensure significant positive impact on the future development of affordable housing along Casino Road. The major amendment process is currently underway and will be completed by the end of 2024.

1. City of Everett to designate the Casino Road/WHEB triangle as an area of focus for the creation of affordable housing.
2. Housing Consortium to prepare for robust member engagement with City of Everett. This might entail a task force to become more knowledgeable of the Comprehensive Plan and the process by which it can affect the production of affordable housing.
3. LISC or Community Foundation of Snohomish County to hire a consultant to advise Housing Consortium on most effective Comprehensive Plan changes or review of City's draft language.

Measurable Outcomes

- **By end of Q1 hire consultant to review City's draft Comprehensive Plan language to ensure favorable environment for affordable housing - desired street scape, parks and open space and physical improvements (bike lanes, widened sidewalks, planter strips and street trees, utility improvements)**
- **By end of 2024, Comprehensive Plan identifies Casino Road as area of focus for production of affordable housing.**

Recommendations

In addition to the items above, the consultant team would recommend the following key actions be taken:

- **Creation of the Casino Road Work Group** – including the stakeholders of this process as well as community members (residents and small business owners). The Work Group should be comprised of 12-16 people representing the broad spectrum of community interests. The purpose of the Work Group would be to steward the workplan and see to the implementation of a significant number of the workplan items.
- **Casino Road Work Group should be heavily involved with the City’s Comprehensive Planning process** to ensure that the creation/preservation of affordable housing is a priority. This was noted above in the Top 5 actions and is ESSENTIAL work to create a solid foundation for all the other workplan items.
- **Develop graphic communications to share the community vision for Casino Road** - videos, graphic illustrations of future TOD or Casino Road improvements. Illustrative examples of the type of vibrant community vision can be found in the Economic Agenda and the Vision “story” at the conclusion of this report. Videos could be live action or cartoon – most important is that the content be accessible to a general audience.

Recommendations

In addition to the items above, the consultant team would recommend the following key actions be taken (cont.):

- LISC or Housing Consortium to **convene an information session for the development community** to highlight the potential for displacement, potential for development, potential properties at risk and to introduce the potential service partners. This could be in conjunction with the Top 5 action noted for Objective #2 above.
- If preservation of existing residents and new homeownership opportunities are central goals to prevent displacement, then perhaps the most impactful action identified in the workplan would be to **create a Tenant & Community Opportunity to Purchase Act (TOPA / COPA)** to enable residents to purchase a property – this act could be made geographically specific to Casino Road. This might take some time and would be worth investing the effort in the next few years before land speculation makes tenant or community purchase infeasible.
- Look at **Community Land Trust** model for more than the provision of affordable housing, but also for preservation of culture and people. This [video](#) about Kensington Market in Toronto provides an easily understandable description of that model.

It is important for the community (including residents and small local business owners) to have a vision for the change they are hoping to achieve and also as a benchmark to evaluate success. While this story was written by the consultant group, it was added to by the stakeholders of this process. It will be important in the near future to have a story or vision written by the community. For the time being however, this can serve as an inspiration for the stakeholders and organizations who will steward the next leg of this journey.

A Vision for Casino Road



Imagine that it is the year 2038. It's a fall day and you have just taken light rail home from your job in Lynnwood. The light rail station at Casino Road was completed a year ago and the area has dramatically transformed, but there are still many familiar faces.

You exit the station and decide to stop to pick up a few treats for dessert from the Pasteleria. The owner, Diego, opened this Mexican bakery in 2025 after the City of Everett created an economic development program to incubate culturally specific businesses by local entrepreneurs. When the transit-oriented development opened earlier this year, Diego moved his bakery into a much larger space. His business has expanded considerably. Now, he has two shifts, so he can be open in the morning to offer breakfast burritos and stay open till 7pm so that people can buy baked goods on the way home.



Strolling down Casino Road, on wide sidewalks, you appreciate the buffer away from car traffic provided by the planter strip and bike lane, now filled with commuters and families returning home at the end of the day. You pass your favorite street taco place – there is a huddle of people waiting at the takeout window. As you continue down the sidewalk, shaded in the canopies of verdant summer leaves, you pass by many other Latinx businesses, intermingled with the occasional T-Mobile store and Papa John's Pizza. A neighbor rides past on her bicycle. Before you can turn to wave, she breezes past you, safe and confident to cycle in the bike lane away from the bustle of the cars.



You pass by the Village, where a community event is taking place, evidenced by the steady stream of people, the marigolds, and other Dia de los Muertos decorations, as well as the sound of a band playing inside. Above the street level, you see 5 floors of apartments – mostly for low-income members of the community. The artwork on the building reflects the Spanish-speaking residents who occupy the majority of the 240 units.

A block later, you see Luisa, a member of the South Everett Community Church, whom you met 15 years ago. She is hurrying home for a Homeowner Association meeting at Harleen Court – which was converted to condos a decade ago. Luisa was instrumental in organizing the residents to purchase their homes from the landlord after the state passed legislation requiring landlords of apartment buildings serving households earning 60-100% AMI in communities of color to offer a first right of refusal to the residents if they could produce an offer to purchase within 1 year of notification. The lower income residents at Harleen Court used downpayment assistance from the State to overcome economic displacement and start building personal wealth.



As you continue down Casino Road, you appreciate the way the shadows of the tree canopies dance along on the sidewalk. As you reach the Paseo – a new community park named for the evening ritual of strolling that occurs in Spanish-speaking cultures, you see people of all ages gathered to watch and be seen. Children squeal with excitement as they climb the new playground equipment, young couples hold hands walking along the garden path, families gather to enjoy snacks at picnic tables, old friends catch up on each other’s lives on a bench. This is a regular evening spectacle.

A handful of young men walk into the Paseo with a soccer ball and are met with a cheer from a small group of friends –they’ve just won their soccer match. As you pass them, you overhear them talking about heading over to the restaurant in the adjacent building for beer and nachos.



As you pick up your child at KinderCare, you run into your neighbor who is also picking up their child. You all take the elevator up to your homes above and talk about how convenient it is to live above the preschool. You know that he lives in one of the MFTE units, because he previously shared the difficulty he had in finding an apartment for his family of five despite earning a living wage and how he lucked out when he learned about the MFTE program.

As you open the front door, your child asks what is for dinner...and you are immediately grateful to be home on Casino Road.

Appendix

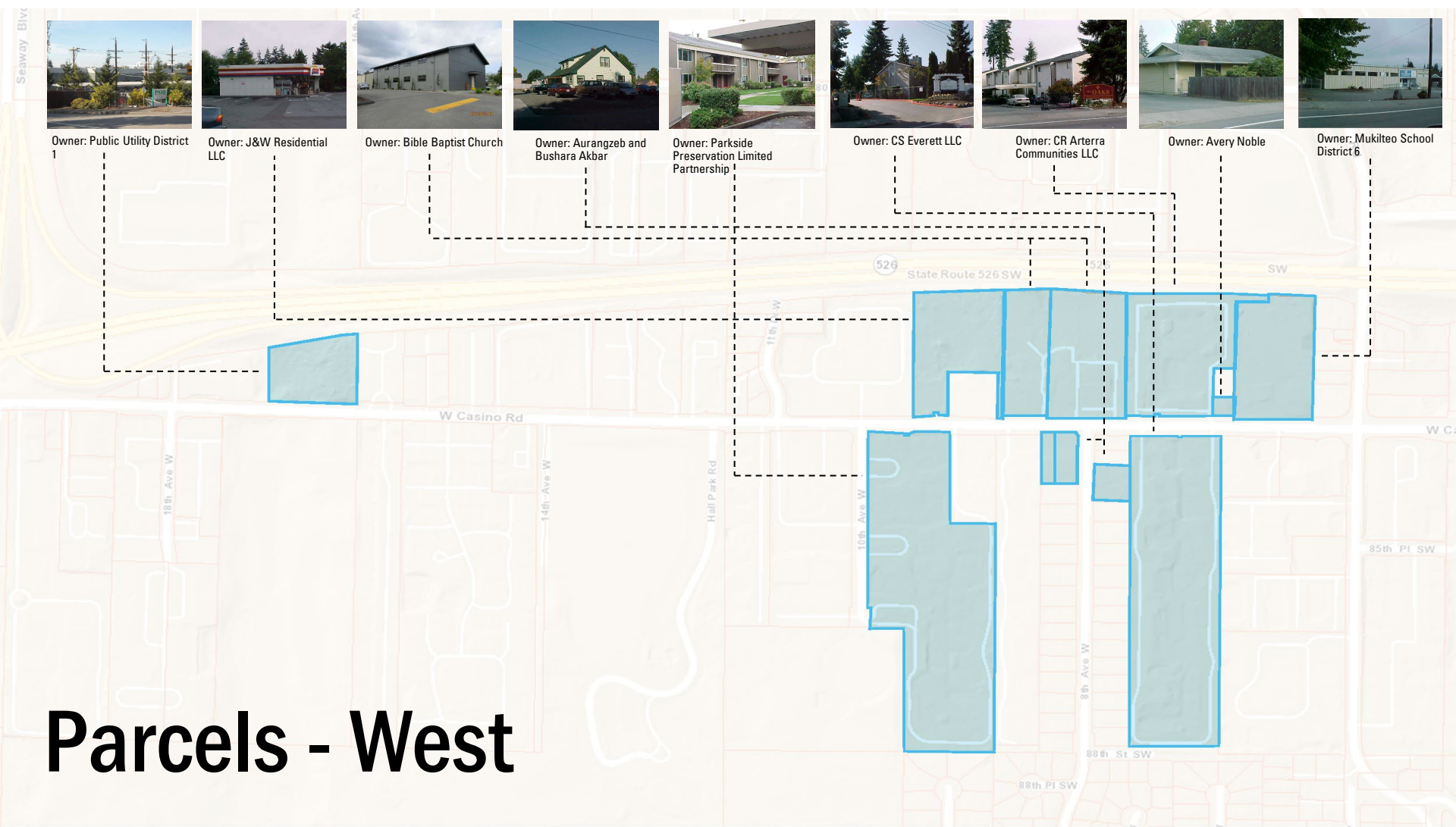
Maps

Map of Casino Road, East of 5th Ave/Hardeson Ave, outlining potential properties for redevelopment



Parcels - East

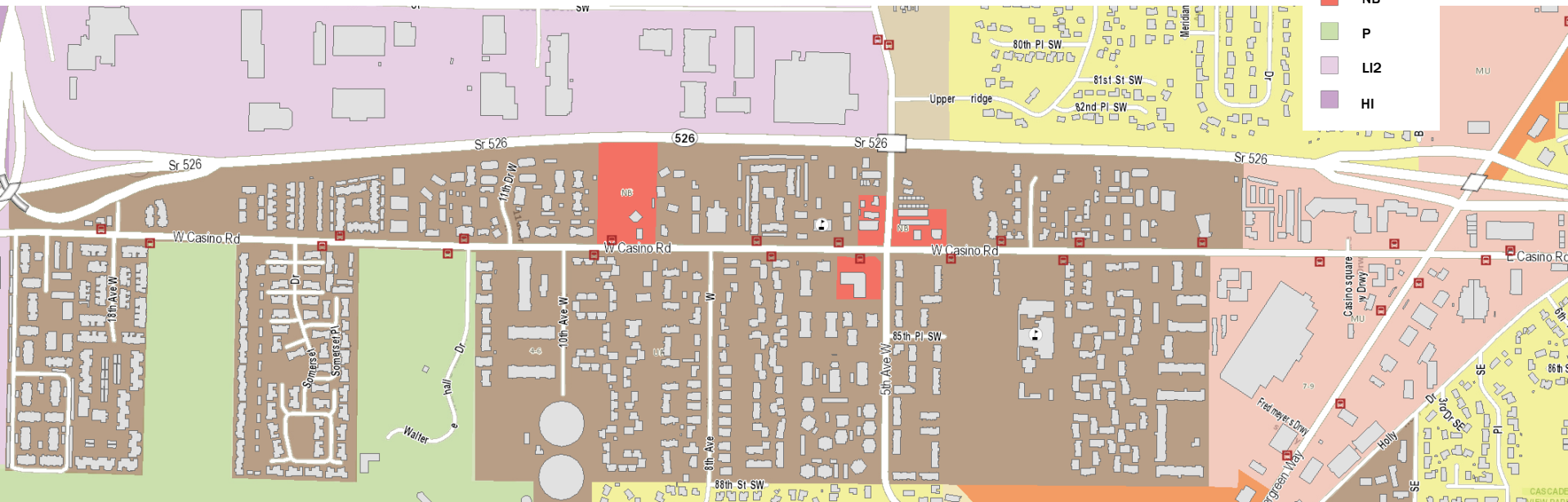
Map of Casino Road, West of 5th Ave/Hardeson Ave, outlining potential properties for redevelopment



Parcels - West

Current Zoning

Map of Casino Road with zoning classifications and borders delineated as determined by current parameters



Potential Future Land Use Map

Map of Casino Road with zoning classifications and borders delineated as determined by comprehensive plan

