



CITY OF COLLEGE STATION
Home of Texas A&M University®

HOUSING ACTION PLAN GOALS, STRATEGIES, AND ACTIONS SUMMARY

SUMMARY

- ***Goal 1 - Create more housing units and more diverse housing types by studying and creating a proposal for:***
 - **Strategy 1** – Selectively allow increased density
 - Action 1 – Amend the Unified Development Ordinance to allow for greater density and housing variety
 - Action 2 – Rezone certain areas to allow more density and housing variety
 - Action 3 – Create a process for expedited permitting and reduced or waived fees for affordable housing development
 - **Strategy 2** – Encourage and allow infill development
 - Action 1 – Explore opportunities for infill development when amending the UDO or rezoning for greater density
 - Action 2 – Investigate allowing or promoting housing on unused institutional or public land
 - **Strategy 3** – Encourage innovation and sustainability in housing construction
 - Action 1 – Create a program to encourage and incentivize alternative and energy-efficient building methods

- ***Goal 2 - Produce and preserve housing that is affordable to current and future community members by studying and creating a proposal for:***
 - **Strategy 1** – Create programs to facilitate homeownership
 - Action 1 – Create a deed-restricted homeownership program
 - Action 2 – Pursue partnerships to construct affordable homeownership opportunities
 - Action 3 – Pursue tools to help households qualify for financing by helping them to become landlords (live in one half of duplex, etc...)
 - **Strategy 2** – Create rental housing for income-qualified residents
 - Action 1 – Investigate the creation of a Municipal Housing Authority
 - Action 2 – Create an inter-generational home share program
 - **Strategy 3** – Establish funding mechanisms to create affordable housing for rent or purchase
 - Action 1 – Create a density bonus system for new development meeting increased density goals
 - Action 2 – Create a Local Housing Finance Corporation
 - Action 3 – Partner with developers through Housing Public Facility Corporations
 - Action 4 – Partner with Low Income Housing Tax Credit (LIHTC) developers
 - **Strategy 4** – Partner with community stakeholders to develop housing for their constituency
 - Action 1 – Work with organizations to create employee / client housing programs
 - Action 2 – Create formal mechanisms to collaborate with Texas A&M, Brazos County, and City of Bryan to share data and achieve housing goals
 - **Strategy 5** – Preserve and enhance existing housing stock
 - Action 1 – Acquire and rehabilitate existing housing stock that is at risk of losing affordability
 - **Strategy 6** – Prevent displacement of low and moderate-income homeowners
 - Action 1 - Create initiative to help homeowners without homestead exemptions to file
 - Action 2 – Refer homeowners to existing weatherization programs and possibly create new program
 - **Strategy 7** – Provide education for tenants, homebuyers, and homeowners
 - Action 1 – Create a home maintenance education and training program
 - Action 2 – Create comprehensive homebuyer education training program
 - Action 3 – Create a tenant education and training program
 - **Strategy 8** – Continue to seek stakeholder and citizen feedback and direction on Housing Action Plan implementation
 - Action 1 – Create a Housing Action Plan Implementation Committee
 - Action 2 – The Housing Plan Oversight Committee and City staff will prepare an annual progress report



GOALS, STRATEGIES, ACTIONS

This plan proposes to accomplish Comprehensive Plan Action Items 2.3, 3.4, 3.6, and 3.9 by using a goal, strategy, and action framework to create or incentivize additional housing units of diverse types and affordable housing opportunities for residents. Each goal will tie back to one or more Comprehensive Plan Action Items. Strategies will fall under each goal and specific actions will be listed under each strategy.

Implementation of the Housing Action Plan is anticipated to take seven to ten years. Implementation of the strategies and actions in the following section must be completed to meet the goals of the plan. Plan implementation is broken down into three time frames – short-term (1-2 years), mid-term (3-6 years), and long-term (7-10 years).

Programs and policies aimed at providing affordable and workforce housing, along with encouraging unit production and a mix of housing types for all demographics and lifestyles, will be essential to maintain viable and strong neighborhoods that serve all College Station citizens.

There are two main overarching goals of the Housing Action Plan – to produce more housing units of various types to meet growing demand and to produce and preserve housing that is affordable to community members.



COMPREHENSIVE PLAN ACTION ITEMS

- **Action 2.3 – Create incentives and programs to revitalize existing areas and established neighborhoods.** This could include façade or landscaping improvement programs or rehabilitation initiatives. New programs should align with and complement existing City efforts through the Neighborhood Partnership Program, Neighborhood Grant Program, and proposed property maintenance programming.

- **Action 3.4 – Expand affordable housing and workforce housing.** Continue to support efforts, programs, and incentives aimed at developing affordable housing stock and assisting low- and moderate-income citizens to secure affordable homeownership and/or rental opportunities. Potential actions may include regulatory provisions such as:
 - Development standards that reduce barriers for affordable and diverse housing types.
 - Pre-approved building plans or pattern books for target locations.
 - Incentives such as density bonuses or more flexible standards, or
 - A workforce housing capital pool where a public entity establishes a fund that is used for various types of affordable housing initiatives.

- **Action 3.6 - Develop and refine data monitoring processes to analyze housing trends and define a strategic set of actions to address housing affordability, diversity, and gentrification.** Consider existing market data, best practices, and existing regulations and incentives.

- **Action 3.9 – Continue partnering with local nonprofit organizations and area partners to support affordable housing options.** Continue partnerships with organizations such as the Brazos County Home Repair Coalition, Bryan/College Station Habitat for Humanity, Brazos Valley Community Action Programs, Elder Aid, Brazos Valley Council of Governments, and housing tax credit developers.



GOALS

- Create more housing units and more diverse housing types
- Produce and preserve housing that is affordable to current and future community members
- **Goal 1** – Create more housing units and more diverse housing types (Comp. Plan Actions 3.4, 3.6, & 3.9). Building new housing will address the projected housing shortfall (See Housing Action Plan Existing Conditions Report Pg. 28). Ensuring the opportunity for greater diversity in the types of housing that are built will afford current and future residents (using the Census definition of residence: the place where a person lives and sleeps most of the time) housing opportunities that are not currently available, as most housing units in the City are either single family or multifamily (See Existing Conditions Report Pg. 26). As demand in the housing market is outpacing supply, creating more units in this strategic fashion will create market-driven cost stabilization and reductions through an increase in supply and supply diversity. The increases in density required to create more housing units can be leveraged for affordable housing (housing for those at or below certain income levels for below market prices) by requiring new developments to provide affordability in exchange for density. Innovative building technologies and techniques will be encouraged to increase housing density and affordability. Access to amenities and accessory services (retail, entertainment, food, etc.) and adequacy of city services such as drainage, sewage, and transportation, will be examined for infill and new development.

- **Strategy 1** – Selectively allow increased density (zoning relief and administrative adjustments to incentivize targeted development) - increased density should be sought when it can be supported with appropriate standards, infrastructure and services, and impacts can be managed appropriately. Increased density should support the creation of neighborhoods with a diverse range of housing stock that supports the needs of various life stages, abilities, and age groups including patio homes for aging homeowners to be able to downsize and housing for persons with disabilities. Elements of both new and existing zoning such as minimum lot size and minimum parking requirements should be evaluated.
 - Action 1 – Amend the Unified Development Ordinance (UDO) to allow for greater density and housing variety (smaller lot sizes, decreased setbacks, etc.). Planning and Development Services (P&DS) will investigate appropriate changes to the UDO to achieve greater density and housing variety. This will be accomplished in the next 2-3 years. Not to be pursued in neighborhood conservation areas.
 - Action 2 – Rezone certain areas to allow more density and housing variety. P&DS will engage with the public and stakeholders to determine where increased density would be feasible and desirable. Over the next 2-3 years P&DS will bring forward rezonings of these areas to achieve this goal.
 - Action 3 – Create processes offering expedited permitting and reduced or eliminated City development fees for projects that provide affordable housing units that are rented or sold below market rates and restricted to low- and moderate-income households. P&DS staff will investigate appropriate changes to the Fee Schedule and make recommendations for changes. This will be accomplished in the next 2-3 years.
- **Strategy 2** – Encourage and allow infill development using vacant land and repurposing lots and buildings. Changes to zoning or the UDO allowing infill opportunities should ensure building standards that fit within existing neighborhoods.
 - Action 1 - Opportunities for infill development will be explored in the first two actions in this section to allow greater density through amendment of the UDO and rezoning of certain areas. Possibilities could include small home communities or accessory dwelling units. This will be accomplished in the next 2-3 years.
 - Action 2 – Investigate allowing or promoting housing on unused institutional/public land. Work with partners to investigate the potential for housing to be developed on unused or excess land. This will be accomplished in the next 3-4 years.
- **Strategy 3** – Encourage innovation and sustainability in housing construction. Alternative and sustainable building methods will be supported and encouraged, especially in the development of affordable housing.
 - Action 1 – P&DS and the Community Services Department will create a program to encourage and incentivize alternative and energy-efficient building methods with a focus on affordable housing. These could include but are not limited to modular construction, 3D printed units, mass timber, carbon neutral building materials, etc... Incentives for efficient, innovative construction and design will be explored. Staff will assess the limitations in city codes, workflows, permitting, and inspections that will need revision to encourage this type of development. This will be accomplished in the next 3-5 years.



- **Goal 2** – Produce and Preserve housing that is affordable to community members (Comp. Plan Actions 2.3, 3.4, 3.6, & 3.9). Housing currently affordable to low- and moderate-income residents should be preserved. Additional affordable housing opportunities for low- and moderate-income residents will be created. This will be accomplished by implementing mechanisms to help fund affordable housing, by creating specific housing programs to meet housing needs across the low- and moderate-income spectrum, by leveraging new development to create affordable units, and by advocating for local affordable housing development and activities. Affordable housing development should be supported with sufficient transportation infrastructure to ensure resident success.
 - **Strategy 1** – Create programs to facilitate homeownership for working families / Advance new home ownership models. The production of housing units for affordable homeownership opportunities using alternative and energy-efficient building methods should be supported and encouraged.
 - Action 1 – Create a deed-restricted homeownership program. Create a program to assist income-eligible families to purchase homes by providing downpayment assistance. Deed restrictions will be placed on purchased homes to ensure resale to income-eligible families at prices pre-determined through appreciation formulas. Community Services Staff will create this program in the next 1-2 years.
 - Action 2 – Pursue partnerships with nonprofit and for-profit organizations to construct affordable homeownership opportunities using CDBG, HOME, or other funding sources. This will be accomplished in the next 1-3 years.
 - Action 3 – Pursue tools to assist with the financing of affordable homeownership such as the purchase of a duplex with the buyer residing in one half and using rental income from the other half to help qualify for financing or the construction of an accessory dwelling unit that could be used to generate rental income to qualify for financing. The rental units could be designated as affordable for low- and moderate-income households. Community Services Staff will investigate these methods and make a recommendation regarding their inclusion in homebuyer assistance models in the next 1-3 years.
 - **Strategy 2** – Create rental housing for income-qualified residents. The City should partner with for-profit and nonprofit developers to create affordable housing opportunities for income-qualified residents. Available funding mechanisms and the creation of affordable rental housing through allowing more dense development through density bonuses should be pursued. Examine amenities such as retail, food, and transportation and city services like sewage and drainage to ensure sufficiency in areas where density is being considered.
 - Action 1 – Community Services Department staff will investigate the creation of a Municipal Housing Authority to provide rental housing opportunities for households making at or below 80% of the area median income. A recommendation will be made in the next 1-3 years.
 - Action 2 – Community Services Department staff will work with local partners to create an inter-generational home share program. This program will match homeowners with extra space with students in search of affordable housing. This program will be created in 2-3 years.

- **Strategy 3** – Establish funding mechanisms to create affordable housing for rent or purchase. Increased density should be leveraged when possible to create affordable housing opportunities. Staff will continuously evaluate new funding opportunities as they arise and recommend them when appropriate.
 - Action 1 – create a density bonus system for new development meeting increased density goals. In exchange for increased density, lower parking requirements, or other incentives above a base allowed level, developers will either create affordable units in their new development that are for sale or rent to income-eligible households at affordable prices or they will pay a fee that will be used to create affordable housing opportunities elsewhere. Prior to re-zoning, staff will conduct an analysis of the appropriate unit or fee in lieu of unit levels. Where appropriate, these will be part of rezoning efforts. This will be accomplished in the next 1-3 years.
 - Action 2 – Create a Local Housing Finance Corporation (HFC) to help finance affordable single-family and multi-family developments. Revenue generated by lending activity will be used to achieve other affordable housing goals. Community Services Staff will pursue the creation of this entity with creation occurring in 3-5 years.
 - Action 3 – Partner with developers to create affordable rental housing through the creation of Housing Public Facility Corporations. The developer would offer affordable rental units for low- and moderate-income families in exchange for being exempt from all local property tax obligations. Community Services Staff will pursue these partnerships with the goal of 1 yearly for the next 5 years.
 - Action 4 – Partner with Low Income Housing Tax Credit (LIHTC) developers to secure awards of 9% tax credits to bring additional affordable rental housing to College Station. Investigate partnerships using 4% credits to produce affordable rental housing. Community Services Staff will contact LIHTC developers to seek partnerships. This will be pursued annually.
- **Strategy 4** - Partner with community stakeholders to develop housing for their constituencies.
 - Action 1 - Work with organizations and businesses to create housing for their employees through a client or employee housing program. The City will develop a program to assist employers with developing and securing financing for low and moderate income housing opportunities. This program will seek to leverage private resources in the provision of affordable workforce housing. The Community Services Department will develop this program in the next 2-3 years.
 - Action 2 – Create formal mechanisms to collaborate with Texas A&M University, Blinn College, Brazos County, and the City of Bryan to share data, achieve housing goals, and advocate for changes needed to implement housing goals. The City will actively seek to establish and strengthen partnerships with Texas A&M University around shared and mutually beneficial housing goals and actions. This effort will begin immediately with formal mechanisms being created in the next 1-3 years.
- **Strategy 5** – Preserve and enhance existing housing stock.
 - Action 1 – The Community Services Department will use grant funds or other available funds to acquire and rehabilitate affordable housing units that are at risk of losing their affordability. This will be done directly by the Community Services Department or through nonprofit partners. These units will be made available to income-eligible households at below market rates as either rental or homeownership opportunities. This program will be created in the next 1-2 years.

- **Strategy 6** – Prevent displacement of low- and moderate-income homeowners.
 - Action 1 – Create initiative to help homeowners without homestead exemptions to file their homestead exemption. The Community Services Department will work with the Public Communications Department and other relevant stakeholders to create coordinated outreach efforts and an awareness campaign in 1-2 years.
 - Action 2 – Create awareness and, where eligible, refer homeowners to existing weatherization programs such as the Brazos Valley Community Action Programs (BVCAP) Weatherization Program or the City’s existing Community Development Block Grant (CDBG) funded Minor Home Repair Program. Community Services Department staff will investigate the need for additional weatherization assistance and make a recommendation in 1-2 years.

- **Strategy 7** – Provide education for tenants, landlords, homebuyers, and homeowners to help ensure success.
 - Action 1 – Community Services Staff will work with partners to create a home maintenance education and training program in 2-3 years.
 - Action 2 – Community Services Staff will build on the City’s current home buyer education offerings and will work with local partners to create a comprehensive homebuyer education program. This program will equip participants regarding fundamental financial components of homeownership like budgeting, credit, mortgage lending, shopping for a home, and the closing process and will be created in 1-3 years.
 - Action 3 – The Community Services Department will work with partners and community stakeholders to create a rental education program. This program will equip participants with information about community resources and skills necessary to fulfill tenant and landlord responsibilities. The Community Services Department will develop this program in the next 1-3 years.

- **Strategy 8** – Continue to seek stakeholder and citizen feedback and direction in the implementation of the Housing Action Plan. P&DS and Community Services Department staff will work to ensure future planning efforts such as transportation and capital improvements consider the goals of the Housing Action Plan in their future planning efforts.
 - Action 1 – Create a Housing Plan Oversight Committee to provide guidance, support, and direction in the execution of the plan. The Committee would meet at least quarterly and would be established within a year of the Housing Action Plan’s adoption.
 - Action 2 – The Housing Plan Oversight Committee and City staff will prepare an annual progress report. This will ensure that the Plan is consistently reviewed and that any needed modifications are identified for amendment. Consistent assessment of the relationship between the Plan, the City’s implementing ordinances, and regulations is an essential part of this effort.



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