



# 4TH TASK FORCE MEETING

Howard County Housing Opportunities  
Master Plan  
December 10, 2020

**RCLCO**  
REAL ESTATE ADVISORS

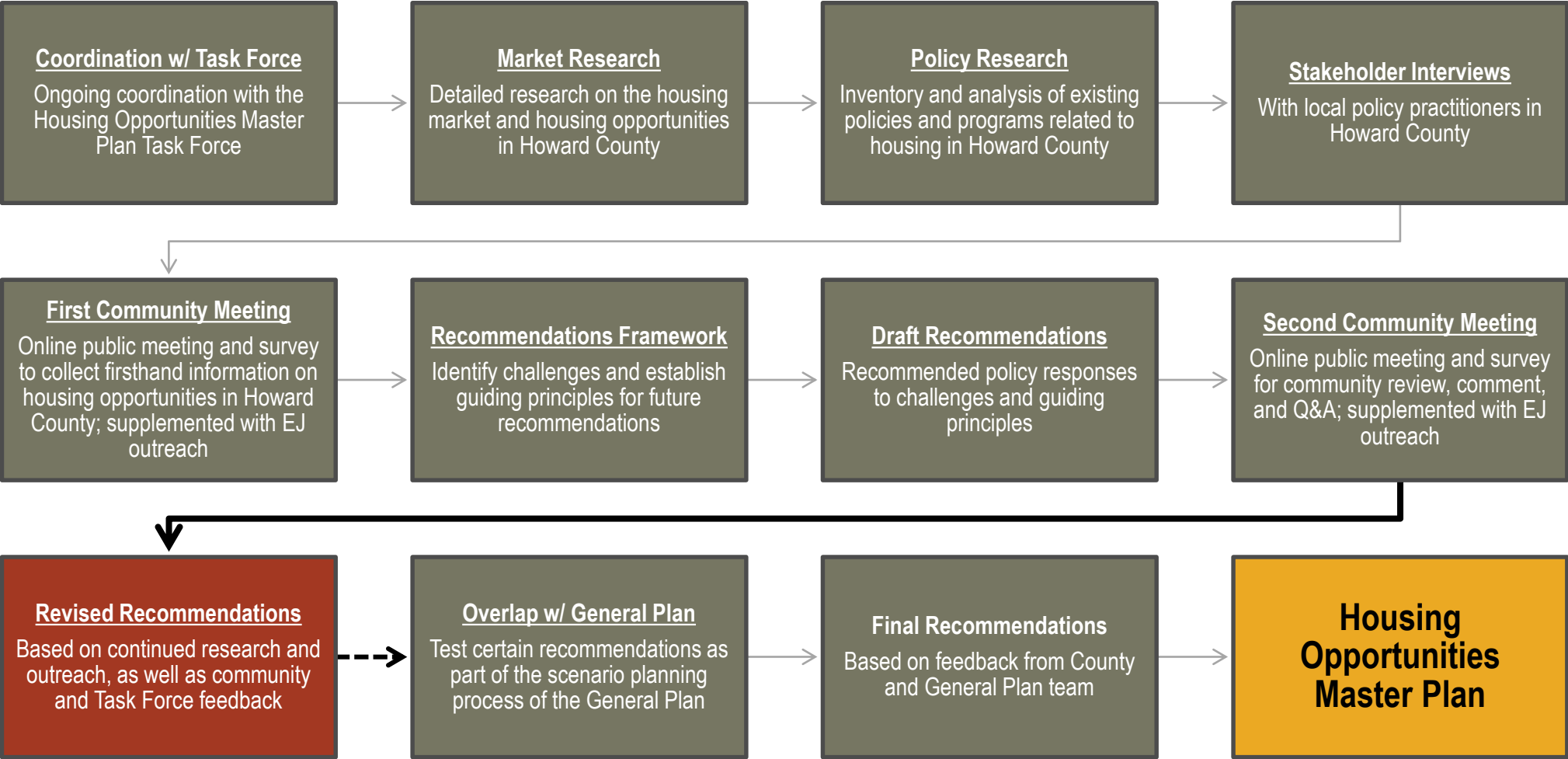
# AGENDA

## FOR DECEMBER TASK FORCE MEETING

1. **INTRODUCTION** – *5 MINUTES*
2. **UPDATE ON PLANNING PROCESS** – *10 MINUTES*
3. **COMMUNITY MEETING & OUTREACH** – *15 MINUTES*
4. **PRESENTATION OF SELECT RECOMMENDATIONS** – *30 MINUTES*
5. **TASK FORCE DISCUSSION** – *50 MINUTES*
6. **PUBLIC COMMENT & WRAP-UP** – *10 MINUTES*

# UPDATE ON PLANNING PROCESS

## WHERE WE ARE TODAY







**COMMUNITY MEETING &  
OUTREACH**

# SECOND COMMUNITY MEETING

## PROCESS FOR MONTH OF NOVEMBER

- ▶ **Draft Recommendations:** Posted Online on November 6<sup>th</sup>
  - » Detailed document with challenges, guiding principles, and draft recommendations
- ▶ **Interactive Discussions:** November 10<sup>th</sup> and November 18<sup>th</sup>
  - » Zoom “Open House” meetings to answer questions from the general public
- ▶ **Public Survey:** November 6<sup>th</sup> through November 30<sup>th</sup>
  - » Opportunity for community members to leave feedback on individual recommendations
- ▶ **Environmental Justice Outreach:** Ongoing
  - » EJ outreach to encourage participation in November community meeting
  - » Two small group discussions on December 7<sup>th</sup> and December 8<sup>th</sup>

# PUBLIC OPEN HOUSE MEETINGS

## RECAP AND THEMES FROM OPEN DISCUSSION

- ▶ Two Online “Open House” Meetings for public discussions
  - » Over 100 attendees, including several Task Force Members
  - » 47 Comments and Questions received and discussed during the call – See Meeting Summaries posted on the [Housing Opportunities Master Plan Webpage](#).
  - » Two follow-up emails received
- ▶ Primary Themes
  - » Concerns over how an increase in housing density and affordable housing may affect established neighborhoods, infrastructure, school enrollment, and school assistance programs
  - » Questions about funding mechanisms, tax implications, and a fair and balanced approach to support housing equity
  - » Desire for better accommodations and programs for seniors and people with disabilities
  - » Support for programs that promote equity and engaging with diverse communities in the planning process

# PUBLIC SURVEY

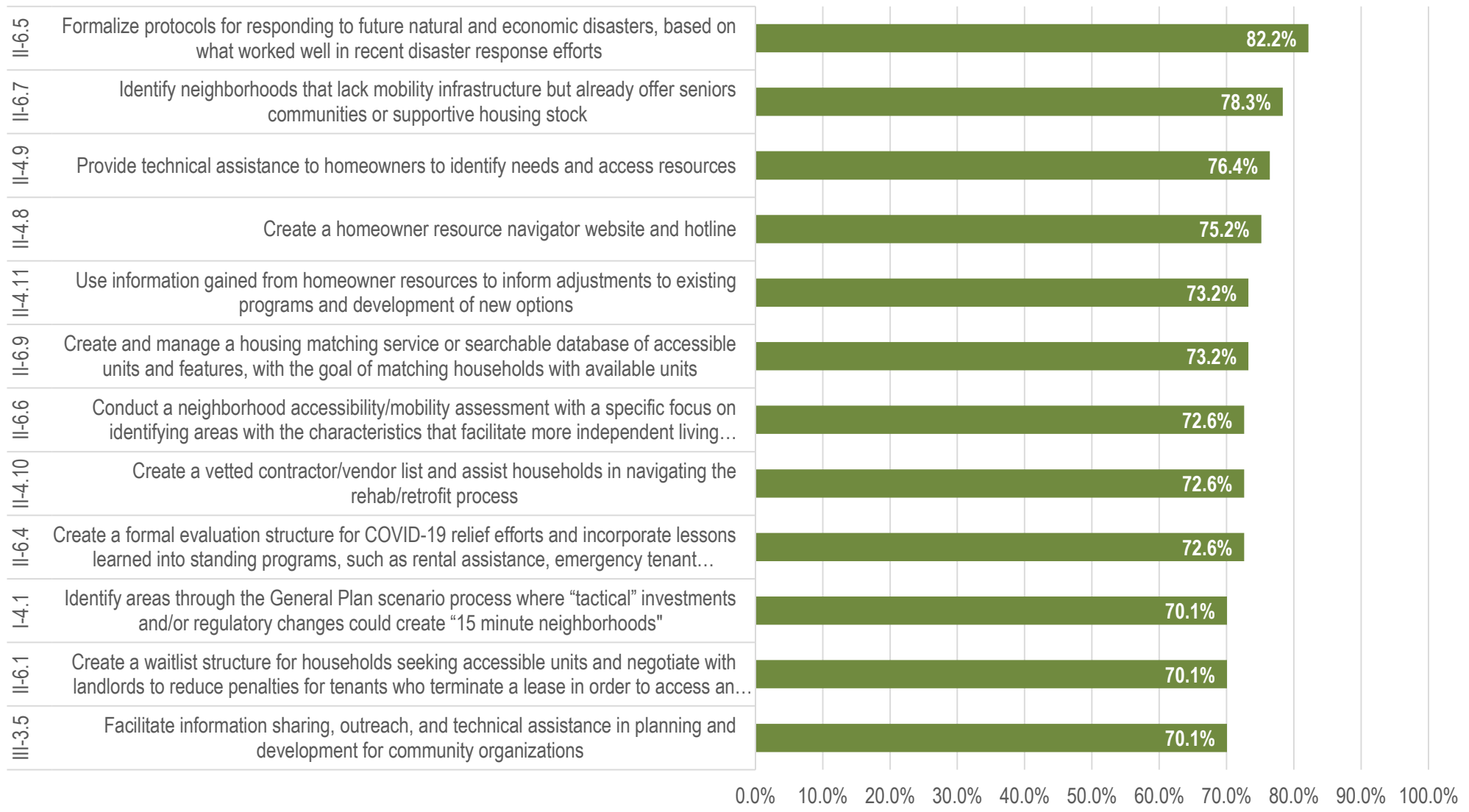
## OVERVIEW OF FEEDBACK

- ▶ Ran from November 6<sup>th</sup> through November 30<sup>th</sup>
- ▶ Opportunity for community members to respond to each of the **74 draft recommendations**
- ▶ 220 complete responses
  - » 99% live in Howard County
  - » More than 92% homeowners; only 6% renters
  - » Less than 3% are receiving housing assistance
  - » 45% live in Ellicott City, 21% live in Columbia, 18% live in Rural West, 9% live in North Laurel/Southeast, and 5% live in Elkridge
- ▶ Of people who completed the survey, 63 of respondents (29%) did not express support for any of the 74 recommendations
  - » We interpret this feedback to mean that there is a sizable portion of the community that does not believe the County should be addressing housing opportunities, or that it should be prioritizing other issues before doing so

# PUBLIC SURVEY

## MOST POPULAR RECOMMENDATIONS

Percent of Respondents Who Selected Strongly Agree, Agree, or Neutral



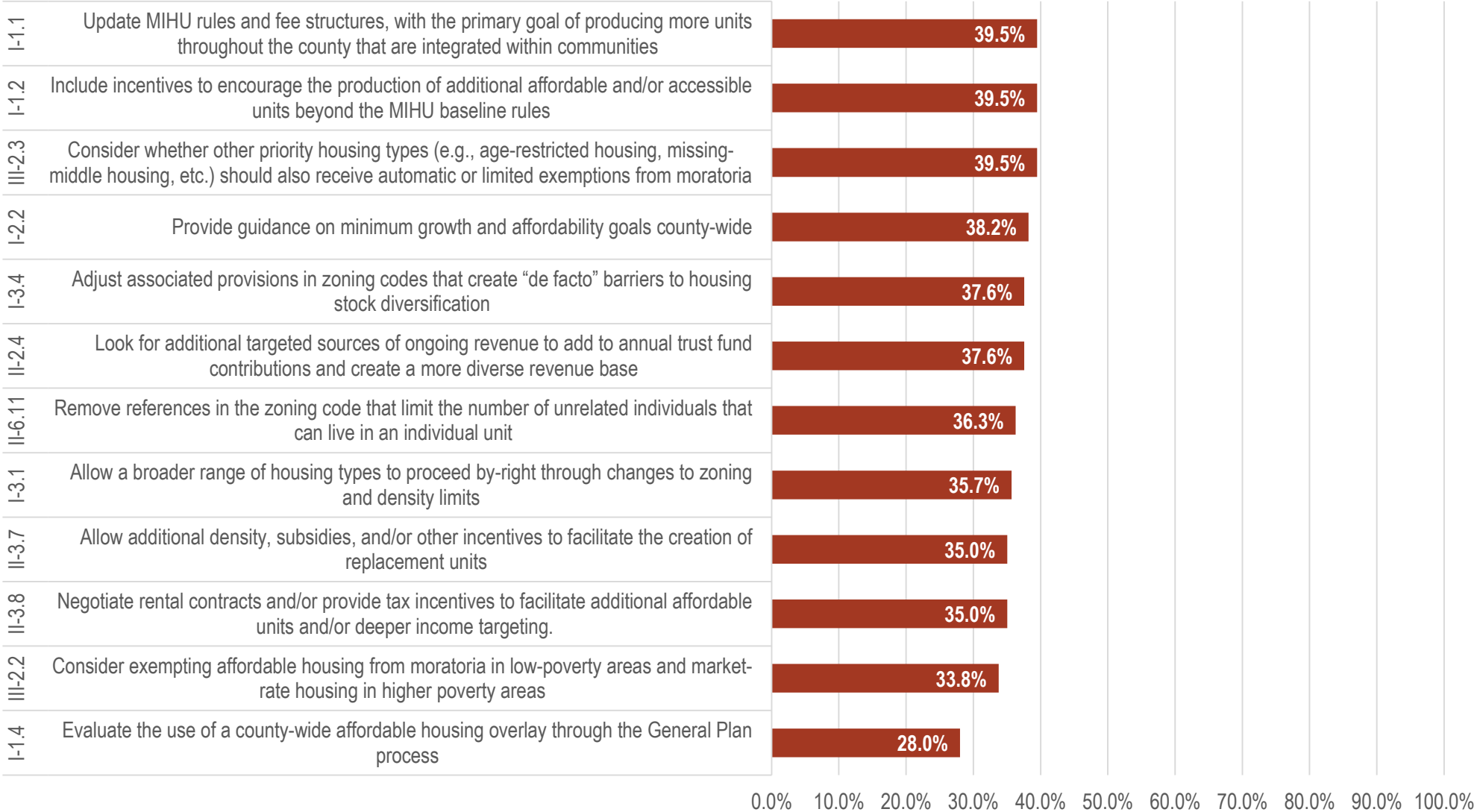
*Note: Above graph reflects feedback from 157 respondents who expressed support for at least one of the 74 recommendations*  
*Source: Public Survey*



# PUBLIC SURVEY

## LEAST POPULAR RECOMMENDATIONS

Percent of Respondents Who Selected Strongly Agree, Agree, or Neutral



Note: Above graph reflects feedback from 157 respondents who expressed support for at least one of the 74 recommendations

Source: Public Survey

# PUBLIC SURVEY

## THEMES FROM OPEN-ENDED RESPONSES

### ► Land Use, Planning, and Zoning:

- » County is already overdeveloped and high-density
- » Adequate public facilities (schools, transportation infrastructure, water resources, etc.) need to be in place before more housing is built
- » Logistics of managing and distributing MIHU funds, fee-in-lieu, etc.

### ► Programs and Policies:

- » Taxes are already high enough—how much more will we have to pay to support suggested items?
- » Not enough focus on housing for seniors or persons with disabilities

### ► APFO:

- » Proposed changes to APFO are favorable to developers
- » Leave APFO as is, it works to prevent overdevelopment


# ENVIRONMENTAL JUSTICE OUTREACH

## SMALL GROUP DISCUSSIONS

- ▶ Over 50 EJ advocacy groups and organizations invited to attend two small group meetings
- ▶ Follow-up emails and calls placed to all invitees
- ▶ 10 groups and organizations participated, with others committed to review and share the draft recommendations

## KEY THEMES

- ▶ Concern regarding incorporation of recommendations to address senior community needs (shelter in place, zoning restrictions, etc.)
- ▶ Request for the development of strategies to manage “flight” risks in western Howard County as plans to expand housing choice move forward
- ▶ Forward thinking regarding the creation of more isolated pockets of poverty across the county
- ▶ Request for a small group meeting with the Asian immigrant community
- ▶ Incorporation of transit, transportation and water infrastructure considerations



**PRESENTATION OF  
SELECT  
RECOMMENDATIONS**



# DRAFT RECOMMENDATIONS

## 14 OVERARCHING RECOMMENDATIONS

### Land Use, Planning, and Zoning

- Use land use policy to produce income-restricted, subsidized units.
- Enable more equitable growth throughout the county.
- Facilitate the development of lower-cost housing typologies.
- Remove zoning barriers to mixed-use neighborhoods and developments.
- Streamline entitlement and review process.

### Programs and Policies

- Improve housing sector coordination and boost capacity.
- Raise and deploy capital for affordable housing production and preservation.
- Create a robust multifamily preservation strategy.
- Improve housing conditions and support households with home repair and modification needs.
- Expand opportunities for homeownership.
- Support low-income households, vulnerable populations, and households with specialized needs.


### Adequate Public Facilities Ordinance (APFO)

- Identify creative mechanisms to fund both housing and school facility investment.
- Evaluate targeted changes to the APFO to support the growth required to improve housing affordability and opportunities when the APFO Review Committee convenes following the General Plan.
- Creatively utilize land assets in the County.

# DRAFT RECOMMENDATIONS

## FULL DOCUMENT SENT ON DECEMBER 4<sup>TH</sup>

- ▶ Approximately 70 recommendations across the categories shown on the previous slide
  - » Total of 20 recommendations highlighted for discussion today



## DRAFT RECOMMENDATIONS

Housing Opportunities Master Plan  
December 4, 2020

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### BACKGROUND

In January 2020, Howard County selected RCLCO to develop a comprehensive, strategic plan for expanding housing opportunities in Howard County. Since 1967, RCLCO has been the "first call" for real estate developers, investors, the public sector, and non-real estate companies and organizations seeking strategic and tactical advice regarding property investment, planning, and development. The project team also includes Neighborhood Fundamentals, which provides research and technical assistance on issues related to housing policy and affordability; JMT, which manages community planning and meeting facilitation; and PRR, which specializes in public and environmental justice outreach.

Starting in February, the RCLCO team has conducted detailed housing market and policy analysis in Howard County. During this time, the RCLCO team has worked closely with the Howard County Department of Housing and Community Development ("HCD"), and it has regularly met with the Housing Opportunities Master Plan Task Force, which has provided guidance and input along the way.

Key milestones during this process have included the following:

- During the summer, the RCLCO team hosted its first virtual community meeting, during which it gathered input from nearly 70 community members on their housing-related issues and experiences. This input was supplemented with a public survey, which ran from June until September and received nearly 2,300 responses during that time.
- This fall, the RCLCO team translated the market and policy analysis, stakeholder interviews, and community input into a series of challenges facing housing in Howard County today, and the associated guiding principles to steward its recommendations. Within this context, the RCLCO team developed a set of draft recommendations, which fell into three broad categories: land use, planning, and zoning; programs and policies; and Adequate Public Facilities Ordinance ("APFO").
- The RCLCO team then hosted its second virtual community meeting in November, with the goal of collecting feedback and responding to questions about these recommendations.

Against this background, the RCLCO team is pleased to release an updated draft of its recommendations for the review of the Housing Opportunities Master Plan Task Force. The following document includes an overview of these recommendations, as well as the reasons why they are important for Howard County to consider. This document will be the subject of discussion of the Task Force meeting in December.

Critically, the RCLCO team developed these draft recommendations with the primary goal of identifying strategies for expanding housing opportunities in Howard County, recognizing that some of the recommendations proposed for consideration need to be evaluated in the context of other County land use priorities. Relevant components of the revised recommendations will therefore be shared with the Howard County Department of Planning and Zoning ("DPZ"), which is spearheading the ongoing General Plan efforts, to evaluate in concert within its scenario planning process.

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AUSTIN | LOS ANGELES | ORLANDO | WASHINGTON, DC

# LAND USE, PLANNING, & ZONING

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# LAND USE, PLANNING, & ZONING

## USE LAND USE POLICY TO PRODUCE INCOME-RESTRICTED UNITS

- ▶ **Recommendation I-1.1:** Update MIHU rules and fee structures, with the primary goal of producing more units throughout the County that are integrated within communities
  - » Re-calibrate fee-in-lieu to encourage on-site provision of units
  - » As part of the General Plan process, evaluate whether it is feasible to provide modest increases in density to accommodate on-site MIHU provision
  - » Explore feasibility of broadening locations zoned for housing types more conducive to MIHU development to expand locations where affordable housing can be built
  
- ▶ **Recommendation I-1.2:** Create additional incentives to encourage the production of affordable, more deeply affordable, and/or accessible units beyond the MIHU baseline rules
  - » Density and/or form changes to encourage up to 25% MIHU, or part of 10-15% as LIHU/DIHU
  - » Consider offering additional increments of density in exchange for additional accessible/visitable MIHUs and/or LIHUs, given that not all persons with disabilities qualify for DIHUs



# LAND USE, PLANNING, & ZONING

## USE LAND USE POLICY TO PRODUCE INCOME-RESTRICTED UNITS

- ▶ **Recommendation I-1.4:** Evaluate use of an affordable housing overlay
  - » Should allow affordable housing development proposals that are in “High-Barrier Neighborhoods” and meet specified criteria to proceed “by-right”
    - » To qualify, the development should meet certain affordability requirements and fall within a range of parameters related to form, massing, setbacks, parking, etc.
  - » Should also loosen parking, height, setback, etc. requirements for affordable and prioritized housing types in all areas
- ▶ **Recommendation I-1.5:** Complement with process for affordable housing investment in “Preservation-Revitalization Neighborhoods”
  - » Should improve upon and replace limitations on County/Commission activities
  - » Adopt formal criteria for funding recipients to ensure affordable housing activities contribute to neighborhood revitalization, and support prevention of concentrated poverty through mixed-income housing development

### Definitions for Land Use, Planning, & Zoning:

#### High-Barrier Neighborhood:

A census tract in which the share of households with incomes that are below 200% of the Federal Poverty Level (“FPL”) is less than 75% of the countywide average.

Examples: Much of the Rural West, parts of greater Ellicott City, etc.

#### Preservation-Revitalization Neighborhood:

A census tract in which the share of households with incomes that are below 200% of the Federal Poverty Level (“FPL”) is more than 125% of the countywide average. Examples: Long Reach, Oakland Mills, and much of the Route 1 Corridor

# LAND USE, PLANNING, & ZONING

## ENABLE MORE EQUITABLE GROWTH THROUGHOUT COUNTY

- ▶ **Recommendation I-2.1:** Conduct a study to see if there are strategic locations in the Rural West (and other undeveloped, non-preserved areas) where it is feasible to accommodate increased development
  - » The study should balance other priorities such as sewer/water capacity, historical context, and agricultural preservation goals
  - » Use results to revise zoning where feasible
- ▶ **Recommendation I-2.2:** Provide guidance on minimum growth and affordability goals countywide

### Targets for Land Use, Planning, & Zoning:

#### Minimum Growth:

In any given year, at least 70 new housing units for every 100 new jobs. Translates to an average of 2,000 housing units per year, based on the current job growth forecast

#### Minimum Affordability:

At least 15% of new units should be available to HHs making less than 60% of AMI. Assuming the County meets minimum growth target and that the current job growth forecast is correct, would translate to 3,000 units over the next decade

# LAND USE, PLANNING, & ZONING

## FACILITATE LOWER-COST HOUSING TYPOLOGIES

- ▶ **Recommendation I-3.2:** Provide regulatory flexibility to increase ADU opportunities by considering:
  - » Allowing a wider range of building types, with less restrictive design requirements
  - » Revising lot size requirements and allowing ADUs in all zones, which would 1) increase ADU development potential and 2) allow for more incremental growth by spreading demand across the County
  - » Removing owner occupancy requirements, which can make obtaining financing more difficult

To support affordability, the County could consider:

- » Providing low-cost financing and/or expedited permitting to owners willing to rent to lower-income tenants
- » Providing pre-approved designs/plans and other forms of technical assistance
- » Supporting mission-driven organizations that provide services and support (e.g., financing, development, property management, etc.) to users that are low-income or are willing to lease to lower-income tenants

# PROGRAMS & POLICIES

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# PROGRAMS & POLICIES

## IMPROVE HOUSING SECTOR COORDINATION & BOOST CAPACITY

- ▶ **Recommendation II-1.1:** Create an inter-agency housing opportunities task force
  - » Responsible for setting strategic direction, prioritizing resources, ensuring that housing affordability is considered in policies not explicitly about housing, and coordinating/tracking housing-related efforts
  - » Should also consider such items as alternative proposals to MIHU, housing components of major redevelopment plans, the impact of any land use and zoning changes on housing opportunities, etc.
  - » The inter-agency task force should include DPZ, HCD, and CRS, with a separate advisory group formed from members of the Housing Opportunities Master Plan Task Force

### Targets for Policies & Programs:

#### Preservation of Affordability:

Zero net loss of affordability for existing Extremely Low-Income, Low-Income, and Moderate-Income households. In other words, Howard County should aim to maintain the existing number of housing units in which these households can live without cost burdens, while still adding new affordable housing units that are consistent with the goals outlined in the Land Use, Planning, and Zoning section.

#### One-For-One Replacement:

When the redevelopment of an existing property with affordable housing units becomes necessary, Howard County should aim for a one-for-one replacement of those units on a countywide basis. For example, the removal of a property with 100 affordable housing units should coincide with the addition of 100 new affordable housing units, whether in the form of newly constructed units, negotiated rental contracts, etc. When accomplishing this goal, Howard County should strive to ensure that all displaced residents who wish to return to their existing neighborhoods have a path to do so.

# PROGRAMS & POLICIES

## RAISE AND DEPLOY CAPITAL FOR AFFORDABLE HOUSING

- ▶ **Recommendation II-2.1:** Identify new, ongoing funding resources that can generate a large, upfront allocation of capital
  - » Should include annual general fund allocation
  - » Could include small, short-term increase in real property taxes for all residential (e.g., \$0.02 per \$100 AV)
  - » Could include proceeds from the disposition of publicly owned properties that are not used for affordable or mixed-income housing
  
- ▶ **Recommendation II-2.2:** Establish an affordable housing trust fund to create a formal, coordinated, and predictable structure for allocating housing funding

### Target for Policies & Programs:

**Initial Target for Trust Fund:**  
\$5 million per year, with a goal of  
annual expansion

### Potential Uses for Affordable Housing Trust Fund:

- “Gap financing” for affordable projects;
- Short-to-mid-term acquisition funding for strategically important sites/properties;
- Resources for rehabilitation of existing properties (including market-rate in exchange for affordability);
- Grants or low-cost loans to developers to increase number of affordable and/or accessible units; and/or
- Rental housing contracts with market-rate owners

# PROGRAMS & POLICIES

## CREATE A ROBUST MULTIFAMILY PRESERVATION STRATEGY

- ▶ **Recommendation II-3.6:** Allow density transfers and form/height flexibility to support mixed-income redevelopment when the redevelopment of existing affordable housing is necessary
  - » Example: The owner of an existing affordable property with surface parking could receive greater density, height, massing, etc. for new, market-rate development on the parking lots, if he/she agrees to rehabilitate and preserve existing structures as affordable housing
- ▶ **Recommendation II-3.8:** When redevelopment is necessary, negotiate rental contracts and/or provide tax incentives to facilitate additional affordable units and/or deeper income targeting in the redeveloped property or others throughout the neighborhood
  - » Give displaced residents a right-of-first refusal to lease these units, with the goal of enabling them to remain in their neighborhood if they wish to do so
  - » Could be used in other nearby properties to facilitate a right to return without limiting replacement housing to a single property
- ▶ **Recommendation II-3.9:** When redevelopment is necessary, provide tenant relocation support, mobility assistance and counseling, and rental assistance to existing tenants who prefer to explore housing options in other neighborhoods

# PROGRAMS & POLICIES

## SUPPORT HOUSEHOLDS WITH SPECIALIZED NEEDS

- ▶ **Recommendation II-6.1:** Create a local rental assistance pilot program to enhance housing stability for the highest need households, and to support County residents in times of natural disaster (e.g., following the Ellicott City floods) or economic instability (e.g., the COVID-19 pandemic)
  - » Should be used to fill gaps and serve as a “bridge” for households waiting to receive existing federal and state rental assistance programs
  - » For the initial pilot, the County should focus on households that meet all of the following criteria:
    - Must be severely-cost burdened and/or accessing homeless services;
    - Must be an extremely low-income household (<30% of AMI), a low-income (30-60% of AMI) elderly household, or a low-income household (30-60% of AMI) with a person with a disability; and
    - Must be without access to other household-based housing subsidies.
  - » Should use local resources, but can also be supplemented by philanthropic contributions
  - » Could be expanded in the future if sustainable revenue sources are identified



**APFO**

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# APFO

## IDENTIFY CREATIVE MECHANISMS TO FUND HOUSING & SCHOOLS

- ▶ **Recommendation III-1.1:** Identify new, ongoing funding resources for capital investment
  - » Should generate a large upfront allocation of capital, with a defined split of the resulting revenues shared between housing and school facility investment
  - » Example: A real property tax increase of \$0.02 (per \$100 of assessed value) on all residential properties could produce an estimated \$8.5 million in additional tax revenue each year, providing over \$4.0 million per year for both housing and schools
    - The owner of a \$400,000 home would pay just \$80 in additional real property taxes annually in this example
- ▶ **Recommendation III-1.2:** Allow developers to proffer land or a portion of a site for school or facility construction in exchange for zoning flexibility and/or density on the remaining portion of the site

# APFO

## EVALUATE TARGETED CHANGES TO THE APFO

- ▶ **Recommendation III-2.1:** Consider amending APFO restrictions, moratoria, and fee structures for housing in areas with existing transportation infrastructure and strong mobility characteristics
  - » Examples could include Columbia or Ellicott City, which are largely established and have minimal room for large-scale, greenfield residential development
  - » The APFO alone is unlikely to solve capacity challenges in these areas, given that these challenges are more likely to stem from the turnover of existing units rather than the creation of new ones moving forward
  
- ▶ **Recommendation III-2.2:** Consider automatic exemptions from school-related moratoria for affordable housing in low FARM school districts and market-rate housing in high FARM districts
  - » Market-rate housing in high FARM school districts should still include on-site MIHUs, consistent with countywide policies

### Definitions for APFO:

#### Low FARM School District:

Elementary school districts with FARM rates that are less than 50% of the countywide average. Currently, this definition would identify “low FARM school districts” as those school districts in which fewer than 11.3% of elementary school students qualify for free or reduced meals. This definition would classify 17 of the County’s 42 elementary school districts as “low FARM school districts” today.

#### High FARM School District:

Elementary school districts with FARM rates that are more than 150% of the countywide average. Currently, this definition would identify “high FARM school districts” as those school districts in which more than 33.8% of elementary school students qualify for free or reduced meals. This definition would classify 15 of the County’s 42 elementary school districts as “high FARM school districts” today.

# APFO

## EVALUATE TARGETED CHANGES TO THE APFO

- ▶ **Recommendation III-2.3:** Consider whether specific types of housing should receive automatic or limited exemptions from moratoria as well
  - » For example, some housing types—like those with age restrictions—do not attract schoolchildren, and therefore will not contribute to school capacity challenges going forward
  - » Likewise, other “priority” housing types—such as small-lot single-family and other forms of “missing middle” development—may be necessary to better serve the existing household base, and such exemptions can help incentivize their development

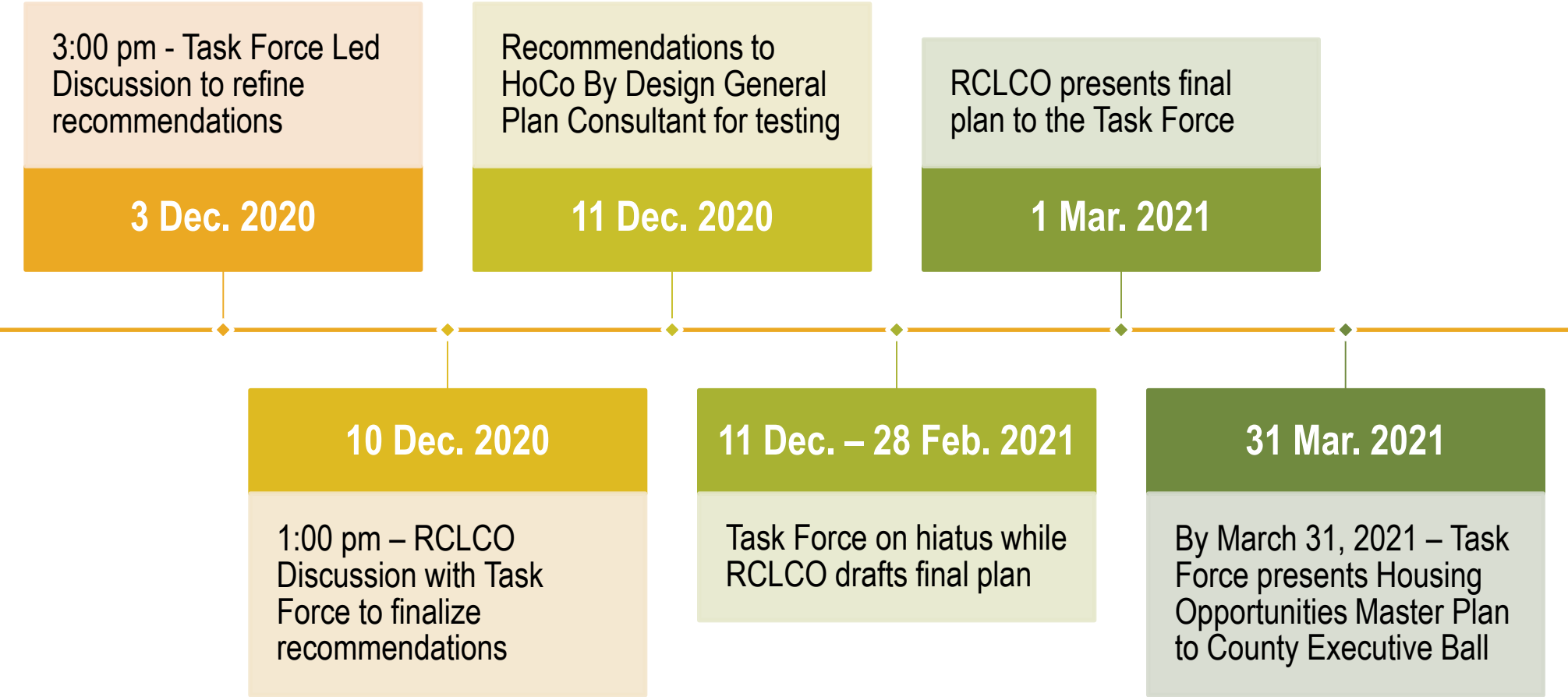


**TASK FORCE  
DISCUSSION**



# NEXT STEPS

## TASK FORCE SCHEDULE: 2020-2021



The image shows a row of multi-story houses with gabled roofs and porches. Each house has an American flag flying on a pole in front of it. The houses are set in a row, with some taller than others. The foreground is filled with tall, dry grasses. A large, semi-transparent, light-colored geometric shape, resembling a stylized 'A' or a large triangle, is overlaid on the left side of the image. The entire image has a warm, golden-brown color cast.

**PUBLIC COMMENT  
& WRAP-UP**





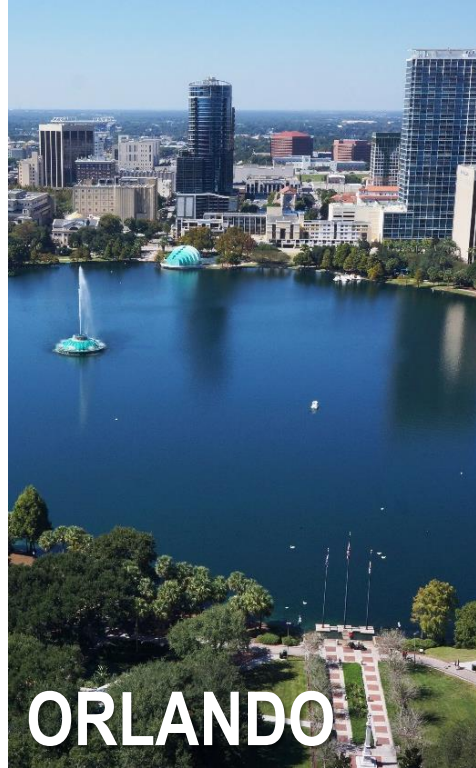
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