I. Introduction

The Sitka Housing Summit convened over two days, March 27-28th, 2024, with a primary objective to develop practical solutions to increase the supply of affordable housing in Sitka. Bringing together approximately 75 individuals from various sectors, the summit aimed to foster collaboration and generate actionable solutions to propel Sitka towards a sustainable housing future. The event was funded by a grant from the Rasmuson Foundation, and was co-hosted by the Sitka Tribe of Alaska (STA), Baranof Island Housing Authority (BIHA), and the City and Borough of Sitka (CBS).

A large percentage of the participants at the summit were from Sitka, representing a variety of local sectors and employers (see *Attachment A- Participant List*). At least half of the attendees participated in the entire 2-day event. There was a high level of engagement and participation from attendees. Overall the tone was positive and collaborative where the attendees focused on problem-solving. The culmination of the event was a community meeting to share out the ideas from the summit, collect input from the community and determine where there was potential for moving forward on solutions.

II. Background

The Summit core planning team consisted of contracted Spruce Root, Inc. facilitators Alana Peterson, Executive Director and Brooke Leslie, Economic Development Catalyst, as well as Robin Sherman, Communications Director with STA, Cliff Richter, Executive Director of BIHA, Leah Mason, Financial Education Counselor for BIHA, and Amy Ainslie, Planning Director of CBS. The planning team met over a series of 10 meetings between January-April 2024. Each meeting agenda was prepared by Robin or Spruce Root and primarily covered discussion topics, and action items to move the project forward.

Early on in the planning process, the team identified the primary goals/objectives for the Summit. This guided the design and development of the Summit agenda and activities.

Goals/Objectives:

1. Participants will understand the problem and barriers to affordable housing in Sitka;
    a. Presentation on Tribal Housing Needs Assessment
    b. Hold sessions that focus on each barrier
    c. Identify and develop potential solutions
2. Create opportunities for cross-collaboration and learning about what others are doing outside of Sitka
3. Demonstrate to funders that we are thinking critically about the problem
4. Create a priority action list and assign roles/responsibilities for next steps

The project team worked together to develop the agenda and list of participants. One challenge of this stage was deciding how to design a summit that would incorporate many diverse perspectives as well as bring together change-makers who could collaborate and create buy-in around a core set of ideas and actions. The number of participants was a limiting variable. With too many participants, it would be difficult to achieve the desired outcomes in the two days and with a lot of interest in the community on solving the affordable housing challenges it was difficult to limit the invitation list. The solution we came to was to limit the event to no more than 100 invited participants, and soon after the Summit we would hold a community meeting where we could inform anyone who is interested about the outcomes of the Summit as well as get input from the community about how we might solve the problem.

Spruce Root designed a process that would require participants to utilize principles of “stretch collaboration” as a more productive way to finding meaningful solutions in a complex challenge.

Table A.

	Conventional Collaboration	Stretch Collaboration
How we relate with our collaborators	*Focus on good & harmony of the team*	*Embrace conflict and connection* (multiple diverse “holons”-see below)
How we advance our work	*Agree on the problem/solution*	*Experiment our way forward* (multiple emergent possibilities)
How we participate in our situation	*Change what other people are doing*	*See yourself in the game as part of the system* (multiple co-creators)

Stretch collaboration is about shifting the conventional way we are engaging in the three key areas outlined in Table A. above. In doing so, we are actively practicing the three stretches of embracing conflict and connection, experimenting our way forward, and seeing ourselves in the game. In order to support this different way of collaborating, we must take time together to explore what each of the three stretches mean and what they feel like. Then we will apply them in our context. A holon is something that is simultaneously a whole in and of itself, as well as a part of a larger whole. In this way, a holon can be considered a subsystem within a larger hierarchical system.

- Increasingly, in all spheres—at home and work, on local and national and global issues—if we want to get things done, **we need to collaborate,** not only with colleagues and friends but also with opponents and enemies.
- To be able to collaborate in contexts that are complex, conflictual and where we do not have control, we need to stretch beyond what is habitual and comfortable.

The process described below was designed to take participants through a process where they diverge from their current frame of thinking to get into a creative and often uncomfortable space. The goal was to see what could emerge from more creative and collaborative dialogue, to then converge back together on a common set of action steps to move forward together.

III. Day One: Understanding the Current State

Day one commenced with insightful opening remarks and a compelling presentation, setting the tone for constructive dialogue. Panel discussions delved deep into the multifaceted nature of Sitka's housing dilemma, shedding light on the challenges faced by residents, developers, and governmental bodies. These discussions were instrumental in identifying the root causes of the crisis, and providing a comprehensive understanding of the issue at hand.

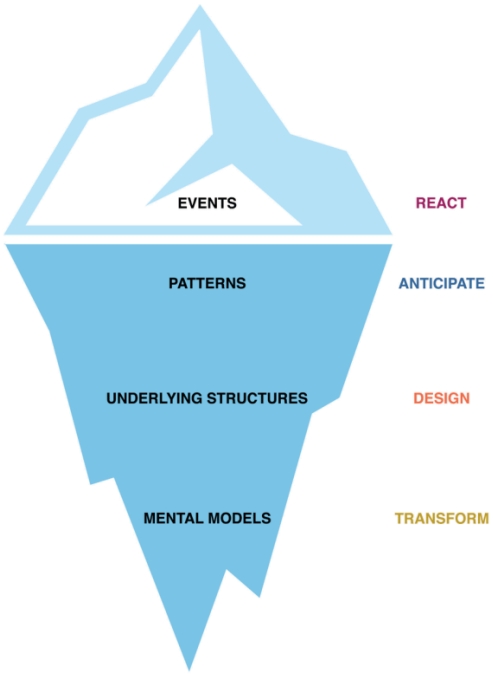
After an informative presentation covering the current reality of affordable housing in Sitka, by Robin Sherman and Amy Ainsley, the participants spent time dialoguing in small groups about the current state of the situation in breakout groups on the following themes:

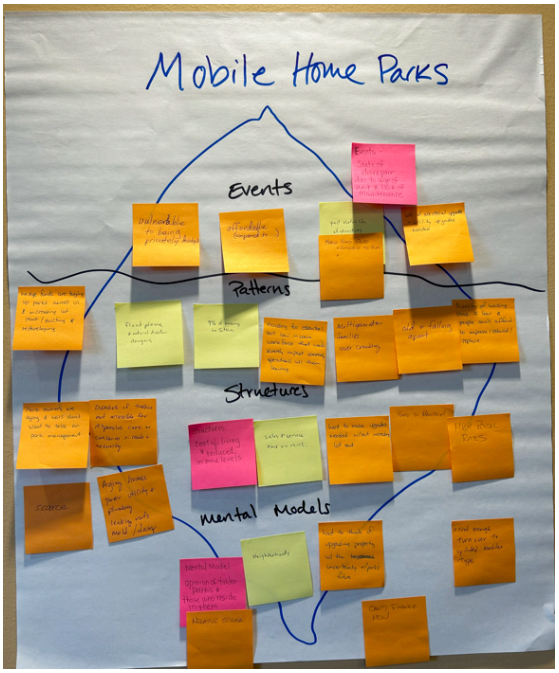
- Affordable Homeownership
- Affordable Rentals
- Short-term Workforce Housing
- Mobile Home Parks
- Supportive Housing Services
- Senior Housing

Using an Iceberg metaphor, we could better understand the situation by not only looking at the visible events (above the water) that got us here, but to go further below the surface and also explore the policies, practices, and mental models that drive people’s behavior as it relates to

the themes (above). For each of the themes, the groups analyzed the following factors that were driving the current situation:

1. Events: the visible event, activity, the project, the parts that we can see
2. Patterns: predictable responses or reactions to the event, we can see this coming
3. Underlying Structures: resources, knowledge, information, infrastructure,policies, practices, approaches, power dynamics
4. Mental Models: relationships, connections, culture and habits of thought, how we act, how we speak (attitudes, behavior, customs, ways of living and working)





With this deeper understanding of the mental models that are driving people's behavior, the groups were able to build common understanding across their diverse perspectives and a shared language for how we talk about the complexity of the affordable housing shortage.

In the afternoon, the group heard from participants in attendance from The Rural Alaska Community Action Program (RurAL CAP), Cold Climate Research Center, and Sitka Construction LLC. The presenters shared their perspectives and ideas on how other places and communities are addressing affordable housing across the state of Alaska.

The last part of the day was spent building out space for every voice to be heard while simultaneously sifting for insights and shaping new directions. This was achieved by progressing in stages to make the information that was shared through the day more practical for the whole group. In the same small groups from the morning, participants worked to analyze the "3 Ws". First they collected facts about *What Happened,* then made sense of these facts by asking *So What* does this mean for us, and finally leading to what actions logically follow with

Now What should we do about it? The shared progression eliminates most of the misunderstandings that otherwise fuel disagreements about what to do. By this point participants were ready to go on a tour of the community to see the situation with their own eyes.

The community tour consisted of two buses with narration provided by Amy Ainslie and Cliff Richter. Participants were able to visit BIHA rental housing, new rental housing being constructed for SEARHC as part of the new hospital project, the winter shelter operated by Sitka Homeless Coalition, the Sitka Community Land Trust S'us' Héeni Sháak project, the Hítx'i Sáani Community of tiny homes to be developed by Sitka Homeless Coalition, a recently-developed subdivision, and a few trailer parks over the course of 2 hours.

The day concluded with a networking dinner where participants were able to move through a progression of new table-mates and discussion prompts for each course of the meal.

IV. Day Two: Developing Solutions

Building upon the groundwork laid on day one, participants engaged in workshops and breakout sessions designed to brainstorm and refine potential solutions. Innovative housing models, regulatory barriers, and funding strategies were among the focal points of these sessions. Through collaborative efforts and robust discussions, a shortlist of actionable solutions emerged, reflecting the collective wisdom and expertise of the summit attendees.

In the morning the participants were invited into a fish-bowl conversation where volunteers in the center of the bowl had a small-group conversation (witnessed by all) around the ideas that were emerging for them after day 1. It was clear that one important concern and recognition related to the missing ‘voices’ in the room. Far too many people who would have important perspectives and contributions to the dialogue were not at the Summit. In the reflection at the end of the activity, it was noted by some participants that witnessing others in the fishbowl helped them see that the challenge is a difficult one, and people were really showing up in a productive and genuine manner to contribute to solutions.

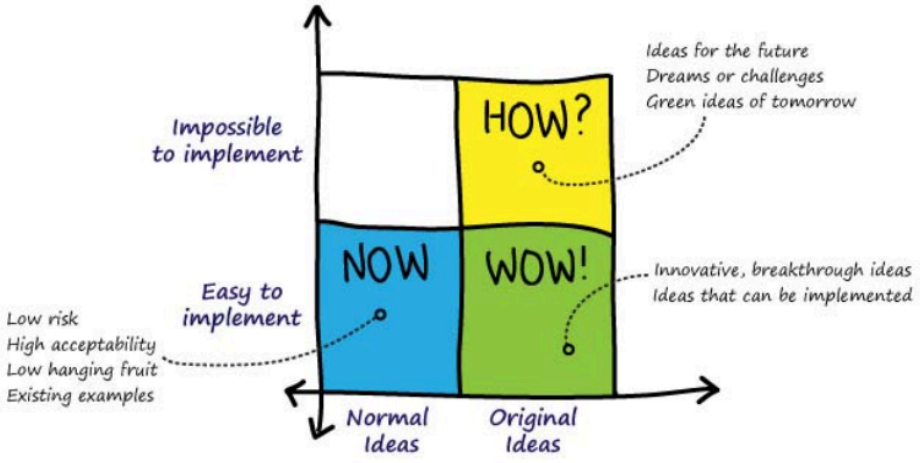
Next, the group moved into ideation. Participants were invited to spend 5 minutes on their own writing down all the ideas they had that could contribute to improving or solving the affordable housing challenges. After silent writing, random groups were formed to share ideas and cluster similar themes. Participants were directed to put up every idea no matter how valid or feasible. The next step was to create opportunities for all participants to see every idea and provide feedback to improve upon one another’s ideas through what we call a “Walking Brainstorm”. This introvert-friendly brainstorming technique helps groups of any size to generate and build on each other's ideas in a silent but dynamic setting. Silently, participants walked around the room and shared their knowledge about the ideas on the posters by sticking post-it notes on the poster. Participants were asked to apply an open "yes, and" approach, which means that they were asked to build on each other's ideas and try to make them work instead of pointing out weak points or deal breakers.

After this ideation process, groups came back together, read through the shared improvements on their ideas and were asked to re-write/summarize each idea. From here, we still didn't want any elimination of ideas, but rather needed groups to further their common understanding of the ideas with a shared framework called the "How/Now/Wow" Matrix.

When people want to develop new ideas, they most often think out of the box in the brainstorming or divergent phase. However, when it comes to convergence, people often end up picking ideas that are most familiar to them. This is called a 'creative paradox' or a 'creadox'.The How-Now-Wow matrix is an idea selection tool that breaks the creadox by forcing people to weigh each idea on two parameters. Seen in the matrix below, the X-axis denotes the originality of the idea and the Y-axis shows the ease of implementation.

The quadrants are labeled as:

- Now/Blue Ideas – Normal ideas, easy to implement. These are typically low-hanging fruit and solutions to fill existing gaps in processes. These normally result in incremental benefits.
- How/Yellow Ideas – Original ideas, impossible to implement. These are breakthrough ideas in terms of impact, but absolutely impossible to implement right now given current technology/budget constraints.
- Wow/Green Ideas – Original ideas, easy to implement. 'Wow' ideas are those with potential for orbit-shifting change and possible to implement within current reality.



Moving into lunch, we asked participants to use the time to consider what ideas they were most interested in supporting, and or curious and need more information on. They were encouraged to go seek out the people in the room they needed to chat with about these ideas further. After lunch, participants rapidly prioritized a top list of ideas to move forward on together.

The group decided on the top 7 ideas listed here:

- Develop options to create new housing at higher densities to reduce cost
- Develop incentives for creation and retention of year-round housing for Sitka residents
- Develop strategies to prevent displacement of mobile homes
- Create a “pocket neighborhood” of tiny homes with a communal building and space for child care center
- Work with state and federal partners to create a wet climate housing research center
- Investigate options for expanding BIHA capacity and services
- Identify local housing champions and create a local housing network to advance these and other ideas to increase housing supply and affordability.

For the final hour, participants worked on each idea to determine at least one next step and a lead/champion to carry that next step forward. The details of those next steps and a list of all the ideas created can be found in *Attachment B-HNW Summary* .

V. Community Meeting

Two weeks after the Summit, the community was invited to attend a two hour event designed to summarize the challenges presented at the summit and the ideas proposed to address them, and to seek more input.. The planning team convened twice in the lead up to the community meeting to design and plan for the event. Robin and Amy started the event with a presentation that defined terms, set the context and provided information about the current challenge of affordable housing in Sitka. Participants were then given time to ask questions. After the presentation and Q&A participants were invited to participate in three activities designed to get their input and ideas.

The first activity asked participants to provide “yes, and” feedback to the top seven ideas that were generated at the summit. This allowed people time to read the ideas and next steps and improve upon those ideas.

The second station invited participants to place three dots next to their top ideas from all the other How/Now/Wow ideas that were generated at the summit. This provided additional input into community enthusiasm for these ideas..

The final activity was geared towards getting the ideas, comments or other concerns from participants. They were invited to write down their ideas or suggestions for how we might improve the housing affordability in Sitka.

Comments and suggestions about the event itself were also received anonymously at the registration table. Approximately 30 people attended the event and were documented on a sign in sheet. Feedback was generally both meaningful and positive.

All feedback from the community meeting was transcribed and can be seen in *Attachment C-Community Meeting Summary*. A list of attendees is available in *Attachment D: Community Meeting Participants*.

VI. Next Steps and Action Plan

As the contract facilitator, I am pleased to outline the next steps and action plan derived from the summit's deliberations. The shortlisted solutions will serve as the foundation for an ambitious yet achievable roadmap to tackle Sitka's affordable housing crisis. The idea to form an affordable housing network is a key success factor to ensuring these ideas continue with momentum. Often one of the biggest barriers to moving an idea forward is finding the time to meet. STA and other event sponsors should consider the establishment of regular network meetings and inviting all participants to attend as a high priority outcome. Assigning responsibility, establishing timelines, and implementing monitoring mechanisms are paramount in ensuring the successful execution of these initiatives.

The community meeting was a strong model for involving the community and ensuring transparent and collaborative approaches continue into the future. It is recommended that more community meetings like this one happen in the near future to create more opportunities for people to attend and contribute to improving Sitka's affordable housing options.

VII. Conclusion

In conclusion, the Sitka Affordable Housing Summit stands as a testament to the power of collective action and collaboration in addressing complex societal challenges.Continued efforts to connect with decision makers as well as the community in general will be important for creating near-term and longer-term solutions. Spruce Root would like to thank the Sitka Tribe of Alaska for the opportunity to provide planning and facilitation support for the first Sitka Housing Summit.

Additional documents, photos of all work and from the event and planning resources can be found in *the shared google folder* owned by STA.

Pictured above: Attendees on the final day of the 2024 Sitka Housing Summit behind Centennial Hall

This report was prepared by Alana Peterson, Contract Facilitator at Spruce Root, Inc. Spruce Root is an Alaska Native- and women-led Native Community Development Financial Institution (CDFI), founded in 2012 by Sealaska Corporation. Our 20+ full-time staff are located at our offices in Juneau and Sitka, as well as throughout Southeast. Our programs include small business development through business coaching, workshops, loans, and a business development competition; workforce development programs; strategic and community planning services; and we also serve as the administrative arm of the regional collective impact network, the Sustainable Southeast Partnership (SSP).

As a not-for-profit 501(c)(3) entity, our service population includes Tlingit, Haida, and Tsimshian Tribal members and the communities of Southeast Alaska. Our approach to economic development has been from the ground up, meaning we prioritize community-informed programs and projects that will result in improved long-term health for the entire region. We focus on building trust between individuals and organizations, which leads to improved collaborations and a more self-reliant region. If the concept of CDFIs had been designed by Indigenous peoples, we think it would sound a lot like how Spruce Root operates—as a CDFI grounded in racial healing and transformation, built on Indigenous values and leadership, and with equal emphases on direct service—through the cultivation of entrepreneurship and pursuit

of community-determined projects—and systems change—through the addressing of systemic barriers to economic equality and community well-being.

To this end, Spruce Root has developed several technical assistance (TA) services serving both community entities and entrepreneurs in Southeast Alaska, including offering facilitation for organizational and community planning processes. We provide these services to create space for Indigenous voices to be amplified and for decision making in our region to be Indigenous-led, and to meet our mission of being a driver of a regenerative economy across Southeast Alaska. Through our role in the SSP, we are well suited to bring additional capacity and resources to the partner organizations that collaborate regularly through the network. Spruce Root is a network node, connecting individuals and communities to share their knowledge and projects with one another.

Spruce Root has over nine years of experience facilitating planning processes with Tribes, ANCSA Corporations, municipalities, and other entities. Some of our past work includes facilitation of the 2019 Hoonah Indian Association Tribal Economic Development Strategy, 2019 Southeast Alaska Forestry Symposium, and 2030 Skagway Comprehensive Plan (completed in 2020), 2021 Kake Comprehensive Community Plan, 2023 Update to the Comprehensive Community Plan for the City and Borough of Yakutat. We also convene and facilitate monthly meetings and annual retreats for the SSP (a regional partner network).

Attachment A: 2024 Sitka Housing Summit Attendees

Name	Title	Employer or organization
Owen Hutchinson	Housing and Healthcare Integration Manager	Alaska Coalition on Housing and Homelessness
Daniel Delfino	Planning Director	Alaska Housing Finance Corp
Andy Petroni	Housing Development Manager	Alaska Housing Finance Corp
Cathy LeCompte	Director	Alaska Vocational Technical Center
Cliff Richter	Executive Director	Baranof Island Housing Authority
Leah Mason	Financial Literacy Counselor & Communications Specialist	Baranof Island Housing Authority
Taylor Vieira	Finance Director	Baranof Island Housing Authority
Lucas Goddard	Development Project Manager	Baranof Island Housing Authority
Joy Klushkan	Housing Director	Baranof Island Housing Authority
Gail Roderick	Commissioner	Baranof Island Housing Authority
Rob Allen	Commission Member	Baranof Island Housing Authority
Lillian Feldpausch	Council	Baranof Island Housing Authority, STA, US Forest Service
JJ Carlson	Member	CBS Assembly
Katie Riley	Vice Chair / Deputy Director	CBS Planning Commission / Sitka Conservation Society
Amy Ainslie	Planning & Community Development Director	City & Borough of Sitka
Kim Davis	Planner 1	City and Borough of Sitka
Mindy O'Neall	Executive Director	Cold Climate Housing Research Center
Rachel Jones	Program Manager	Cortona Holdings LLC and Sitka Community Land Trust
Erik OBrien	Program Manager	Denali Commisssion
LaQuita Chmielowski	Land Use Planning Manager	DOWL
Skyleen Bottani	Mortgage Originator	First Bank
Sarah Allison	AVP Lending Branch Manager / Secretary	First Bank and Sitka Community Land Trust
Mike Medford	Chief Operating Officer	First Bank Mortgage
Roger L. Hames	President	Hames Corporation
Ralph C LaRose lll (Tripp)	Owner	LaRose Construction and Remodeling
Andrew Friske	Residential Principal	Mt. Edgecumbe High School
Mary A. Miller	Superintendent	National Park Service
Loren David Olsen	VP Lending Branch Manager - Board Member	Northrim Bank - Chamber of Commerce
Cherie Bowman	Legislative Aide	Office of Representative Rebecca Himschoot
Brooke Hansen	Caseworker/Field Representative	Office of U.S. Representative Mary Peltola
Deborah Vo	Program Officer	Rasmuson Foundation
Farina Brown	Program Officer, Strategy & Initiatives	Rasmuson Foundation
Jimael Johnson	Program Officer	Rasmuson Foundation
Christopher Perez	Vice President of Programs	Rasmuson Foundation
Emily Glascock	Development Coordinator	Rural Alaska Community Action Program
Jasmine Boyle	Chief Development Officer	Rural Alaska Community Action Program
michael daniels	Sr Rural Housing Manager	Rural Alaska Community Action Program
Robert Anthony Marquez	Rural Housing Manager	Rural Alaska Community Action Program
Mishell French	Director of Rural Housing	Rural Alaska Community Action Program, Inc.
Maegan Bosak	Lands and Property Management Manager	SEARHC
Denise Den Herder	Sitka Property Manager	SEARHC
Garry White	Executive Director	SEDA
Rachel Roy	Executive Director	Sitka Chamber | Visit Sitka
Randy Hughey	Executive Director	Sitka Community Land Trust
Will Peterson	Board President	Sitka Community Land Trust
Tayler Bowser	Project Manager	Sitka Conservation Society
Kris Karsunky	Owner	Sitka Construction Solutions LLC
Derek James	Owner	Sitka Construction Solutions LLC
Drew Sherman	Business Director	Sitka Fine Arts Camp
Denise Shaffer	Programs Director	Sitka Homeless Coalition
Andrew Hinton	Executive Director	Sitka Homeless Coalition
Hedy Hodges	Assistant Administrator	Sitka Pioneers' Home
Deidre Jenson	Superintendent	Sitka School District
Harper Glazer	Transitional Housing Manager	Sitka Tribe of Alaska
Robin Sherman	Communications Director	Sitka Tribe of Alaska
Lisa Gassman	Chief Executive Officer	Sitka Tribe of Alaska
Maria Versteeg	Intake Specialist	Sitka Tribe of Alaska
Anne Davis	Chief Operating Officer	Sitka Tribe of Alaska

Attachment A: 2024 Sitka Housing Summit Attendees

Name	Title	Employer or organization
Martha Moses	Tribal Council	Sitka Tribe of Alaska
Natalie Wojcik	Executive Director	Sitkans Against Family Violence
Michelle Mahoney	Deputy Director	Sitkans Against Family Violence
Joel Hanson	Sitka Program Director	Southeast Alaska Independent Living
Samuel Hiratsuka	Legislative Assistant	U.S. House of Representatives
Clare Baldwin	Management Analyst	US Department of Housing & Urban Development
Greg Stuckey	Administrator	Native American Programs
Eric Garner	Sitka District Ranger	US Forest Service
Keith Perkins	Area Director - SE Alaska Area Office	USDA Rural Development
Marsha Lysons	Loan Specialist	USDA Rural Development
Amy Milburn	AK Single Family Housing Program Director	USDA Rural Development

Ideas Generated at Sitka Housing Summit 2024

How/Now/Wow Matrix Ideas

This is a list of the ideas that came out of the How/Now/Wow ideas matrix activity from all groups at the Sitka Housing Summit in March 2024. The ideas in **bold** were elevated as priority ideas from the groups and from there a list of top 7 ideas was voted on.

HOW Ideas:

1. **To create new opportunities fostering collaborative platforms to do research and effect policy.**
    a. **Advocate for better interest rates**
        i. **YES AND make ourselves and the community more familiar with existing programs that offer lower rates.**
    b. **Further community engagement. Identify and foster champions and future champions.**
        i. **YES AND maybe a committee or regular conferencing of important actors.**
2. **Pocket neighborhood with communal building. Tiny homes with land trust model. Multi-use communal building: Daycare/emergency services.**
3. **Invest in infrastructure to reduce the cost of living.**
4. **Create a statewide centralized resource hub that in plain language identifies programs, technical assistance, housing models and education for those needing long term housing.**
5. Explore creative housing development solutions (tiny homes, co-housing development, etc).
6. Create a program for recently released inmates or people with criminal history to serve as in-home caretakers. Allows them to secure housing & employment and provides seniors and those in need of care with services (&/+ seasonal workers).

NOW Ideas:

1. **Create a housing committee, commission, or group to continue collaboration, provide educational materials, administer a community wide housing survey and work with the State and Federal government to increase available land to develop.**
2. **Complete a comprehensive land management study to identify land to be developed quickly. Collaborate with land holders to release land designated for affordable and high density housing.**
    a. **Utilize the City land study to identify**

   b. **Master plan large tracts of land to maximize opportunity.**
   c. **Development concepts**
   d. **Explore forest service land options.**
   e. **Other areas not yet thought of.**
   f. **#landback**
   g. **Release mental health trust land**
   h. **And include a permanent affordability component.**
3. **What number of housing units do we need in the next year?**
   a. **What number do we need by 2027?**
   b. **What number do we need by 2030, 2035, etc.**
4. **Matching Inventory to current needs. To include the needs of elderly, individuals experiencing homelessness, etc. as well as based on unit size needs (studios, ADUS, etc).**
5. **Covert master plan to action plan. Communicate it!**
6. **Utilize housing needs assessment to identify opportunities.**
7. **STA, BIM & CBS should, in partnership, perform an evaluation of existing housing stock and determine what the housing gap is for the whole community. Based on this info, set goals for the number and types of units to be developed; consider conventional and creative types, and consider how to fill with new development or redevelopment. Create an action plan with responsible entities and a timeline to execute.**
8. **Find the "Housing Champion(s)" with passion, aptitude, organizational support and community support to bring all potential collaborators together. Through collaboration and community engagement, champion a strategy to use policy and funding to protect the quality, safety, affordability and availability of both new and existing housing stock.**
9. **Create stronger policy and financial incentives for year round affordable housing.**
10. Organizations with common goals and purposes collaborate to share resources, funds, etc.
11. Engagement in an educative, trauma-informed curriculum for everyone involved in development and policy.
12. Smaller homes on smaller lots. Using floating foundation and muskeg areas.
13. Funding & Tax
    a. Make use of more federal
    b. Each group has different barriers. Identify ways to eliminate barriers.
       i. Workforce to do construction
       ii. Capital
       iii. Land
       iv. Cost of materials
14. Land Disposition: Use comprehensive needs assessment to identify additional land disposition requirements (if any).
15. Identify the total range of possible funding options in a single location.
16. Higher density development
17. Clearing house for information and case studies regarding assets, resources and needs.

18. Master plan to bring together community needs and preferred direction for future generations of Sitkans.
19. Comprehensive housing needs assessment.
20. Create programs to rehabilitate houses.
21. Create a communications campaign that creates a clearing house for housing resources/data. Collect case studies to ensure all voices are heard and tell Sitkan's stories.
22. Establish next steps of data gathering for
    a. Land opportunities
    b. Housing needs
    c. Building science
23. Convene core group to lead follow up convo; to continue identify more ‘now’ framing question deliberate action/implementation.
24. Create a taskforce to champion and lead the collaboration, engagement, implementation. Membership should be diverse in background profession, though and lived experience. Taskforce will also provide a clearinghouse of data and info sharing. Commit to meeting within the next three months.
25. Convene housing and service providers together once a month to collaborate for those experiencing a housing crisis. Aka. case conferences!

WOW Ideas:

1. **Innovative and creative ideas to create high density housing options for new development.**
    a. **Innovated Construction techniques**
        i. **I.e. 3D printing**
    b. **Use ferry system as floating housing**
        i. **Ie. Ketchikan**
    c. **Float home communities.**
    d. **Utlizie waterfront similar to Lake Union in Seattle.**
    e. **Open lands for off grid living**
    f. **Float houses**
    g. **High density housing is important. Identify places for building high density housing projects and earmark that space.**
2. **Incentivize and increase the construction of accessory dwelling units by;**
    a. **Working with the city to expedite permitting and financing (pre-approved designs, grants, tax breaks).**
    b. **Educate homeowners/builders on resources available to them.**
3. **Incentives and support for smaller land owners to do residential infill, long term rentals, and rehabilitation projects.**
4. **Wet climate/SE Alaska building research to include foundations through building envelopes.**

5. **Public private partnership to secure and protect land occupied by mobile home parks.**
6. **Tax structure to incentivize development and affordable housing. Incentivize vacant vacation homes and land holding.**
7. **Pool more resources into BIHA. Expand to public housing authority.**
8. Open USFS/UAS/BIA lands. Encourage development and find entities to consolidate ideas.
9. Property Tax:
    a. Explore incentives for building ADUS (accessory dwelling units)
    b. Taxing snow birder differently
        i. Vacation rentals
        ii. Second homes
10. Dorm housing to service education and seasonal housing needs.
11. Identify opportunities to foster multi-generational community neighborhoods.
12. Mobile home renewal program: New efficient design with local materials and resident involvement in rebuild.
13. Home rehab: Self help and plan for transition to next gen: affordability provisions.
14. Easy to use housing resource clearinghouse for individuals.
15. Tribe/City/State host transportation summit.
16. Explore new models and paradigm shifts: Social or government, etc.

Outcomes:

The following includes the top seven ideas that were voted on as having the most buy-in and momentum to move forward by the people who participated in the Summit. Participants agreed on at least one champion for each idea and some next steps to move it forward.

1. **BIHA- Cliff Richter**
    a. Greg will reach out to public housing within HUD
    b. Find out how other Tribal Housing Authorities have gone about expanding services.
    c. Cliff to report interest in this issue to BIHA & STA Leadership bodies.
    d. Form/join an on-going working group to keep problem solving together.

2. **High Density Housing - Gary White, Rachel Roy**
   Innovative & creative ideas to create high density housing options for new development.
    a. Investigate
        i. Best Practice of high density solutions
    b. Champion: SEDA/Chamber
        i. Gary White - Sitka Economic Development Association (SEDA)
        ii. Rachel Roy - Sitka Chamber of Commerce

3. **Wet Climate Research - Gary White**

Building research to include foundation, “building envelope”.

a. Identify a partner to work with CCHRC to develop a research paper comparing permafrost & SEAK muskeg.
b. Champion: Gary White - Sitka Economic Development Association (SEDA)

4. **Pocket Neighborhood- Luke Goddard**
    a. Convene orgs/stakeholders
    b. Create concept & funding strategy
    c. Proof of concept & design
    d. Do more/Repeat.

5. **Sitka Housing Network: - Amy Ainslie**
    a. Schedule a meeting within one month of today to bring all Summit participants (and more!) to discuss forming the network.
    b. Champion: Summit Planning Committee - Amy Ainslie

1. **Mobile Home Partnership: Katie Riley, Amy Ainslie**

Purpose: Prevent displacement of unit owner/occupants

a. Collect data on existing ownership, size (city planning & assessors ?) number of units, assessed value, tenancy of units, zoning, demographics of occupants, potential brownfields.
b. Conversations with owners about plans and timelines. Be strategic.
    i. Champion: Katie Riley
c. Potential Resources:
    i. STA
    ii. BIHA
    iii. CBS
d. Potential ownership models
e. Prioritize acquisition/options, based on risk of conversion/sale + # of units.

2. **Incentives: - Brooke (Org/Title), Rep Peltola’s office, Clare (Org/Title), HUD, Sarah Allison**
    a. Tax Incentives (Stick)
        i. Land holdings
        ii. Long term rentals (break)
        iii. High tax for short term rentals
        iv. Increase percentage of bed tax.
        v. Alcohol Tax
    b. Incentives (Carrot)
        i. Protection from tenant/pet damage
        ii. ADU funding
        iii. Workforce housing development
        iv. 99 year Forest Service land lease
        v. Release developable, vacant land

c. Tax revenue from rentals goes toward housing in Sitka.
d. Identify federal land for potential release
    i. Champion: Brooke, Rep Peltola's office, Clare, HUD
    ii. Research current tax structure and how that would inform incentives (property, alcohol, etc). Tax revenue would establish a general housing fund.
        1. Champion: Sarah Allison, First Bank of Alaska

Attachment C.

STA Community Meeting on Affordable Housing Summary

The following information includes comments and feedback from the community meeting that was held on April 11, 2024.

Station 1

Participants were invited to review the following 7 priority projects and provide “Yes, and..” feedback to improve upon these ideas developed in the housing summit.

1. **Develop options to create new housing at higher densities to reduce cost Innovative & creative ideas to create high density housing options for new development.**
    a. **Investigate**
        i. **Best Practice of high density solutions**
    b. **Champion: SEDA/Chamber**
        i. **Gary White - Sitka Economic Development Association (SEDA)**
        ii. **Rachel Roy - Sitka Chamber of Commerce**

Feedback:

- Develop dense float house communities (like in Seattle)
- Apartment/condo development. There’s one going up in Juneau financed by First Bank
- Develop high density housing of mulit generations
- High density along Lake street, Swan Lake re-develop.
- Explore derelict and/or vacant lots for lots with existing infrastructure to reduce costs

2. **Develop incentives for creation and retention of year-round housing for Sitka residents**
    a. **Tax Incentives (Stick)**
        i. **Land holdings**
        ii. **Long term rentals (break)**
        iii. **High tax for short term rentals**
        iv. **Increase percentage of bed tax.**
        v. **Alcohol Tax**
    b. **Incentives (Carrot)**

i. **Protection from tenant/pet damage**
ii. **ADU funding**
iii. **Workforce housing development**
iv. **99 year Forest Service land lease**
v. **Release developable, vacant land**

c. **Tax revenue from rentals goes toward housing in Sitka.**
d. **Identify federal land for potential release**
    i. **Champion: Brooke, Rep Peltola's office, Clare, HUD**
    ii. **Research current tax structure and how that would inform incentives (property, alcohol, etc). Tax revenue would establish a general housing fund.**
        1. **Champion: Sarah Allison, First Bank of Alaska**

Feedback:

- Teach home owners they can write own contracts about tenant/pet damage, make lawyer available
- Promote STR to MFR with sample design layouts
- If Short term rental is accessed(sp?) for a person to be able to afford to buy a house, that repeated over many such people only keeps house prices up for everyone. And with so few houses available, this sustains high prices and increases them. The incentive for retention of year round resident housing is - No more STR's.

3. **Develop strategies to prevent displacement of mobile homes**

    a. **Collect data on existing ownership, size (city planning & assessors ?) number of units, assessed value, tenancy of units, zoning, demographics of occupants, potential brownfields.**
    b. **Conversations with owners about plans and timelines. Be strategic.**
        i. **Champion: Katie Riley**
    c. **Potential Resources:**
        i. **STA**
        ii. **BIHA**
        iii. **CBS**
    d. **Potential ownership models**
    e. **Prioritize acquisition/options, based on risk of conversion/sale + # of units.**

Feedback:

- Make this #1
- Develop framework include zoning change for collective/individual ownership of park and/or space, HOA Co-Ops
- Open land to create new MH (mobile home) Parks

- Strategy to replace aging and danky mobile homes/ trailers with new options, possibly multi story to double up square footage

4. **Create a "pocket neighborhood" of tiny homes with a communal building and space for child care center**
    a. **Convene orgs/stakeholders**
        i. **Champion: Luke Goddard**
    b. **Create concept & funding strategy**
    c. **Proof of concept & design**
    d. **Do more/Repeat.**

Feedback:

- Love this
- Yes! How about by S.High?
- Tribal housing for elders or multi-generational
- Get those awesome Yakutat guys Kris & Derek James!!
- [drawing of potential 3 bedroom unit]

5. **Work with state and federal partners to create a wet climate housing research center**
   Building research to include foundation, "building envelope".
    a. **Identify a partner to work with CCHRC to develop a research paper comparing permafrost & SEAK muskeg.**
    b. **Champion: Gary White - Sitka Economic Development Association (SEDA)**

Feedback:

- Great idea!! Look at Clan House designs…
- Will this require employee housing (ha)?

6. **Investigate options for expanding BIHA capacity and services**

    a. **Greg will reach out to public housing within HUD**
    b. **Find out how other Tribal Housing Authorities have gone about expanding services.**
    c. **Cliff to report interest in this issue to BIHA & STA Leadership bodies.**
    d. **Form/join an on-going working group to keep problem solving together.**

Feedback:

- How about re-develop village derelict bldgs
- Where is Tlingit & Haida w/federal funds for indigenous peoples?
- Tribal Citizen Home Ownership

7. **Identify local housing champions and create a local housing network to advance these and other ideas to increase housing supply and affordability.**

This group could continue collaboration, provide educational materials, administer a community wide housing survey and work with the State and Federal government to increase available land to develop.

1. **Schedule a meeting within one month of today to bring all Summit participants (and more!) to discuss forming the network.**
    a. **Champion: Summit Planning Committee - Amy Ainslie**

Feedback:

- Tribal Yes! Citizen advocates need to be represented.
- Do in addition & collaboration #1 & 2
- Yes! And reach out to ALL age demographics
- Include seasonal- industry champions

Station 2

Participants were invited to rank the top ideas from a list of approximately 30 ideas that were developed during the housing summit but did not make it onto the top priority list. Ideas with zero votes did not get included in this list. The participants ranked all ideas in order of most votes to least as follows:

Idea	# Votes
Dorm Housing to service education and seasonal housing needs	6
Smaller homes on smaller lots. Using floating foundation and muskeg areas	6
Explore creative housing development solutions (tiny homes, co-housing development, etc.)	5
Mobile home renewal program: New efficient design with local materials and resident involvement in rebuild	5
Create programs to rehabilitate houses	5
Public private partnership to secure and protect land occupied by mobile home parks	3
Higher density development	3
Innovative and creative ideas to create high density housing options for new development. a. Innovative construction techniques	3

Attachment C.

(3D printing) b. Use ferry system as floating housing (KTN) c. Float home communities d. Utilize waterfront similar to Lake Union in Seattle e. Open lands for off grid living f. Float houses g. High density housing is important. Identify places for building high density housing projects and earmark that space.	
Master plan to bring together community needs and preferred direction for future generations of Sitkans	2
Property Tax: a. Explore incentives for building ADUS b. Taxing snowbirder differently i. Vacation rentals ii. Second homes	2
Initiatives and support for smaller landowners to do residential infill, long term rentals, and rehabilitation projects	2
Explore new models and paradigm shifts: social or government, etc.	2
To create new opportunities fostering collaborative platforms to do research and effect policy. 1. Advocate for better interest rates a. YES AND make ourselves and the community more familiar with existing programs that offer lower rates. 2. Further community engagement. Identify and foster champions and future champions. a. YES AND maybe a committee or regular conferencing of important actors.	1
Invest in infrastructure to reduce the cost of living	1
Home rehab: Self help and plan for transition to next gen: affordability provisions	1

Attachment C.

Open USFS /UAS/ BIA lands, encourage development and find entities to consolidate ideas	1
Incentivize and increase the construction of accessory dwelling units by; 1. Working with the city to expedite permitting and financing (pre-approved designs, grants, tax breaks). 2. Educate homeowners/builders on resources available to them.	1
Convene housing and service providers together once a month to collaborate for those experiencing a housing crisis. Aka. case conferences!	1
Establish next steps of data gathering for 1. Land opportunities 2. Housing needs 3. Building science	1
Funding & Tax a. Make use of more federal b. Each group has different barriers. Identify ways to eliminate barriers. i. Workforce to do construction ii. Capital iii. Land iv. Cost of materials	1
1. Complete a comprehensive land management study to identify land to be developed quickly. Collaborate with land holders to release land designated for affordable and high density housing. a. Utilize the City land study to identify b. Master plan large tracts of land to maximize opportunity. c. Development concepts	1

d. Explore forest service land options. e. Other areas not yet thought of. f. #landback g. Release mental health trust land h. And include a permanent affordability component.	

Station 3:

We invited participants to provide their own ideas and feedback on how we may solve the housing affordability challenges in Sitka.

Prompt: “Your Ideas…”

- Boarding houses?
- Standard mass produced tiny homes for accessible use
- Inventory of industry provided housing-Seafood plants, SEARHC, etc.
- Incentivise large homes to be divided into several smaller dwellings
- Open land for off-grid living
- Offer development incentives
- Habitat for humanity style restore to fund projects
- Old hospital for housing

Prompt: “What did we miss?”

- New Mobile Home Parks
- What about landlords? Flexible on rent! Wave late fees? Landlords that will work with you!?
- When BIHA collaborates with federal funds rehab a group of homes in Sitka all at the same time - do not wait 5 years between rehab lists of those eligible
- With population down and not enough housing, what has changed? Explore demographic changes, why bldg sq. footage isn’t efficiently utilized and how to incentivize better utilization of that. There should be enough bldg stock for sale now, with some remodels/conversions.

Prompt: “...Other concerns”

- Tribal Citizen home ownership & our people must be able to stay living here where their ancestors have been for 10,000 years. Not OK that we can’t afford to live here
- Land Back, how do we do it?
- Need to make changes so that we get our community back from homeowners that are not invested in our community. How do we make it harder for them to take up our space?

Attachment D: Community Meeting Attendees

JJ Carlson
Marcia Strand
Gail Johansen Peterson
Scott Saline
Peg Shea
Pete Jurczak
Eric Hageman
John Stein
Loren Olsen
Rob Allen
Maria Versteeg
Skyleen Bottani
Garry White
Adam Chinalski
Claire Hill Ḵaahaaḵwx
Alec Cunnigham
Martha Moses
Jan & Bob Love
Martina Kurzer
Lary Edwards
Randy Hughey
Cheryl Enloe
Kevin Knox
Meredith Redick
Barb Bingham
Joshua Branthoover
Cassandra Branthoover
Leo Jimmy
Reggie Peterson
Alana Peterson
Robin Sherman
Cliff Richter
Leah Mason