South Florida Workforce Housing Best Practices

City of Boynton Beach, City of Delray Beach, Town of Davie, City of Miami Beach and City of West Palm Beach

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A. Introduction

South Florida Workforce Housing Best Practices is a companion study to the 2008 *South Florida Workforce Housing Needs Assessment.* The study highlights the accomplishments of South Florida municipalities that have been proactive in addressing the workforce housing needs of their respective communities. The best practice case studies are the product of a "scorecard" assessment of affordable housing delivery among South Florida's county and municipal governments. The scorecards were prepared by the Florida International University Metropolitan Center on behalf of the Broward Housing Partnership (BHP) and Housing Leadership Council of Palm Beach County (HLC/PBC) as part of their workforce housing needs assessments. The Municipal Scorecard for Affordable Housing Delivery© (MS-AHD) model was created to monitor and evaluate the progress of local governments in developing and implementing workforce/affordable housing policies and building management and institutional capacities to address these issues in the long-term.

The MS-AHD implementation in Broward and Palm Beach Counties enabled the MC/FIU to assess the progress of the counties and larger municipalities during the past year. The MS-AHD also enabled the MC/AHD to highlight best practice examples in South Florida for other local governments to emulate and perhaps replicate within their local context. The following sections summarize the MS-AHD assessments in Broward and Palm Beach Counties and highlights specific workforce housing best practice efforts that have been initiated.

> **South Florida's workforce housing supply and affordability mismatch was exacerbated by speculative investment that resulted in multiple conversions of rental units to condominiums and an overall development trend in recent years toward a more upscale housing demand external to the local market**

B. The Municipal Scorecard for Affordable Housing Delivery©

The Municipal Scorecard for Affordable Housing Delivery© (MS-AHD) model was created to provide a systematic and comprehensive approach toward the policy development, implementation and performance evaluation of workforce/affordable housing initiatives at the local level. The expectation is that in order for local governments to address the urgency, complexities and long-term commitment to workforce/affordable housing issues there is the need to institute a systematic, comprehensive and performance-based approach.
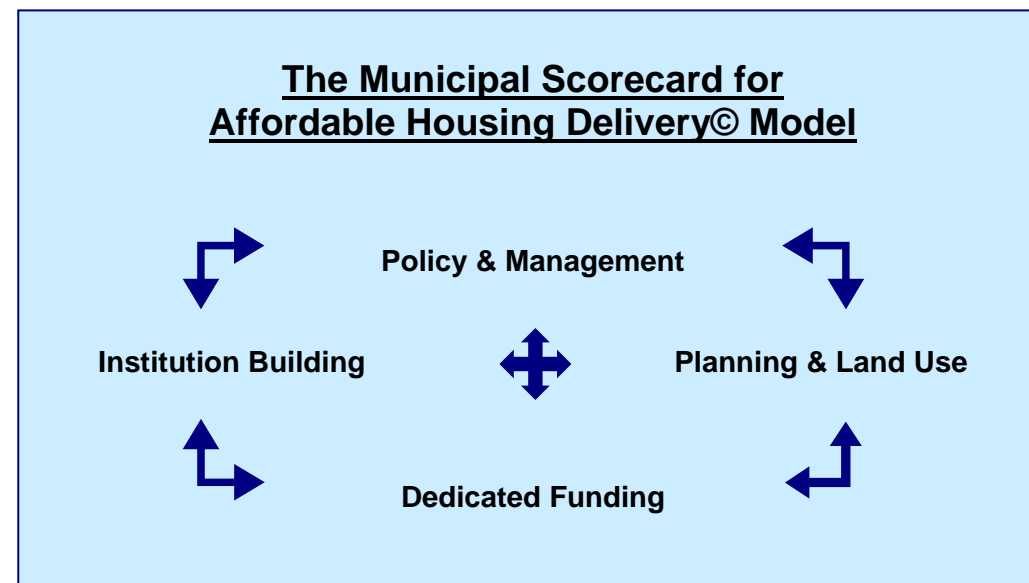
The MS-AHD's systematic and comprehensive approach is a "strategy" linked to a set of objectives (processes) and measures to evaluate performance (outcomes). The initial application of the MS-AHD model identified and mapped the lead indicators (processes) and guideposts to determine the extent to which local governments in South Florida had adopted systematic and comprehensive approaches to their workforce/affordable housing needs. The identification and mapping of lead indicators that serve as the "drivers" of performance is the critical first step in performance evaluation as lead indicators are predictive in nature.

The following are the guiding principals of the MS-AHD model:

1) Each municipality has a "resident workforce" that is integral to the character of each community and a "commuter workforce" that supports the local economy;

2) The creation of an effective response to workforce/affordable housing needs requires solutions being developed and implemented at both the municipal and county levels of local government;

3) An effective policy response will necessitate a coordinated and integrated approach to affordable housing production and preservation;

4) Current federal and state programs are insufficient both in terms of funding and lack of coordination and integration with other important government layers that control or influence the delivery of affordable housing, including land use planning, zoning and community redevelopment activities; and

5) Local workforce/affordable housing programs and initiatives must be performance-driven.

Methodology

The MS-AHD model consists of four (4) interrelated and mutually-supporting workforce/affordable housing delivery "process criteria." The four processes provide the basis for a systematic and comprehensive workforce/affordable housing delivery system. Together these processes aim to provide the essential policy skills and leadership, management commitment, dedicated funding and on-going institutional capacity-building to enable the successful development and implementation of a sustainable workforce/affordable housing delivery system. Further, the MS-AHD serves as a performance measurement tool that can evaluate the effectiveness of a municipality in designing and implementing a workforce/affordable housing delivery system. The expected outcome of this approach (strategy) should be a sustained level of workforce/affordable housing production and preservation.

The Municipal Scorecard for Affordable Housing Delivery© Model

Policy & Management

Institution Building — Planning & Land Use

Dedicated Funding

The MS-AHD methodology involves an assessment of current policies, plans and other initiatives that each municipality has adopted to address their workforce/affordable housing needs and issues. The assessment includes a review of each municipality's Comprehensive Plan and recent Comprehensive Plan Evaluation and Appraisal Report (EAR). The review also includes HUD-Consolidated Plans, Local Housing Assistance Plans (LHAPs) and Community Redevelopment Area (CRA) Plans, where applicable. The methodology also includes an interview component with relevant city/town departments and agencies, including Planning and Zoning, Housing and Community Development and Community Redevelopment Agencies (CRAs).

1) Policy and Management Process
Effective policy and professional management are inseparable in an effective affordable housing delivery system. Coherent policy direction and sound management practice are essential. Clear policy direction will include a commitment to professional management capacity and resources. Organizational and professional management capacity are important requisites for the effective planning and implementation of affordable housing strategies. An effective policy and management process for affordable housing delivery will demonstrate clear policy direction and professional management capacity resulting in measurable affordable housing production and preservation initiatives.

Policy and Management Assessment
The adoption of a comprehensive local workforce/affordable housing policy and the implementation of a coordinated and integrated housing management system are potential outcomes of an effective policy and management process. A comprehensive workforce/affordable housing policy must specifically address each of the other interrelated elements of the MS-AHD model – Planning and Land Use, Dedicated Funding, Institution Building. Therefore, the MS-AHD policy and management assessment would first determine whether a comprehensive and overarching workforce/affordable housing policy has been adopted, and secondly, whether the necessary professional management resources have been inputted to effectively support the implementation of the workforce/affordable housing policy.

Absent a comprehensive local workforce/affordable housing policy, the MS-AHD assessment targets a municipality's various housing sub-policies - HUD Consolidated Plan, Comprehensive Plan and Community Redevelopment Plan. The coordination and integration of these planning policies, including their level of management capacity, are critical in the State of Florida as together these plans currently determine the extent of workforce/affordable housing production and preservation at the municipal level.

2) Planning and Land Use Process
Effective planning and land use will contribute to both policy formulation and strategy implementation in an affordable housing delivery system. Planning will inform policy and then create appropriate land use changes to promote affordable housing development opportunities. As such, the MS-AHD model determines whether planning is being used as a vehicle for informing affordable housing policy decisions and a means for implementing affordable policy strategies. An effective planning and land use process for affordable housing delivery will also integrate workforce/affordable housing with related planning initiatives involving economic development, transportation and capital improvements.

Planning and Land Use Assessment

Land use and zoning changes that would provide new opportunities and incentives for affordable housing production and preservation are potential outcomes of an effective planning and land use process. A municipality's Comprehensive Plan can be an effective tool for developing and implementing workforce/affordable housing policies and strategies. However, it is important that correlations are identified between the required Housing Element and other key elements of the Comprehensive Plan. Specifically, how do the policies and objectives of the Housing Element correlate with the policies and objectives of the Future Land Use, Public Facilities, Transportation and Capital Improvements Elements and certain "optional" elements such as Economic Development which can provide the necessary planning for expanded employment opportunities for the local workforce.

The Planning and Land Use assessment also determines the level to which a municipality's HUD Consolidated Plan, Local Housing Assistance Plan (LHAP) and Community Redevelopment Area (CRA) Plan are coordinated and integrated with the Comprehensive Plan to provide clear visioning and strategies for workforce/affordable housing production and preservation. The HUD Consolidated Plan, LHAP and CRA Plan provide many of the important financing tools for workforce/affordable housing development.

3) Dedicated Funding Process

The MS-AHD model includes a process for developing and sustaining a local, dedicated funding source for workforce/affordable housing. Workforce/affordable housing policies and strategies must be supported by a long-term dedicated funding stream. A local dedicated funding source shows government commitment and an assurance that planned affordable housing opportunities are realized. A dedicated funding process for affordable housing delivery will also include support to county/city departments and other housing agencies responsible for implementing affordable housing policies and strategies.

Dedicated Funding Assessment

The establishment of a housing trust fund or a workforce/affordable bond issue are potential outcomes of a local dedicated funding process. Local dedicated funding includes long-term support for a variety of workforce/affordable housing development strategies including land acquisition, construction financing and housing rehabilitation/preservation. Dedicated funding also includes staff support for departments and agencies responsible for the planning and management of workforce/affordable housing programs and services including outside non-profit housing development organizations.

The earmarking of CRA tax increment financing (TIF) funds is a potential "short-term" dedicated funding source for workforce/affordable housing development. While the funding is limited to designated community redevelopment areas, there is substantial flexibility in the use of TIF funds to support workforce/affordable housing development activities. Likewise, larger municipalities have access to various federal and state housing funds, e.g. Community Development Block Grant (CDBG), HOME, and State Housing Initiatives Program (SHIP), which can be piggybacked and combined with local housing financing tools to address workforce /affordable housing needs. Federal and State programs also provide support for the on-going planning and management of local housing programs. Newly allocated Neighborhood Stabilization Program (NSP) funds should also be targeted and leveraged with existing housing resources.

4) Institution Building Process

Institution building is seen as an important long-term process for addressing a community's affordable housing needs. Sustainable affordable housing policy and strategies will include on-going institutional capacity building among local government, business and industry, educational institutions and community-based organization (CBOs). This effort includes the development of formal public/private partnerships and the collaboration of all key stakeholders. Institution building includes the development and leveraging of local financing resources, expanding the functions of non-profit housing organizations and the development of employer assisted housing (EAH) programs and strategies.

Institution Building Assessment

The formation and active engagement of working public/private partnerships involving key stakeholders and employer assisted housing (EAH) programs are potential outcomes of a local institution building process. The MS-AHD model determines the extent to which municipalities have formally engaged the private sector – business and industry - and community-based nonprofit organizations in developing and implementing workforce/affordable housing policies and strategies. The model also assesses the extent to which individual municipalities have expanded in-house capacity to improve the management of workforce/affordable housing programs, including the leveraging of local financing resources with non-profit housing developers and private lending consortia.

C. General Findings

As previously noted, the MS-AHD model was applied in both Broward and Palm Beach Counties as part of the 2007 Affordable Housing Market Updates prepared on behalf of the Broward Housing Partnership (BHP) and Housing Leadership Council of Palm Beach County (HLC/PBC). The following is a summation of the key findings:

Policy and Management Assessment

* County and municipal governments in Broward and Palm Beach Counties lack a comprehensive and systematic policy approach to workforce/affordable housing issues;

* While lacking a comprehensive and systematic approach, a significant number of local governments have begun to address their workforce/affordable housing needs through policy changes within the Comprehensive Plan, including recent EAR-based amendments;

* Most local governments do not effectively integrate changes to the Housing Element of their Comprehensive Plans with other critical elements such as Future Land Use, Public Facilities, Transportation, Economic (optional) and Capital Improvements;

* Few local governments correlate policy initiatives in their Comprehensive Plans with housing and development policies within their respective HUD Consolidated Plans, Local Housing Assistance Plans (LHAPs) and Community Redevelopment Area (CRA) Plans;

* The local delivery of workforce/affordable housing policies and programs are typically fragmented among each local government's Housing and Community Development and Planning & Zoning Departments and Community Redevelopment Agencies (CRAs);

* Combining in-house management and operational functions is generally problematic in local affordable housing delivery systems;

* Local governments that have made progress in addressing their workforce/affordable housing needs demonstrate a discernible level of coordination and communication among key departments and agencies;

* While many local governments have instituted "expedited" permitting processes, a comprehensive single-application process for workforce/affordable projects is non-existent; and

* Several local governments "fund" impact fee waivers for workforce/affordable housing projects, but actual impact fee waivers are prohibited by state government regulation.

Planning and Land Use Assessment

* Local governments that have made strides in addressing their workforce/affordable housing needs have generally undertaken coordinated, inter-departmental and inter-agency planning efforts to implement their workforce/affordable housing polices;

* Coordinated and integrated planning efforts generally include recent EAR-based amendments involving Future Land Use and Transportation Elements and accompanying Unified Land Development Regulations;

* Local governments that have been pro-active in workforce/affordable housing production have inventoried and identified publicly-owned real property in accordance with Chapter 166.0451, Florida Statutes, *Disposition of Municipal Property for Affordable Housing*;

* Effective planning coordination and integration typically includes HUD Consolidated Plans, Local Housing Assistance Plans (LHAPs) and Community Redevelopment Area (CRA) Plans;

* Local governments have not effectively addressed economic and industrial planning issues in conjunction with their workforce/affordable housing policies and initiatives; and

* Several local governments have made efforts to expand mixed-use and transit oriented development (TOD) opportunities to accommodate economic development and mixed-income, workforce housing projects.

Dedicated Funding Assessment

* Few local governments have developed a local dedicated funding source for affordable housing, instead relying on traditional federal and state funding, e.g. CDBG, HOME, SHIP for affordable housing;

* Local governments that have made strides in addressing their workforce/affordable housing needs have typically earmarked CRA tax increment financing (TIF) funds toward projects;

* Several local governments have effectively piggybacked various federal and state housing funds, e.g. CDBG, HOME, and SHIP, with local housing financing tools, including TIF funds, to address their workforce/affordable housing needs;

* Local workforce/affordable housing programs are principally designed to assist first-time homebuyers with substantial mortgage subsidies; and

* There is little evidence that local governments have given priority to workforce/affordable housing programs aimed at purchase/rehabilitation, rental rehabilitation or targeted neighborhood revitalization.

Institution Building Assessment

* While South Florida's workforce/affordable housing policy issues have been effectively articulated and promoted through the efforts of the Broward Housing Partnership, Greater Miami Chamber of Commerce and Housing Leadership Council of Palm Beach County, working private/public partnerships that advance and sustain workforce/affordable housing production has not been developed;

* Several local governments through their planning and community development departments and CRAs have made significant strides working with community-based organizations such as community land trusts (CLTs) and community development corporations (CDCs) in developing and preserving workforce/affordable housing;

* While there are several good examples in place in South Florida of local government working effectively with non-profit housing developers, e.g. CLTs, CDCs, this capacity is largely undeveloped;

* Several local governments, through their community development departments and CRAs, have been successful in developing local lending consortia to help finance workforce/affordable housing initiatives;

* Employer Assisted Housing (EAH) initiatives are generally undeveloped and the private/public collaboratives that are necessary for their success have not been established; and

* The effective leveraging of local financing resources with federal, state and other local public and private resources is an undeveloped institutional capacity.

D. Best Practice Case Study Examples

The following best practice case studies were chosen to demonstrate how successful workforce/affordable housing projects were developed in South Florida. Case studies were selected that provide the clearest evidence of how a more comprehensive and integrated housing delivery system can effectively implement workforce/affordable housing policies and objectives. The case studies focus on specific housing projects and the policies and management capacities that were critical to there success. Four of the projects were identified in the MS-AHD assessment of Broward and Palm Beach Counties. The fifth project, Miami Beach Rental Housing Preservation, was included in the Design Institute at Abacoa's 2007 focus on workforce/affordable housing in South Florida.

City of Boynton Beach
Workforce Housing Redevelopment

Boynton Beach serves as a South Florida best practice case study for workforce housing redevelopment. The Boynton Beach Community Redevelopment Agency (CRA) partnered with a private developer, the Cornerstone Group, to include affordable housing at The Preserve, a master–planned luxury condominium and townhome community. The Preserve consists of 180 two and three-story townhouses with 50 workforce housing units designated for households earning less than 120 percent of AMI. Through a joint financing effort, income eligible homebuyers can qualify for as much as $160,000 in financial assistance on a condominium or townhouse. The CRA estimates that with up to $60,000 in developer contributions, up to $50,000 in SHIP funds and a potential $50,000 from the CRA's Homebuyer's Assistance Program, the price on a $279,990 three-bedroom condominium can be reduced to as low as $119,990.

The City of Boynton Beach has demonstrated a high-level of coordination and integration through the Department of Development which combines the City's Planning and Zoning and Community Improvement Divisions (CDBG Administration) under one roof. There is also a good working relationship between the City's Department of Development and the Community Redevelopment Agency (CRA). The two departments have worked effectively together in the planning and implementation of the City's Workforce Housing Program.

The Boynton Beach CRA has been active in other workforce housing infill projects including providing a $3 million land write-down for Ocean Breeze, a mixed-income development consisting of 84 rental units for low- and moderate-income household and 56 townhome units. The CRA has also partnered with the Boynton Beach Faith-Based CDC to create three new homes in the Heart of Boynton neighborhood. The CRA sold the CDC the land for $10 in exchange for affordability, upgraded design and energy efficiency.

The Boynton Beach CRA has been active in other workforce housing infill projects including providing a $3 million land write-down for Ocean Breeze, a mixed-income development consisting of 84 rental units for low and moderate income household and 56 town home units

Urban Infill: The Preserve

City of Delray Beach
Community Land Trust

Delray Beach serves as a South Florida best practice case study for its creation and support of the Delray Beach Community Land Trust (CLT). The creation of the Delray Beach Community Land Trust (CLT) was a key recommendation of the SW Neighborhood Redevelopment Plan adopted by the City Commission in 2003. The CLT was developed as a long-term solution to eliminating barriers to affordability in housing by providing an affordable housing stock within the City in perpetuity. The CRA put forth more than $4,000,000 in funding to support the CLT during FY 2006-2007. During FY 2005-2006 the City and CRA transferred deeds on nineteen (19) lots to the CLT to utilize as part of the affordable housing inventory. In July of 2006, the City transitioned its First Time Homebuyer Program, which provided traditional down payment assistance, into a Sub-recipient Partnership Program with the Community Land Trust for the purpose of creating even more affordable purchase prices. Under the Sub-recipient Housing Partnership Program, subsidy is awarded (based on occupants income eligibility) to the CLT to be applied towards the principal reduction of construction costs of each eligible unit. This strategy enhances each unit's affordability by keeping the subsidy attached to the unit as opposed to the occupant to ensure affordability in perpetuity.

The CLT receives funding allocations from the Community Redevelopment Agency's (CRA) tax increment financing (TIF) fund and State Housing Initiatives Partnership (SHIP) to produce workforce housing units that will remain affordable for future homebuyers. The City's Family/Workforce Housing policy emphasizes the integration of workforce units into market rate developments. Recent modifications to the Family/Workforce Housing Ordinance give the CLT first right-of-refusal when workforce units that have been built by private developers are put up for sale. Significant coordination and integration exist among these three departments and the Delray Beach Community Land Trust in the planning and implementation of the City's Family/Workforce Housing Ordinance. The City of Delray Beach has committed Community Redevelopment Agency (CRA) tax increment financing (TIF) funds to augment workforce housing development projects. TIF and SHIP funds are combined to produce affordable first-time homebuyer units in conjunction with the Delray Beach Community Land Trust (CLT). A total of $492,433 in SHIP funds were allocated in Fiscal Year 2006-2007 for first-time homebuyer assistance with the subsidy attached to the housing unit through the CLT. The CLT homebuyer program produced and closed-on ten (10) units in 2007 that are dedicated to low and moderate income homebuyers. Additionally, both TIF and SHIP funds ($500,000) were used to acquire and convert the historic La France Hotel into 14 affordable apartment units.

Community Land Trust Purchase/ Rehabilitation

Delray Beach serves as a South Florida Best Practice case study for its creation and support of the Delray Beach Community Land Trust

Community Land Trust Purchase/ Rehabilitation

Swinton Community Land Trust: Single-Family Development

Town of Davie
Affordable Housing Policy

The Town of Davie serves as a South Florida best practice case study for the adoption of affordable housing/inclusionary zoning ordinance and management capacity. The Town's passed its first omnibus affordable housing/inclusionary zoning ordinance on April 16 2008. The goal of the ordinance is "to provide new, sanitary, and sustainable housing by mandating that all new residential developments with 10 units or greater must set aside 20 percent of the units as affordable housing or pay into a trust fund. The fee would ask $9.00 per square foot not to exceed 1,600 sq ft ($14,100) in a plan which mirrors the bonus density code of Broward County.

The Town of Davie has a high level of coordination and integration among key departments involved with the delivery of affordable housing programs. There is a good working relationship among the departments of Housing and Community Development, Planning & Zoning and Engineering which guide housing development applications through the process and waive every fee for affordable housing except water and sewer impact fees which are mitigated using SHIP funds. To expedite the permitting process the Town created the Development Services Department which is comprised of Planning & Zoning, Occupational License, Engineering and Code Enforcement. If a plan has at least one affordable housing unit it receives a "red sticker" and is "hand walked" through the permitting process by the Housing and Community Development Director. The Director of Housing and Community Development carefully reviews all prospective affordable housing projects to verify their level of benefit and period of affordability. The waiver of all fees, e.g. Parks and Recreations Impact Fees, Design Review and Site Plan Processing Fees, Engineering Review Fees, Building Permit Fees, etc., are based on this review.

The Town of Davie has demonstrated a significant level of "in-house" capacity-building in advancing its affordable housing policies and programs. Capacity-building is found in the Town's Housing and Community Development and Planning and Zoning Departments. Within the past 3 years the Town has shown the ability to effectively leverage local funding sources with federal and state housing resources. For example, the Town has effectively leveraged $1.3 million in tax increment financing (TIF) funds and private financing to build twenty-two (22) affordable housing units through Habitat for Humanity. The Town was creative in leveraging $500,000 from the Broward County Housing Authority with donated services from the Children Services Council and Memorial Health Care Systems (MHS) in renovating the Ehlinger public housing project.

The Town of Davie has demonstrated an effective and efficient use of federal, state and local funds in addressing their affordable housing needs. The Town effectively leverages local funds e.g. tax increment financing (TIF) and the Community Endowment Fund (CEF) with HUD Community Development Block Grant (CDBG) and HOME funds and State Housing Incentives Program (SHIP) funds. The Town of Davie also uses $130,818 in CDBG funds for Fair Housing, Citizen Participation & Support Services to expand Fair Housing Education & Outreach Programs designed to remove impediments to fair housing choices and provide a wide range of housing opportunities for Davie residents.

The Town of Davie has a high level of coordination and integration among key departments involved with the delivery of affordable housing programs.

City of Miami Beach
Rental Housing Preservation

Miami Beach serves as a South Florida best practice case study for rental housing preservation. The first three projects included the historic Allen Apartment Hotel, London House and Barclay Plaza Hotel. The projects were undertaken by the Miami Beach Community Development Corporation (MBCDC) in collaboration with the City of Miami Beach and City of Miami Beach CRA. The projects will provide affordable housing opportunities for low- to moderate-income renters in Miami Beach (including workforce housing and housing for artists and cultural workers). The MBCDC reconfigured the units to provide a mix of efficiencies and studios, and one-, two-, and three-bedroom units. The configuration and rents of the units are designed to meet the increasing need for multi-bedroom rental units (a current gap in the housing supply) that are affordable to lower income residents. Housing studies show that 70 percent of Miami Beach residents are employed in low-wage service industries and 60 percent of residents make less than $32,000 per year.

The three project buildings were purchased for $13.7 million using City of Miami Beach CRA tax increment financing (TIF) funds. The Allen Apartment Hotel is located on a 9,625-square foot parcel and contains 42 units with an average size of 255 square feet. Currently the building is vacant and boarded up. When reconstruction is completed, the building will contain 23 units.

The Barclay Plaza Hotel is located on a 26,250-square foot site and contains 66 efficiency units averaging 267 square feet in size. At present, the Barclay Plaza Hotel is primarily occupied by low-income elderly residents, which means that most residents would likely qualify for affordable housing assistance when the units are rehabilitated. When construction is completed, the Barclay will contain 33 units. The London House is located on a 12,073-square foot site and contains 54 units averaging 252 square feet in size. Like the Barclay Plaza Hotel, the London House is occupied as low-income rental housing. When reconstruction is completed, the building will contain approximately 31 units. The MBCDC has incorporated "Green Communities" criteria into the building designs which promote public health, energy conservation, operational savings and sustainable building practices in affordable housing design.

The MBCDC is also involved with other rental housing preservation projects including the 36 unit Villa Matti Apartments and 34-unit Villa Maria Apartments. These projects have been undertaken by the Miami Beach Community Development Corporation (MBCDC) working in partnership with the City of Miami Beach and Miami-Dade County. Sources of funds for the Villa Matti Apartments include HUD Section 202, Miami-Dade County HOME and HODAG and City of Miami Beach CHDO funds. The Villa Maria Apartments were funded with City of Miami Beach HOME, SHIP and CDBG funds and Miami-Dade County HOME and Surtax funds.

The projects will provide affordable housing opportunities for low- to moderate-income renters in Miami Beach (including workforce housing and housing for artists and cultural workers)


London House in Miami Beach

Allen Apartment Hotel in Miami Beach

City of West Palm Beach
Model Block

The Model Block Program in the Northwood community of West Palm Beach serves as a South Florida best practice case study for neighborhood revitalization through affordable housing development. In the Model Block Program, a likely block or two is identified for comprehensive improvements such as infrastructure improvements, addition of attractive street lighting and green landscape improvements along with the purchase and rehabilitation or new construction of homes that are affordable to low- to moderate-income first-time homebuyers. It is often difficult to attract homebuyers to urban areas with an aging infrastructure, large number of absentee owners and deteriorated housing. The Model Block Program provides visible targeted comprehensive improvements attracting first-time homebuyers and creating a positive ripple effect on other revitalization efforts across a wider area.

In all, the Model Block Program resulted in 33 affordable home ownership opportunities for low- to moderate-income families and an $8 million investment in the neighborhood

"Miracle on 34th Street", the first Model Block Project in Palm Beach County, was undertaken by Neighborhood Renaissance, Inc. (formerly known as Northwood Renaissance) in collaboration among South Florida LISC, the City of West Palm Beach and local developer, Complete Property Management, resulting in the purchase, rehabilitation and resale of nine (9) mission style homes, façade improvements to adjacent homes along with street improvements, traffic calming, lush landscaping, and the installation of attractive street lighting. Model Block II was a continuation of Model Block I and expanded improvements to the 600 blocks of 32nd & 33rd Streets. Phase III incorporated a Community Land Trust component to ensure that the newly built Florida-style bungalow homes remain affordable to future generations to come. In all, the Model Block Program resulted in 33 affordable home ownership opportunities for low- to moderate-income families and an $8 million investment in the neighborhood. Funding sources include City of West Palm Beach HOME & CDBG, Palm Beach County SHIP, and Knight Foundation homebuyer grants administered through LISC.
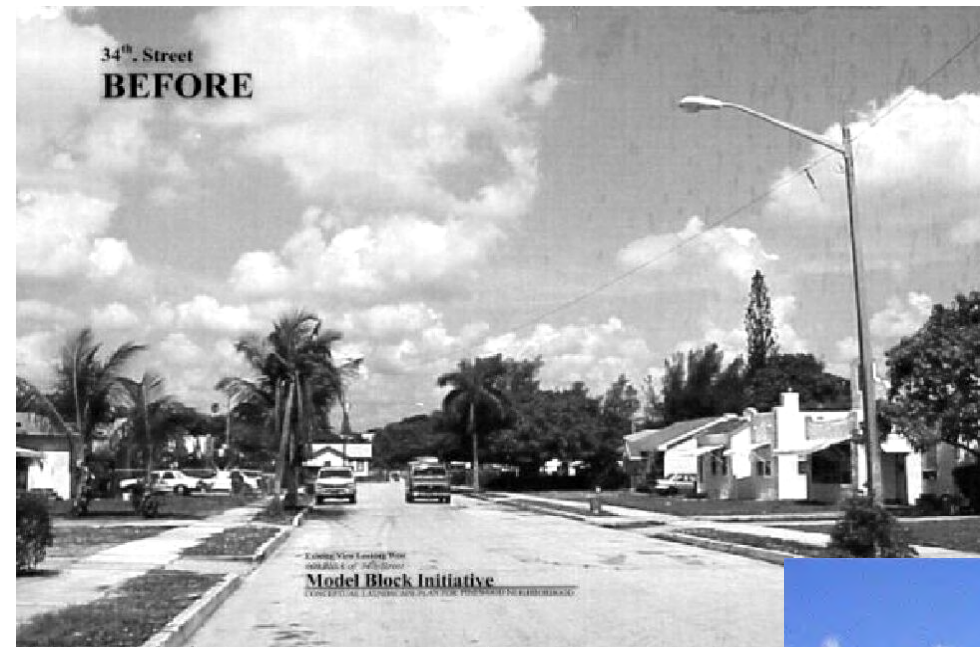
Workforce Housing Policies and Strategies: Recommended Solutions

This section provides recommended workforce housing policies and strategies that build on the findings of the Municipal Scorecard for Affordable Housing Delivery© (MS-AHD) best practice case studies.

The recommended policies and strategies are divided into the four elements of the MS-AHD model:

o **Policy and Management**
o **Planning and Land Use**
o **Local Dedicated Funding**
o **Institutional Capacity Building**

A. Policy and Management

Creation of a Comprehensive Regional Workforce Housing Policy

A comprehensive "South Florida Regional Workforce Housing Policy" should be formulated that addresses the findings of this study and the outcomes of the South Florida Regional Housing Conference. The South Florida Regional Workforce Housing Policy be considered for incorporation into the Housing Element of the *South Florida Strategic Regional Policy Plan* (SRPP).

Creation of a Regional Affordable Housing Delivery System

The South Florida Regional Workforce Housing Policy should be implemented through a comprehensive "workforce housing delivery system" that would include the four (4) elements of the MS-AHD model. The creation of a regional workforce housing delivery system will help ensure the effective coordination and integration of South Florida's workforce housing planning and management activities. Community-based, private/public partnerships would serve as the organizational vehicle for the workforce housing delivery system's operation and implementation. Mission-driven public/private housing partnerships will help to maximize and effectively apply public and private sector resources by de-politicizing program delivery and differentiating administrative and operational functions within the larger workforce housing delivery system.

Creation of a Comprehensive Single Permit Process for Workforce Housing Projects

A "Comprehensive Permit" process is recommended to fully expedite the approval of proposed workforce/affordable housing projects subject to compliance with local and regional workforce/affordable housing goals and objectives. The Comprehensive Permit would involve a single application by project proponents for all local approvals, e.g. zoning, site plan review, etc. with a time certain for project approval.

Implementation of a Performance Measurement System

The design of the South Florida Workforce Housing Delivery System should include a performance measurement system to provide accountability in the management and implementation of the South Florida Regional Workforce Housing Delivery System.

Policy Emphasis on Rental Housing Preservation and Production

A comprehensive South Florida "Rental Housing Preservation Policy" initiative is recommended to address the pressing need of working households earning 80 percent or less than the area median income (AMI). Specific housing policy goals and objectives, rental program designs and funding allocations need to be identified to help preserve and expand this critical workforce housing supply.

B. Planning and Land Use

Coordination and Integration of Workforce/Affordable Housing Plans

South Florida counties and municipalities should coordinate and integrate the workforce/affordable housing planning and policy initiatives set forth in their Comprehensive Plans, HU Consolidated Plans, State Local Housing Assistance Plans (LHAPs) to specifically address the need for workforce/affordable housing.

Create New Planning Objectives and Program Activities for Workforce/Affordable Housing

South Florida counties and municipalities should provide specific planning objectives and program activities within their HUD Consolidated Plans and State Local Housing Assistance Plans (LHAPs) to address the production and preservation of workforce/affordable rental housing.

Community Redevelopment Area (CRA) Planning for Workforce/Affordable Housing

South Florida municipalities with Community Redevelopment Area (CRA) Plans should include specific policies and strategies for developing workforce/affordable housing, including mixed-income rental housing.

Aggressive Urban Infill Strategies for Workforce/Affordable Housing

South Florida counties and municipalities should forge working partnerships with profit and non-profit housing organizations to go beyond the basic requirements of Chapter 166.0451, Florida Statutes, Disposition of Municipal Property for Affordable Housing, and facilitate more aggressive urban infill strategies utilizing existing government-owned land to accommodate future workforce/affordable.

Land Use and Zoning Incentives for Workforce/Affordable Housing

South Florida counties and municipalities should provide policies and objectives in the Future Land Use Element of their Comprehensive Plans and amendments to the Unified Land Development Regulations that encourage and enable workforce/affordable housing development opportunities including: density relief, expansion of multi-family residential districts and reductions in parking requirements.

Ensure no "Net Loss" of Existing Rental Housing Supply

South Florida counties and municipalities should add policy provisions to the Housing Element of the Comprehensive Plan that all future development will not result in a "net loss" of existing workforce/affordable rental housing for households earning 80 percent or less than the area median income (AMI).

C. Local Dedicated Funding

Create Local Public/ Private Dedicated Funding Sources for Workforce/Affordable Housing

South Florida counties and municipalities should create local public/private dedicated funding sources in support of workforce/affordable housing projects and program activities. Potential funding sources include: housing trust funds (non-SHIP), bond issues and tax increment financing (TIF) funds.

Leverage Local Private Funds with Federal, State and Local Public Funds

South Florida counties and municipalities should create locally designed workforce/affordable housing programs that effectively leverage local financing with federal and state housing grant programs including CDBG, HOME, SHIP and newly allocated Neighborhood Stabilization Program (NSP) funding.

Target Workforce/Affordable Housing Funds to Neighborhood Revitalization

Workforce/affordable housing funding should be targeted to comprehensive neighborhood revitalization efforts that include public infrastructure investments, code enforcement and increased crime prevention.

Funding Emphasis on Purchase/Rehabilitation and Rental Rehabilitation Activities

South Florida counties and municipalities should re-direct workforce/affordable housing funding away from deep subsidy, first time homebuyer programs to targeted neighborhood purchase/rehabilitation and investor-owned, rental rehabilitation programs.

Pre-development Funding Support for Non-Profit Workforce/Affordable Housing Development Organizations

South Florida counties and municipalities should provide pre-development funding assistance to able non-profit housing organizations, including community land trusts (CLTs) and community development corporations (CDCs), to increase workforce/affordable housing development opportunities in targeted neighborhoods.

D. Institutional Capacity-Building

Support Private-Public Housing Partnerships in Implementing South Florida's Workforce Housing Delivery

South Florida's workforce housing delivery should be operationalized through new and existing private-public housing partnerships. Housing partnerships should serve as intermediaries between local governments and communities in a workforce/affordable housing delivery system.

Develop a Regional Workforce Housing Lending/Equity Investment Consortium

Develop a Regional Workforce Housing Lending/Equity Consortium to provide financing assistance for local workforce housing program initiatives involving purchase/rehabilitation and rental housing preservation.

Support for Employer Assisted Housing (EAH) Programs

Institutional capacity-building for long term workforce/affordable housing development in South Florida will require the creation and support of Employer Assisted Housing Programs.

Capacity-Building for Non-Profit Housing Development Organizations

South Florida counties and municipalities should provide financial support to capacity-building efforts of non-profit housing developments organizations, including community land trusts (CLTs) and community development corporations (CDCs).

Alternative Funding Sources for Affordable/ Workforce Housing

South Florida counties and municipalities should seek out or create alternative funding sources for workforce/affordable housing. The creation of local housing trust funds and the use of the New Market Tax Credits program to acquire, rehabilitate and re-sell foreclosed homes (REOs) are examples of alternative funding mechanisms

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Support Alternative Building Designs and Materials for Workforce/Affordable Housing

South Florida counties and municipalities should support alternative building designs and materials including "green" building methods, which could reduce the costs of workforce/affordable housing development.