

Housing Affordability Study
Phase Three Report

to the
City of Naples
Community Redevelopment
Agency



from
Bright Community Trust



6 April 2022

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It was the best of housing times. It was the worst of housing times.

Housing prices, both sales and rentals, are escalating rapidly around the country. This is even more true in Sunbelt states like Florida, where almost 1,000 new residents a day move in, mostly bringing higher incomes and assets with them from higher-wage, higher-cost locales like the Northeast and West Coast. Institutional buyers are also very active, in some markets in the state accounting for 1 in 5 single-family home purchases last year, and mostly converting them to high-priced rentals and removing them from the already-overheated homeownership market.

Naples, as one of the nation's most desirable and affluent communities, sits at the nexus of all these factors. Its quality of life and sense of community are unparalleled. This means a great lifestyle and rising home values for those who own here, many of whom chose to move to Naples for exactly those reasons.

This also means big housing challenges for those with more modest incomes, whether long-time residents unable to keep up with the rising cost of owning or renting a home, or the workforce that commutes farther and farther to make possible the highly desirable lifestyle for which many move to the city.

This pattern is the result of many policy choices over many years. A truly free market might be able to solve or ameliorate some of these challenges, but land use, zoning, design requirements, and similar policy choices are large impediments to landowners exercising their full rights to develop anything they want on their private property – including the kinds and numbers of affordably-priced homes that might address the demand. Absent a truly free market in housing, we are simply choosing among preferences that create more or less housing, more or less expensively.

This study is intended to assess the demand and supply of housing in the City's Community Redevelopment Area. This Phase 3 report includes a technical deep-dive into the specifics of Naples' land development code and what is allowed or not allowed currently, with accompanying technical recommendations about what code revisions could allow for increasing the number of homes, for sale and for rent, at various price points, serving households under approximately \$100,000 income, which represent around 4,400 resident households in the City; another 10,000 people earn under \$40,000 per year at jobs in the City but reside elsewhere and commute in.



These technical recommendations are necessary but not sufficient to drive more housing. So, they are framed within a context of broader policy strategies that can aid the preservation and creation of more homes serving a broader range of budgets. Given Naples' high cost of development, many of these components will often need to be used in concert to effect workable solutions.

Our task here is to equip Naples residents and its CRA Board with sufficient information and ideas to decide on the right balance of policies moving forward – rather like providing you with a catering menu for an event you are hosting, from which you can make informed decisions about how many people to invite (how many homes), how much to budget for catering versus other costs (investing in housing versus other programs), and what menu selections best suit your event (what kinds of homes and looks in what neighborhoods, etc). While this analysis and recommendations is focused on the CRA, we hope that they will provide ideas that can be mirrored in the City, the County, and elsewhere in high-value development situations.

As Naples leads the way in many things, so too this report is an innovative assessment that is being watched in many parts of the state and even nationally. Your efforts here, with this study, and the programs and projects that will result from it, are once again setting the bar for others.

Thank you for allowing us to partner with you.

Respectfully submitted,

Frank Wells
President
Bright Community Trust



Scope of Work

PHASE III – RECOMMENDATIONS

Task 4 – Property and Regulatory Review. This element will be completed by Bright and GAI. The purpose is to **assess the land use & zoning / land development codes** regarding their ability to allow **housing types accessible to the household Target Group** within the CRA. This may include:

- Assessment of **land use, zoning / land development code, design requirements** in CRA and City generally, with particular focus on ways these interact with housing access and affordability (i.e., density and intensity, parking requirements, minimum lot and unit sizes, etc.) This will focus on CRA geography,
- Assessment of the **existing 2014 CRA Plan and contemplated revisions** regarding its basis and for supporting a housing access and affordability initiative,
- Evaluation of **2017 ULI Collier study recommendations** as applicable to the City of Naples and its CRA,
- Creation of an inventory of **lots where various housing typologies could physically fit** on a site, whether the existing land use or other codes would allow or not. Types may include 2, 3, & 4-plex developments, townhome, walk-up and mid-rise surface parked 'walk-up' development or mixed-use 'walk-up', as identified by the initial Phase 1 and 2 results, to serve the defined Target Group household types,
- **Planning visualizations** of places in the CRA where **new housing types** like duplexes designed to look like a neighborhood-appropriate single-family home, or apartments over retail and professional units along commercial corridors, could be placed to serve the Target Group with **maximum housing impact** and **minimum impact on neighborhood character, traffic, and livability** to create **maximum public investment efficiency**,
- **Planning visualizations of new housing typologies**, using techniques such as photo comparables, 3-D sketch-up modeling, or photoshop visualizations of new / different housing types, and
- Ongoing **community engagement** with CRA residents and workforce.

Deliverables: Mapped Descriptions of potential housing or redevelopment locations. Up to 8 visualizations / models of new development types on target sites. Technical memorandum summarizing the types of changes that may be required in the land use, zoning, or Land Development Code to allow the suggested housing types. CRA resident/workforce meeting.



Task 5 – Program Recommendations. Based on the above Tasks' completion, the team will coordinate to **present recommendations** and alternative opportunities for a Housing Access & Affordability Program within the CRA. This may include:

- Goals for a **Housing Access & Affordability Program** as defined by the team and stakeholders throughout the work,
- Ideas, such as an inclusionary zoning or other **incentives program** for workforce and affordable rental housing and homeownership,
- Techniques, such as **Land Trust home purchase program**,
- **Strategies for acquisition/rehab/redevelopment** of properties like Gordon River Apartments when **future opportunities** arise,
- Modifications, suggested for **Land Use, Zoning/Land Development Code, or the CRA Master Plan**, and
- **Partnerships** with the County and other public sector entities, the business community, and private philanthropy.

Deliverables: A summary report document in color and provided as a PDF file. The Draft report document will be presented to a CRA residents/workforce meeting and the CRA Board for review & comment. The final report will be completed upon receipt of the final written comments.

PHASE III OUTPUTS: Presentation (virtual or in-person) of recommendations, with a final written report.



Housing Affordability Study for Naples CRA Community Meeting #3 Notes

Tuesday 29 March 2022 at 6:00pm
River Park Community Center

Staff: Frank Wells, Bright Community Trust
Anita Jenkins, City of Naples CRA Manager

This community meeting was attended by a record 52 people at the River Park Community Center, including Vice Mayor / CRA Chair Mike McCabe; Council Member Terry Hutchison; Council Member Paul Perry; Council Member Ted Blankenship; Council Member Raymond Christman; Council Member Beth Petrunoff; NAACP President Vincent Keays; and Collier County Affordable Housing Advisory Committee Chair Joe Trachtenberg.

Ms. Anita Jenkins opened the meeting by welcoming the group and providing some background information on what the City and Bright Community Trust hoped to accomplish.

Residents started off with a few clarifying questions about the results of Phase One and Two of the study and what housing is currently available. They also had some questions about the City of Naples, the CRA, and what they can and cannot do.

They expressed concerns about land costs, and encouraged high density or multi-family options, since single family is not workable, with several mentions of proforma creations to ensure it goes smoothly. Several people pointed out city-focused solutions are not feasible and could jeopardize the “small town charm” Naples has.

Comments about the severity of the problem, and how best to address it prompted several incentives to be mentioned, including subsidizing transportation to cut down on parking issues, impact fee waivers, real estate tax reduction, and density bonuses. One person did point out that increasing density seems to go against the existing code. Someone also suggested the City could develop micro units as part of a bigger solution.

The group had several questions about timeframes, units needed, and other data driven points. They agreed they needed to hear numbers as part of any recommended solution.

Attendees voiced concerns about the community as a whole; they want the community to come together for a plan moving forward, to lead with their hearts, not their wallets, when thinking about housing. They brought up safety, and how people are at higher risk when not housed properly. Local non-profits have been working hard, but they need to focus on the mission of helping residents.



The conversation turned to outside models that could provide insight into what has worked for other communities. There was discussion of a shared ownership model in the UK, a strategy in Illinois to where the City sold land to a developer with a requirement to set aside a certain number of units for affordable housing, and 400sqft units in San Francisco. The San Francisco lots sparked conversation about accessory dwelling units (ADUs) and a need to ensure they do not turn into seasonal rental units.

The development process overall became a point of contention, and residents worked to figure out how best to streamline it. They want to focus on mixed-use units, city facilities, existing inventory, and incentivizing ADUs moving forward.

The meeting concluded after two hours. Mr. Wells informed the attendees that all comments would be reviewed and considered moving forward, and he appreciated them taking the time to come out tonight.



ANALYSIS & RECOMMENDATIONS

The following sections comprise assessment and analysis of Naples' land development code and other factors, with recommendations for changes that could allow for development of more homes at more accessible prices to serve more households. This is followed by higher-level policy recommendations that build upon the technical factors.

The Levers of Affordability

In looking for ways to influence affordability, there are three principal factors to affect: capital costs, operating costs, and revenues (in the case of rentals).

Capital costs, the costs of developing new or rehabbed units, can be lowered by improving any of these and similar factors:

- Land
- Construction
- Construction Financing
- Professional Fees
- Permits & Fees
- Developer Fees
- (+) Subsidies

Operating costs, the ongoing costs of residents living in homes, can be lowered by improving any of these and similar factors:

- Rent / Mortgage for individual residents
- Permanent Financing (Debt Service) for multifamily projects
- Utilities
- Maintenance
- Property Management
- (+) Vouchers & other assistance

Revenues are also an important lever for affordability: this can be as simple as a homeowner renting out a garage apartment to help with the cost of their mortgage, or as complex as a mixed-income multifamily development, where higher rents from market-rate units offset lower rents from income-restricted units.

Funding Sources

Many funding sources are available to subsidize various capital and operating costs at the program and project level:

- Local: CRA funding, General Revenues, Dedicated Local Funding Sources (linkage fees, upzoning fees, parking fund, millage increase, etc), Surplus Lands, County Affordable Housing Trust Fund, Housing Finance Authority (HFA)
- State: SHIP, SAIL, Hometown Heroes
- Federal: HOME, CDBG, LIHTC (9% / 4% + bonds), Project-based vouchers, ARPA funding
- Private: Philanthropy (Community Foundation, NAACP, Urban League, etc) and individual donations of land and real estate, which may provide attractive tax benefits for donors



At the federal level, a one-time infusion of relatively flexible dollars via the American Rescue Plan Act could be used for housing purposes. At the state level, the new Hometown Heroes program to support homeownership for essential workers was funded but no rules have yet been decided, but these funds could likely augment a homeownership program. At the local level, Naples' millage rate is among the lowest in the state at around 1.15 mills, compared to a state average of 4.62 according to a 2017 Florida League of Cities report: even a modest increase in local millage could provide a substantial ongoing dedicated local funding source for housing programs.

Affordability Foundations

A few fundamental factors underpin all of this work:

- Preserving existing units is, in almost every case, less expensive than building new ones.
- In many cases, housing developments, both rental and homeownership, receive public subsidy to make it viable to provide units below market price that will be affordable for those with lower incomes for a set period of time. But when that required affordability period expires, the rent or sale price generally resets to market rate: this is the case with formerly-affordable complexes like Gordon River Apartments and the Jade. The period of affordability matters greatly, especially in an expensive development environment like Naples, to avoid having to replace units expiring out of affordability.

A land trust is a nonprofit (or sometimes government) entity that holds land in permanent stewardship dedicated to community purposes. It uses a 99-year renewable ground lease to ensure compliance. The ground lease stipulates the affordability of units for renters; or capped appreciation for homeowners to ensure affordability for each future buyer with a single initial subsidy, and requirements for owners to occupy the homes. Land trusts are sometimes also used for commercial spaces, as to support a local business incubator, artist studios, or nonprofit offices at affordable rates. Because of the substantial and growing subsidies needed to preserve or create new homes for rent or for sale in Naples, other strategies should build on the land trust as a base, to best steward the public investment.

Finally, it is worth noting that housing is a cyclical market, and the present conditions represent almost the worst possible time to work on this issue: real estate prices are high, construction costs are high and timelines are long. Certainly action is needed now, but we encourage the CRA to consider the value of preparing now for the inevitable market downturn to come, when real estate prices will be somewhat less overheated (though of course never inexpensive in Naples), construction costs will be lower, and a slowing in the sector will tend to result in reductions of jobs and businesses in the development, real estate, construction, and finance industries, all of which can be somewhat lessened by ramping up CRA investment during these times, getting more homes built at relatively lower costs, while cushioning the downturn for these businesses and their employees.

Following is the detailed technical analysis of land development code and attendant recommendations.

Program Recommendations

Policies and Strategies for increasing housing supply



INTRODUCTION

The Naples community prides itself on being a leader, particularly in *quality-of-life* measures. Naples land development policies strive to protect beaches, natural space, and neighborhood character, helping to make Naples a desirable place to live. However, Naples' desirability is also a source of high land values, putting pressure on the cost of housing, and increasingly pricing out the local workforce. As such, housing affordability is garnering attention from community leadership.

Naples land use policies value low-rise buildings, large single-family residential units/lots, and a surplus of on-site parking. As regulatory requirements, these policies displace potential housing supply from locating in Naples. This memo provides recommendations for relieving regulatory burdens that make it difficult to produce affordable housing and offers targeted strategies for advancing affordable housing in the short- and long-terms.



Naples maintains low development presence along beach



Other beach communities develop their shorelines

The Challenge

Today in Naples, a middle-income family of four (4) at 120% the *Area Median Income (AMI)* with good credit can barely afford a \$400,000 home. The cost of land is more than 50% of the overall price, especially in the Naples Community Redevelopment Area (CRA). Zillow.com indicates only two homes for sale with a listing price under \$500,000 in Naples (on March 20, 2022); the lowest priced example being a 535-square foot condominium listed at \$425,000 – which is both out of reach for a family of four, even at 120% AMI, and too small.

The cost of housing is rising across the United States and the median price to own or rent in Naples is consistently higher than the state and national medians over the last two decades. There are numerous reasons why housing is more and more expensive, such as the fact that Naples is a very desirable place to live in Florida. However, data suggests that the primary determinant of rising housing costs is a lack of housing supply. According to Redfin, a national real estate brokerage, housing inventory in 2021 was at an all-time low, with less than 3 weeks of housing supply in December 2021. Real estate professionals consider a “healthy market” to have no less than 6 months of supply.

There are structural barriers to increasing affordable housing supply in Naples, such as high construction labor/material costs and low vacant land inventory. Still, a growing body of

research points to restrictive land use regulations as the primary impediment. Figure 1 indicates that there are properties within the City's Community Redevelopment Area with land values that *could* justify more housing units than what exists today but are held at artificially low densities by zoning regulations. To this end, this memo recommends measures to encourage the realization of these potential units.

Document Review

We formed the recommendations included in this report based on analysis of the following documents and data sources:

- Naples CRA Neighborhood plans
 - River Park east & west
 - Lake Park
 - Design district
- 2017 ULI Collier County housing affordability plan
- 2014 Naples redevelopment plan
- DPZ CoDesign 2021 Mixed-Use Area Master Plan
- Property Appraiser data
- Redfin.com brokerage
- The Shimberg Center for Housing Studies Phase 1 and 2 work
- Naples Land Development Code & Comprehensive Plan

TARGETING LOCATIONS IN THE CRA

We used property appraiser and WalkScore.com data to characterize the form and function of neighborhoods within the CRA. In doing so, we were able to identify target areas for policy/development interventions that are also context sensitive.

Property Appraiser Data

Property appraiser data from the Florida Department of Revenue (FDOR) helped us identify the location of publicly owned and/or vacant lands. This data also helped us gain a perspective about the utilization of land within the CRA. In this exercise, we consider underutilized or publicly owned lands as candidates for various approaches to housing intervention.

Land Value per Unit

Land value (distinct from improvement/building value) signals the desirability of land. Higher land values indicate higher desirability. Natural resources/features, public investments, and concentration of jobs are main determinants of land value and desirability. Landowners will choose to develop their property to capture potential land value, also known as economic land rent. To this end, the *Land Value per Unit* analysis seeks to gauge where landowners *could* add residential units to capture greater economic land rent. This analysis is simple and can only tell us where additional units would make sense, but not necessarily the number or type of units.

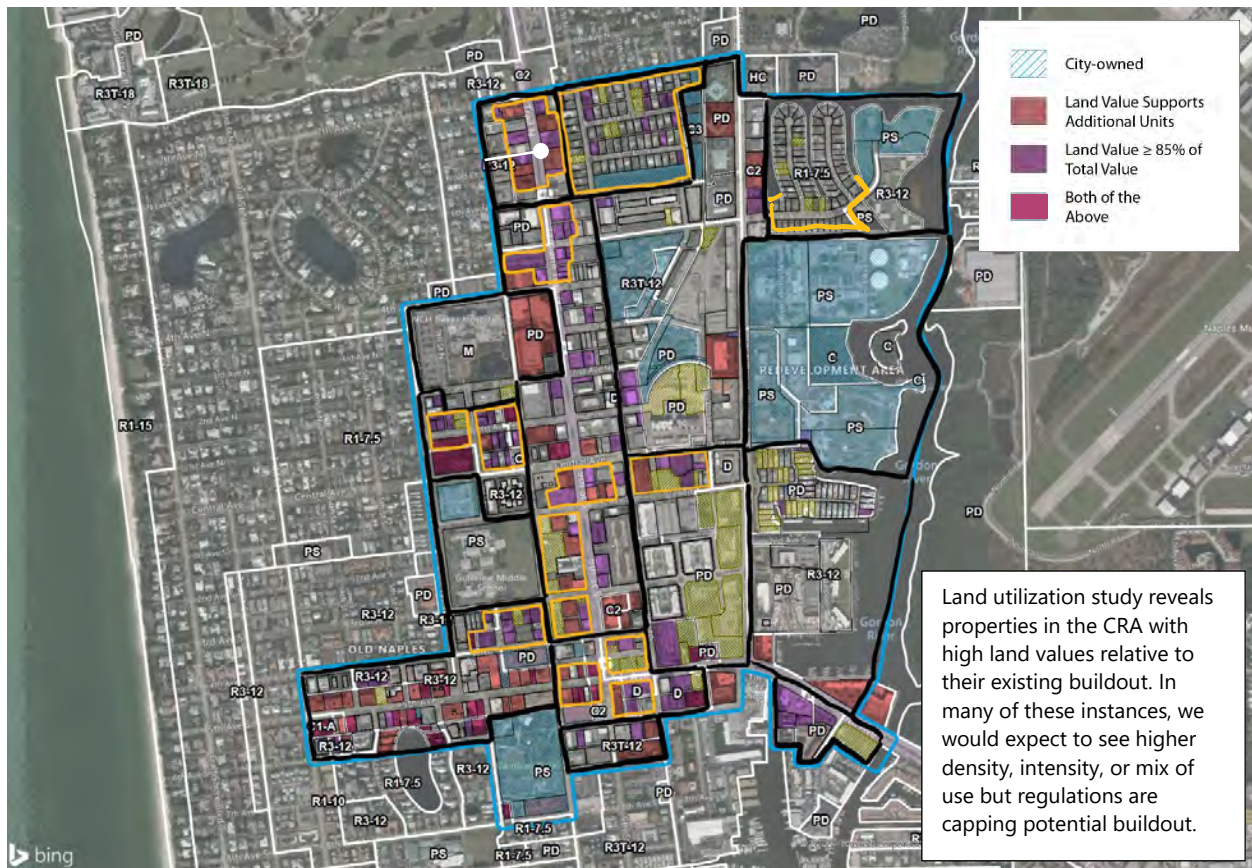
Our analysis plots the standard deviation of Land Value per Unit across Collier County and isolates the values 1.5 standard deviations or greater from the mean, a sample representing approximately 7.5% of all the values. Theoretically, these properties have comparatively *high* land values, relative to the number of residential units they host, and could economically justify adding more units.

Land Value as a share of Total Value

The analysis described above excludes properties that do not have residential units on them. Therefore, we also looked at the *land value as a share of total appraised value* to gauge land utilization. In theory, properties in which land values account for a sizable portion of their overall value are candidates for redevelopment. Our analysis isolated properties in which land value accounted for more than 85% of total appraised value, signaling the potential for redevelopment.

Figure 1 provided below shows the output of our land value analysis. The analyses reveal that many properties within the CRA appear to be underutilized.

Figure 1 Property Value Analysis



Walkscore

WalkScore.com data provided a perspective about the availability of pedestrian and bicycle infrastructure, amenities such as retail and parks, and block and intersection characteristics (see

Figure 2, below). Research shows that walkable, bikeable communities are among the most desirable to live in and benefit people at all income levels by making it easier to access daily goods and services. Adding housing to walkable areas not only addresses housing supply but also location affordability. To this end, our analysis aims to target walkable areas for policy/development intervention.

Figure 2 Walkability Analysis

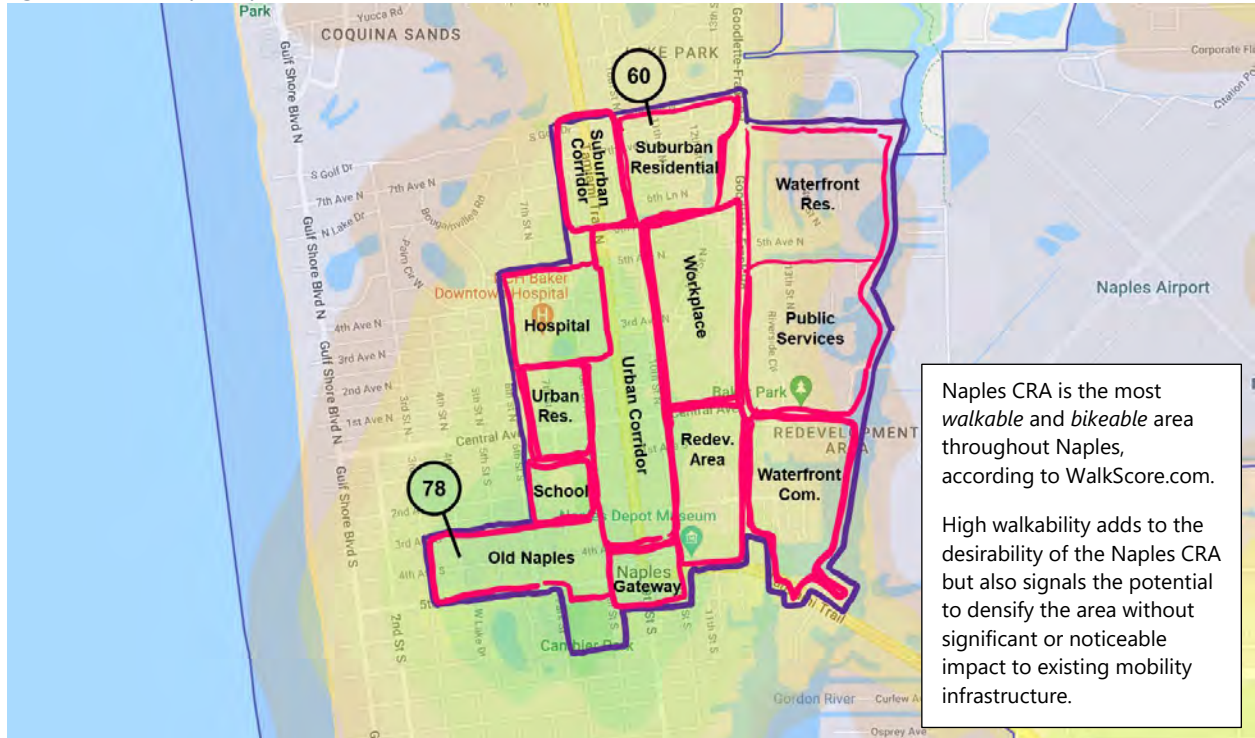


Figure 3 Character Areas



STRATEGIES

Address potential issues that arise from investor/institutional purchase of residential properties that reduce available housing supply, including short-term rentals.

Investor and institutional home buyers have the potential to impact the availability of housing supply. In some cases, these well-financed buyers are in a position to update housing stock more cost effectively than individual owners. However, in other cases they may be removing supply for workforce rental/ownership (such as in the case of short-term rentals).

Although in some instances, short-term rentals support temporary workforce housing (such as for traveling nurses), in many cases they keep potential full-time housing supply out of the marketplace.

Chapter 44, Section 44-8 *Definitions* of the Naples Code of Ordinances defines a “Transient Lodging Facility” as:

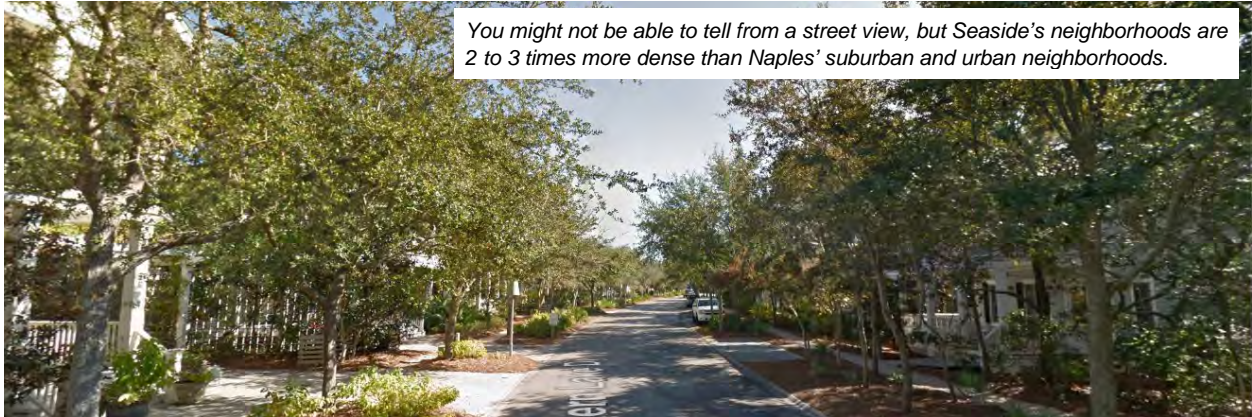
Transient lodging facility means a hotel, motel, motor lodge, tourist court, or similar building or group of buildings in which sleeping accommodations and sanitary facilities are offered to the public and intended for rental to transients with daily, weekly or seasonal charge. A transient lodging facility includes a unit, group of units, dwelling, building, or group of buildings, within a single complex of buildings rented to guests more than three times in a calendar year for periods of less than 30 days or one calendar month, whichever is less; or which is advertised or held out to the public as a place regularly rented to guests for periods of less than 30 days or one calendar month, whichever is less. It does not include condominium common elements. A transient lodging facility is distinguished from multifamily dwellings (such as apartments) where rentals are for periods of a month or longer and occupancy is by residents rather than transients.

It is estimated that approximately 40 units in the Naples CRA, and potentially 2,600 units County-wide, are active short-term rentals (a.k.a. transient lodging facilities). Currently, the City of Naples allows transient lodging facilities as a conditional use only in the Downtown, R3T-12, and R3T-18 zoning districts.

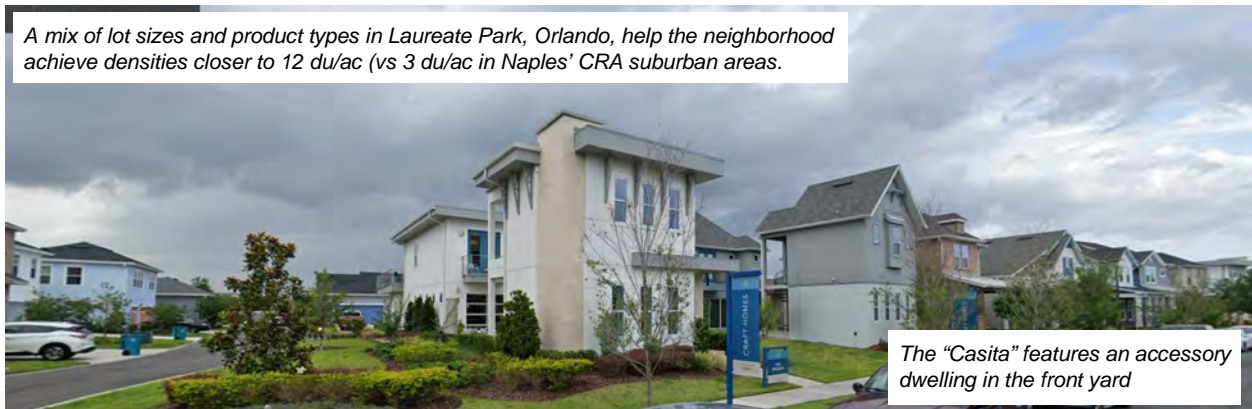
A targeted evaluation of transient lodging facilities within the CRA could potentially identify housing units that may otherwise participate in the general housing market (e.g., for-sale or for-rent).

Revise land development regulations to allow “gentle density” increases throughout the Naples CRA

As mentioned above, property appraiser data suggests that the CRA market desires more units than what exists today. In the short-term, we can layer in additional units by relieving land development code regulations to allow a broader range of housing options. Communities such as Seaside, FL (along the panhandle) and Laureate Park (southeast Orlando) provide examples of how a mix of housing types can help increase density while maintaining strong neighborhood character.



You might not be able to tell from a street view, but Seaside's neighborhoods are 2 to 3 times more dense than Naples' suburban and urban neighborhoods.



A mix of lot sizes and product types in Laureate Park, Orlando, help the neighborhood achieve densities closer to 12 du/ac (vs 3 du/ac in Naples' CRA suburban areas).

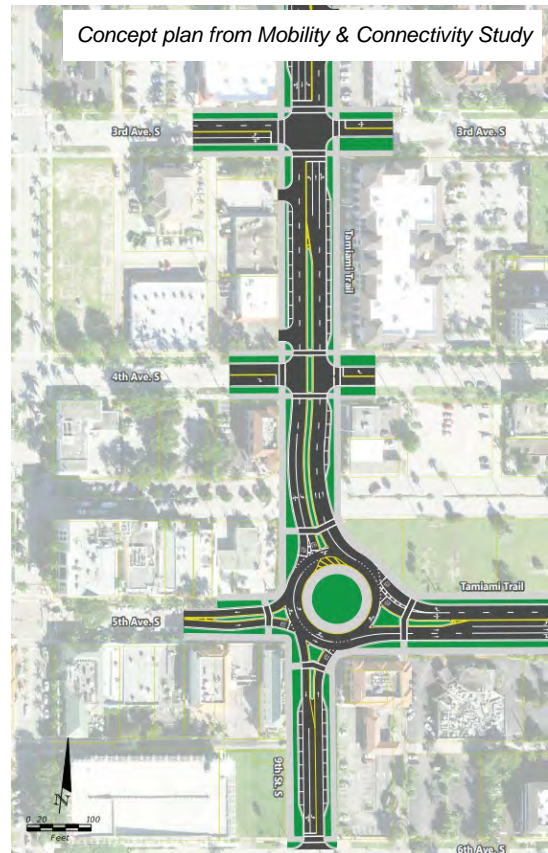
The “Casita” features an accessory dwelling in the front yard



Leverage “value capture” from public investments along US-41 to cross-subsidize housing units with mixed-use and mixed-income development.

In the coming decades, US 41 will become the target of significant public reinvestment as entities such as the Florida Department of Transportation, Collier County, and City of Naples transition this corridor from a car-centric arterial to a walkable, multimodal, and placemaking asset. The Downtown Naples Mobility & Connectivity Study (2017) and Collier MPO 2045 Long Range Transportation Plan (2020) indicate numerous opportunities for major improvements along US 41, particularly at its intersections.

As a result of these public investments, nearby land values will inevitably increase, and the private sector will respond with redevelopment. Through various ownership models (such as City/CRA and/or Land Trust acquisition) and incentive programs (such as height and density bonus for affordable units), the City of Naples can leverage the increase in land value to subsidize new affordable housing units.



TPOLOGIES

This section presents a series of housing products the CRA might expect to see with revisions to their Land Development Code. In some instances, these products are already relatively common throughout the CRA (and Naples broadly) as they were built prior to the adoption of the modern Code (circa 1990). In other cases, these are products found in housing markets that serve a broader base of housing needs (unit sizes and locations) *and* value lower-scale residential development. Estimates for the potential units added are specific to certain character areas and assume build-out over multiple economic cycles.

The Laneway House (potentially adds 30 – 80 units across the CRA's Suburban Residential areas)

The laneway house is a single unit that addresses the alley or "laneway", to the rear of the primary unit which addresses the local (or primary) street at the front. The laneway unit may share lots with the primary unit or the lot can split into two fee simple tandem lots. The laneway unit may attach to the primary unit, or it may detach, providing an area for open space between both units.

The laneway house is an effective typology for adding gentle density to the CRA's suburban residential areas because it preserves the neighborhood's prevailing form and scale along the primary street, while making more efficient use of the alleyways. There is precedent for laneway housing in Naples to great effect, particularly in the urban neighborhoods in and around the CRA.



The Duet (potentially adds 200 – 300 units across the CRA’s Suburban Residential areas)

The *Duet* (two attached units, side-by-side) is a simple typology for adding incremental density to suburban neighborhoods. The *Duet’s* form and scale can easily mimic a single unit detached neighborhood character. Like the *Laneway*, the *Duet* provides the flexibility for a fee-simple ownership model (two distinct properties and owners) or a unified ownership model in which a homeowner can live in one unit and rent out the other unit to help offset mortgage expenses.



Side-by-side Duet units, Winter Park



Front-Back Duet units, Orlando

Stacked Flats (potentially adds 800 – 1,200 units across the CRA’s Urban Residential areas)

The *Stacked Flats* is a stacked multiplex, typically two or three distinct units stacked on top of each other. A common internal and/or external stairwell provides access to each unit and can include an elevator as well. The *Stacked Flats* typology allows for a condominium ownership model (two or more distinct homeowners overtop a commonly owned property) or a unified ownership model in which a fee simple homeowner can live in one unit and rent out the other units to help offset mortgage expenses.



Triple Decker, Boston, MA



Stacked Flats (Orlando, FL)

The Townhome
 (potentially adds 700 units across the CRA’s Urban Neighborhood areas)

Townhome products would emulate the density built back in the 1980s (~18-22 du/ac) which is double the prevailing density of new builds in today’s urban residential areas. Vehicle access within alleyways can help preserve the pedestrian realm along primary streets and adequate front yard/streetscape spacing can ensure that ample tree canopy is able to mature. Behind tree canopy, architectural detail is less important, which can help save on production cost.



The Low-Rise Complex
 (potentially adds 1,200 – 2,700 units across the CRA’s Urban Neighborhood areas)

The low-rise complex offers a range of unit types and sizes that fit together around common spaces. Unit mix can include studios, one-bedroom, two-bedroom and three-bedroom apartments, as well as for-sale and for-rent units. Smaller units demand fewer parking spaces, making more room for housing or amenities. As with the townhome typology, low-rise complexes can include ample tree canopy along primary streets.



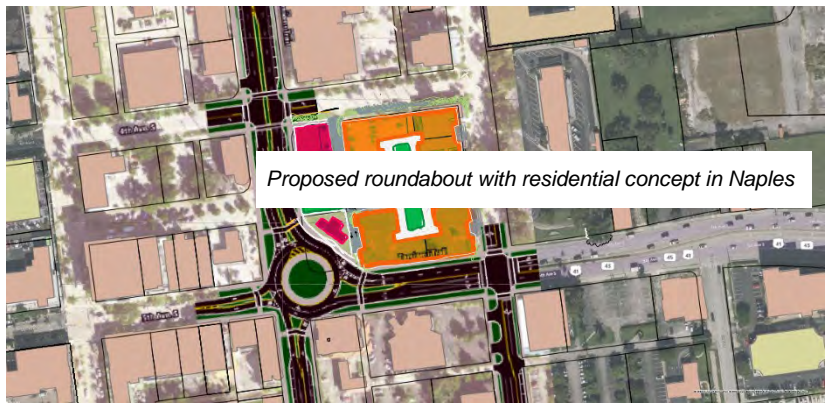
New low-rise complex development was common in Naples during the 1980s however modern zoning codes limit the viability of these development types today. Reintroducing this housing type to Naples’ urban residential areas can help restore missing housing stock in walkable, well-served districts.



Habitat for Humanity Collier County is building a low-rise product called *Songbird*, in 2022. These are two-story, 8-unit structures with 3-bed/2.5 bath units.

Mixed income, mixed use, midrise complex (potentially adds 1,000 – 1,400 units across the CRA’s Urban Corridor, Redevelopment, and Gateway areas)

This typology allows for the greatest opportunity to capture value from public investments made to intersections and other infrastructure items. A mix of uses optimizes the property to take advantage of the highest and best use while the mixed income offers the potential to cross-subsidize workforce housing.

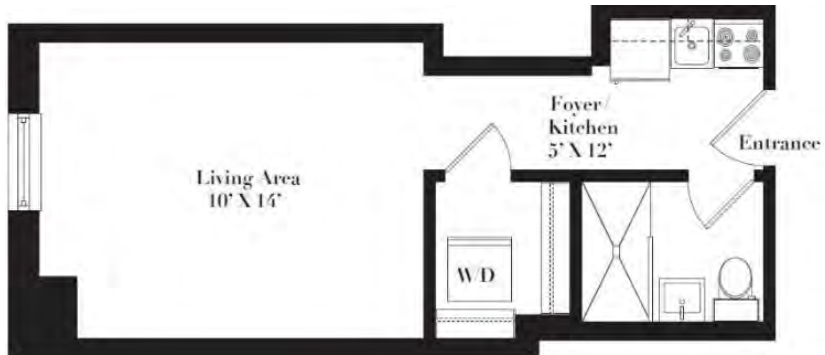


Micro-apartment / Hotel conversion (potentially additional 600 units to midrise complex above)

Micro apartments are typically no larger than 300 square feet, studio (or 1-bedroom) units.

This typology aims to meet the needs of single-person

households looking for affordable housing near jobs and city amenities. Habitat for Humanity of Collier County has also indicated a great deal of interest for these unit types from single seniors and veterans. This is particularly pertinent for hotel conversions where rooms are already appropriately sized.



Micro-apartment (320 sq. ft.), Chicago, IL

RECOMMENDATIONS

Establish a "CRA Overlay District" that enables the short- and long-term strategies listed above.

The City's Comprehensive Plan provides flexibility within the Community Redevelopment Area, particularly for supporting workforce housing (Vision Plan Policy 12-1). The City can leverage these policies to establish an overlay district that relieves regulatory burdens that constrain potential housing supply in the CRA. Once tested within the CRA, the City may find value in expanding this district, or applying its rule modifications to other districts throughout Naples.

1. Measure residential density using *Floor Area Ratio (FAR)* in lieu of *Dwellings per Acre (DU/AC)*. **[Applicable to all target areas and typologies]**

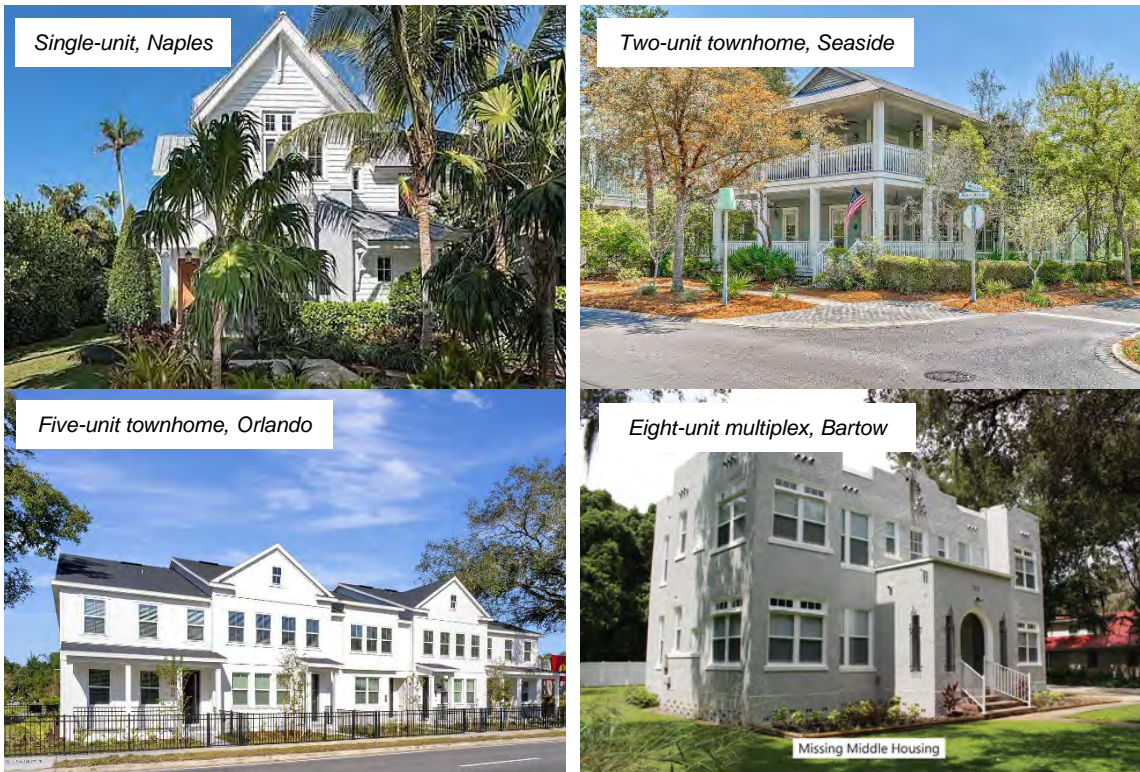
People do not perceive *dwelling units per acre (DU/AC)*, rather they perceive the form and activity of a development, such as building height, mass, placement, and use. DU/AC requirements inadvertently incentivize builders to increase the size of each unit to meet pro forma goals, which drives up the per unit cost of housing. By using Floor Area Ratio (and other form-based controls such as building height) to control density, developers can decide how to maximize floor area to provide the number of units and unit sizes that the market demands, without imposing upon the neighborhood with an unexpected building form.

For example, new developments within the CRA's urban and suburban areas average between 0.46 and 0.54 FAR. These are large floor area ratios for single-unit developments, but moderate ratios for three-, four-, and even eight-unit developments. The CRA overlay district should allow a variety of unit types and sizes so long as their form and scale are compatible with the surrounding context – FAR measures can do this.

Similarly, new developments near the CRA's urban corridor and gateway areas average about 1.7 FAR (such as Naples Square) but achieve densities less than 30 dwellings per acre – limited by the code and parking requirements. Housing developments that adhere to FAR maximums, rather than DU/AC maximums, can mix in more, smaller units – including micro apartments.



Each of these properties are developed at a 0.5 FAR (or less)



2. Measure parking requirements by *number of bedrooms* in lieu of *number of units* **[Applicable to all target areas and typologies].**

Minimum parking requirements typically force the provision of more parking spaces than what a district may need, reducing land use efficiency, and increasing the price of housing. This is particularly true where parking standards are indiscriminately applied to residential units without regard to their size. Moreover, today’s parking requirements do not recognize that the CRA is the most walkable area in the city and enables many households the ability to have one or fewer automobiles.

Naples’ land development code requires two parking spaces per residential unit (and in the case of multifamily, an additional requirement for “guest” spaces). Although a smaller unit may have a lower parking demand, the Naples LDC requires that these units provide the same number of spaces as the larger units. The Naples CRA can “right-size” parking requirements by shifting from a *per unit* to a *per bedroom* standard of measure.

For example, new single-unit development within the CRA average 4 bedrooms per unit and new multi-unit development average 2 bedrooms per unit however both unit types require a minimum of two parking spaces. In effect, the *per-unit* parking requirement is twice as burdensome on the multi-unit compared to the single-unit. Single units are

parking at approximately 0.5 spaces per bedroom and multi-unit developments should be permitted to pursue the same standard.

Application: The CRA overlay can right-size the minimum parking requirement by switching to from a *per-unit* to a *per-bedroom* standard.

3. Reduce dwelling size requirements **[Applicable to all target areas and particularly applicable to Accessory Dwelling and Hotel Conversion units]**

Minimum dwelling unit sizes are necessary for assuring habitable units. Florida Building Code requires a minimum dwelling size of 120 square feet. Beyond this, FBC considers dwellings to be of habitable size. Communities that choose to further increase minimum dwelling size requirements tend to exclude people who would choose to live in smaller unit sizes, especially single-person households (which are increasing in frequency). Naples' code specifies minimum dwelling sizes based on housing type (one family and two family 1,000 sq. ft. and three family 600 ft). This requirement, compounded by additional requirements for maximum lot coverage and minimum lot size, adds to the challenge of reaching the maximum allowed density.

In some cases, multi-unit developments built before 1990 (when the modern LDC was adopted) do not meet the minimum dwelling size requirements and therefore would be prohibited if built today.

Application: The CRA overlay should conform to minimum dwelling sizes promulgated by Florida Building Code.



Built in 1956, this Naples apartment includes units that are 530 sq. ft.



Built in 1974, this Naples apartment includes units that are 540 sq. ft.

4. Reduce lot size requirements **[Most applicable to Urban Neighborhoods; Townhome typologies]**

Zoning ordinances often justify the use of minimum lot size requirements as a means for ensuring that lots are buildable. Paradoxically, minimum lot size requirements legally render many lots unbuildable, particularly in infill conditions where lots are more likely to have size irregularities or are smaller than the minimum standard.

Minimum lot size standards force inefficient use of land, particularly when these standards reflect a preference for suburban development. For example, Naples' multifamily district (R3-12) requires a minimum lot size of 6,000 square-feet, precluding the development of modern townhomes and other small-scale multifamily products. Building codes, height, and size standards as well as market preferences will drive safe and logical lot sizes. Beyond that, the land development code does not need to dictate this standard.

5. Increase height limits **[Most applicable to Gateway, Redevelopment Areas, Urban Corridor; Mixed-use/Mixed-Income Mid-rise Complexes and Micro-apartment typologies]**

Naples LDC limits most development form to no taller than three stories. While this limitation is suitable for suburban neighborhoods, this is a very restrictive requirement for the urban corridor (US 41) and reinvestment areas. Planned Development ordinances in the Downtown do allow for greater height, however the PD process can be onerous. Except where potential flight paths pose a conflict, building heights standards within the urban core and corridors should allow for at least six stories (measured in floors, rather than feet to allow for building variation). This follows a form-based approach that emphasizes building scale and form rather than prescriptive use. Building placement and design standards can help assure a human-scale street presence. Six story buildings are on the low side of what typical midrise buildings can be. One of the major benefits of mid-rise buildings is that they can support a vertical mix of uses (often non-residential on the ground floor with residential, office, and/or lodging on the upper floors). Midrise buildings frame the street while still allowing adequate sky view and sunlight. A broad increase of building height allowance in the Central Urban Core will help catalyze vibrant, walkable neighborhoods that meet the needs of core dwellers.

6. Expand *accessory dwelling unit* allowances **[Most applicable to Urban and Suburban Neighborhoods; Laneway House, Duet (side-by-side & stacked), and Townhome typologies]**

Accessory Dwelling Units (ADUs) are smaller, independent residential dwelling units located on the same lot as a stand-alone (i.e., detached) single-family home. ADUs go by

many different names including accessory apartments, secondary suites, garage apartments, and granny flats. Allowing accessory dwelling units throughout the CRA is a straightforward way to increase housing supply without altering the existing character of a neighborhoods.

Naples' Land Development Code allows for "Guest and Cabana" units up to 400 square feet in habitable living area but restricts these units from including independent cooking facilities. The CRA overlay should simply modify this to allow units to include independent cooking facilities and allow units up to 600 sq. ft.

7. Allow tandem lot splits **[Most applicable to Suburban Neighborhoods; Laneway House, Duet (side-by-side & stacked) typologies]**

Naples can add conditions to R1-7.5 district standards to allow all legally conforming lots to tandem split or split into smaller lots that still present as one from the primary street. The rear lot is intended to address the laneway with a separate dwelling unit (detached or attached). Required minimum setbacks from tandem line should not exceed 7.5 feet. Consideration should be given to reducing the laneway setback to 10-feet to allow greater buildable area.



8. Reduce setback requirements **[Most applicable in Urban Corridors, Urban Neighborhoods and along alleyways; all typologies]**

Setbacks historically played a role in separating buildings to accommodate human waste removal, fire prevention, and access to utilities. Today, technological advancements render many of these historic rationales for setbacks superfluous and instead setbacks tend to reflect visual preferences for a specific pattern and frequency of building form. Naples' setbacks for zoning districts within the CRA render a sizable portion of each property unbuildable.

There are instances, particularly in Naples' urban and alleyway contexts, in which reduced setbacks will enable greater flexibility for providing adequate housing while also enhancing the public realm. For example, "build-to" lines in places like Seaside and Laureate Park help frame the street and provide a sense of safety and public surveillance.

Building placement in Seaside helps frame the public realm and abundant tree canopy softens intensity of development.



CONCLUSION

This memo provides recommendations for relieving regulatory burdens that make it difficult to produce affordable housing and offers targeted strategies for advancing affordable housing in the short- and long-terms. With a CRA overlay that relieves regulatory burden, the City is better suited to layer in workforce housing supply.



POLICY RECOMMENDATIONS

The recommended changes to code, and the strategies and types of homes these make possible, work in concert with other policies to encourage the preservation and creation of homes that fit a wider range of budgets.

Incentivizing Solutions

These code and policy enhancements should be available primarily or only to development that makes a substantial portion of units available to income-qualified households; otherwise, they will only serve to create more luxury units in different sizes and configurations, not accessibly-priced homes. These developer benefits should be available by right, with potential financial subsidies clearly delineated, and such projects should be expedited, to lower risk, costs, and timelines for both new and rehab development projects.

These recommendations are divided between those primarily applicable to the rental market, and those primarily serving the homeownership market.

Homeownership: Why Prioritize?

While every household will likely not all become homeowners, especially in a market as expensive as Naples, this remains a principal goal whenever possible:

- Homeowners have largely fixed their housing costs with a fixed mortgage payment, while tenants' rents will go up almost every year
- Homeownership helps households build wealth in ways that renter households cannot
- This household wealth provides savings for retirement, and much greater resiliency in the face of a medical emergency, job loss, or other unexpected circumstance
- Neighborhoods with higher homeownership rates tend to have better social outcomes
- Students in homeowner households generally change schools less, and often have better academic outcomes
- Workers who own rather than rent their homes tend to have lower turnover in their jobs, benefiting local businesses

Homeownership: Opportunities

Homeownership strategies in Naples will be most likely to succeed in configurations like duets, tandems, stacked flats, townhomes, and condominiums, rather than single-family detached homes. All of these strategies have in common the benefit of lowering the land cost per unit of housing, the single largest cost of development in the CRA. All of these can work in a land trust structure as previously described.



Homeownership: Shorter Term

We recommend several homeownership tactics in the shorter term:

1. Land trust strategies. These will likely require subsidy of at least \$100,000 per home to make these homes affordable to the first homebuyer, and to each future homebuyer, without additional future subsidy.
 - a. *Vacant Lots*. Acquire any reasonably priced vacant parcel and place it in trust. Allow for construction of newly-approved typologies (tandem, duet, stacked flat, possible Accessory Dwelling Units, e.g.) on these lots, creating two or more homes on a single lot to be sold as permanently affordable land trust homes to income-restricted buyers. Development should be overseen by the land trust, working in partnership with strong nonprofits like Habitat for Humanity and/or with local homebuilders.
 - b. *Existing Homes*. Acquire and rehab homes that become available at reasonable prices; consider adding ADUs as appropriate. Place these homes in the land trust, which again will oversee the rehab, and then resell them as permanently affordable for income-restricted buyers.
 - c. *Homebuyer-Directed*. Create a homebuyer-directed land trust program, where the CRA offers a set amount of funding toward a home purchase for income-qualified homebuyers in exchange for placing the purchased home in trust and keeping it permanently affordable.
 - d. *Co-op Structures*. Limited equity co-ops are another tool primarily for multifamily buildings that can be combined with a land trust permanent affordability strategy. Specialized resources are available via Capital Impact and the National Cooperate Bank among others.
2. Rehabs for existing income-qualified homeowners, mostly seniors, will help people stay in their homes longer. A program like this could include necessary repairs; energy and water efficiency improvements; storm resiliency modifications; and also retrofits for safer aging in place, like ramps, grab bars, etc. Current state dollars that typically fund such programs have caps on home value that limit their usefulness in Naples, but local dollars could be used, while also trying to work out a variance in the state program to allow for the unusual market conditions in Naples.

Homeownership: Longer Term

And to support homeownership in the longer term:

1. Use the land trust for land banking and assembly opportunities. At a neighborhood scale, even two lots together could allow for five small villas or townhomes, a 25% improvement over two lots each with duets for four units total. With larger parcels, similar benefits for unit count can be possible, as well as creating better parking, drainage, greenspace and other options.
 - a. Publicly-owned surplus land
 - b. Land from code, tax, condemnation proceedings
 - c. On- and off-market acquisitions



2. Create or strengthen financial literacy, homebuyer education, housing counseling, and down payment assistance programs to help more households move from renting to homeownership.
3. Apply internal subsidy strategies.
 - a. At a neighborhood scale, this could mean assisting a homebuyer to purchase a new duet and live in one unit while renting out the other to cover part of their mortgage on the whole property. This may require working with banks to identify appropriate lending products and underwriting; larger banks are likely doing this in other markets nationally and can bring that expertise to bear locally. Local banks may also be interested.
 - b. At a larger development scale, this would mean developing mixed-income projects, where some units are sold at market prices, while others are set aside for income-restricted buyers within the land trust, so a doctor might select a more luxurious unit; a teacher, a more modest one, and the profits from the market-rate units subsidize the cost of the restricted ones.
4. In some cases, acquisition of a rental property portfolio may provide suitable opportunities for land trust income-restricted homeownership
5. Consider long-term resiliency and sustainability factors in investment, especially in low-lying neighborhoods
6. Discourage investor purchases that will convert homes from owner-occupied to rentals, removing them from the pool of homeownership. The CRA has limited tools with which to do this, as of course buyers are entitled largely to do what they please with homes they buy on the open market, but can certainly avoid providing funding and upzoning incentives to such purchases.
7. Utilize the new Florida Hometown Heroes program as it is developed.
8. Assess the number of properties with Heirs Property issues, and address these to help longtime residents remain homeowners.

Rentals: Needs

Especially in a housing market as expensive as Naples, there will always be a need for rentals at prices affordable for seniors and for the lower-income strata of the workforce. Phases 1 & 2 of this study identified several specific gaps to address:

1. The dwindling number of rentals priced affordably for the lowest-income renters
2. Lack of senior housing
3. Low inventory of right-size units for the large number of 1-2 person households

Rental inventory in the Naples CRA will never be enough to meet all the demand, but many strategies, especially in combination, can begin to address some of the need for more supply at more attainable prices, with resulting benefits of workforce stability and lower turnover; better quality of life for families and expected increases in student achievement; decreases in traffic and congestion caused by the large number of commuters. Rentals that are priced affordably and stably can also help some renters up the ladder of financial capability, allowing them to save for



a down payment while taking financial literacy and homebuyer education classes, and working toward the goal of eventual homeownership.

Rentals: Opportunities

Rental strategies are most likely to be workable for commercial (apartment/townhome) and neighborhood (duet, stacked flat, quad) multifamily and for various types of Accessory Dwelling Units (ADUs).

Rentals: Shorter Term

In the shorter term, we recommend these tactics:

1. Look for every opportunity to buy and hold existing Naturally Occurring Affordable Housing (NOAH). The cost of buying these units, including rehabs when needed, while likely to be expensive, will still almost certainly be lower than the cost of new construction. This could include anything from a single-family rental to a rental portfolio or an existing apartment complex.
2. Create an ADU program that includes pre-approved plans, fast-track permitting, and financing options. These units can meet needs for households with an older family member or one with a disability, and also provide an excellent stock of lower-cost rentals in the long-term for local workers and lower-income retirees.
3. Enforce the short-term rental ordinance. While this may not result in a large number of new affordably-priced long-term rentals within the CRA, as many such units are either luxury-priced units and/or only available seasonally while their owners are not in town, this tactic would have a very low cost for any units it does yield.
4. Promote housing stability for renters. Evaluate City rental and utility assistance programs, and be sure they are well-connected with free legal aid, also perhaps supported by CRA funding. Housing stability is good for the household, and also for the workforce, at a relatively low cost.
5. Create a local workforce/retiree voucher program to cover rental affordability gaps. People spend years on the federal housing voucher waiting list; in a market as expensive as Naples, especially faced with rising lease rates at Gordon River Apartments, for example, a small amount of assistance targeting existing local renters could also provide housing stability. A program creating 100 vouchers @ \$250 per month would cost \$300,000 per year – a not insignificant cost, but reasonable while working on other longer-term solutions.
6. Explore a partnership with the Housing Authority on property management, vouchers, renter education, and other programs, where their expertise and existing systems could be leveraged.



Rentals: Longer Term

Over the longer term, these approaches can help with the preservation and development of affordably-priced rentals:

1. For new development and appropriate rehab projects, prioritize the most critical needs identified by Phase 2 of this Housing Affordability Study: studio and 1BR units for 1-2 person households, and housing appropriate for lower-income seniors that is affordable, physically accessible, and outfitted for safe aging in place.
2. The CRA can directly secure or fund a land trust or other nonprofit to secure a purchase option or right of first refusal on NOAH rental properties, especially multifamily or significant single-family rental portfolios. These should be structured to give sufficient time to act, given the timelines of public participation in the actual acquisitions/rehabs.
3. In projects that are redeveloping existing occupied units, to replace aged buildings or improve utilization of the parcel, phased redevelopment with temporary accommodations for current residents should be used to reduce displacement.
4. Development incentives for new construction and acquisition/rehab:
 - a. Should allow for tiering (progressively larger incentives for more affordable units and deeper affordability levels) and mixing of various incentives to encourage creative solutions that are fiscally sound
 - b. Should require permanent or very-long-term affordability
 - c. Should include:
 - i. Density / Floor Area Ratio (FAR)
 - ii. Setbacks
 - iii. Height
 - iv. Design parameters
 - v. Parking requirements
 - vi. Permit and impact fee waivers or rebates
 - vii. Tax rebates
 - viii. Financial subsidies
5. Consider elevated energy and water efficiency, solar-ready construction, electric-vehicle-ready construction, and other sustainability features that reduce resident utility bills, especially for the lowest-income renters
6. Look for opportunities to convert hotels and motels, especially older stock, to long-term affordable rentals. Two approaches are typically used in such projects:
 - a. 1:1 conversions, where a single room becomes a small studio efficiency apartment.
 - b. 2:1 conversion, where two rooms are joined into a single 1BR apartment.
 - c. In the case of older walk-up buildings, ground floor units can be particularly well-suited to seniors, with stepless entries, grab bars, and other features, when rehabbed appropriately



7. Modifications to code to allow for redevelopment of residential over retail, office, and other commercial uses can provide workforce-targeted units whose residents are employed by nearby businesses. Such approaches should particularly consider minimizing parking requirements for these developments, and allowing minimal or no resident street parking, with substantial fees when allowed, and encouraging these residents to go car-free or use the garages to reduce parking congestion for business patrons.
8. Apply internal subsidy strategies.
 - a. At a neighborhood scale, this could mean allowing for gentle neighborhood density like a 2-up/2-down building with the footprint and design of a single-family home, perhaps with a single front door and interior stairs, as an incentive for one unit rented to a very-low-income (<60% AMI) tenant, or two to low-income (<80% AMI) tenants, with the rest at market rate, where the market rate rents will compensate for the lower affordable rental unit(s).
 - b. At a larger development scale, this would mean developing mixed-income projects, where some units are rented at market prices, while others are set aside for income-restricted renters. This approach can lower the subsidies needed to create affordable units. Various affordability ranges can be combined within buildings, or separated between market and affordable buildings.
9. Microunits are untested in the Naples market, but have found strong acceptance in other high-price areas. Typically, these buildings have very small residential units, targeting 1-2 person households, with extra shared amenities like coworking space, a coffee shop or restaurant, lounge areas, etc. The smaller footprint per unit is a very efficient use of expensive land, so rents can be lower, sometimes without external subsidy.

Tools that work for both Homeownership and Rentals

Some tactics are equally suitable for both homeownership and rental projects:

1. Consolidate City (and other public entities, where feasible) functions to free up land for affordable housing development. This is a long-term strategy, but the City owns significant parcels of land that could be redeveloped, either by building new City facilities to maximize usage of sites, or renting space commercially, to free up existing underutilized sites.
2. The Florida legislature has newly allowed municipalities to easily rezone underutilized commercial & industrial land for affordable housing. These opportunities should be assessed in the CRA.
3. Look for programs and projects that avoid or minimize protests from neighbors.
 - a. Development in commercial areas
 - i. Redevelopment of commercial with residential over retail and office uses
 - ii. Hotel / motel conversions
 - iii. Newly-allowed rezoning of commercial and industrial parcels
 - iv. Redevelopment of current City functions for housing
 - b. Redevelopment at existing affordable housing sites



4. Consider inclusionary housing policies that require percentages of units at varying income levels be included in all developments, with provision for developers buying out of this requirement. This should particularly be applied in cases where any upzoning or other variance is requested, as such changes create substantial economic benefit for the owner, and the City may reasonably require a counterbalancing public good as well. The Grounded Solutions Network provides a very helpful inclusionary housing calculator at <https://calc.inclusionaryhousing.org/ihc/>
5. Support capacity building investments for local nonprofits and businesses, especially MWBEs, that serve this market: small developers, construction, rehab and repair, land trust, financial literacy and housing counseling programs, property management, social services, etc. This might mean both direct ongoing support, and/or fees for services at rates that help build organizational strength and capacity to better serve these households and communities in the challenging Naples market.

COMBINING THE TOOLS:

Many of the strategies and typologies outlined in the GAI technical report, and those in this policy report, can and should be combined to reach the goals of preserving and developing more homes, for sale and for rent, accessible across a wide range of incomes and life stages and circumstances.

Some examples will illustrate a few of the myriad possibilities:

1. CRA acquisition of vacant lot + land trust + code changes to allow for-sale duets = 2 moderate-income affordable homeownership opportunities. Adding an ADU in the back yard adds another affordable rental unit also
2. Repurposed City land + affordability-restricted bonuses (density, parking, setbacks, unit size) + studio/1br small household target = workforce mini apartments
3. Donated land + land trust + internal subsidy + affordability-restricted bonuses = mixed income for sale townhomes with some units affordable for homebuyer in ranges like 80%/100%/120%/140% AMI, balanced by a substantial number of market-rate units

CONCLUSION:

It was the best of housing times: Naples is a wonderful place to live, with a quality of life that is the envy of communities around the world.

It was the worst of housing times: the prices in Naples match the desirability, and that creates difficulties for those who work in the area to find a place to rent that fits their budget, much less an opportunity to buy a home, put down roots, and share in the American dream. The circumstances are especially compelling for those who dedicate their lives to serving the community – nurses, teachers, first responders – and for those who lived and worked in the City for many years, but now are being priced out of the community they have long called home in their retirement.



We deliver this final report to the CRA Board, the residents, and the workforce with confidence that we have assessed on many levels, the technical, the policy, the human, and provided many tools with which you can address these challenges.

Housing for Naples is challenging and complex – but it is not impossible. To truly change the trajectory of housing will require robust use of this report’s tools in the toolbox, large and adaptable policy incentives, and substantial investment of capital, to set and drive this agenda.

Doing so will serve as an example and inspiration for many other places around the state and the country with similar challenges.

The task before you now is to make the difficult choices that will turn these recommendations into actual homes. It will require a deep commitment to hearing from all stakeholders, and then making tough, sometimes unpopular decisions that strike the balance between preserving the charming character of the City, and the burgeoning population and rising prices.

Change is inevitable – and the work ahead of you now, with these reports in hand, is to steer that change to create an ever-brighter future for Naples.

About the Partners





At Bright Community Trust, we envision a future where everyone lives in a safe and healthy home in a great neighborhood; close to good jobs, schools, and other essentials; at a price that fits comfortably in their budget.

Bright leads the development of regional strategies to address housing access, affordability, and equity and related community development challenges through a holistic approach that includes data and policy assessment, real estate development, land trust stewardship, homebuyer education and counseling, community engagement, and eviction and foreclosure prevention.

Bright Community Trust was founded in 2008 as a 501(c)3 nonprofit as a subsidiary of the Housing Finance Authority of Pinellas County. Bright became an independent entity in 2013 as its work expanded to serve other communities around Tampa Bay.

Bright stewards over 500 affordable rental units, and has developed over 100 single-family homes for first-time income-qualified homebuyers, and is also a HUD Certified Housing Counseling Agency. Bright has become a resource for local governments and other for-profit and non-profit developers, and has presented for the Florida Housing Coalition, the Federal Reserve Bank of Atlanta, and numerous other conferences and media events locally and nationally.

Because of this deep experience, in 2017, Bright was invited to provide technical expertise to a task force convened by the Central Florida Foundation to consider a land trust strategy for the historically Black Parramore neighborhood in downtown Orlando. Bright's counsel to address housing access, affordability, and equity at a regional scale, while engaging deeply with marginalized neighborhoods like Parramore and others in the region, led to the creation of the innovative Central Florida Regional Housing Trust, since renamed housd, that launched in early 2020 under Bright's management.

Bright formed and began launching a Southwest Florida regional housing trust just before the pandemic and is beginning to scale up work in the region, and is launching in North Central Florida later this year.

Frank Wells
President
Bright Community Trust, Inc.

Frank Wells is a lifelong entrepreneur, founding several successful businesses, including World Power & Water, which developed technology for infrastructure-scale ocean-based production of electricity and clean water and raised over \$100,000,000 in project funding commitments, and the Venture House social enterprise project, creating low-cost housing options to attract and retain entrepreneurs, artists, and social innovators while improving target neighborhoods and creating jobs and community impact. Frank is a graduate of Leadership St Pete, Leadership Tampa Bay, Leadership Orlando, the statewide Wedgworth Leadership Institute for Agriculture and Natural Resources, and Leadership Florida's flagship Cornerstone program, and has served on numerous boards and community groups, including USF St Pete's Entrepreneurship Advisory Board, Your Real Stories, The Collective, and chairing the grand opening gala for the Chihuly Collection, among many others. Frank currently serves as Chief Impact Officer for Bright Community Trust, solving the critical need for good, safe, healthy homes within financial reach for every individual and family across Florida.

Frank Wells

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Bio Sketch

Frank Wells has spent his career in both the nonprofit and for-profit sectors, committed to innovative solutions, advanced leadership and collaborative strategies that solve complex problems. A proven leader from an early age, he earned his Eagle Scout award at age 13; later, he was selected by his 45 fellow leaders as President of his class of Leadership Tampa Bay 2010. In business, he built World Power & Water from a sketch on a legal pad to a 9-figure funding commitment in less than 5 years. Today, Frank is applying his vision for innovative solutions, collaboration and leadership to address housing affordability and jobs, business and economic growth in regions around Florida. “If networking were an Olympic sport,” said Frank, “I’d be a favorite to medal for Team USA – and I love to put that network to work collaboratively, so we can all achieve greater success in our endeavors.”

Education/Credentials

LEADERSHIP CREDENTIALS

- Leadership Florida Cornerstone Class XXXVII (2018-2019): The flagship program of the premier statewide leadership network
- Leadership Orlando (2016-2017): 7-county Central Florida leadership development program
- Wedgworth Leadership Institute for Agriculture & Natural Resources (2013 – 2015): Two-year leadership development program, 55 program days, including 2-week national leadership trip and 3-week international leadership trip. One of 30 selected statewide for the program.
- Gazelle Lab Business Accelerator: TechStars network affiliate - National Business Incubator Association member
- CEOspace Free Enterprise Forum: Graduate (6x) High-Growth Company Leadership, Entrepreneurial Leadership, Capital Formation & Fundraising, IP. Classes 706, 906, 1206, 307, 507, 709
- Center for Creative Leadership / Leadership Development Institute (2010): Leadership Development Program. Flagship leadership development program of the Center for Creative Leadership, training emerging senior leaders
- Leadership Tampa Bay (2009 – 2010): Regional leadership development program
- Leadership St. Pete (2008 – 009): City leadership development program

UNIVERSITY OF SOUTH FLORIDA | ECKERD COLLEGE | ST. PETERSBURG COLLEGE | FULL SAIL UNIVERSITY

- Music Composition, Conducting, Digital Music Production, Recording Engineering, Electrical & Computer Engineering

Skills & Achievements

LEADERSHIP

- Business and nonprofit innovation consulting; dedicated to futuristic thinking and resource development within communities, region and state-level for economic and environmental progress. Graduate of

INNOVATION

- Created the award-winning Venture House program that incubates entrepreneurs and artists as economy drivers and job creators and matches them with a creative affordable housing solution to the benefit of low to moderate income communities. Developed a strategic initiative for a comprehensive Regional Affordable Housing Solution Collaborative spanning Central Florida.

ACHIEVEMENT

- Build capital and lead a great development team to cultivate a 35% increase in Bright Community Trust annual budget from multiple funding sources, including a \$250,000 grant from the Coalition for a Healthy St. Pete among several others. Fostered strategic partnerships across Central Florida to expand Bright Community Trust initiatives, growing it from a county-wide program to a regional partnership with exponential impact on affordable housing solutions.

MANAGEMENT/OVERSIGHT

- 20+ years leading internal and external teams, including project management, direct staffing, multiple contractors and cultivating strategic external partnerships. This has led to billions of dollars in energy partnerships, leading a county-wide multi-million-dollar program in a regional/Central Florida expansion. to leverage resources and dramatically increase impact on affordable housing solutions.

Experience

CHIEF IMPACT OFFICER | BRIGHT COMMUNITY TRUST | JAN 2018 - CURRENT

- Strategy. Resources. Connections. Developing diverse revenue streams and integrative, collaborative partnership strategies. Solving housing needs with innovative regional-scale solutions from Florida's leading land trust and community development enterprise. Integrating the personal, neighborhood, municipal, and regional in a comprehensive regional plan encompassing data, policy, funding, sustainability, communications, and organizational capacity, from door-to-door outreach and engagement, to housing, workforce and economic development, to a \$100 million regional housing impact fund.

FOUNDER | VENTURE HOUSE | DEC 2013 - CURRENT

- The vision of Venture House is a City that is a magnet for entrepreneurs and artists, with strong housing stocks in thriving neighborhoods, with an abundance of good jobs and a flourishing economy. | Our strategy is to take boarded vacant houses, those in foreclosure and other problem properties, one small cluster of 5-10 houses at a time within a target neighborhood in need of fresh energy and rehab them (including a big sweat equity contribution) to provide affordably-priced housing for local entrepreneurs and artists who will commit to live there and create jobs and enhance the culture in our City and be involved in their community. | Venture House was the winning pitch (out of 39) at the 2013 St Pete Impact Forum, and has been covered in media locally, nationally and in Canada, the UK and Denmark, including a feature story in Fast Company online. | Venture House now operates as a program of Bright Community Trust.

CHIEF EXECUTIVE OFFICER | WORLD POWER & WATER | MAY 2007 - 2017

- Strategy. Resources. Connections. Solving housing needs with innovative regional-scale solutions from Florida's leading land trust and community development enterprise. | Large-Scale Domestic &

International Projects | World Power & Water develops renewable energy, fresh water and other sustainable resource projects for utility companies, government entities, international development agencies and others. | We're particularly successful matching infrastructure needs with technology solutions with fundable deal structures: everyone loves sustainability when it's also bottom line profitable. | We have deep contacts in both established commercial players and emerging technology companies, as well as expertise in project financing, development, policy and other key fields. | How can we work together to build a project that's great for the planet - and great for the bottom line?

Selected Volunteer & Community Engagement

- **Leadership Florida:** West Central Region, Events Chair 2019-2020
- **St Petersburg Area Chamber of Commerce:** CEO Search Committee
- **St Petersburg Mayor Rick Kriseman:** Transition Team
- **Leadership St Petersburg:** Planning Committee
- **Leadership St Petersburg:** Alumni Board
- **Leadership Tampa Bay:** Seminar Chair
- **Chihuly Collection:** Opening Gala Chair
- **UU Church of the Larger Fellowship:** National Vice Chair
- **UU Musicians Network:** National Conference Host and Chair
- **National Association for Civilian Oversight of Law Enforcement (NACOLE):** National Conference Host Committee
- **New Leaders Council:** Advisory Board
- **Warehouse Arts District Association:** Board, Advisory Board
- **Your Real Stories:** Advisory Board
- **Science Center of Pinellas County:** Board, Treasurer
- **Greater Mt Zion African Methodist Episcopal Church:** Member

Traci Blue

Director of Strategic Community Initiatives
Bright Community Trust, Inc.

Traci Blue is a Community Relations Management professional with a passion for working within the Central Florida community and 20+ years of experience in the fields of community relations, public relations, training, coaching, and management. She has spent her career serving in the fields of corporate sports management, government, and non-profit management. She has also served on several non-profit Boards of Directors in the Central Florida community.

She has earned a Certification in Volunteer Administration, which serves as evidence of experience and leadership in the field of volunteer management. She is also a Certified Practitioner of Myers Briggs Type Indicator (MBTI) to facilitate the MBTI as a resource for individuals, groups, and organizations.

Traci D. Blue, CVA

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CAREER PROFILE: Driven professional with 15+ years of leadership experience in the fields of community relations, community affairs, volunteer management, public relations, management, training, leadership development, and coaching and a passion for working within the Central Florida community, as well as strong attention to detail and robust communication skills

WORK HISTORY:

2020-present Central Florida Regional Housing Trust

Director of Strategic Community Initiatives

- Responsible for community outreach and engagement

2018-present Orange County Public Schools

Language Arts Teacher, Robinswood Middle School-

- Responsible for pushing into 6th, 7th, and 8th grade classes to assist selected students with meeting iReady benchmarks and increasing reading levels through use of re-teaching and scaffolding strategies, providing motivation and incentives.
- Supporting ELA teams with After-School Tutoring and Saturday Enrichment.

2013-2018 Heart of Florida United Way

Director, Volunteer Resource Center-

- Responsible for leading the development, implementation, maintenance, and evaluation of volunteer engagement strategies, including relationship building, in-kind donations, sponsorship activities, and event coordination, which aim to facilitate people's active participation in community solutions by focusing volunteer efforts on HFUW's Community Investment strategies.
- Responsible for measuring and reporting activity and relevant outcomes, as well as working with executives, individuals, community-based organizations, businesses, government, and staff to engage citizens in meaningful, quality volunteer roles that make a measurable difference in the quality of life for people in our community.
- Chaired United Way Worldwide Strategic Volunteer Engagement Committee and served on United Way Worldwide Council of Volunteer and Employee Engagement.
- Participated in organization-wide strategic planning process.

2012-2013 Junior Achievement of Central Florida, Inc.

Program Director, JA Academy –

- Responsible for recruiting and retaining students and mentors, establishing and maintaining community service opportunities, executive speaker series participants, internship opportunities, field trips, job shadowing, etc.
- Develop and implement training programs and training evaluation
- Manage program evaluation and measurement
- Oversee development and implementation of recognition programs
- Develop and maintain relationships with key external community leaders and groups, business leaders, resources and sponsorship investments

2010-2012

A Gift For Teaching

Volunteer Manager –

- Managed volunteer recruiting, placement, scheduling, tracking, training, and orientation, etc.
- Filled positions within Free Store and warehouse operations
- Provided volunteers to assist with development, administration and special events
- Wrote columns for AGFT blog spot and quarterly volunteer newsletter
- Provided regular volunteer recognition with minimal budget, including annual volunteer appreciation event
- Managed student community service and court-mandated community service programs
- Utilized volunteers to help ensure that teachers have a positive shopping experience
- Establish and maintain relationships with key community contacts in order to engage community members and organizations in providing supplies and resources for the AGFT Free Store

2002-2009

City of Orlando

Volunteer Program Manager –

- Managed Volunteer Program staff and budget and coordinated volunteer efforts of citizens and employees
- Managed committee of 20+ employee volunteers who organized and executed monthly group volunteer projects and events
- Created and maintained communication section on City intranet to inform staff members of available community outreach/volunteer opportunities
- Served as lead contact for Emergency Support Function 15 (volunteers and donated goods) for the City of Orlando's Emergency Management
- Developed and maintained relationships with multiple community contacts in corporate, non-profit, faith-based and community organizations
- Coordinated several events and projects, such as staff mentoring program with Orange County Public Schools, Mayor's Annual Volunteer Appreciation Reception, Project Homeless Connect, and many more
- Responsible for writing and presenting information, as well as writing talking points for Mayor about the City of Orlando and its volunteer program
- Developed service projects for various groups visiting Orlando for corporate, youth, and faith-based conferences

2000-2002

INROADS/Central Florida, Inc.

Intern Relationship Manager –

- Scheduled and coordinated all intern, corporate, and Talent Pool training
- Coached and advised interns on academic and career issues
- Managed INROADS Student Association and INROADS Alumni Association
- Managed internal database for records and reporting
- Conducted trainings and presentations for interns and corporations
- Planned and implemented various events, including the Annual Awards Banquet
- Produced annual banquet programs, including bios, advertisements, award nominees, etc.
- Managed relationships with local corporate partners/sponsors, local high schools, and Florida colleges

1998-1999

Orlando Solar Bears & Orlando Miracle (RDV Sports)

Community Relations Coordinator –

- Coordinated all community relations programs and events for the Orlando Solar Bears (IHL hockey team) and the Orlando Miracle (WNBA basketball team), including programs such as Reading Is Your Goal, Florida Hospital Ice Pack, Miracle at Midnight, Coach Peck's Kids, and many others
- Worked closely with OMYF staff and programs
- Developed and maintained partnerships with Orange and Seminole county schools, including Partners in Education programs, as well as local and national non-profits
- Served as community relations representative on behalf of both teams
- Miracle and Solar Bears community relations/outreach programs affected over 10,000 Central Floridians per year

1995-1998

Orlando Solar Bears (RDV Sports)

Senior Ticket Sales Representative –

- Sold hockey season tickets and maintained season ticket accounts, both individual and corporate accounts
- Set up and implemented group sales plans and birthday party packages
- Contributed to selling 5,500 season ticket packages for inaugural season

1991-1995

Orlando Magic (RDV Sports)

Assistant Director Publicity/Media Relations Non-Basketball –

- Handled all non-basketball publicity/media relations-including all community relations, promotions, player media, and community relations appearances, and business aspects of the Orlando Magic
- Coordinated marketing and sale of publications and photos
- Wrote and co-edited copy for *Magic Magazine*, team's monthly magazine, *HOOP*, game program, and *Magic Fax Break*, team's bi-weekly fax newsletter,
- Selected and managed staff of interns
- Worked closely with NBA Media Relations and Community Relations staff

1990-1991

Structure

Assistant Manager –

- Assisted in running the daily operations of the business and managing staff
- Maintained good sales performance
- Completed management paperwork
- Created enthusiasm in employees, as well as customers, for the business
- Executed and maintained merchandise displays

PROFESSIONAL/COMMUNITY AFFILIATIONS:

Leadership Orlando, Class 89

Orlando/Orange County COMPACT Board of Directors (Former Chair)

Eckerd Project Bridge Advisory Council Member

Florida Association of Volunteer Resource Management Board of Directors

Council of Volunteer Management of Central Florida member

Florida Civic Advance

PREVIOUS COMMUNITY AFFILIATIONS:

United Way Worldwide Volunteer & Employee Engagement Council member

United Way Worldwide Strategic Volunteer Engagement Committee (Chair)

UCF Alumni Association Board of Directors (Exec. Committee)

UCF Alumni Community Volunteer Chapter (Former Chair)

Orange County Boys & Girls Club Board of Directors (Vice-Chair)

Athlete Connections Board of Directors

Orlando Community Relations Club Member

Orlando Regional Corporate Volunteer Council Board of Directors

2008 Jefferson Award Winner

Orlando/Orange County COMPACT Mentor/2001 COMPACT Mentor of the Year

YMCA Achievers Program Committee member and alumna

Jones High School Academy of Business & Industry Advisory Board

VisionQuest Community Advisory Board Member

Heart of Florida United Way Loaned Executive

Heart of Florida United Way Volunteer Center Advisory Committee Member

Walt Disney World Helping Kids Shine Grants Judges Committee Member

CERTIFICATION:

Certified in Volunteer Administration

Certified in Myers Briggs Type Indicator (MBTI)

EDUCATION:

B.A. Organizational Communications,

University of Central Florida

Evan K. Shelley

evan@thebrightway.org

Education

University of Kentucky, **B.S. Civil Engineering** Spring 2017

Transylvania University, **B.A. Physics; Minor in Spanish** Spring 2017

Experience

Manager of Real Estate Projects Orlando, FL

Bright Community Trust / Central Florida Regional Housing Trust Feb 2020 - Present

- Working with various governments to organize real estate developments
- Oversee affordable residential real estate projects
- Communicating with contractors for determining project cost

Marketing and Acquisitions / Founder

Orlando, FL

Simple Sale Central Florida

Nov 2018 - Present

- Acquiring Distressed Residential Properties in Central Florida
- Working with homeowners to give a pleasant experience
- Marketing the brand throughout Central Florida

Site Development Estimator

Kissimmee, FL

Jr Davis Construction

June 2018 - Nov 2018

- Estimated multi-million-dollar roadway projects
- Coordinated bid proposals
- Aid in creating proposals for upcoming jobs

Project Engineer

Lexington, KY

Gray Construction

August 2016 - May 2017

- Assist co-workers in problem-solving difficult situations
- Contact sub-contractors to discuss current projects
- Created proposals for upcoming jobs

Awards

- Division III Academic All-American, Golf, Transylvania University

COMMUNITY SOLUTIONS GROUP



What We Are

GAI's Community Solutions Group is an idea-driven strategic consulting practice integrating design, planning, and economics. We are committed to enhancing communities in ways that are practical, sustainable, and authentic to our clients' needs, while being politically aware, financially feasible, and aesthetically compelling. Our mission is to create livable places of lasting value in an increasingly connected, complex, and competitive world.

Who We Are

The Community Solutions Group is a unique team of landscape architects, urban designers, land use planners, public finance and economic development specialists, and public administrators who capture the full dimensions of strategy and solution. Committed to positioning cities for a sustainable future, we are recognized for delivering insightful, thorough, and technically sophisticated solutions. We embrace a philosophy that values the complex interrelation of people, place, and policy while considering a project's ability to positively impact its investors, community, and setting. GAI's Community Solutions Group listens carefully and actively, questioning assumptions with positive energy and fresh ideas. We seek to understand our client, the place and its context, and the real substance of issues before we act. We are passionate about our work, care for people, and are purpose-driven practitioners with a track record of positive outcomes.

What We Do

Our work centers on finding resolution to place-based problems by implementing context-sensitive, sustainable solutions that are economically and fiscally beneficial and implementable. We engage diverse community groups to affect positive outcomes with shared benefits through integrated solutions. Consequently, our clients include governments, agencies, institutions, and developers who share an equal need to address complex and inter-related challenges. We work from planning to policy and concept to construction across the scales of region, city and campus; neighborhood, street and site.

As an art, our practice requires an understanding of the nuances of feasibility, political sensitivity, urban form, relationships, and character of place. But as a science, it involves street geometries and hydrologic flows, floor-area ratios, densities, market economics and financing mechanisms. We are effective because we are sensitive and sophisticated about implementing complex ideas across the platform of inclusive participation, thoughtful design, funding and finance, public policy, and community partnerships for initiatives both large and small. As part of GAI Consultants, Inc., our specialized practice combines with the broad knowledge of a 900-person engineering and environmental consulting firm.

Landscape Architecture + Design

Urban Design + Planning

Economics + Strategy

Landscape Architecture

The Landscape Architecture Studio within the Community Solution Group integrates an experienced team of professionals that strives to raise the standard of planning and design services to a new level with every project, producing sustainable, context-sensitive solutions that meet our client's objectives. We listen to their concerns, their desires, and their needs; we gather a deep understanding of place and issues, and then deliver thoughtful and innovative solutions. The studio operates under a fundamental planning and design philosophy that seeks to develop solutions that make a positive contribution to the economic and social values of a community

or place. Whether the question is community master planning and place-making, streetscape and corridor design, sustainable stormwater strategies (LID), parks and open space design or corporate and campus planning and design, we are committed to creating rich, diverse and sustainable places for people; beautiful works that allow people to connect to the environment and that respect a community's cultural, historical, and environmental heritage.

Master Planning and Urban Design Practice

The Community Solutions Group's master planning and urban design practice focuses on crafting plans that create livable places of lasting value for communities that require context-sensitive, sustainable solutions. We prioritize close collaboration with clients through an approach that emphasizes plans that reflect strong neighborhoods, livable transportation networks, interconnected park and open space systems, environmental sensitivity, and economic opportunities. Through work at the scale of city, neighborhood, and street, our plans create the framework for rich, interactive settings that bring people together in environments that facilitate meaningful experiences that enrich lives.

Our team draws upon expertise in multiple disciplines to balance physical, social, and economic needs and create urban places that enhance quality of life. We understand that each building, streetscape, transportation corridor, and park works toward creating an urban place that transcends the value of any individual element. Our planners and engineers work closely with clients to ensure that each piece of this urban fabric is deliberately designed with quality and respect for its role in the public realm. With an eye toward implementation, we also understand the complex regulatory processes that must be navigated in order to gain approval for these great community plans. We draft clear plans and regulations designed to support community goals, preserve lifestyle choices, and create economic development and redevelopment opportunities, and we forge partnerships between stakeholders and local governments to achieve these positive outcomes.

Economic and Real Estate Consulting Practice

GAI's economic and real estate consulting services draw from the advising team's experience, education and a culture which integrates allied disciplines to enhance the appropriate solutions. The firm's approach draws upon its knowledge of growth management techniques in many state settings, local regulatory constraints, infrastructure systems and design, public finance, awareness of the needs in the private marketplace, preferred land use forms, aesthetics, emerging trends in development, and the linkages among infrastructure, economic development, and the character of the built environment. This knowledge enables our clients to choose critically between alternatives and implement a strategy or master plan that is flexible, cost effective, sustainable, and marketable, attributes sought by both our public and private clientele.

