

## **Hillsborough County Affordable Housing Task Force Recommendations**

### **Land Use Regulation, Planning & Coordination**

- The County, its municipalities and the private and nonprofit sectors are significant stakeholders in affordable housing. Each must identify their unique affordable housing strengths to establish effective partnerships to promote affordable housing issues.
- Evaluate and utilize existing policies to foster and support the development of affordable housing.
- Evaluate and utilize existing policies to ensure that affordable housing is a component of community plans.
- Encourage mixed use developments that incorporate residential with businesses and or institutional (i.e. post office) development.
- Further research and study best practices on expanding the Urban Service Area.
- Further research and study best practices on possible establishment of special zones for affordable housing.
- Retain a private sector expert to review, evaluate and make further recommendations to improve current County approval processes and land use regulations, including recommendations to expedite reviews (including multiple reviews), streamline approvals, and resolve conflicting regulations.
- Retain a consultant to analyze and propose alternative construction techniques for attainable housing projects to include, but not be limited to modular, panelized, and steel housing.
- Expand current inventory of available lands to include existing nonprofit and church surplus lands and vacant buildings.
- Permit accessory units, commonly known as "mother-in-laws", when allowed in a single family residential zone.
- Explore a rezoning option that allows affordable housing developers to file applications before meeting with community and neighborhood groups.
- Encourage attractive well-designed and well-maintained higher density developments. Apartments, condominiums and multi-family housing have traditionally been a source for affordable housing.

### **Incentives & Financing**

- Create a land density bonus plan for residential zoning in mixed use developments.
- Increase incentives for affordable housing as the proportion of affordable housing increases within an overall development or project. These incentives may include but are not limited to density bonuses, setback reductions, parking reductions, height increases and Impact Fee Relief.
- Allow land swaps or transfer of development rights to acquire lands dedicated for the development of affordable housing, including "flex" units such as commercial density increases, in exchange for affordable housing units.
- Establish a program whereby nonprofits and faith-based organizations may donate land, density and other incentives to affordable housing developers.

- Further research and study to establish a program to obtain grants for building energy efficient homes with certifications.
- Expand predevelopment grant and/or loan programs. Many non profits rely on predevelopment grants to obtain land and proceed through the permitting process. The parameters of these programs should be reevaluated given the current environment of limited land supply.
- Expand deferred loans for community based for profit and nonprofit organizations that create multi-family developments.
- Encourage development of 8-20 unit properties on In-fill and other community sites by giving selection preferences to these properties when they apply for funding through resources administered by Hillsborough County.
- Create an Affordable Housing Trust Fund with a dedicated revenue source. One such source could be the proceeds from the sale of private land obtained from nonpayment of code violations.
- Explore the creation of Community Redevelopment Areas (CRA's) to provide a sustainable revenue stream for the development of affordable housing. • Use HOME funds for tenant-based assistance, with emphasis on single parent with children.
- Further research and study increasing capacity of nonprofits by: providing financial support for acquiring and renovating existing dwellings; acquiring lots and building new dwellings; and acquiring and retrofitting duplexes and multi-family units for conversion to owned town homes, villas or condominiums.
- Further research and study allowing affordable housing developers and non profits the first right of refusal on real estate foreclosures and tax sales, to include mechanism and language in mortgage documents.
- Further research and study best practices of a Community Land Trust, which will provide for long term affordability provisions.
- Further research and study best practices on establishing a local dedicated revenue source.
- Further research and study of lease-purchase alternatives.
- Further research and study on a policy that provides a sliding scale for down payment assistance based on household income and housing prices rather than a fixed dollar amount.
- Further research and study best practices that establish a co-op or program whereby materials and supplies may be purchased in bulk for distribution to nonprofit affordable housing providers at reduced cost.
- Further research establishment of a program whereby municipal tree farm may donate to affordable housing to enhance aesthetic appeal. Further research and study best practices on expansion of the Homestead Exemption to include a credit for affordable housing.
- Further research and study best practices on deferrals of property taxes during the affordable housing ownership period.
- Waive performance bond requirements for affordable housing projects that are developed by nonprofit agencies when the County is providing a substantial amount of infrastructure funding.
- Evaluate the Impact Fee Relief program and consider replacing it with an impact fee waiver program for development of affordable housing.
- Further research and study best practices on concurrency requirements for affordable housing.

### **Education Outreach and Advocacy**

- A permanent body should be created to maintain the affordable housing momentum created by the task force. While there are options as to the structure of such a body, It is clear that its mission will be to serve as the catalyst to make affordable housing initiatives a reality in Hillsborough County and its cities.
- Hire an officer-level administrator reporting to the County Administrator with full authority to 1) expedite issues both inter-governmentally and inter-departmentally, and 2) staff the permanent entity recommended. Responsibilities should include but would not be limited to: retaining a private sector expert to review, evaluate and make further recommendations to improve current County approval processes and land use regulations, including recommendations to expedite reviews (including multiple reviews), streamline approvals, and resolve conflicting regulations.
- Retaining a consultant to analyze and propose alternative construction techniques for attainable housing projects to include, but not be limited to modular, panelized, and steel housing.
- Updating the Housing Needs Assessment study last conducted by Hillsborough County in 1992.
- Creating a consolidated toolkit of available programs to assist providers, lenders and residents.
- Conducting semi-annual, inter-departmental workshops to update all staff on available programs, assistance and trends in affordable housing.
- Conducting an annual summit on affordable housing.
- Managing a multi-year, mixed-media public information campaign focused on affordable apartments and houses for working people and families.
- Advocating for additional "fair share" state and federal support for housing initiatives and funding with specific emphasis on the Low Income Housing Tax Credit Program.
- Providing staff support to the BOCC-appointed advisory committee.
- Expediting approval and permitting processes and coordinating incentives for all affordable housing projects including a basic stamp reading "Affordable Housing" for each application that arrives at County.