



Priority 1: Affordable Housing March 11, 2021

PRIORITY 1: AFFORDABLE HOUSING

INCREASE THE QUALITY AND AVAILABILITY OF AFFORDABLE HOUSING IN KEY WEST

GOAL 1: BUILD CAPACITY FOR COORDINATION AND LONG TERM PLANNING

Create the capacity for the City to take on a coordination role, and develop a long-term strategy for affordable housing.

Actions	Time Frame	Person(s)/Departments Responsible	Funding Notes
<p>1. Housing Director: Hire a City Housing Director to assess the needs on an ongoing basis, bring together all relevant stakeholders at the municipal, county and state levels, draft and drive a long-term plan, and seek funding opportunities. The Director should consistently explore “best practices” from other cities (Asheville, Caribbean Islands, Hawaii, Etc.,) and integrate recommendations from related municipal plans; (E.g., the Post Disaster and Disaster Recovery Plan, Utilities Plan, Pavement Management, and the CARIP, Etc.,). The Housing Director will report directly to the City Manager.</p>	<p>By Fall 2021</p>	<p>HR, Planning</p>	<p>Approx. \$115 - \$130K per. Position could be cost-shared between City and Business Community</p>
<p>2. City Wide Housing Assessment: Hire a consultant to conduct a Housing Assessment in Key West using existing data of available inventory and types of housing most needed for rental, home ownership, multi-family and single family housing in Key West. To the extent possible, the consultant should recommend a diverse scope of income levels and professional categories that most require housing. (If possible, the assessment should establish an accurate median income that is used to</p>	<p>By Winter 2021</p>	<p>Planning</p>	<p>Approx. \$30K. Funded through the Affordable Housing Trust Fund</p>



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calculate an AMI based on W-2's, thereby eliminating income derived by 401K's and retirement funds.)			
3. The Long-Term "Housing for All" Plan: Establish a 10-year long-term strategy and funding plan that includes: 1) Potential sites that are most suitable for building based on elevation and resilience to sea level rise for rental housing and home ownership; 2) a program for renovating and preserving the existing inventory of affordable housing (managed largely by KWHA); and 3) efforts to expand supportive and transient housing.	By Spring 2022	KWHA, Housing Director, Planning Dept. & Committee, Engineering, Utilities, and other Community partners	No funding necessary
4. "Housing for All" Working Group: Create and chair a small Affordable Housing Group comprised of: 1) KWHA, 2) Planning Department; 3) Private developers; and, 4) Relevant non profit agencies (Habitat for Humanity, AHI, Catholic Charities, FKOC) to guide the long term plan, and oversee goals 2 and 3 (below).	By Summer 2021	Housing Director	No funding necessary



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GOAL 2: NEW HOUSING			
<i>Develop a Building and/or Usage Plan for between at least 200 - 500 new affordable housing with key stakeholders (prior to the expiration of available BPAS Units).</i>			
Actions	Time Frame	Person(s)/Departments Responsible	Funding Notes
1. Completion of 104 Units on College Road: Assist with communication and advocacy to help bring the project to completion	Current, ongoing	KWHA, City Manager, Building Department	No funding necessary
2. 3.2 Acres in Bahama Village: Expedite and oversee the RFP in time, if possible, to submit a funding proposal for the FHFC Set Aside. (Selection would be completed ideally by Fall 2021). Extend Site control to at least 50 years through a Referendum. Other sources include: Funding sources: FHFC (Set Aside), SAIL SHIP, RAD/HUD	Begin Spring 2021, ongoing Plans for referendum immediate	City Manager, Planning, Department, Planning Committee, BVRAC	Estimated \$30 million per 100 units. \$630K from Trust Fund and \$2 million from Land Authority can be used as leverage
3. New Housing Developments: Identify locations and develop plans for affordable rental and home ownership and amend codes and LDRs as necessary. Prioritize these new developments based on new flood maps. Note: BPAS units should be prioritized for shovel ready projects. Explore the following options:	Decisions by Fall 2022, building ongoing	KWHA, Planning, Engineering, Housing Director (when hired), Planning Committee, and other Community Partners	Funds will depend on the scope of the projects. Sources used for the 3.2 acres from the fed and state apply.



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<p><u>Tier 1 Options:</u></p> <p>1) Accessory Dwelling Units: Amend the Code on setbacks and deed restrictions to make it feasible for homeowners, and approve acceptable plans thru HARC</p> <p>2) Poinciana property: Partner with KWA to determine if the property is suitable for a multi-family housing unit, and assist with the design of a flood resilient, family friendly development.</p> <p>3) Porter Place/School Board Site: Pursue a partnership for affordable housing, and assist with the process of development. Mixed use with an economic component. Currently, the School Board is conducting a land assessment.</p>	<p>Spring 2022</p> <p>Exploration beginning Winter 2021</p> <p>Ongoing</p>		<p>No funding necessary</p> <p>TBD</p> <p>TBD</p>
<p><u>Tier 2 Options:</u></p> <p>4) Shopping Centers: As a secondary and long. Explore Identify incentives and initiate dialogue with owners to understand if this is option is feasible and advisable Long term proposal.</p> <p>5) Sigsbee/Military property: Initiate new dialogue with Sigsbee leadership to understand if this is feasible. This will require working relationship with Federal representatives</p> <p>6) Harris School: Initiate a new dialogue with the owners to determine the feasibility of a more cost effective purchase</p> <p>7)Smaller sites throughout the City: Explore properties that are outside of the flood plains.</p>	<p>Ongoing</p> <p>Ongoing</p> <p>Ongoing</p>		



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GOAL 3: PRESERVE AND RENOVATE EXISTING HOUSING

Partner with organizations to renovate, preserve or expand housing options from their inventory of 1,173 existing public housing units (12 housing developments), and repair/improve housing for vulnerable groups.

Actions	Time Frame	Person(s)/Departments Responsible	Funding Notes
<p>1. Plan for Preservation, Renovation, and Modification based on the KWA PNA (Physical Needs Assessment): Establish a plan based on the PNA, (beginning in the Fall of 2021), for preserving and renovating public housing units, with plans for modifications to LDRs, zoning and density. (Note: The assessment is in process – RFP has been issued). The plan should include modifications to current structures that would better meet the needs of residents (E.g., quads with shared kitchen), and must be assessed for flood elevation.</p> <p>Explore HOME, The National Housing Trust Fund, The Capital Magnet Fund, and Rural Housing Service Programs</p>	By Spring 2022 (As per KWA)	KWA, Housing Director, with relevant departments (Planning, Engineering)	It is not possible without the PNA results to estimate the costs, however, HUD program provides funding for preservation.
<p>2. Home Repair Program for Low Income Residents: Create a program in conjunction with Habitat for Humanity to repair homes owned by elderly and/or financially challenged residents</p>	By Winter 2021	Housing Director, Habitat	TIF Funds, Land Authority. Need estimate from Habitat
<p>3. Supportive Housing and Group Homes: Redevelop and maximize existing space (FKOC Housing in Poinciana) for supportive housing and group homes</p>	Spring 2021, ongoing	FKOC, AHI, MARC House, Housing Director	PRAC Section 811, Housing First. Need estimate for funds



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GOAL 4: LEGISLATIVE AND REGULATORY MEASURES			
<i>Initiate required changes to LDRs, zoning and density to support affordable housing, and advocate for legislative changes.</i>			
Actions	Time Frame	Person(s)/Departments Responsible	Funding Notes
1. Site Control: Approve a charter amendment through a referendum to extend site control from 20 to at least 50 years for all entities seeking a lease from the City.	By Fall 2021	Commission/City Attorney's Office	No funding necessary
2. Maximize the Use of BPAS Units: Explore options for maximizing the use of BPAS units. Examples could include: 1) Setting aside existing units; 2) Applying for market rate units and dedicating them to affordable housing; 3) proposing an amendment that requires all BPAS units for affordable housing to be at least a 2 bedroom, 2 bath unit.	Begin in Spring 2021, ongoing	Planning Department, Planning Committee	No funding necessary
3. Truman Annex Lease: Research legal and policy recommendations on the 162 transient licenses before the lease expires in 2025.	Begin Winter 2021	Commission	
4. Tax Exemption Bills: Advocate during the Legislative Session for House Bill 563 and Senate Bill 674 that authorize municipalities to adopt ordinances to grant ad valorem tax exemptions to property owners whose properties are used for the public or governmental purpose of providing affordable housing.	During Winter 2022	City Attorney's Office	



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<p>5. Resource Mobilization: As part of the funding plan, propose and pass efforts to leverage funding from second home owners, such as: 1) A surcharge from home sales; 2) a floor area ratio bonus; 3) linkage fees; 4) additional closing fees for properties over a set value, and other examples.</p>	<p>By Spring 2022</p>	<p>City Finance Director, Housing Director, City Attorney's Office</p>	
<p>6. Up-Zoning, LDR and Density Plans: Approve and plan for (as part of the Housing for All Plan) for higher density, LDRs and up-zoning that would allow for increased housing within zones that are best suited for resilience and sea level rise.</p>	<p>By Spring 2022</p>	<p>Housing Director and relevant City Departments (Planning and Engineering)</p>	