

**COLLIER COUNTY
AFFORDABLE HOUSING ADVISORY COMMITTEE**



AGENDA

Affordable Housing Advisory Committee (AHAC)
5th Floor Meeting Room – Building F

June 4, 2018

8:00 A.M.

AHAC COMMITTEE MEMBERS

Steve Hruby, AHAC Chairman
Taylor McLaughlin, Vice-Chair
John Cowan, AHAC Member
Denise Murphy, AHAC Member
Mary Waller, AHAC Member
Scott Kish, AHAC Member

Joseph Schmitt, AHAC Member
Litha Berger, AHAC Member
Dr. Carlos Portu, AHAC Member
Christina Apostolidis, AHAC Member
Sheryl Soukup, AHAC Member

COLLIER COUNTY STAFF

Kim Grant, Director, Community and Human Services
Cormac Giblin, Housing and Grant Development Manager
Susan Golden, Sr. Housing and Grants Coordinator, CHS
Hilary Halford, Sr. Housing and Grants Coordinator, CHS
Barbetta Hutchinson, Operations Coordinator, CHS
Jason Rummer, Operations Analyst, CHS

NOTICE: ALL PERSONS WISHING TO SPEAK ON ANY AGENDA ITEM MUST REGISTER PRIOR TO SPEAKING. ALL REGISTERED SPEAKERS WILL RECEIVE UP TO THREE (3) MINUTES UNLESS THE TIME IS ADJUSTED BY THE CHAIRMAN. DURING COMMITTEE DISCUSSION, COMMITTEE MEMBERS MAY ASK DIRECT QUESTIONS TO INDIVIDUALS. PLEASE WAIT TO BE RECOGNIZED BY THE CHAIRMAN AND STATE YOUR NAME AND AFFILIATION FOR THE RECORD BEFORE COMMENTING.

IF YOU ARE A PERSON WITH A DISABILITY WHO NEEDS ACCOMMODATION IN ORDER TO PARTICIPATE IN THIS MEETING, YOU ARE ENTITLED, AT NO COST TO YOU, THE PROVISION OF CERTAIN ASSISTANCE. PLEASE CONTACT THE COLLIER COUNTY FACILITIES MANAGEMENT DEPARTMENT. ASSISTED LISTENING DEVICES FOR THE HEARING IMPAIRED ARE AVAILABLE IN THE COUNTY COMMISSIONER'S OFFICE.

- 1. CALL TO ORDER & PLEDGE OF ALLEGIANCE**
- 2. ROLL CALL OF COMMITTEE MEMBERS AND STAFF**
- 3. APPROVAL OF AGENDA AND MINUTES**
 - a. Approval of today's agenda
 - b. Approval of 5-7-18 AHAC Regular meeting minutes
- 4. INFORMATIONAL ITEMS**
 - a. Review 1st Quarter 2018 Wells Fargo Housing Opportunity Index
 - b. Update on Housing that is Affordable on County-Owned Properties

5. PUBLIC COMMENT

- a. Persons wishing to speak must register prior to speaking. All registered speakers will receive up to three (3) minutes unless the time is adjusted by the Chairman.

6. DISCUSSION ITEMS AND PRESENTATIONS

- a. Update on Housing Plan Implementation: Phase Three Items – set for 6/26/18 BCC Mtg

7. STAFF AND COMMITTEE GENERAL COMMUNICATIONS

8. ADJOURN

NEXT AHAC MEETING DATE: July 2, 2018, 8:00AM

MINUTES OF THE COLLIER COUNTY
AFFORDABLE HOUSING ADVISORY COMMITTEE

May 7, 2018
8:00 A.M.
Naples, Florida

LET IT BE REMEMBERED that the Collier County Affordable Housing Advisory Committee met on this date at 8:00 A.M. in a *WORKING SESSION* at 3299 Tamiami Trail East, Building F, 3rd, Board Room, Naples, Florida, with the following Members present:

Present: Sheryl Soukup
John Cowan
Mary Waller
Litha Berger
Carlos Portu (arrived late)
Christina Apostolidis
Scott Kish
Denise Murphy

Excused: Steve Hruby, Chair
Taylor McLaughlin, Vice-Chair
Joseph Schmitt

ALSO PRESENT: Kim Grant – Director, Community and Human Services
Cormac Giblin – Housing & Grants Development Manager
Jason Rummer – Operations Analyst – Public Services
Hilary Halford, Sr. Grants Coordinator - CHS
Barbetta Hutchinson - CHS

OTHERS PRESENT: Sally Snyder; Patricia Young, George Danz; Barbara Melvin, FFIB; Gabriela Molina, Clerk of Courts; Jackie Mortman; Ellen Penufold; Suzanne Obchell; Commissioner Taylor and 1 illegible signature

1. CALL TO ORDER

In absence of the Chair and Vice-Chair, the group appointed Carlos Portu to Chair the meeting. He called the meeting to order at 8:04 A.M. and read the procedures to be observed during the meeting. He led in the Pledge of Allegiance.

2. ROLL CALL – COMMITTEE MEMBERS AND STAFF

Seven members were in attendance; therefore, a quorum was established.

3. APPROVAL OF AGENDA AND MINUTE

- a. A motion was made to approve the agenda by Mary Waller and was seconded by Litha Berger. The motion passed by a vote of 7-0.
- b. John Cowan made a motion to approve the minutes from the meeting of April 2, 2018, and Denise Murphy seconded. The motion passed by a vote of 7-0.

4. INFORMATIONAL ITEMS

- a. Cormac told the group that work on the triennial housing incentive review is coming up. They will use the information and research that was done for the community housing plan to complete the report.
- b. Four members have terms expiring on October 1, 2018 – Scott Kish, Joe Schmitt, Denise Murphy and Taylor McLaughlin. Cormac asked the members to submit their applications to Wanda Rodriguez in the County Attorney’s Office as soon as possible.
- c. Cormac reviewed the new income limits for 2018. This includes the largest one-year shift in as long as we can remember. He will contact Taylor McLaughlin to ask her to revisit the affordability calculations.

5. PUBLIC COMMENT

THERE WERE NO GENERAL COMMENTS AND COMMENTS WERE ACCEPTED BY THE PUBLIC DURING DISCUSSION OF EACH ITEM.

6. DISCUSSION ITEMS AND PRESENTATIONS

- a. Housing Plan Update on Phase II – results from the BCC meeting

Cormac Giblin gave an overview of the Housing Plan Implementation Phase 2 items that were brought to the Board of County Commissioners on April 24, 2018. The Board approved all items except funding a study to explore a possible linkage fee amount.

- b. Update on the Community Housing Plan

Cormac Giblin gave an overview of the overall CHP and BCC actions to date. He told the group that 61.4% of the population make less than \$33,250 per year and that rental rates have risen by 29% in the past 2 years, making finding a rental property that is affordable very difficult. He reiterated that the definition of affordable housing is that not more than 30% of the gross income should be spent on housing. He said that we need affordable housing everywhere – in all districts and that 1,665 units are needed annually to keep up with growth and demand.

Public Speaker Suzanne Obchell stated her objection to affordable housing being built on either of the suggested sites in East or South Naples – Bembridge or Manatee Park. She suggested we relook at the list of school properties to find another site.

Public Speaker Pat Young also spoke against building affordable housing in East Naples. She suggested we look at school populations and change our focus to the children and away from the teachers.

Carlos Portu said he is concerned about neighborhood issues if we continue to build more affordable homes in the same areas.

Commissioner Taylor said that we must take inclusionary zoning into account. She said we should look at the mixed income housing ordinance. She suggested that we have a talk with the Superintendent of Schools to ask questions about the schools as she feels they are improving.

Sheryl Soukup said she was concerned about the linkage fee denial by the Commissioners leaving affordable housing with no funding.

Kim Grant suggested that the group keep focus on their priorities to setting the policies. She said the objective from a staff perspective is to forward the goals of the BCC. Staff has spoken to builders and not gotten much feedback on the specifics of the policy recommendations. If there is a real-life barrier we would love to know what it is. If the programs that are suggested won't work – why not?

- c. Update on Public Meetings regarding the Manatee site. A presentation was provided by Cormac Giblin. Highlights: The Housing stakeholder group identified 16 parcels, then narrowed it down to 9, then to 2. Both the Bembridge site and the Manatee site were recommended to the BCC as suitable for housing. The Manatee site is much larger and has the potential for a greater number of homes. Since our last meeting, there have been 8 public meetings regarding these 2 sites. Please remember that the BCC has put this subject on hold until later this year, and nothing specific has been planned or proposed at this point.

Public Speaker George Danz said that he attended 4 or 5 of these forums and there has been a lot of discussion regarding housing. Maybe we should be building towards Lee County since that's where the jobs are.

Public Speaker Pat Young said that we should eliminate all park land as a potential housing site. There has been an issue in the past regarding putting cultural items on public park land.

Carlos Portu passed out marked up copies of slides that Cormac had presented at the meeting and went through them adding comments and questions. He asked questions regarding what criteria was used to determine "excellent" in relation to the county owned locations and exactly where the statistics came from that were used on the reports. He motioned that the committee send a recommendation to the BCC in opposition to using the Bembridge and Manatee parcels for affordable housing; motion failed for lack of second. Mary Waller motioned that we should table this discussion until the future when the chair and vice-chair are present. John Cowan seconded her motion and the group voted 7-0.

7. ADJOURN

- a. There being no further business for the good of the County, the meeting was adjourned at approximately 10:15 a.m. after being motioned by John Cowan, seconded by Mary Waller and having a final vote of 7-0.

NEXT MEETING: JUNE 4, 2018 AT 8:00 A.M.

Location: 5th Floor Training Room, Administration (Building F) located at 3299 Tamiami Trail East.

**COLLIER COUNTY AFFORDABLE HOUSING ADVISORY
COMMITTEE**

Stephen Hruby, Chairman

The foregoing Minutes were approved by Committee Chair on _____, 2018, "as submitted" []
OR "as amended" [].

Distributed by Dr. Carlos Pardo 5-7-18

Board Direction 12-12-17

8

Staff has reviewed the properties and recommends moving forward with a Request for Information (RFI) process on the following two sites:

Committee Recommendation	Property	Folio#	Acreage	Zoning	Location	Significant Restrictions	Impact
Designate for Housing	Bembridge PUD	00400246406	5.11	Yes	Excellent	No	Medium
Include Housing in Development Plan	Manatee Site	00736520003	59.3	No	Excellent	No	High

On what basis are these locations deemed "excellent" or having "medium impact" or "high impact"

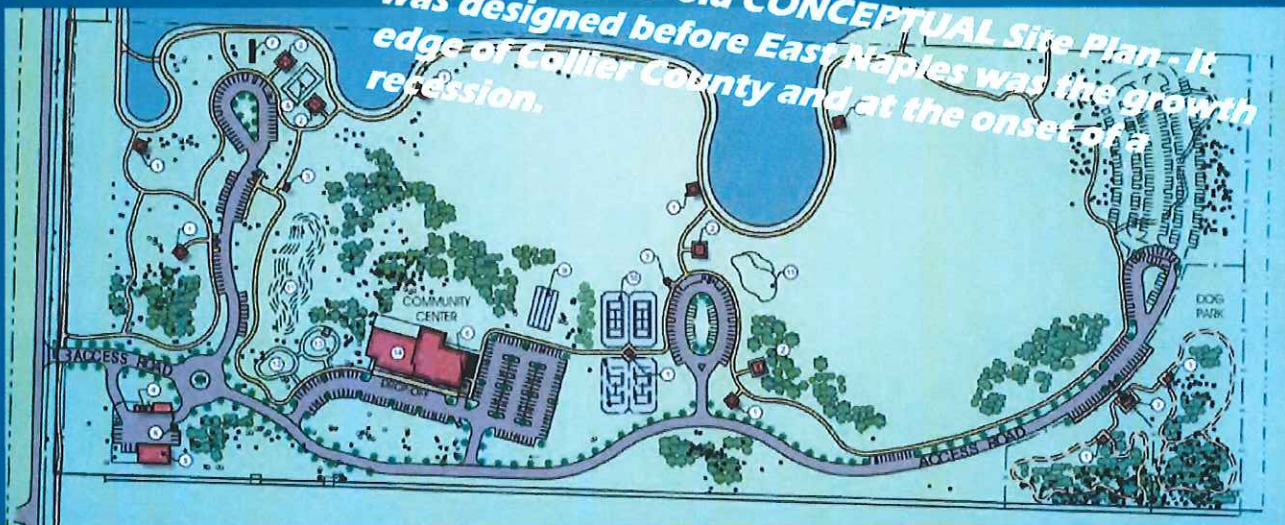
Who scored these locations?

What metrics were used?

Whats the scoring system?

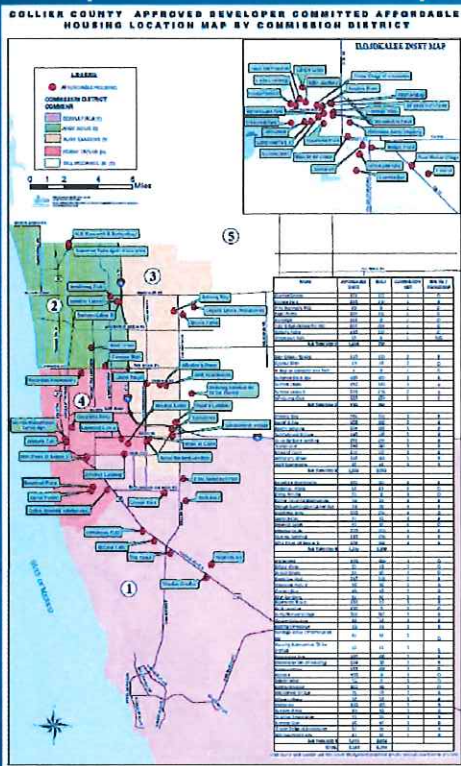
Manatee Park – Conceptual Site Plan 2008

This is a 10 year old CONCEPTUAL Site Plan - It was designed before East Naples was the growth edge of Collier County and at the onset of a recession.



- “Passive Park”- no playgrounds, no ball fields
- No funding identified until at least 2025

Dispersion- Approved Affordable Units



"Approved affordable units" - This is simply a way to skew the numbers. Market rate affordable units are not accounted for in these statistics

- District 1- 758 built (11%)
- District 2- 766 built (11%)
- District 3- 2,002 built (29%)
- District 4- 1,200 built (18%)
- District 5- 2,072 built (31%)

Total built 6,798 units

There have been at least 934 Habitat for Humanity homes built in District 1

durmo mfg, RECORD CORRECTED, TO CLARIFY HABITAT UNITS IN DEVELOPMENTS ARE INCLUDED IN THESE NUMBERS.

up 5/1/18

*Records corrected during meeting
 DATA NOT WORKING
 MISLEADING July 5/7/18*

Dispersion- Reasonably Priced Units

Property Appraiser Residential Unit Market Values December 2017

Commission District	\$50,000 - \$115,000	\$115,001 - \$200,000	\$200,000 - \$250,000	\$250,000 +	Total Units Less Than \$250,000 in District	Total Units in District	Percent of Total Units in County	Percent of Units Less Than \$250,000 in District
5	2,818	6,155	7,089	7,701	16,062	23,763	11.6%	67.6%
3	1,723	9,791	8,152	14,378	19,666	34,044	16.6%	57.8%
1	5,811	12,566	14,579	27,178	32,956	60,134	29.3%	54.8%
4	2,390	9,624	7,664	22,078	19,678	41,706	20.3%	47.2%
2	950	5,938	10,383	28,542	17,271	45,813	22.3%	37.7%
Total	13,692	44,074	47,867	99,827	105,633	205,460	100.0%	51.4%
Percent	6.7%	21.5%	23.3%	48.6%				

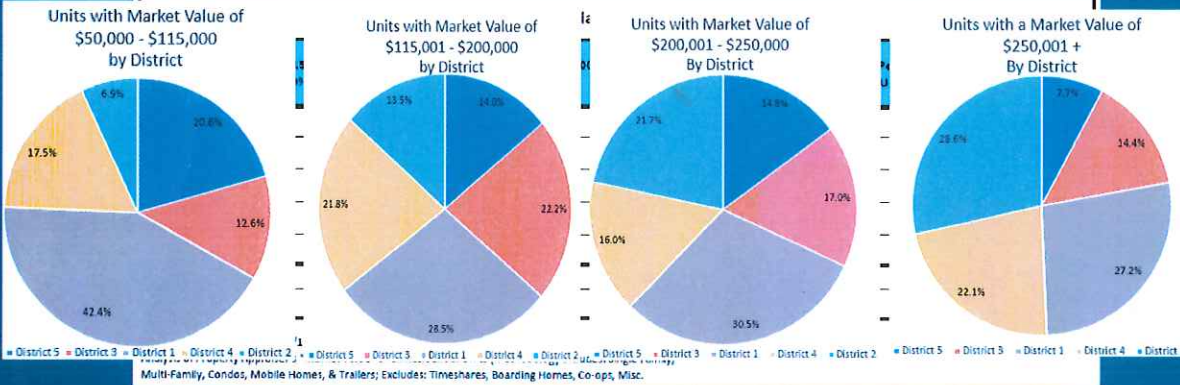
DONT TRUST this DATA -
 The title is misleading - "Percent of Units less than \$250,000 in District" - the value shown compares Units less than \$250,000 to the total number of District units.

An accurate representation - comparable to "percent of total units in county" would be the value of comparing "total units less than \$250,000 in district" to the actual County total under the same heading



Percent of Total Units in County	Percent of Units Less Than \$250,000 in District
11.6%	15.2%
16.6%	18.6%
29.3%	31.2%
20.3%	18.6%
22.3%	16.4%
100.0%	100.0%

These are comparable numbers



Collier County Rental Apartments "in Process"

	Possible Units	# Approved Units	# Under Construction	# Completed to date	Estimated Completion	Area	Comment	Affordability Restrictions
Springs @ Sabal Bay	340	340	0	0	2020	East Naples	No SDP	None
Ave Maria Apartments	264	250	0	0	2022	Ave Maria	No SDP	None
Inspira at Lely Resort	304	304	304	0	2018	East Naples	Under Constuction	None
Journey's End	483	483	0	0	2021	East Naples	Rezoning to Condo	None
Milano Lakes	296	296	216	80	2018	East Naples	rents: 1/1=\$1,420; 2/2=\$1,720; 3/2=\$1,840	60 Units ESP Preference
Briarwood Apartments	320	320	0	0	2020	Central Naples	No SDP	None
Legacy Naples New Hope Ministries	304	304	304	0	2020	Central Naples	Davis Blvd / Santa Barbara - Under Constuction	None
Under Addison Place (Addies Corner PUD)	250	250	240	0	2020	North Naples	Under Constuction	None
175 Alligator Alley PUD	425	0	0	0	can not determine	Golden Gate	No Plans Submitted	None
Pine Ridge Commons	400	0	0	0	2022	North Naples	GMP Amendment in Process. PUD Continued	None
Courthouse Shadows	300	0	0	0	2022	East Naples	PUD Amendment Required	None
Livingston Rd/GG Pkwy Residential Subdist	382	0	0	0	2022	Central Naples	GMP and PUD Amendments Required	None
The Crest (in Vecentian PUD)	200	200	200	0	2020	East Naples	Under Constuction	32 Units Gap Preference
Totals	4268	2747	1264	80				

New units in East Naples units	1923 ^{45.1%}	1623 ^{59.0%}	720 ^{56.9%}	80
Orchid Run Apts **Market Comparison**	1/1=\$1988	2/2=\$2522	3/2=\$2708	

	1bed / 1bath	2bed / 2 bath	3 bed / 2 bath
Orchid Run Apts	\$ 1,988.00	\$ 2,522.00	\$ 2,708.00
Milano Lakes	\$ 1,420.00	\$ 1,720.00	\$ 1,840.00
Price Difference	\$ 568.00	\$ 802.00	\$ 868.00

Saturation and Need

Census Mapping Tool
Jobs Concentration

107.48 SQ Miles

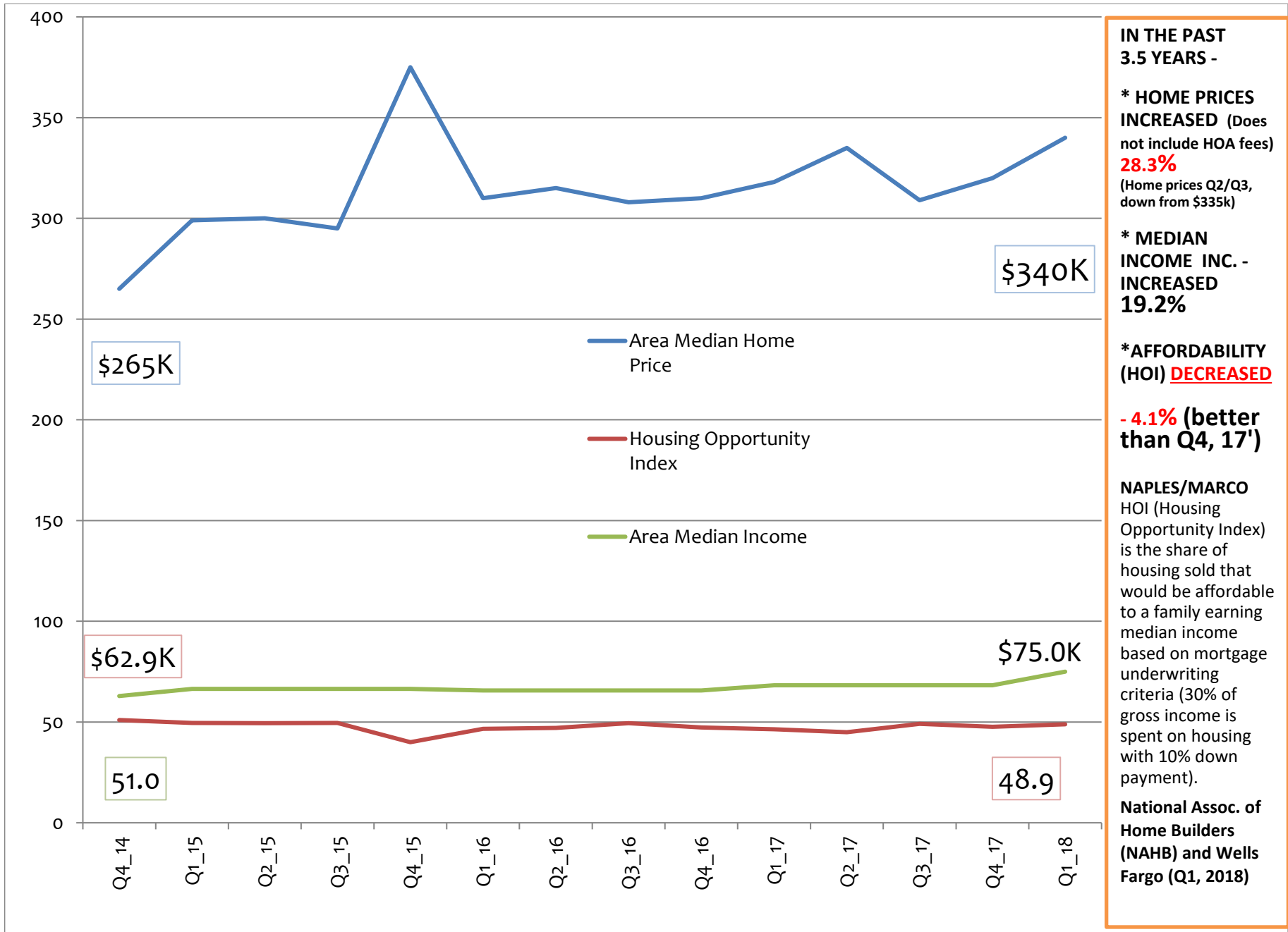
51.62 SQ Miles
2 X the Job
Density!



US41 East & Collier Blvd
20,268 Jobs
22% Less than \$15,000/yr
46% \$15,000-\$40,000/yr
32% \$40,000+/yr



Immokalee Rd & I-75
16,266 Jobs
21% Less than \$15,000/yr
32% \$15,000-\$40,000/yr
47% \$40,000+/yr



Q1_18

Naples-Immokalee-Marco Island, FL

Median Price	340
Housing Opportunity Index	48.9
Median Income	75

Cape Coral-Fort Myers, FL

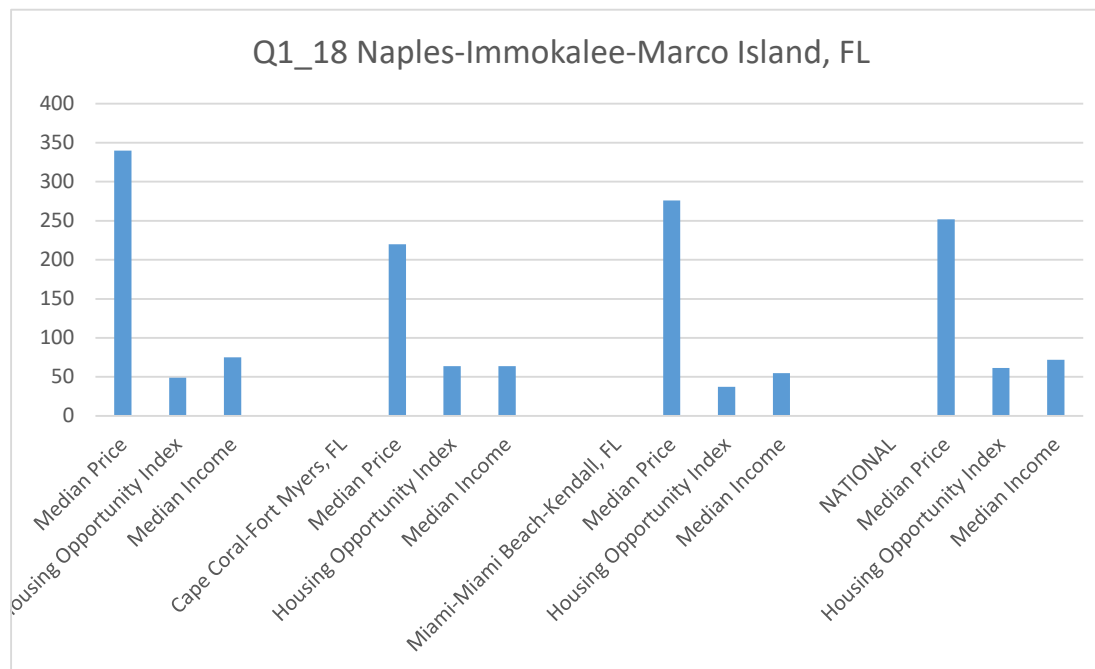
Median Price	220
Housing Opportunity Index	63.9
Median Income	63.7

Miami-Miami Beach-Kendall, FL

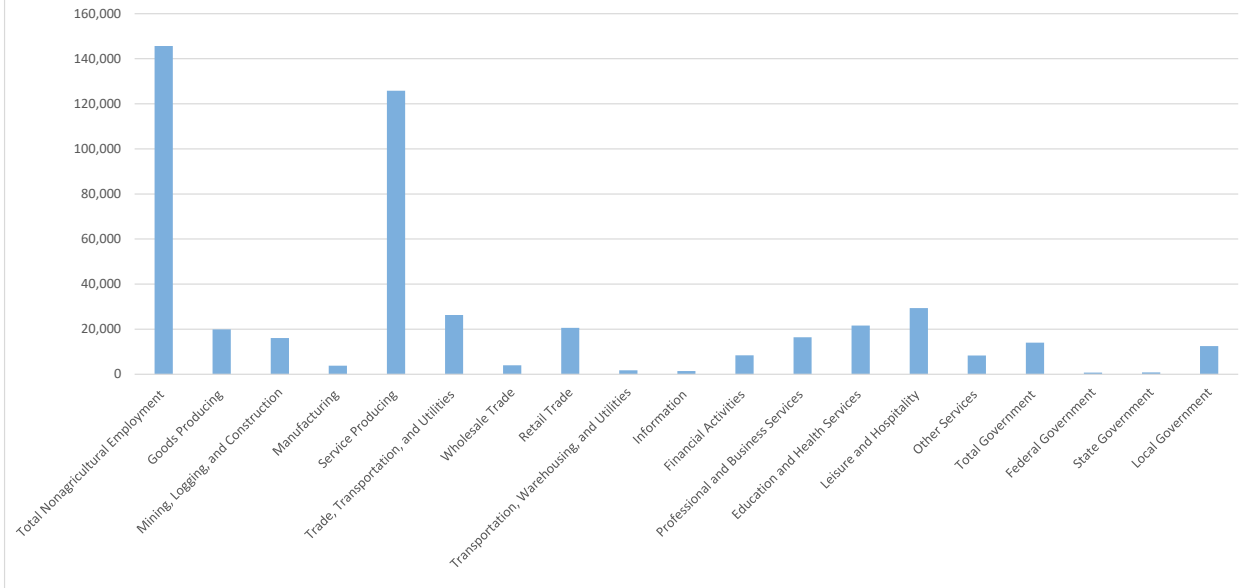
Median Price	276
Housing Opportunity Index	37.3
Median Income	54.8

NATIONAL

Median Price	252
Housing Opportunity Index	61.6
Median Income	71.9



Naples-Immokalee-Marco Island MSA Apr-18



FLORIDA NONAGRICULTURAL EMPLOYMENT- APRIL 2018

Not Seasonally Adjusted

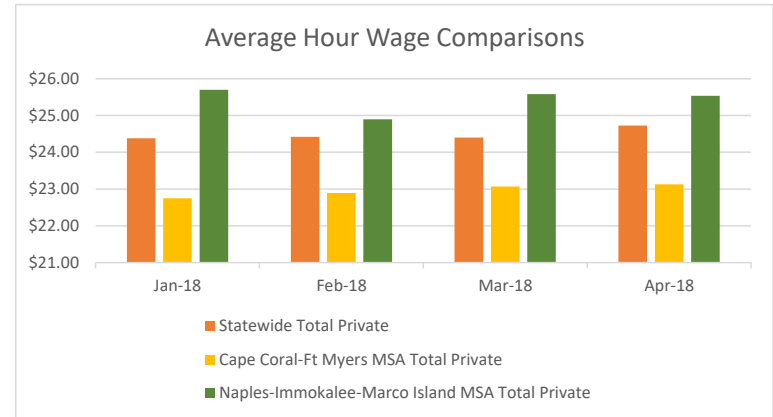
Naples-Immokalee-Marco Island MSA

Total Nonagricultural Employment	145,700
Goods Producing	19,900
Mining, Logging, and Construction	16,100
Manufacturing	3,800
Service Producing	125,800
Trade, Transportation, and Utilities	26,300
Wholesale Trade	4,000
Retail Trade	20,600
Transportation, Warehousing, and Utilities	1,800
Information	1,400
Financial Activities	8,400
Professional and Business Services	16,400
Education and Health Services	21,600
Leisure and Hospitality	29,400
Other Services	8,300
Total Government	14,000
Federal Government	700
State Government	800
Local Government	12,500

Average Hourly Wage - not seasonally adjusted

AREA	INDUSTRY	Jan-18	Feb-18	Mar-18	Apr-18
Statewide	Total Private	\$24.38	\$24.42	\$24.40	\$24.73
Cape Coral-Ft Myers MSA	Total Private	\$22.75	\$22.89	\$23.07	\$23.13
Naples-Immokalee-Marco Island MSA	Total Private	\$25.70	\$24.90	\$25.58	\$25.54

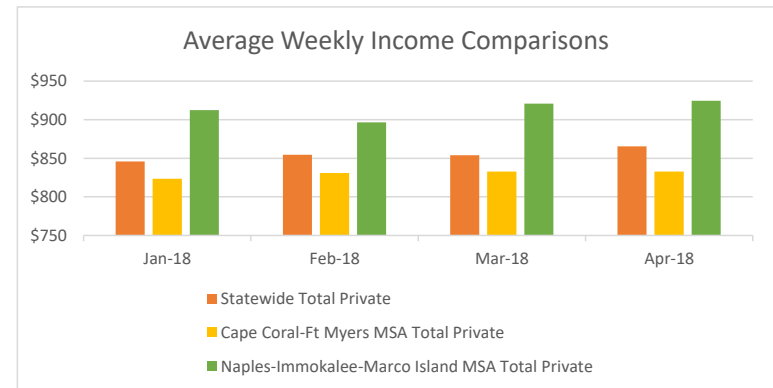
With a wage of \$25.54 per hour, the annual gross amount earned is \$53,123 or 71% of AMI (\$75K)



All Employee Average Weekly Earnings - not seasonally adjusted

AREA	INDUSTRY	Jan-18	Feb-18	Mar-18	Apr-18
Statewide	Total Private	\$846	\$855	\$854	\$866
Cape Coral-Ft Myers MSA	Total Private	\$824	\$831	\$833	\$833
Naples-Immokalee-Marco Island MSA	Total Private	\$912	\$896	\$921	\$925

With a weekly income of \$925, the annual gross amount earned is \$48,100 or 64% of AMI (\$75K)



Conclusion - the Naples/Marco Island/Immokalee (Collier County) area's AMI of \$75,000 is based on earned income in excess of wages.

Scope of Work for Preliminary Feasibility Study and Site Design for the Development of Housing that is Affordable on Two County Properties

The following scope describes the work to be completed to evaluate the feasibility and prepare conceptual site designs for development of housing that is affordable on two county owned properties.

The two subject properties are the Manatee Road property (folio# 00736520003) consisting of approximately 59.3 acres, and the Bembridge PUD site (folio# 00400246406) approximately 5.11 acres.

The study would include a brief assessment of any development limiting factors such as environmental, roads, schools, or utilities. It would also suggest possible site plans, unit counts/mixes and locations.

The purpose of the development of both sites is to provide suitable housing which is affordable to households with incomes less than 140% of area median income and consisting of individuals, families, seniors, and residents with special needs. A combination of single family and multi-family products in both the homeownership and rental markets may be desired along with adequate green space and amenities.

Plans for the Manatee site should consider the 2008 conceptual park design and seek to co-locate housing that is affordable along with the designed park uses. All future development should aim to take into consideration the existing surrounding communities. Since the purpose of both developments is to provide housing that is affordable while providing a suitable living environment, a balance of exterior esthetics, community amenities, and construction affordability are essential.

The scope of this project includes:

- Delivery of a preliminary feasibility study for each site that contains the following:
 - Road/traffic study information using existing data sources and suggest remedies to any issues, if applicable.
 - Environmental review listing any negative impact issues or concerns and suggest remedies, if applicable.
 - School impact review to describe conditions at nearby schools (performance, overcrowding, success rates, etc.) and disclose any potential adverse outcomes from the proposed development.
- Based on feasibility study findings, identify the 3 development scenarios (low, medium, and high) for each property. The scenarios should give details describing the uses for each site regarding density and population to be served.
- Develop conceptual site plan renderings for each scenario which illustrate the vision for each property based on the recommendations made.
- Delivery of above tasks within 60-days.

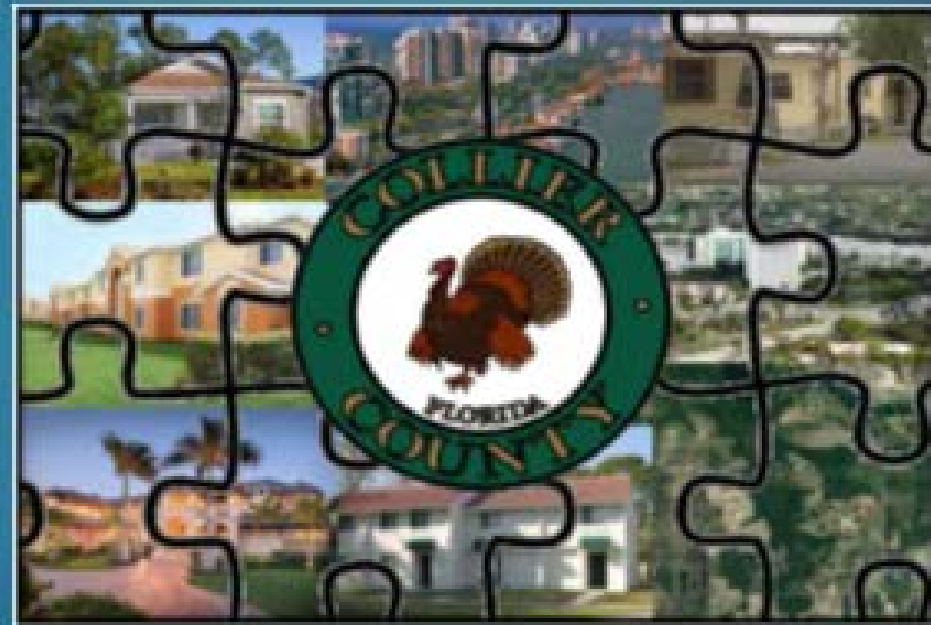
Collier County Community Housing Plan

1

Presentation:
Housing Plan
Implementation
Phase 3
6/04/18 AHAC

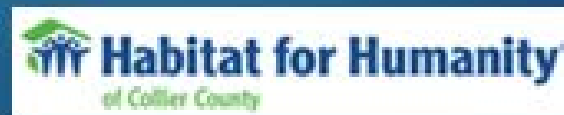


Broad Community Support for the Housing Plan



Housing Stakeholders Group

COLLIER CITIZENS COUNCIL



Collier County Affordable Housing Advisory Committee

Housing Plan Implementation

Regulation and Governance	Increase, Maintain, or Restore Supply	Enhance Transportation Options	Increase Wages	Communication and Engagement
7 member BCC	Increase Density in AHDB program	Bus routes near aff. development	Government wages	YIMBY and Volunteer Projects
Simple Majority for AH Zoning	Incl. Zoning with flexibility options	Park and Ride System	Minimum wage	Directory of affordable housing for developers
Increase Density at Strategic Sites	Rental of guest houses / ADU	Bus Rapid transit or express routes		Myths and Facts Brochure
Increase Admin Approvals	Commercial by Transp, Jobs; Incr. density	Implement Pathways Plan		Marketing and Communication Plan
Expedite Permitting	Community Land Trust	Promote Ride Sharing Options		Hire Community Outreach Coord
Reduce regs to reduce cost	Use Publicly owned land	Secure revenue source for transit		Streamline application process
Adopt SMART code (LDC)	Reduce or waive impact fees			Directory of affordable housing for consumers
Reinstate Housing Trust Fund				Dev Housing Education Program
Dedicated Funding Source				Housing Resources Guide
				Hire Housing Counselor
				Community Vision

Approvals Through May 2018 - Green

Regulation and Governance	Increase, Maintain, or Restore Supply	Enhance Transportation Options	Increase Wages	Communication and Engagement
7 member BCC	Increase Density in AHDB program		Government wages	YIMBY and Volunteer Projects
Simple Majority for AH Zoning			Minimum wage	Directory of affordable housing for developers
	Rental of guest houses / ADU			Myths and Facts Brochure
				Marketing and Communication Plan
Expedite Dev. Review and Permitting	Community Land Trust			Hire Community Outreach Coord
	Use Publicly owned land			Streamline application process
Adopt SMART code (LDC)	Reduce or waive impact fees			Directory of affordable housing for consumers
Reinstate Housing Trust Fund				Dev Housing Education Program
Dedicated Funding Source				Housing Resources Guide
Adopt New Definition and Methodology				Hire Housing Counselor
				Community Vision

Response Model: Close the Gap

Impact of Decisions Thus Far

												Units to be Produced by Strategy			
Tenure	Target	Household Income Level	Household Income in Dollars (3-person household)	Rent/Purchase price	Remaining Units Needed	Increased Density	Increased Certainty	Housing Trust Fund with Linkage Fee (\$50k/unit)	Mixed Income Housing (15% of Approvals)	Land Trust (est 20ac.)	Grant Funding (\$50k/unit)	TOTAL Projected Units Produced			
Rental	Extremely Low	Less than 30%	\$18,840	\$471	536	4	0	3	5	15	20	47			
Rental	Very Low	31%-50%	\$31,400	\$785	550	50	50	20	10	40	40	210			
Owner/Rental	Low	51%-80%	\$50,240	\$1256/\$115,000	532	75	75	20	55	45	20	290			
Owner	Moderate	81%-120%	\$75,360	\$200,000	47	100	150	5	55	20	10	340			
Owner	Gap	121%- 140%	\$90,432	\$250,000	n/a	50	271	2	55	0	0	378			
				Total	1,665	279	546	50	180	120	90	1265			

Reduces units produced to 1215



Consideration Today - Yellow

6

Regulation and Governance	Increase, Maintain, or Restore Supply	Enhance Transportation Options	Increase Wages	Communication and Engagement
7 member BCC	Increase Density in AHDB program		Government wages	YIMBY and Volunteer Projects
Simple Majority for AH Zoning	Incl. Zoning with flexibility options		Minimum wage	Directory of affordable housing for developers
Increase Density at Strategic Sites	Rental of guest houses / ADU			Myths and Facts Brochure
Increase Admin Approvals / Regulatory Relief	Commercial by Transp, Jobs; Incr. density			Marketing and Communication Plan
Expedite Dev. Review and Permitting	Community Land Trust			Hire Community Outreach Coord
Reduce regs to reduce cost	Use Publicly owned land			Streamline application process
Adopt SMART code (LDC)	Reduce or waive impact fees			Directory of affordable housing for consumers
Reinstate Housing Trust Fund				Dev Housing Education Program
Dedicated Funding Source				Housing Resources Guide
Adopt New Definition and Methodology				Hire Housing Counselor
Commercial to Residential Conversions				Community Vision

Consideration Future - Blue

Regulation and Governance	Increase, Maintain, or Restore Supply	Enhance Transportation Options	Increase Wages	Communication and Engagement
7 member BCC	Increase Density in AHDB program	Bus routes near aff. development	Government wages	YIMBY and Volunteer Projects
Simple Majority for AH Zoning	Incl. Zoning with flexibility options	Park and Ride System	Minimum wage	Directory of affordable housing for developers
Increase Density at Strategic Sites	Rental of guest houses / ADU	Bus Rapid transit or express routes		Myths and Facts Brochure
Increase Admin Approvals / Regulatory Relief	Commercial by Transp, Jobs; Incr. density	Implement Pathways Plan		Marketing and Communication Plan
Expedite Dev. Review and Permitting	Community Land Trust	Promote Ride Sharing Options		Hire Community Outreach Coord
Reduce regs to reduce cost	Use Publicly owned land	Secure revenue source for transit		Streamline application process
Adopt SMART code (LDC)	Reduce or waive impact fees			Directory of affordable housing for consumers
Reinstate Housing Trust Fund				Dev Housing Education Program
Dedicated Funding Source				Housing Resources Guide
Adopt New Definition and Methodology				Hire Housing Counselor
Commercial to Residential Conversions				Community Vision

Housing Plan Implementation Items for today's consideration

- ▶ Direct staff to continue work on a **Mixed Income Housing Incentive Program**
- ▶ Provide **regulatory relief** to certain housing applications (including senior housing)
- ▶ Develop a streamlined process for **commercial to residential conversions**
- ▶ Develop guidelines to **incentivize mixed income residential housing** in future and redeveloped activity centers
- ▶ Develop a process identify and allow for **increased density in Strategic Opportunity Sites** (over 16 units/acre)
- ▶ Provide an **increase in density** in the Community Redevelopment Agency (CRA) areas and along transit corridors

Response Model: Close the Gap

At stake today

												Units to be Produced by Strategy			
Tenure	Target	Household Income Level	Household Income in Dollars (3-person household)	Rent/Purchase price	Remaining Units Needed	Increased Density	Increased Certainty	Housing Trust Fund with Linkage Fee (\$50k/unit)	Mixed Income Housing (15% of Approvals)	Land Trust (est 20ac.)	Grant Funding (\$50k/unit)	TOTAL Projected Units Produced			
Rental	Extremely Low	Less than 30%	\$18,840	\$471	536	4	0	3	5	15	20	47			
Rental	Very Low	31%-50%	\$31,400	\$785	550	50	50	20	10	40	40	210			
Owner/Rental	Low	51%-80%	\$50,240	\$1256/\$115,000	532	75	75	20	55	45	20	290			
Owner	Moderate	81%-120%	\$75,360	\$200,000	47	100	150	5	55	20	10	340			
Owner	Gap	121%- 140%	\$90,432	\$250,000	n/a	50	271	2	55	0	0	378			
Total					1,665	279	546	50	180	120	90	1265			



#1 Mixed Income Incentive Program

MARKET BASED SOLUTION

Purpose - To provide market incentives for the inclusion of housing that is affordable in new developments

We...

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- ▶ Understand this is not necessarily popular with all developers and regulators
- ▶ Recognize this as a solid, and increasingly utilized mechanism to develop new housing stock in a growing area in proportion to the influx of new residents
- ▶ Believe that a program can be developed that provides market incentives that has the potential to be accepted by all involved
- ▶ Ask for your consideration in hearing where we are going, and seek approval to keep working on this and bring back to you specific regulatory changes to create/enable such a program

National Interest is Surging, and...

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- ▶ Complicated and Innovative
 - ▶ **Complicated** because it aspires to harness the ever-changing dynamics of market rate real estate development to achieve a fixed policy
 - ▶ **Innovative** because it aims to balance often opposing points of view in communities regarding the roles and responsibilities of the private sector to help meet a public need within a free-market economic system

National Interest is Surging, and...

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- ▶ **Come together** around the extent to which the policies are mandatory, voluntary, or somewhere in between (i.e. only applied in certain circumstances)
- ▶ Where you land is largely determined by the **development incentives** that attempt to mitigate or offset the economic impacts of the zoning
- ▶ **Good news** is Collier County has at its disposal a number of tools to optimize developer participation – and spur the desired development of new affordable housing units

Mixed Income Housing Incentive Benefits

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- ▶ **County provides substantial incentives to produce a “Market-Based Solution”**
 - ▶ MARKET chooses how to meet goal with multiple options offered to participants
 - ▶ Increased Density / market rate units
 - ▶ County can provide qualified buyers with additional subsidies
 - ▶ Fast Track all approvals – saves \$ and time
 - ▶ Available for Impact Fee Deferrals
 - ▶ Maybe more
- ▶ **A “Win/Win” proposition**
 - ▶ Provides “Revenue Positive” scenario for Developer
 - ▶ Developer saves time
 - ▶ Developer and County meet market need for housing units
 - ▶ For Rental and For Sale
 - ▶ Incentivizes Smart Planning/Design
 - ▶ Balanced and measured approach
 - ▶ Produces homes that are affordable in perpetuity
 - ▶ Keeps pace with growth

Recommendation

- ▶ Direct staff to work with the development community, bankers and other interested parties to develop GMP and LDC amendments that will create a market based mixed income housing program

#2 Provide Regulatory Relief to Certain Housing Applications

THAT ADDRESS HOUSING AFFORDABILITY AND TO INCREASE CERTAINTY

#2- Provide Regulatory Relief to Certain Housing Applications that Address Housing Affordability

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- ▶ Purpose - Incentivize the development of Housing that is affordable by increasing certainty.

#2- Provide Regulatory Relief to Certain Housing Applications that Address Housing Affordability

- ▶ Creating development incentives for developments that voluntarily include housing that is affordable will encourage the development for more affordable units. Possible examples of such incentives could include:
 - ▶ Allow an increased Floor Area Ratio (FAR) for Assisted Living Facilities that increase the number of Medicare (affordable) beds
 - ▶ Allow Cluster Housing for developments including Housing that is Affordable without a Conditional Use
 - ▶ Provide Relief from some site design standards for developments including Housing that is Affordable (i.e.- Road/sidewalk widths, generators, design criteria, reduced parking standards, etc.)
 - ▶ Staff will work with the Development Services Advisory Committee to explore and vet possible changes to the LDC that would provide regulatory relief and bring suggested amendments back the Board for approval.

#2- Provide Regulatory Relief to Certain Housing Applications that Address Housing Affordability

▶ Benefits

- ▶ If certain reliefs are spelled out, developers increase certainty
- ▶ The relief incentives are to encourage more housing that is affordable
- ▶ Public benefit because this is a priority of the BCC to make sure there is housing sufficient to meet the needs of the community

Recommendation

- ▶ Direct staff to review regulations and develop Land Development Code amendments that will provide Development Relief to certain Residential land use Applications that voluntarily provide a portion of their units as Housing that is Affordable

#3 Allow for
Commercial to
Residential Conversions
via Hearing Examiner

#3- Allow for Commercial to Residential Conversions via Hearing Examiner

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- ▶ Purpose- Streamline the development process for the conversion of existing Commercially Zoned property to Residential including housing that is affordable.

#3- Allow for Commercial to Residential Conversions via Hearing Examiner

- ▶ Commercial Zoning is widely considered to be one of the most intensive land uses, with Residential likewise being considered one of the least intensive (noise, lighting, traffic generation, etc.).
- ▶ This recommendation would seek to streamline the approval process for developments seeking to down-zone from existing Commercial uses to Residential, in exchange for those developments providing a portion of their residential units as housing that is affordable.

#3- Allow for Commercial to Residential Conversions via Hearing Examiner

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- ▶ Historically the vast majority of these requests have been approved by the BCC
- ▶ This process would be limited to properties located in Activity Centers or that are identified as “Commercial/Consistent by Plan”

#3- Allow for Commercial to Residential Conversions via Hearing Examiner

- ▶ Clear guidelines will be created to outline where and under what circumstances this will be allowed
- ▶ Offers certainty while maintaining transparency
- ▶ Staff will still do a thorough review and hold each application to the requirements in the code
- ▶ The Hearing Examiner will provide oversight to ensure guidelines are followed and compatibility is maintained

#3- Allow for Commercial to Residential Conversions via Hearing Examiner

- ▶ Benefits
 - ▶ Increases certainty
 - ▶ Promotes inclusion of Housing that is Affordable
- ▶ Board sets clear criteria for approval and staff carries it out via the Hearing Examiner

Recommendation

- ▶ Direct staff to develop Growth Management Plan and Land Development Code amendments that will streamline the Commercial to Residential conversion process for developments that voluntarily provide a portion of their units as Housing that is Affordable

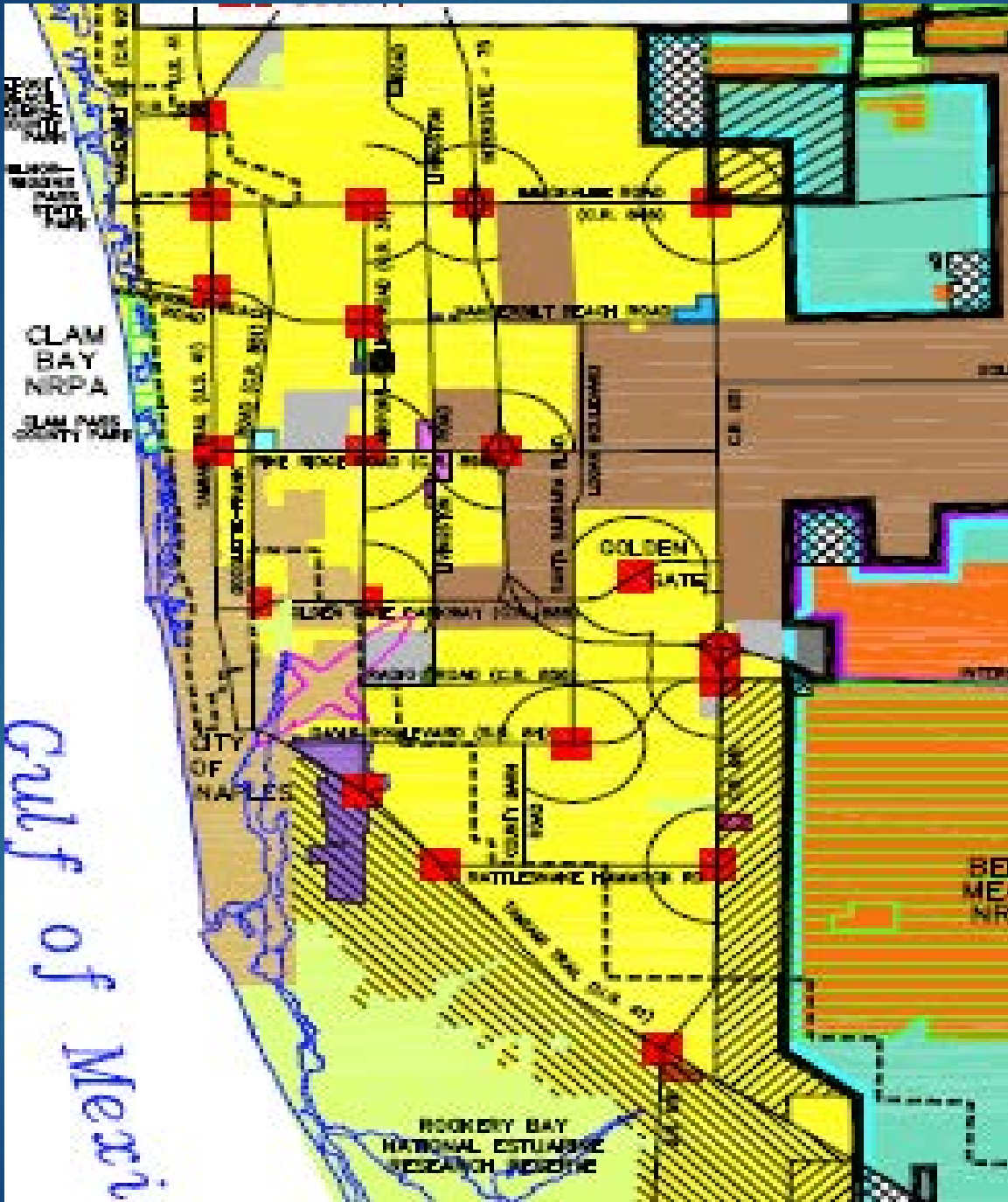
#4 Develop guidelines to incentivize mixed income residential housing

IN FUTURE AND REDEVELOPED ACTIVITY CENTERS

#4- Develop guidelines to incentivize mixed income residential housing in future and redeveloped activity centers

30

- ▶ Purpose- To encourage that Activity Centers be built-out or re-developed as true mixed-use areas offering a broad range of residential products types and price ranges.



Activity Centers are located throughout the Urban Area of the County in locations where development is to be encouraged

#4- Develop guidelines to incentivize mixed income residential housing in future and redeveloped activity centers

- ▶ Since there is no requirement that Activity Centers include residential units, many activity Centers have been developed as strip retail centers and out-parcels without a residential component.
- ▶ Offering a mix of residential options within an Activity Center takes advantage of existing infrastructure, locating residential units near to employment centers and relieves traffic by offering internal capture and shorter trip lengths.
- ▶ Possible incentives include: Reduced Impact Fees, Greater Densities, Streamlined Approval Process, Concurrency waivers, lower preserve requirements, etc...
- ▶ Existing Activity Center model is 30 years old, time for study and re-evaluation

What Density Looks Like

33



10 units to the acre – Botanical Place (Bayshore Road)

#4- Develop guidelines to incentivize mixed income residential housing in future and redeveloped activity centers

▶ Benefits

- ▶ Encourages residential uses near areas with existing infrastructure
- ▶ Allows for Housing that is Affordable to be developed throughout the north/south corridors of the county

Recommendation

- ▶ Direct staff to develop Growth Management Plan and Land Development Code amendments that will encourage the inclusion of residential units in Activity Centers for developments that voluntarily provide a portion of their units as Housing that is Affordable

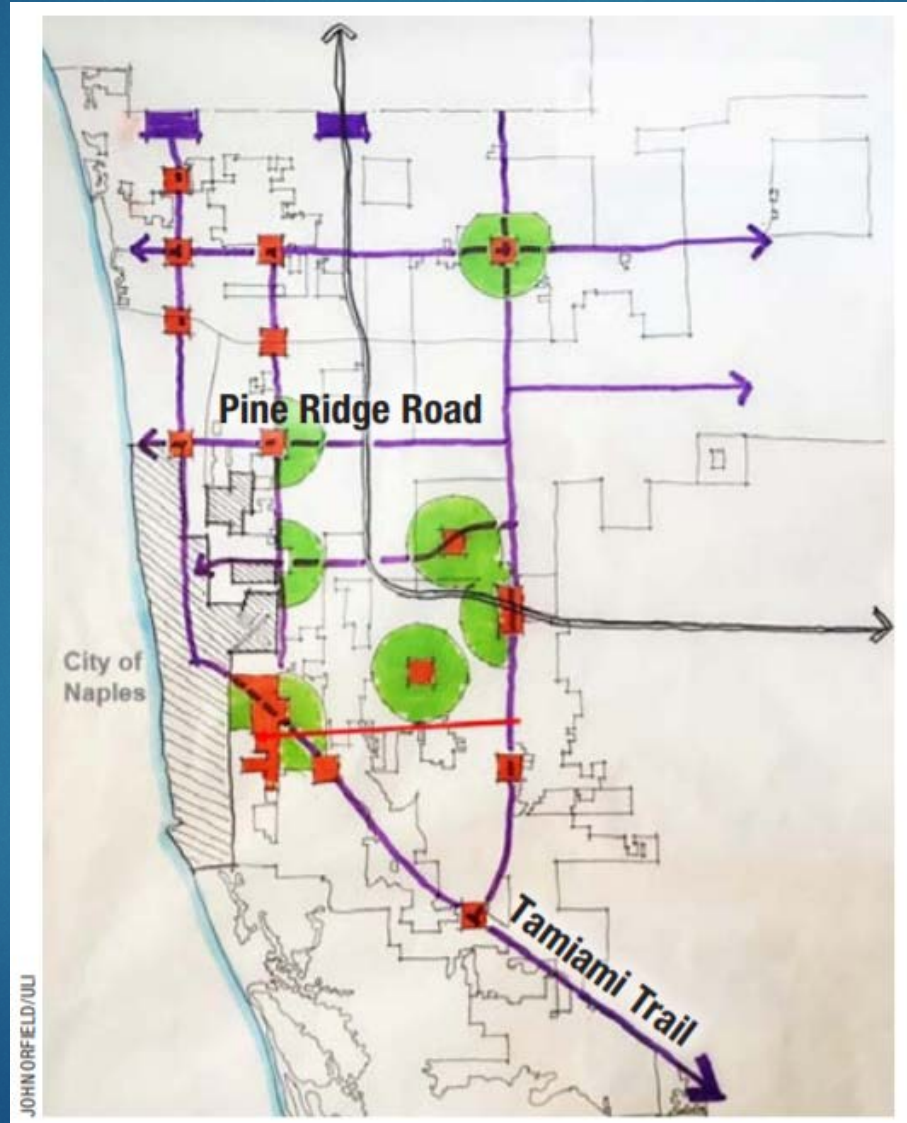
#5 Develop a process to designate certain Strategic Opportunity Sites and allow for increased density

(GREATER THAN 16U/A)

#5- Develop a process to designate certain Strategic Opportunity Sites and allow for increased density (greater than 16u/a)

- ▶ Purpose- To designate certain strategic areas where the maximum residential density may exceed 16u/a.

Possible Strategic Opportunity Sites



#5- Develop a process to designate certain Strategic Opportunity Sites and allow for increased density (greater than 16u/a)

► Considerations-

- A main recommendation of the 2017 ULI Study is that Collier County should allow for greater residential densities (more than 16u/a) in order to mitigate high land and development costs.
- Strategic Opportunity Site's would be designated by the BCC as areas where higher densities are encouraged (similar to the Activity Center concept), but at densities in the 20-25u/a range.
- Examples of a Strategic Opportunity Site may be a new corporate headquarters campus or, a regional commercial center, or an institution of higher learning.
- Strategic Opportunity Sites would be designated in the Comprehensive Plan and Future Land Use Map in order to reduce any negative NIMBY opposition to higher density development in the future.

What Density Looks Like

40



30 units to the acre – Naples Square (Goodlette Rd and US41)

#5- Develop a process to designate certain Strategic Opportunity Sites and allow for increased density (greater than 16u/a)

- ▶ Benefits
 - ▶ Increases certainty
 - ▶ Reduces Costs
 - ▶ Creates jobs/housing balance
 - ▶ Reduces infrastructure needs elsewhere

Recommendation

- ▶ Direct staff to develop Growth Management Plan and Land Development Code amendments that will create a process for the creation and designation of Strategic Opportunity Sites allowing for increased density (above 16u/a) for developments that voluntarily provide a portion of their units as Housing that is Affordable

#6 Provide an increase in density in the Community Redevelopment Agency (CRA) areas

AND ALONG TRANSIT CORRIDORS

#6- Provide an increase in density in the Community Redevelopment Agency (CRA) areas and along transit corridors

- ▶ Purpose- To incentivize development in CRA Areas and along major transit corridors where infrastructure already exists

#6- Provide an increase in density in the Community Redevelopment Agency (CRA) areas and along transit corridors

▶ Considerations-

- ▶ Locating housing that is affordable on major transit corridors and in CRA areas is a recommendation of the 2017 ULI Study.
- ▶ Allowing housing near transit reduces trip lengths and traffic from employees commuting from further away.
- ▶ CRAs typically need additional incentives to increase their property values and encourage new development

What Density Looks Like

46



6.85 units to the acre – Bristol Pines (Collier Blvd)

#6- Provide an increase in density in the Community Redevelopment Agency (CRA) areas and along transit corridors

▶ Benefits

- ▶ Increases certainty
- ▶ Incentivizes difficult to develop areas
- ▶ Locates Housing that is Affordable on existing infrastructure

#6- Provide an increase in density in the Community Redevelopment Agency (CRA) areas and along transit corridors

- ▶ Direct staff to develop Growth Management Plan and Land Development Code amendments that will allow increased density and other incentives in CRAs and allonge transit corridors for developments that voluntarily provide at least 25% of their units as Housing that is Affordable

Housing Plan Implementation Items

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Summary of Today's Items 6-26-18

1. Direct staff to continue work on a Mixed Income Housing Incentive Program
2. Provide regulatory relief to certain housing applications (including senior housing)
3. Develop a streamlined process for commercial to residential conversions
4. Develop guidelines to incentivize mixed income residential housing in future and redeveloped activity centers
5. Develop a process to allow for increased density in Strategic Opportunity Sites (over 16 units/acre)
6. Provide an increase in density in the Community Redevelopment Agency (CRA) areas and along transit corridors

Questions

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