Pasco County, Florida

Affordable Housing Advisory Committee

# Local Housing Incentive Plan Recommendations

Presented for Approval by the Pasco County
Community Development Division and
Planning and Development Department

SHIP
housing a stronger Florida

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## Introduction

### What is the Affordable Housing Advisory Committee?

The legislation that created Affordable Housing Advisory Committees (AHAC) was designed to develop the Local Housing Incentive Plans for local governments in 1990. However, as part of HB 1375, passed in the 2007 legislative session, Affordable Housing Advisory Committees were re-created with a larger scope and stricter staffing regulations. The regulations require that staff from the local planning department and the housing department work together to create an integrated approach to create the incentive plan; in addition, the AHAC must submit a report every three years that includes recommendations on and evaluates the implementation of incentives for eleven distinct areas.

These areas are:

1. The processing of approvals of development orders or permits as defined in Section 163.3174(7) and (8), for affordable housing projects is expedited to a degree than other projects.
2. The modification of impact-fee requirements, including reduction of waiver of fees and alternative methods of fee payment for affordable housing.
3. The allowance of flexibility in densities for affordable housing.
4. The reservation of infrastructure capacity for housing for very-low-income persons, low-income- persons, and moderate-income persons.
5. The allowance of affordable accessory residential units in residential zoning districts.
6. The reduction of parking and setback requirements for affordable housing.
7. The allowance of flexible lot configurations, including zero-lot-line configurations for affordable housing.
8. The modification of street requirements for affordable housing.
9. The establishment of a process by which a local government considers, before adoption, policies, procedures, ordinances, regulations, or plan provisions that increase the cost of housing.
10. The support of development near transportation hubs and major employment centers and mixed-use developments.

Additionally, the local government must prepare a printed inventory of locally owned public lands suitable for affordable housing.

The County reinstated the AHAC in 2007. At that time, the Committee set forth recommendations that focused on eliminating processing barriers to affordable housing, and providing opportunities for continued education and training for those that sought to provide affordable housing opportunities. In 2011, the AHAC reconvened and, while the committee made very few concrete recommendations, the discussion leading up to these recommendations was full of dynamic dialogue about the state of affordable housing, both rental and homeownership, in Pasco County. In 2014, the AHAC reconvened with new members to provide updated recommendations to the Board of County Commissioners (BCC). These recommendations intend to further define the County's affordable housing policies and provide implementation methods and tools.

### Current County Initiatives

In 2008, Pasco County invited the Urban Land Institute (ULI) to help correct the concerns the County faced from the recent period of high growth. ULI was asked to help Pasco determine what industries to target in order to create employment opportunities that will add value to the county. The county also asked the panel to assist in analyzing the structure of its land development code in order to define and address desirable market-based housing and commercial development strategies over the next decade.

The panel's recommendations fall into two broad areas:

1) Economic Development and Land Use and;
2) County organization.

The initial ULI report in 2008 recommended changes that the County's organizational structure to contribute to successful future growth:

- "Incorporate the panel's land use and economic suggestions into the comprehensive plan;
- Reconstitute the development services function into a planning department;
- Reorganize the development review process to make it predictable and timely, as well as effective in implementing the long-term land use and economic vision for the county;
- Allow the comprehensive plan to act as the primary document that articulates the county's long-term vision and organize the planning department around that long-term vision;
- Curtail the use of variances and exceptions in approving land use amendments, zoning approvals, and building permits;
- Support a departmental culture that celebrates innovation, embraces best practices, and focuses on customer service; and
- Delegate routine decision making to staff for projects that have been appropriately entitled and are consistent with applicable development standards without requiring such proposals to comply with additional, staff-generated, discretionary requirements not dictated by the county's code."

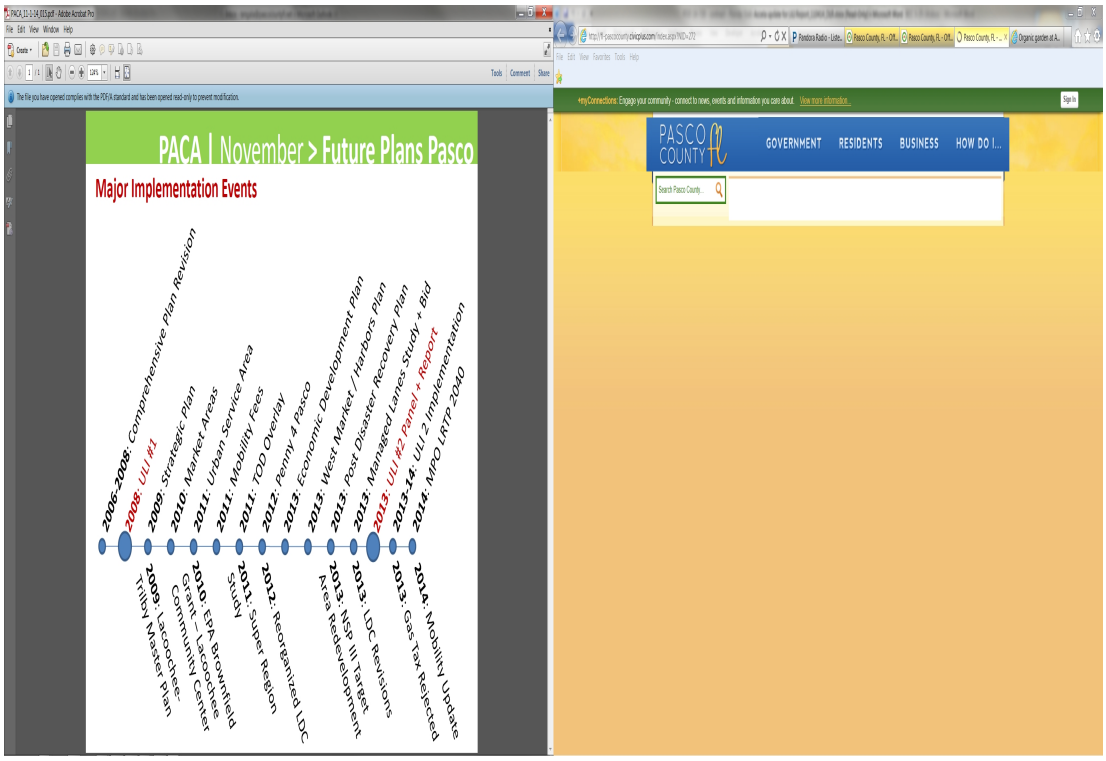
ULI returned in 2013 for a follow-up from their initial 2008 study and recommended area to focus on for the next five years from 2013-2018:

- Balanced Economic Growth and Competitiveness - Pasco's Regional Economic Role
- Place Making - Improving Pasco's Quality of Life
- Creating Thriving Communities - Pasco's Residential Growth Dynamics
- Organizational Performance --Workforce Development and Talent Attraction
- Investment Tools- Public-Private Partnerships
- Movement and Connectivity - Multi-modal Transportation Systems
- Balance with Nature, Agriculture and Tourism
- Sustainable Local Economy in Revenue and Capital Investment
- Governance - Models and structures for Leadership and Management Focus

The ULI did not specifically address affordable housing; instead, they related the need for workforce housing as it relates to the development of the health care industry.

The County has worked diligently to use the initial ULI findings and recommendations as a spring board to help shape Pasco County into the premier county emphasized in its mission

statement. Below is a timeline of projects that the County has implemented which address concerns from ULI as well as the County's premier county vision. Each of the initiatives listed below can be viewed on Pasco County's Website (www.pascocountyfl.net) and a synopsis of most is provided below.




Pasco County's new planning initiatives have transformed the County from reactive to proactive by looking at what has to be done, what could be done, and what might be prevented in the future. Pasco County's Market Area Plan, Economic Development Plan and Mobility Fee adopted amendments can be used as a model and will lead Pasco County away from a sprawling trend of unplanned development, towards a county that embraces planned sustainable development for future growth.

As a way to bring focus to Pasco County planning initiatives, the County in 2010 utilized a market area planning concept and divided the entire County into five specific Market Areas. The County then amended the Comprehensive Plan to include the Market Area Map as well as policies and visions for each area. The policies promote the conservation of natural and water resources while emphasizing compact design within Market Nodes to preserve open space. The County in addition to 12 market areas instituted an urban service, suburban and rural areas in 2011. The majority of new growth and development will be allocated into South and West Market Areas which are designated within the Urban Service Area. The South and West Market Area policies promote a higher density and intensity of development; target industry and employment generating land uses with intensifying development; and encourage affordable housing at transit nodes.

**West Market Area**

In the West Market Area, the Pasco County Board of County Commissioners adopted The Harbors - Redevelopment/Infill Plan in June of 2013. The primary goals of developing The Harbors Plan were to promote redevelopment and infill opportunities, guide infrastructure and economic development strategies, and create implementation mechanism for the West Market Area. The Harbors Plan provides guidance for the entire West Market Area while targeting coastal specific development opportunities, transforming U.S. 19 into a livable roadway, and creating an infill community structure with emphasis on providing affordable housing.

The County also received a grant from the Environmental Protection Agency awarded through Smart Growth America (SGA) to provide a planning report on the economic and fiscal health of two target areas within the Harbors Plan. The smart growth policy recommends compact, mixed use, transit oriented development, and changing codes and ordinances to implement these policies to support economic development/redevelopment. Smart growth policies support inclusion of workforce housing in mixed use, employment oriented development.

### South Market Area

In the South Market Area, the County has adopted Transit Oriented Development (TOD) principles with emphasis in affordable housing in transit station areas in the comprehensive plan. In recent years, the County developed a series of plans affecting the SR 54/56 corridor , including developing a form based Transit Center Overlay Plan that would address the potential for pedestrian-friendly, transit-oriented, mixed used development along the corridor. Staff is currently contemplating the integration of an affordable housing component with the TOD policies, assisting the County in transitioning from simply affordable housing to affordable living.

### North, Central and East Market Area

The Central Market Area is suburban with limited growth in targeted areas while preserving open space and enhancing existing ecological areas. This Market Area promotes the development of employment centers in appropriate locations. As per the County's Comprehensive Plan, affordable housing should be located in close proximity to such centers. The North and East Market Areas establish land use policies that keep development from encroaching upon natural environment. The policies require the preservation of open space, agricultural lands, and the preservation of the many aquifers and water recharge zones that flow through the area. The County's goal is to reach a designation of 50% conservation and preservation of land use within the County. With the intention protecting the natural resoures in the East Market Area, smart growth/infill redevelopment is encouraged. While the North Market Area is primarily meant for rural development patterns, it also promotes the establishment of strategically located activity centers and employment nodes.

## Development

In response to ULI's recommendations, Pasco County made revisions to the Land Development Code (LDC) to improve formatting, clarity, and procedures. The reorganized LDC now provides a predictable review process for developers as well as a measurable time frame for development review. The restated, reorganized and amended Code became effective January 1, 2012. Since that time, the LDC has undergone a series of amendments and continues to

reflect the County's development vision.

Pasco County has gone beyond the ULI recommendations and established Regional Activity Nodes, Market Area Nodes, Transit Station Overlays in the Comprehensive Plan and is also pursuing a transferable of development rights (TDR) program. The County has been proactively building strong public/private partnerships by working directly with property owners/developers to incorporate TOD concepts and transit station placements within specific projects such as: Wiregrass, Western Hub and New Port Corners.

A planning effort is currently underway in Pasco County to promote compact walkable communities with the intent of providing housing options, while addressing potential transportation impacts. Mixed-Use Trip Reduction Measures (MUTRM) is a trip-reducing development tool that provides developers with an option to build at a higher density in a compact form that provides multimodal transportation opportunities.. The MUTRM ordinance was adopted by the BCC in November 2014.

The County's development review process has been significantly enhanced to provide a predictable and timely review of development submittals. For instance the Development Services Department, Zoning Department, and Long Range Planning Department were combined, to become the Planning and Development Department. This consolidation allows customers to meet with a team of staff members with expertise in all areas of the development in the County, thereby streamlining the permitting process. Additionally, the County is updating its development review software to Accela. Accela provides a complete solution for streamlining critical regulatory functions, such as zoning, development review, planning, inspections, permitting and licensing, and basic electronic document review. Accela will benefit the County by increasing speed and accuracy in which these regulatory functions are performed.

## Affordable Housing Advisory Committee Recommendations

Since the Affordable Housing Advisory Committee was reinstated in 2007, Pasco County has consistently received forward-thinking, proactive recommendations from its committee members. In 2014, staff and the committee members again focused on creating implementable policies and procedures that will assist in increasing the accessibility and affordability of housing in Pasco County. The committee focused on two distinct areas: barriers to affordable housing and the creation of a guaranteed affordable housing inventory through a nexus study and inclusionary zoning ordinance.

### Barriers to Affordable Housing

The committee used a list of barriers to affordable housing as its baseline, ranking them based on their role in hindering affordable housing opportunities in Pasco County. After the barriers were ranked, they were broken down into two types of barriers: procedural requirements, and requirements that increase cost to developers/homeowners. While we recognize that some of the procedural requirements may indirectly increase the cost of housing, the barrier is more in the length of time for processing or design to accommodate the requirements associated with the barriers, not the cost itself.

The committee reviewed both the mandatory measures as required by statute, as well as multiple voluntary measures.

Required Measures

The committee addressed two fundamental deliverables required by the AHAC: The processing of approvals of development orders or permits as defined in Section 163.3174(7) and (8), for affordable housing projects is expedited; and the establishment of a process by which a local government considers, before adoption, policies, procedures, ordinances, regulations, or plan provisions that increase the cost of housing.

Pasco County has implemented some significant measures since the initial re-creation of the AHAC in 2008 to assist affordable housing developments to be constructed in a timely and cost effective manner. During the 2008 AHAC, the committee recommended that *there should be an employee designated as an ombudsman for affordable housing. This employee would provide technical assistance to developers before permit application, and walk through all applications as they go through the system. The ombudsman would also ensure that the application is given preferential treatment from all reviewers, and will stay and assist the reviewer as that person completes that function.* While there was not an official ombudsman established by the Planning and Development Department, the Community Development Division has incorporated an expedited permit review form that wraps around permit applications, notifying Central Permitting that this is a permit application that needs to be reviewed expeditiously. In addition, Community Development assists agencies in working through the central permitting process, providing technical assistance and contact information for agency partners in need of support, and ensures that expedited requests are met. Most recently, the County has chosen to again overhaul the development review process by increasing staff and implementing technology improvements. These changes will assist all development in reducing administrative processing time. The committee has suggested that further review of these improvements, once fully implemented, to determine if any additional improvements can be made to further enhance accessibility and affordability of housing.

Pasco County staff reviewed the existing procedure established by the County to review policies, procedures, ordinances, regulations, or plan provisions that could increase the cost of housing with the committee. In this last fiscal year, none of the above were implemented that would directly increase the cost of housing. At this time, the committee was satisfied with the procedure that is implemented to review these measures; however, they asked that the County contemplate the reduction or elimination of administrative and/or impact fees to further incentivize developers and contractors building and/or rehabilitating affordable housing in targeted areas.

Voluntary Measures

In reviewing the barriers, it became apparent that the committee was focused on two distinct areas related to affordable housing: new construction and redevelopment. While some of the barriers may be ranked low by the majority of the committee, it should be noted that committee members representing organizations and professional fields that work in existing neighborhoods and focus on redevelopment had strong concerns related to affordable housing opportunities and infill redevelopment. The dichotomy between greenfield development in upcoming urbanizing areas and infill redevelopment in aging neighborhoods is a theme that continued in the inclusionary zoning conversation as well.

As part of the committee's review process, best practices from successful counties were reviewed, identifying practices that limited or eliminated barriers to affordable housing in their jurisdictions. These recommendations, while preliminary in scope, can serve as the springboard for further affordable housing policy changes that will be integrated into larger planning efforts and policy adaptations.

The matrix on following pages identifies the barriers to affordable housing, organized by barrier type, with the priority level as assigned by the Affordable Housing Advisory Committee notated. Each of the barriers has recommended courses of action associated therewith, as well as associated Pasco County Comprehensive Plan, Housing Element Goals, Objectives and Policies identified that support the action strategy recommendation. Lastly, each strategy is directly tied to an impact that supports the development of affordable housing in Pasco County.

Upon review of the recommendations of the Affordable Housing Advisory Committee, it was determined that no Housing Element Goals, Objectives, or Policies had to be modified to implement these recommendations.

If the action strategies associated with the barriers are systematically addressed, the impact to affordable housing in Pasco County will be greatly beneficial. These recommendations will increase affordable housing in Pasco County and de-concentrate affordable housing by allowing for redevelopment and encouraging infill. In addition, it will support transit opportunities by increasing density, and will reduce overhead costs to developers through increasing density on existing lots. It will also create a mechanism for the sustainability of existing communities. Lastly, it will create an incentive for developers to construct affordable housing by reducing upfront costs.

| Barriers to Affordable Housing - Strategies for Resolution and Impact | | | | |
|---|---|---|---|---|
| **Specific Barrier** | **Priority** | **Recommended Courses of Action** | **Associated Housing Element Goal, Objective, Policy** | **Impact** |
| **Procedural Requirements** | | | | |
| parking | Medium | Many of these concerns can be rectified through the alternative standard process at plan review; however, proposing an alternative affordable housing mechanism such as accessory dwelling units could also provide an additional option to allow for additional density within the current approval framework for housing developments. In addition, proposing that these requirements be lessened or more accomodating for those developments meeting affordable housing criteria would assist in creating further incentives for developers to construct affordable housing. Revisit targeted areas to reflect those currently identified by Community Development in its Consolidated Plan. | Policy HSG 1.1.3 Encourage Residential Infill in Urban Areas<br>Policy HSG 2.2.2 Streamline Permitting Process | Increases affordable housing; increases density to support transit. Deconcentrates affordable housing by providing opportunities for development and redevelopment. Encourages infill development |
| setbacks | High | | Policy HSG 2.1.2 Density and Intensity Bonuses<br>Policy HSG 2.4.2 Siting Criteria | |
| open space | Medium | | Policy HSG 2.1.3 Development Incentives<br>Policy HSG 2.4.3 Deconcentration of Assisted Housing | |
| minimum lot size | Medium | | Policy HSG 2.1.5 Accessory Units<br>Policy HSG 4.1.1 Remedial Housing Programs | |
| building height | Low | | Policy HSG 2.2.1 Amend Development Regulations | |
| administrative processing procedures | High | Continue to monitor planning and development processes and procedures. If there is not sufficient processing timeframe adjustments as noted by the Board of County Commissioners, these processing procedures should be addressed. In addition, contemplate the revision of administrative processing procedures by granting further assistance to developers and contractors seeking to construct affordable housing. | Policy HSG 2.2.1 Amend Development Regulations | Expedites approvals; makes affordable housing a policy priority |
| fee and dedication | High | Monitor and Review Fee Schedule and Relationship to Decreased Processing Times. In addition, contemplate the reduction or elimination of these fees to further incentivize developers and contractors building and/or rehabilitating affordable housing in targeted areas. | Policy HSG 2.2.1 Amend Development Regulations<br>Policy HSG 2.1.3 Development Incentives | Reduces up front cost and incentivizes developers to construct affordable housing. |

| Requirements that Increase Cost to Developers/ Homeowners | | | | |
|---|---|---|---|---|
| Sidewalk requirements | Low | Many of these concerns can be rectified through the alternative standard process at plan review; however, proposing an alternative affordable housing mechanism such as accessory dwelling units could also provide an additional option to allow for additional density within the current approval framework for housing developments | Policy HSG 2.2.1 Amend Development Regulations<br>Policy HSG 1.1.3 Encourage Residential Infill in Urban Areas<br>Policy HSG 2.2.2 Streamline Permitting Process<br>Policy HSG 2.1.5 Accessory Units | Increases affordable housing; increases density to support transit. |
| street width | Low | Evaluate other types of housing units (such as accessory dwelling units). Evaluate LDC - does it make sense to impose a typical cross section in an older neighborhood looking to revitalize/rehabilitate? | Policy HSG 2.2.1 Amend Development Regulations<br>Policy HSG 1.1.3 Encourage Residential Infill in Urban Areas<br>Policy HSG 2.2.2 Streamline Permitting Process<br>Policy HSG 2.1.5 Accessory Units | Increases affordable housing; increases density to support transit. Reduces overall cost by providing additional density on existing lots |
| rehabilitation/reconstruction | Low | Evaluate conditions that can be addressed that are impediments to large scale revitalization. Limited to changes to some rehabilitation standards based on building code requirements. | Policy HSG 1.1.3 Encourage Residential Infill in Urban Areas<br>Policy HSG 2.2.2 Streamline Permitting Process<br>POLICY HSG 2.1.3: DEVELOPMENT INCENTIVES<br>Policy HSG 2.1.4 Rehab Older Structures<br>Policy HSG 2.2.1 Amend Land Development Regulations<br>Policy HSG 2.2.2 Streamline Permitting Process<br>Policy HSG 2.4.3 Deconcentration of Assisted Housing<br>Policy HSG 3.1.1 Minimum Housing Code<br>Policy 3.1.6 Demolition of Unoccupied Units | Encourages infill development and redevelopment, and allows for existing communities to be sustainable. |

**Affordable Housing Nexus Fee and Inclusionary Zoning Recommendations**

Nexus Study and Fee

The AHAC recommended that a comprehensive nexus study be completed to identify the need for affordable housing in the County and identify the appropriate mechanism for financing the gap between available and necessary housing. This study will also determine the connection between growth in various sectors of the economy and the need for affordable housing, questions that the data currently available related to affordable housing does not answer. This study should be completed by a consultant with experience in completing affordable housing nexus evaluations, and should provide baseline information that will assist the County in making recommendations on inclusionary zoning policies and procedures.

Inclusionary Zoning Policy Development

The second matrix identifies recommended strategies to develop an inclusionary zoning policy and associated ordinance. This matrix was developed as a result of a comprehensive evaluation of inclusionary zoning policies and best practices from planning professionals and successful jurisdictions.

The committee reinforced their belief that any inclusionary zoning policy must address new construction and redevelopment, as well as provide opportunities for rental and homeownership. One of the unique aspects the committee asked to review was the potential for using fees generated through this program for rehabilitation to assist in maintaining existing communities. In addition, the committee also agreed that geographic restrictions for use of funds needed to be established, to ensure that housing is made available to individuals working in supportive service fields necessary to support residential and nonresidential development. In addition, geographic restrictions would ensure that funds would be reinvested in communities where redevelopment is occurring.

It was also determined that, while incentivizing developers to construct affordable housing units within the neighborhood being developed is preferred, not all developers have the capacity or desire to construct affordable housing. This triggered significant discussion related to fee in lieu and other mechanisms to fund affordable housing within the County.

The following matrix reflects a similar layout to the spreadsheet created to identify barriers to affordable housing. The first column identifies recommended courses of action in recommended order for completion, followed by the Pasco County Comprehensive Plan Housing Element Goal, Objective, and Policy that supports the recommendation. Lastly, the anticipated impact as a result of implementing the recommended action is identified. These strategies will be reviewed extensively staff to develop specific policy recommendations, with multiple options that can be used in combination with one another, or individually selected. These recommendations will be presented to the inclusionary zoning/nexus fee task force for further review and selection.

Inclusionary Zoning/Nexus Fee Task Force

Upon receipt of the options as prepared by County staff, the inclusionary zoning/nexus fee task force will be developed to review and rank them in order of feasibility. This committee shall contain representatives from the development and affordable housing community that have insight into the impacts and benefits of the inclusionary zoning policy recommendations. The highest ranked recommendations will be developed into an inclusionary zoning ordinance that will be presented to the BCC for approval.

Inclusionary Zoning Ordinance

Once the recommendations are ranked by the task force, a draft ordinance will be developed and presented to the BCC for their review and approval.

If the BCC determines that inclusionary zoning is not the appropriate course of action, the findings of the nexus study as well as the recommendations from staff and the task force will be useful for the implementation of accessory unit policies and other affordable housing options.

| Inclusionary Zoning Strategies | | |
|---|---|---|
| **Recommended Course of Action** | **Associated Housing Element Goal, Objective, Policy** | **Impact** |
| Evaluate Alternatives to inclusionary zoning, including but not limited to fee in lieu, land dedication, construction off site, and development right transfer | Goal HSG 1: Ensure Opportunities for An Adequate Supply of All Housing Types in Appropriate Locations for All Pasco County Residents With an Emphasis on the Needs of Financially Disadvantaged and the Special-Needs Populations<br>Policy HSG 1.1.3 Encourage Residential Infill in Urban Areas<br>Policy HSG 2.4.3 Deconcentration of Assisted Housing | Create comprehensive inclusionary zoning policy, while addressing benefits and possible weaknesses of the various alternatives used in other jurisdictions. Identify best practice for Pasco County, with the knowledge of existing affordable housing needs and supply |
| Identify mechanisms to utilize funding, such as rental, homeownership, new construction, and rehabilitation | Policy HSG 1.1.3 Encourage Residential Infill in Urban Areas<br>Policy HSG 2.1.4 Rehab Older Structures<br>Policy HSG 4.1.1 Remedial Housing Programs | Identify types of uses allowable under proposed inclusionary zoning policy and ordinance. |
| Identify monitoring needs, funding opportunities and limitations, and responsible parties | Goal HSG 1: Ensure Opportunities for An Adequate Supply of All Housing Types in Appropriate Locations for All Pasco County Residents With an Emphasis on the Needs of Financially Disadvantaged and the Special-Needs Populations | Creation and sustainability of long term affordability practices and restrictions; identification of administrative funds needed for implementation. |
| Identify appropriate incentives for project-based construction, in lieu of off site development | Policy HSG 2.1.2 Density and Intensity Bonuses<br>Policy HSG 2.1.3 Development Incentives | Determine what policy priorities are for construction on site versus construction off site. Financial incentive ties to policy priority. |

| | | |
|---|---|---|
| Identify geographic restrictions for fees to be expended, if fee in lieu is an opportunity identified for consideration | Policy HSG 2.4.2 Siting Criteria<br>Objective HSG 4.1 Neighborhood Preservation | Create geographic restrictions for affordable housing construction, ensuring that affordable housing is available to those that will work in fields necessary to support residential and nonresidential development; reinvest funds in neighborhoods where redevelopment is occurring |
| Develop Inclusionary Zoning Ordinance | Goal HSG 1: Ensure Opportunities for An Adequate Supply of All Housing Types in Appropriate Locations for All Pasco County Residents With an Emphasis on the Needs of Financially Disadvantaged and the Special-Needs Populations<br>Policy HSG 1.1.3 Encourage Residential Infill in Urban Areas<br>Policy HSG 2.4.3 Deconcentration of Assisted Housing | Implement an effective, comprehensive affordable housing strategy |

**Locally Owned Lands Suitable for Affordable Housing**

At this time, there is no land inventory available for affordable housing production. As property is escheated to Pasco County through delinquent property taxes, these properties are evaluated to determine if affordable housing is appropriate for those lands. In addition, lands set to be surplused from the County inventory are evaluated to determine if affordable housing is appropriate for those properties as well. A comprehensive inventory is not available at this time.

## Conclusion

The Affordable Housing Advisory Committee for Pasco County had the opportunity to make significant recommendations regarding affordable housing policies and initiatives, in the midst of concurrent initiatives such as the Harbors Redevelopment Plan, the Urban Land Institute visit in 2013, and other special studies such as MUTRM and TOD. The overall theme of the committee was to focus on developing a dedicated affordable housing mechanism and funding source, through the development of inclusionary zoning recommendations and the comprehensive nexus study. In addition, the committee also suggested that while the County has made significant strides toward reducing its administrative processing time for all developments, that its policies and procedures should be reviewed to allow for additional flexibility for affordable housing units to be constructed.

County staff is preparing for an initial presentation of these recommendations to the Board of County Commissioners for integration into its Local Housing Assistance Plan. Followed shortly thereafter, staff anticipates that a workshop with the Board of County Commissioners will be held to prioritize these initiatives and create a reasonable timeframe for review and implementation.