



**NOTICE OF REGULAR MEETING  
CITY OF TITUSVILLE  
AFFORDABLE HOUSING ADVISORY COMMITTEE  
AGENDA  
MONDAY, JULY 14, 2025  
HARRY T. MOORE SOCIAL SERVICE CENTER  
725 S. DE LEON AVENUE, TITUSVILLE, FL 32780  
4:30 P.M.**

The City desires to accommodate persons with disabilities. Accordingly, any physically handicapped person, pursuant to Chapter 286.26 Florida Statutes, should, at least 48 hours prior to the meeting, submit a written request that the physically handicapped person desires to attend the meeting.

- I. CALL TO ORDER
- II. ROLL CALL
- III. DETERMINATION OF QUORUM
- IV. APPROVAL OF MINUTES  
June 23, 2025
- V. OLD BUSINESS
- VI. NEW BUSINESS
  - 1) **Incentive A:** Expedited Permitting
  - 2) **Incentive B:** Modification of Impact Fee Requirements
  - 3) **Incentive C:** Increase Allowable Density Levels
- VII. PETITIONS AND REQUESTS FROM THE PUBLIC PRESENT (OPEN FORUM)
- VIII. REPORTS
  - A. Chairman update
  - B. Members update
  - C. Staff update
- IX. ADJOURNMENT



**CITY OF TITUSVILLE  
AFFORDABLE HOUSING ADVISORY COMMITTEE  
MINUTES  
MONDAY JUNE 23, 2024  
4:00 P. M.**

**The Affordable Housing Advisory Committee meeting was held at the Harry T. Moore Social Service Center, 725 S. DeLeon Avenue.**

XXX

The members present were Member Gary, Member Clark, Member Ross, and Member Mantecon. City Staff present were Tracy Davis, Neighborhood Services Manager, and Sheila Martin, Neighborhood Services Housing Program Specialist.

XXX

I. Meeting was called to order at 4:07 p.m.

XXX

II. Roll Call

XXX

III. Quorum established by roll call.

XXX

IV. NEW BUSINESS

A. Committee Elections

1. Chairperson

Motion made by Member Clark to appoint Member Manning as Chairperson; seconded by Member Gary. Motion passed by unanimous voice vote of yes.

2. Vice-Chairperson

Motion made by Member Clark to appoint Member Gary as Vice-Chairperson; seconded by Member Mantecon. Motion passed by unanimous voice vote of yes.

3. Secretary

Motion made by Member Gary to reappoint city staff; seconded by Member Mantecon. Motion passed by unanimous voice vote of yes.

C. Staff Update on SHIP Incentive Plan and Actions Needed

Tracy Davis provided the Committee with an overview of current affordable housing projects, including Hope Hammock and Forest Glen.

B. Future meeting dates and times

The Committee discussed the proposed timeline for future meetings and adjusted to accommodate their collective schedules.

Future meetings were unanimously approved to start at 4:30p.m.

Future meeting dates were unanimously approved occur on Mondays, specifically 7/14/25, 8/11/25, 9/8/25, 9/29/25, 10/20/254, and 11/3/25.

XXX

V. Petitions and Requests from the public  
NONE

XXX

VI. Adjournment

With no further business and discussions, the Committee adjourned the meeting at 4:32 p.m.

DRAFT



# **Incentive A: Expedited Process of Development Approvals**

---

# Expedited Permitting

Strategy (a): “The processing of approvals of development orders or permits for **affordable housing projects** is expedited to a greater degree than other projects.”

- The time it takes to review development approvals is a factor in the overall cost of a project.
- Gives housing staff opportunity to work closely with the developer to offer additional support as necessary.
- Purpose: **Time is Money!**

# What Qualifies for Expedited Attention?

- Define: What is an affordable housing project?
  - Must, at minimum, follow SHIP definition of “affordable”
  - Generally, local governments only expedite permits for affordable developments that receive government subsidy
- Possible nuances:
  - Projects that set aside 100% of its units for affordable housing can receive quicker review than a project with only 20% affordability
- **Best practice:** Expedite permits for all housing developments that contain a set % of affordable units up to 120% AMI, not just developments that receive local, state, or federal housing funding

# . . . to a greater degree than other projects

- SHIP statute requires that affordable projects be expedited “to a greater degree than other projects”
- No specific timeframes, just “to a greater degree”
- **Ask:** How long does it typically take for a project to be approved?
- **Best practices:**
  1. Have a clear system for identifying the projects that receive expedited approval
  2. Designate an ombudsman that can shepherd affordable projects through the process
  3. Coordinate housing & planning staff

# What should be expedited?

- All steps in the development approval process should be expedited for affordable projects
- Opportunities for expedited attention:
  - Various levels of site plan review
  - Rezoning
  - Inspections
  - Environmental reviews
  - Public hearings
- This may require greater communication between departments responsible for steps in the permitting process



# Examples

## Pasco County

- Affordable single and multi-family development permit application packets have a yellow band to indicate expedited review
- Staff within the Growth Management Division shepherd application through review

## Orlando

- Developer must receive affordable housing certification
- Designated Housing expediter on staff works to resolve issues between applicant and Permitting Services

# Examples

## Clearwater

- 2021 AHAC Report: Recommends the Assistant Director of Economic Development & Housing and Permit Manager be the primary and secondary points of contact when submitting projects for expedited review.
- These two staff positions should work through “close coordination” and act as “a liaison between the developer and all departments involved in the review and permitting process.”

## Port St. Lucie

- 2021 AHAC Report: “The Committee recommends removal of the verbiage ‘state and federal funds’ from the application process. In addition, [several departments] should work together to better define the ability to confirm whether or not a project can be classified as affordable housing.”

# AHAC Ideas: Expedited Permitting

## REVIEW

## RECOMMEND

Look at the definition of “affordable housing project” to determine which projects are eligible for expedited approval.	Broaden the definition of “affordable housing projects” to include all projects that serve up to a certain income level, subsidized or not.
Recruit a planning staff member or building official to explain the permitting process.	Identify an ombudsman to shepherd affordable projects through the approval process.
Study the typical time it takes to permit various types of development.	Create a clear method to identify projects receiving expedited attention.
Identify each step of the permitting process that can be expedited.	Quality check to ensure affordable housing projects are being expedited to the intent of the SHIP requirement.
	Coordinate between different departments responsible for approvals.



# **Incentive B: Fee Waivers for Affordable Housing**



# Fee Waivers for Affordable Housing

**(b) “All allowable fee waivers provided for the development or construction of affordable housing.”**

- The AHAC can make recommendations on how to structure fees to reduce the cost of affordable housing development.
- Fees to consider for waiver or reduction:
  - Impact fees
  - Permitting fees
  - Inspection fees
  - Site plan review
  - Rezoning or other hearing fees
  - Engineering Fees

# Creative Fee Options

## Fee Waiver

- F.S. 163.31801 – Florida Impact Fee Act allows local governments to waive or provide an exception to impact fees for affordable housing without using any revenues to offset the impact

**Fee Deferral** – postpone payment of fees until units are occupied, sold, or other pre-determined point

**Fee Modification** – adjust for smaller or lower cost units

- Impact fees collected on a square footage basis may facilitate small unit development
- Fees collected on a per unit basis are regressive and disproportionately harm smaller units

**Alternative sources of payment for fees** – using SHIP, General Revenue, or other source

# The Dual Rational Nexus Test

- Collection of impact fee must have a rational nexus between:
  1. The **need** for additional capital facilities and the **impact** generated by the new development; and
  2. The **expenditure of funds** collected and the **benefits accrued** to the new development.
- Some attorneys argue that if a local government gives away too many “waivers” of impact fees, the local government loses its nexus argument
- Because there will likely need to be a cap on the amount fees waived, policy needs to dictate which affordable developments can receive priority



# Structuring a Fee Waiver Program

- Make sure the reduction or waiver of fees actually results in a lower purchase or rent price
- Prioritize units that will be permanently affordable or affordable long-term
- Prioritize non-profit housing developers with a track record of producing long-term, affordable units
- Some local governments only provide fee waivers to developments that receive funding through FHFC, a local HFA, SHIP, or other affordable housing subsidy program



# Fee Flexibility Examples

## **Polk County**

- Provides full waiver of impact fees for affordable housing for household making less than 80% AMI w/mitigation of 50% of impact fee costs for housing serving 80-120% AMI households

## **Collier County**

- Defers impact fees for income eligible homeowners until home is sold; mortgage refinance; loses homestead exemption.

## **Hillsborough County**

- Caps total impact fees waived at \$800,000 per year

## **Daytona Beach**

- Wholly or partially waives the following fees for affordable housing development: tree removal; building permit; electrical permit; plumbing permit; mechanical permit; subdivision review; concurrency review; & more.

# AHAC Ideas: Fee Waivers for Affordable Housing

## REVIEW

## RECOMMEND

Explain the current fee structure & provide estimated \$\$\$ of fees for different development types	Create a fee waiver program for affordable units based on AMI served
Provide information on fee waivers that have been provided in the past including affordability terms	Explore charging fees by square footage rather than by unit type
Recruit legal staff to provide guidance on fees that can be waived or reduced	In addition to fee waivers, explore fee deferrals and modifications





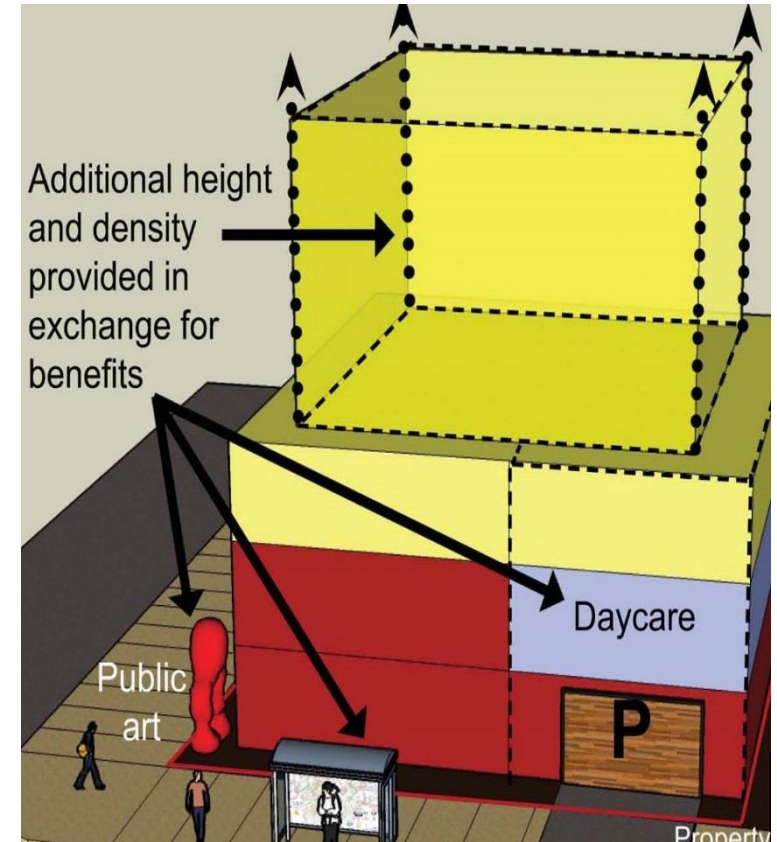
# **Incentive C: Flexibility in densities for affordable housing**

---

# Flexibility in densities

**Strategy (c): “The allowance of flexibility in densities for affordable housing.”**

- Flexibility in densities allow more homes to built in a given area
- Purpose: increased density offers an economic incentive to build affordable units & creates more housing supply
- This strategy must be done in conjunction with parking/setbacks & flexible lot configuration strategy



# Visualizing density



5.9 units/acre  
Photo credit:  
theurbanist.org



15 units/acre  
Photo credit:  
theurbanist.org

# Unlocking density

- The AHAC could look at current density limits, recommend new density maximums and minimums, & recommend density bonuses for affordable housing units
- To unlock the greatest density, all other land development regulations must facilitate it. Otherwise, density maximums may not be reached.
- Unlock density by addressing:
  - Housing type flexibility
  - Lot configuration requirements
  - Setbacks & parking standards
  - Open space requirements

# Unlocking density



# Housing type flexibility

- To unlock maximum densities, allow a range of housing types beyond the single-family detached home
- AHAC could recommend allowing duplexes, triplexes, quadplexes, and other multi-family, attached units in more parts of the City or County by-right
- There is a planning movement of local governments allowing more housing types in single-family zone districts



THE FLORIDA HOUSING COALITION



# Flexibility in housing types allows creative building



7-plex

Photo credit: Michael Bradley  
Designer: Opticos Design, Inc.



# Density bonuses for affordable housing

- Increasing in popularity throughout the state
- Most programs do not attract private sector involvement
- Work best in areas with high market demand, limited land availability, and restrictive zoning codes
- Affordable housing incentive programs are most effective when local government has not already given too much away to the private sector
- No one-size-fits all solution: a functioning density bonus program requires local study



# Types of density bonus policies

- Flexible, case-by-case negotiation
  - Staff works with applicant to negotiate favorable development rights in exchange for affordable housing
- Rigid, but predictable
  - Language contained in the Code that allows density bonus by-right if a developer provides x% of affordable housing
- Points-based system or one of several options (avoid)
  - Affordable housing is a type of public good that can give a developer “points” to seek a density bonus

# Study first, policy design second

- A successful density bonus program requires a feasibility study.
- Questions to ask:
  - What densities does the current land development code/comprehensive plan allow?
  - Are developers building up to maximum densities with the existing system? (i.e. if developers aren't building up to max densities currently, a density bonus program will be ineffective)
  - If developers aren't building to maximum densities, why not? What other standards in the land development code prevent maximum densities from being utilized?
  - What does the private sector want that they don't already have?



# Policy considerations

- **Coverage.** Which areas will the density bonus cover? Whole city? High growth areas where density bonuses may be most effective?
- **Unit threshold.** What will be the unit threshold for density bonus?
- **Incentives.** What additional incentives can be offered?
- **Calculating bonus units.** How are number bonus units to be determined?
- **Stakeholder engagement.** Who are key stakeholders to interview to find out what which incentives will be most enticing?



# Policy considerations

- **Term of affordability.** How long will the units be affordable?
- **Compliance monitoring.** Who will monitor and ensure long-term affordability? Best to have local government staff monitor to remove burden from private sector.
- **Penalties.** What will the penalties be for non-compliance?
- **Reporting.** What will the annual reporting process look like?
- **Staff capacity.** Which staff will be dedicated to the program's success?



# Statutory land use flexibility for affordable housing, HB 1339 (2020) + SB 962 (2022)

- S.125.01055(6) (counties) & s. 166.04151(6) (cities) allow local governments to approve an affordable housing development on any parcel zoned residential, commercial, or industrial without needing a rezoning or comprehensive plan amendment.
- For commercial and industrial areas:
  - At least 10% of units must be affordable (local government can require more)
  - Developer must agree not to apply for SAIL funding
- AHAC could recommend the City or County use this tool for density flexibility for affordable developments



# Examples

## Palm Beach County

- The County's Workforce Housing Program provides opportunities to increase density up to 100 percent based on affordable housing provided
- Density bonuses of 50% or below do not require special review and approval process; bonuses over 50% require enhanced staff review
- Point system to determine the extent a project furthers County objectives

## Polk County

- Allows higher densities and intensities via the Comprehensive Plan within Transit Corridors & for affordable housing projects

# Examples

## **St. Petersburg (from 2021 AHAC Report)**

- Has a robust Workforce housing bonus program
- Recommends research into the possibility of increasing # of WFH bonus units that trigger a public hearing requirement
- Recommends research into reducing parking requirements when WFH bonus units are granted
- Recommends City pursue the “Missing Middle” initiatives

## **Largo (from 2021 AHAC Report)**

- Recommends “eliminating the density cap of 18/units/acre in Citywide density bonus codes”



# AHAC Ideas: Flexibility in densities

## REVIEW

## RECOMMEND

Recruit a planner to help visualize maximum allowable densities in the current zoning code and comprehensive plan	Increase maximum allowable densities in targeted areas of the City or County with density minimums
Study if and where maximum allowable densities are reached	Develop or improve a density bonus program for affordable housing
Explore housing types allowed	Allow more housing types by-right in more parts of the jurisdiction
Assess how current density bonus policies are working	Implement land use flexibility for affordable housing in s. 125.01055(6) or s. 166.04151(6) for counties & cities, respectively
	Explore developing an inclusionary zoning ordinance





**City of Titusville**  
**Florida Department of Commerce**  
**Community Planning Technical Assistance Grant**  
**Fiscal Year 2025-2026**

**Affordable Housing Study with Inclusionary Zoning (Housing) and Linkage Fee**

The City of Titusville hereby respectfully submits a funding request in the amount of \$75,000 to the Department of Commerce for the *Community Planning Technical Assistance Grant (Grant)*. The funding for the *Grant* is to assist local governments in meeting the requirements of the Community Planning Act, addressing critical local planning issues and promoting innovative planning solutions as well as comprehensive plan updates based on changes in Growth Management Laws. **Titusville proposes to complete a housing needs assessment with an inclusionary zoning policy and linkage fee program.**

Titusville is situated on the west shore of the Indian River Lagoon (IRL), across from the Kennedy Space Center and the Canaveral National Seashore. Titusville's location on the shores of the IRL, an estuary of national significance, fuels a coastal industry based economy worth an estimated \$7.6 billion annually and contributes directly to the region's appeal and extraordinary quality of life.

Titusville is the county seat of Brevard County and is a principal city of the Titusville/Melbourne/Palm Bay Metropolitan Statistical Area (MSA). It is a full-service city covering approximately 30 square miles with an estimated population of 51,000 (2024). Titusville was one of the areas of Brevard County hardest hit by the end of the Space Shuttle program; however, today the local economy is strong. This has much to do with the community's location, which has continued to be an asset that gives the City a sense of place, complementing the regional resources that have a significant influence on Titusville's vision for the future. These resources include:

- Commercial space advances through Space Florida initiatives to increase industrial and commercial business in Titusville.
- Multi-modal transportation opportunities, including the East Central Regional Rail Trail part of the Coast-to-Coast Connector, and proximity to Brightline's proposed station in Cocoa.
- Titusville's Logistic Center, which includes Port Canaveral, Space Coast Regional Airport, and Norfolk-Southern Railroad.

## **Housing**

To address the City's growth, the comprehensive plan was recently amended with new land use, transportation and housing policies. For instance, Housing Policy 1.1.2 states the City will support attainable housing by minimizing barriers and collaborating with non-profit,

subsidized lower income households. The City will also encourage a substantial and diverse mix of housing options to serve a wide range of household types [Policy 1.1.1]. Most importantly, the City's longstanding policy has been to make affordable housing available through housing implementation programs, especially to meet the needs of very low-income households [Objective 1.2]. To back these policies, the City requires an affordable housing study based on the most recent data. A study is necessary to identify the housing attainment gap and determine the most appropriate course of action.<sup>1</sup>

The City of Titusville last completed an affordable housing study in 2008. After the 2008 housing crash, the City was further impacted by the closure of the Space Shuttle program at Kennedy Space Center in 2011. Many homes were abandoned, and foreclosures were at their peak in 2012 while other areas of the nation recovered. However, the past five years have seen exponential growth in housing and manufacturing. Currently, Brevard County is one of the fastest growing economies in the nation and housing is fast becoming one of the most significant issues facing the region.

According to the U.S. Department of Housing and Urban Development (HUD), housing is considered affordable if its monthly cost/rent is 30 percent or less of a household's income including utilities. Households spending more than 30 percent of their income are considered "Cost Burden". The 30 percent threshold is the standard for both rental and owner-occupied housing, and it remains the indicator of affordability for housing in the United States. Keeping housing costs below 30 percent of income is intended to ensure that households have enough money to pay for other non-discretionary costs; therefore, policymakers consider households who spend more than 30 percent of income on housing costs to be housing cost burdened. Affordable housing is traditionally available to households earning less than 60 percent of an area's HUD median family income (AMI).<sup>2</sup>

Affordable and workforce housing are difficult to develop. Increasing land prices, land availability, construction costs, and governmental regulation have collectively impacted the residential development community's ability to provide affordable workforce housing in both the City and County. Residential units with deed restricted household income limits typically convert to market rate after 15 or 20 years resulting in a gradual decrease in the number of affordable and workforce housing. The affordable housing study will address these issues and include recommendations to implement new programs, identifying new funding sources and adopt regulations. As part of this request, the City will analyze the efficacy of an inclusionary zoning and linkage fee program.

**Florida Statute Section 166.04151 authorizes local governments to adopt an inclusionary housing (zoning) and linkage fee ordinance.**

### **Inclusionary Zoning**

According to HUD, zoning practices refer to any kind of policy or ordinance that requires or encourages developers to set aside a certain percentage of housing units in a new or rehabilitated project for low-and/or moderate-income residents. Inclusionary zoning policies help to integrate lower-income residents with higher-income residents so that all have access to the same high-quality services and amenities. Inclusionary zoning policies are intended to address

---

<sup>1</sup> City of Titusville <https://www.titusville.com/454/Comprehensive-Plan>

<sup>2</sup> U.S. Department of Housing and Urban Development [www.huduser.gov](http://www.huduser.gov)

issues related to exclusionary zoning, which are land use controls (zoning) that: (1) Directly decrease or limit housing supply in residential areas (strict lot utilization and parcel constraints), (2) Increase the cost to build new housing (strict design and compatibility requirements), and (3) Limit the use of existing housing (strict occupancy limitations and mobile home location limitations).

Inclusionary zoning as a local land use planning tool can require a housing developer under certain circumstances to include a percentage or specified number of affordable housing units within a market rate development. The inclusionary zoning ordinance typically allows an alternative of contributing to a housing fund or development of off-site units in lieu of producing the affordable units on-site. Section 166.04151 of the Florida Statutes requires local governments to provide incentives to “fully offset all costs” to the developer as a result of the affordable housing requirement. For example, in exchange for requiring a developer to provide affordable units as part of a development, the local government must provide incentives such as a density or intensity bonus, reducing or waiving fees, or by granting other incentives, to offset all costs. Local governments will need to calculate the costs of providing the affordable units as well as the value of various incentives to determine whether the requirement for affordable units is fully offset by benefits provided to the developer.<sup>3</sup>

### **Linkage Fees**

Linkage fees are a way for local governments to collect monies from commercial development and/or high- end market rate residential development to be placed in a housing trust fund for others to use in building affordable housing. Cities such as Jupiter, Winter Park and Coconut Creek have all implemented linkage fees in Florida. Commercial and high-end market rate residential development increase the need for employment of low wage workers who will be in need of affordable housing within the community. For example, in the San Francisco Bay area, one study shows that every high-tech job produces 4 other jobs across all income levels, including lower income jobs such as retail clerks and restaurant workers. A similar report shows that manufacturing jobs in Florida produce 2.5 additional jobs. High-end market rate residential development has a similar effect, in that residents of such development often demand services such as lawn care, maids, pool servicers and other lower-income jobs.<sup>4</sup>

A housing affordability study is necessary to identify the gap between housing attainment and supply. The study may be necessary to assist the City with future planning of residential development with regard to the availability, affordability, and sustainability of housing units now and long-term with an emphasis on the workforce population. Furthermore, a housing affordability study will be needed to provide current census and demographic data as well as a market analysis for the next five-year CDBG Consolidated Plan cycle with preparation beginning in 2026. The study should identify various approaches the City could consider in order to fill the gap. It may help determine if an inclusionary zoning regulation will close the gap and the appropriate "off-set" as required by State law. The study may determine that a linkage fee is more appropriate; or, it may include other remedies such as increasing densities, revising parking requirements, the waiver or delay of certain impact fees, community land trusts, et

---

<sup>3</sup> Florida Housing Coalition Inclusionary Zoning & HB 7103 FAQ <https://flhousing.org/wp-content/uploads/2020/04/Inclusionary-Zoning-FAQ-.pdf>

<sup>4</sup> Florida Housing Coalition Linkage Fees: Local Funding for Affordable Housing. [https://growth-management.alachuacounty.us/formsdocs/Linkage\\_Fees\\_Short\\_Paper\\_Florida\\_Housing\\_Coalition.pdf](https://growth-management.alachuacounty.us/formsdocs/Linkage_Fees_Short_Paper_Florida_Housing_Coalition.pdf)

cetera. Finally, the study will include applicable draft comprehensive plan text amendments and ordinances.

### **Project Description (Scope)**

The City will publish an affordable housing study with recommendations for programs, funding and regulations. The recommendations will address how an inclusionary zoning (zoning) and linkage fee may be adopted for the City of Titusville. The study will determine the appropriate inclusionary zoning “off-set” and the basis for the linkage fee consistent with Section 166.04151 of the Florida Statutes.

The analysis and recommendations will include the following elements:

- Affordable housing needs assessment.
- Presentation to a public meeting to include stakeholders.
- Summary report with recommendations that address the City’s 2024 State Housing Initiative Partnership Program (SHIP) Housing Incentive Plan, an inclusionary zoning regulation and linkage fee.
- Presentation to the City of Titusville Affordable Housing Advisory Committee (AHAC).
- Draft comprehensive plan amendment with enabling language to adopt an inclusionary zoning ordinance and linkage fee.
- Draft inclusionary zoning regulation and linkage fee.
- Presentation to City Council.

The City is requesting a budget, not to exceed \$75,000 to complete this initiative.

### **Task and Deliverables**

#### **Task I. Needs Assessment and Public Presentation**

**Description:** Conduct a housing needs assessment in the City of Titusville and the immediate area. The assessment should evaluate the existing housing stock, infrastructure, growth pattern and needs, and the success or deficiencies of local housing regulatory policies, programs and strategies. Provide an analysis of local data that could be used to determine the basis of a housing inclusionary zoning standard and linkage fee. Evaluate the incentives listed in the City’s 2024 SHIP Housing Incentive Plan and identify gaps. The needs assessment is to be presented at a meeting, open to the public as an answer and question forum. Input from key stakeholders should be obtained prior to or as part of the public forum.

**Deliverables:**

- Affordable housing needs assessment;
- Presentation to a public meeting with stakeholders.

**Task Timeline:** 3 Months

#### **Task II. Recommendations and AHAC Presentation**

**Description:** The summary report should highlight the findings from the needs assessment, summarize input received from the public and propose recommendations for next steps. The recommendations should propose a rational basis for an inclusionary zoning regulation and linkage fee. The recommendations should provide an overview of and a means to implement gaps in the incentives identified in the City’s 2024 SHIP Housing Incentive Plan. The recommendations may address additional strategies, including reductions in the size of living units and any other “best practices” identified by the consultant. The consultant shall present a summary of the needs assessment, summary report and recommendations to the AHAC.

**Deliverables:**

- Summary report with recommendations;
- PowerPoint Presentation to AHAC.

**Task Timeline:** 3 Months

**Task III. Policies and Regulations and Council Presentation**

**Description:** The Consultant shall review the existing Comprehensive Plan Housing Element goals, objectives and policies and prepare any necessary revisions, based on the needs assessment, summary report and recommendations. The amendment should provide enabling language to adopt inclusionary zoning and/or linkage fee, if necessary. The consultant shall propose regulatory language specific to adopting an inclusionary zoning requirement and linkage fee. The consultant shall present the needs assessment, summary report and recommendations to the City Council. The presentation should include input from the public forum and AHAC.

**Deliverables:**

- Draft Comprehensive Plan Amendment;
- Draft Inclusionary Zoning and Linkage Fee regulation;
- PowerPoint Presentation to City Council.

**Due Date:** April 2026

**Project Timeline**

	<b>Task</b>	<b>Time</b>	<b>Cost</b>
<b>I</b>	<b>Needs Assessment</b>	3 months	25,000
<b>II</b>	<b>Recommendations</b>	3 months	25,000
<b>III</b>	<b>Policies and Regulations</b>	3 months	25,000

**Total Budget Summary:** The City is requesting \$75,000 to seek the assistance of a consultant to perform the tasks and deliverables within this scope of work.