The background of the page is a stylized American flag, with the stars and stripes visible. The stars are in the upper left, and the stripes run diagonally from the bottom left to the top right.

## **THE ROBERT L. WOODSON, JR. AWARD**

**The Robert L. Woodson, Jr. Award was established in 2005 by the America's Affordable Communities Initiative, a Department-wide initiative started in 2003 to help all levels of government reduce regulatory barriers to affordable housing. Named after the late, former HUD Chief of Staff, the Award commemorates Rob's lifetime work towards empowering people through housing and urban reform. The Award is presented to state and local governments that have successfully reduced regulatory barriers to affordable housing. The following states and local governments are recipients of Robert L. Woodson, Jr. Award:**

# AUSTIN, TEXAS

In 1999, a groundbreaking report entitled *Through the Roof* described how the lack of affordable housing in Austin had reached crisis proportions. This analysis concluded that local regulatory barriers, cumbersome and costly review processes, and the *Not In My Backyard* phenomenon contributed to this crisis.

In response, the City of Austin created the SMART Initiative (Safe, Mixed-income, Accessible, Transit-oriented, Reasonably priced, Meets green building standards) to stimulate affordable housing production. According to the City, nearly 4,000 affordably priced homes have been completed since the initiative's inception in 2001.

Austin, Texas is a 2005 recipient of the Robert L. Woodson Award

## Specific actions taken:

- ★ Austin is making surplus city-owned land available to non-profit housing organizations at below-market prices for the development of affordable housing;
- ★ The city created a new process to review all proposed changes to city codes, rules, neighborhood plans, and development fees to determine if there is a negative impact on affordable housing;
- ★ Planners created a fast-track review of proposed SMART housing developments and establishment of a new streamlined review process;
- ★ Local housing officials are facilitating an open dialogue between housing developers and neighborhood organizations to defuse "NIMBYISM" thereby promoting early identification and resolution of concerns and issues; and,
- ★ Austin waives certain fees based on the amount of affordably priced housing contained in a proposed SMART development.



## CAROLINA, PUERTO RICO

Municipalities in Puerto Rico operate in a regulatory environment totally different from those found on the mainland. In most cases, the Commonwealth of Puerto Rico is directly involved in the process of providing many of the required permits and approvals for building construction and rehabilitation. Taking advantage of new legislation, the Municipality of Carolina assumed almost all of the regulatory responsibilities for housing development. Combining regulatory reform with innovative financing and other incentives, affordable housing construction increased from 400 units between 1992 and 2000, to 1000 units between 2001 and 2004.

Carolina, Puerto Rico is a 2005 recipient of the Robert L. Woodson Award

### Specific Actions Taken:

- ★ **The Municipality of Carolina initiated reform of the Commonwealth Law of Autonomous Municipalities resulting in the transfer of key zoning decisions from centralized government to the local level;**
- ★ **Local leaders restructured planning and permitting with specific timetables reducing approval times from six months to 10-15 days;**
- ★ **The municipality waived permit fees for affordable housing developments;**
- ★ **Carolina created an inventory of all available Commonwealth and City-owned land to facilitate potential affordable housing development;**
- ★ **Housing and redevelopment officials lowered the cost of land through release of public property, consolidated small lots, and then released these properties for development; and,**
- ★ **Local officials shortened and streamlined the bidding process for city-built housing, resulting in significant savings.**



# CHICAGO, ILLINOIS

The City of Chicago staged a strong economic comeback in the 1990s. The windy city saw 100,000 new residents in that time but managed to produce only 20,000 new housing units. This supply gap impacts a broad spectrum of Chicago residents, especially members of the service community who are essential for the healthy functioning of the city. In 2001, Chicago responded by creating the Partnership for Affordable Neighborhoods, which provides a broad array of incentives to private developers to build more affordable housing. To date, nearly 400 affordable housing units have been developed with members of the city's public service workforce (teachers, police officers and firefighters) being the primary beneficiaries.

Chicago, Illinois is a 2005 recipient of the Robert L. Woodson Award

## Specific Actions Taken:

- ★ **Chicago provides a variety of incentives, including density bonuses, expedited permit reviews, waiver of various permit fees, and infrastructure investments for market rate condominium and townhouse developments that include affordably priced units for moderate-income families;**
- ★ **Affordably-priced units must be included in all market rate developments that receive city financial assistance and/or city-owned land at discounted prices; and,**
- ★ **Local officials offer density bonuses for affordable housing in Chicago's booming central area.**



## CINCINNATI, OHIO

Cincinnati is an older city with an aging housing stock and a large need for affordable housing. Many of the existing lots are very narrow lots, yet existing zoning assumed more contemporary lot configurations. In 2002, the City passed a resolution mandating “full scale regulatory reform” as part of the City’s revitalization efforts. Although new zoning did not go into effect until 2004, prior regulatory reforms alone increased single-family production from 97 units in 2003 to 158 units in 2004.

Cincinnati, Ohio is a 2005 recipient of the Robert L. Woodson Award

### Specific Actions Taken:

- ★ Cincinnati developed a new zoning code that allows 2000 sq/ft and 4000 sq/ft lots in older neighborhoods, permits clustered housing and provides for reduced requirements for side yards and setbacks;
- ★ The city established a One Stop Development Center to coordinate all permitting and processing and provide builders with a single point of contact, greatly streamlining the approval process; and,
- ★ Local officials established a cooperative pre-development meeting process involving all agencies to resolve all development issues at one time.



# TOWN OF CORTE MADERA, CALIFORNIA

Corte Madera is a small community located in affluent Marin County, California. Originally, the town was home to modestly priced housing built to accommodate post World War II growth. Over time, however, decreasing land supply, surging demand, economic growth and unnecessary or excessive regulations resulted in skyrocketing home prices. Today, the average sales price of a home in Corte Madera is more than \$800,000.

In 2002, the town began to focus on regulatory barriers. Corte Madera changed its land use and related regulations to encourage affordable housing through the creation of an Affordable Housing District as well as other broad-based regulatory reforms. For a small town, results have been dramatic—a 79-unit affordable housing project, various mixed-use projects with low-income and work force housing units, and a number of accessory or “granny flat” units.

The Corte Madera, California is a 2005 recipient of the Robert L. Woodson Award

## Specific Actions Taken:

- ★ **Corte Madera created an Affordable Housing Mixed Use District that tripled density and required at least 50 percent of units be affordable;**
- ★ **The town increased densities in a number of residential districts;**
- ★ **The town waived most fees reducing the cost of building or rehabilitating affordable homes;**
- ★ **Local officials reduced parking standards for all affordable housing; and,**
- ★ **The town streamlined environmental reviews and other approval requirements for mixed-use and accessory units.**



# FITZGERALD, GEORGIA

Fitzgerald is a small city located in an overwhelmingly rural area and faced years of economic decline. Fitzgerald is rebuilding entire neighborhoods and providing significant amounts of affordable housing by taking advantage of state redevelopment laws, public/private partnerships, and regulatory reform. The city became a redevelopment agency under state law and was able to clear blighted units and assemble land for development. Combined with regulatory reform, Fitzgerald made it easier for developers to build infill housing (housing built on vacant lots in already developed areas) As a result of the City's efforts, more than 315 units of affordable housing have been built or rehabilitated with additional units in the pipeline. Formerly decaying neighborhoods are now experiencing significant private investment.

Fitzgerald, Georgia is a 2005 recipient of the Robert L. Woodson Award

## Specific Actions Taken:

- ★ **The city used redevelopment authority to clear land and assemble infill sites for redevelopment.**
- ★ **Local housing and redevelopment officials allowed manufactured housing in most residential districts, subject to site and design standards.**
- ★ **The city enacted flexible land development standards with streamlined approvals provided at staff level.**
- ★ **City leaders implemented major administrative reforms including batch processing of building permits.**
- ★ **Fitzgerald waives or adjusts setback, side and other development standards allowing for a more relaxed regulatory environment for affordable housing.**
- ★ **The city waives fees on an as-needed basis.**



## FORT COLLINS, COLORADO

The City of Fort Collins has a long history of addressing regulatory barriers in order to achieve housing affordability. As early as 1984, local land use controls provided for density bonuses to developers of affordable housing, a technique just now being adopted in many communities. Following the creation of an affordable housing task force in 1992, the City undertook a series of major regulatory changes. Fort Collins institutionalized regulatory reform by creating a public/private Affordable Housing Board whose primary responsibility is to recommend to the City Council new regulatory reform proposals. As a result, a continuing series of reform actions have been put in place over a ten-year period. Over the past decade, more than 1,000 units of market-rate and assisted affordable housing have been built.

Fort Collins, Colorado is a 2005 recipient of the Robert L. Woodson Award

### Specific Actions Taken:

- ★ The city offers developers “density bonuses” for affordable housing.
- ★ Fort Collins created an Affordable Housing Board to recommend new reform efforts to the city council.
- ★ Payments of impact fees are delayed until occupancy and impact fee rebates are offered for affordable rental housing.
- ★ Reducing the required widths of streets and sidewalks significantly lowered the cost of housing.
- ★ Priority is given for processing of affordable housing developments reducing the time between permit application and development.
- ★ Sales and use tax rebates are offered on materials builders purchase for the construction or rehabilitation of affordable housing.
- ★ The city provides exemptions on fees for inspections, right of way, and street cuts on affordable housing developments.
- ★ Fort Collins requires a cost- impact analysis prior to any changes to the city’s building code.
- ★ Affordable housing builders enjoy more relaxed bonding and landscaping requirements.
- ★ The review time in Fort Collins has been cut by 40 percent due to tighter timeliness controls and increased staff assigned for conflict resolution.
- ★ The city initiated a major affordable housing marketing effort.



## GRAND FORKS, NORTH DAKOTA

In 1997, devastating floods destroyed more than 800 homes in Grand Forks. Since then, the city has undertaken an aggressive rebuilding program focused on affordable housing. Local leaders recognized there is no single solution and created a “tool box” of incentives to stimulate the construction of affordable homes including an affordable housing “infill” program and the establishment of “affordable housing districts.” In exchange for special concessions on tax assessments and land standards, developers in these areas agree to build higher density, smaller entry-level homes. In the years prior to these efforts, only 14 affordable units were built in the entire city. Since 2002, of the 106 homes built in the affordable housing districts, over 57 percent meet affordable housing target prices.

Grand Forks, North Dakota is a 2005 recipient of the Robert L. Woodson Award

### Specific Actions Taken:

- ★ **Grand Forks waived a required 50 percent developer’s contribution for infrastructure.**
- ★ **Local tax authorities deferred special assessments imposed on buyers of affordable housing.**
- ★ **City officials granted a two-year property tax exemption for the first \$75,000 of a home’s assessed value.**
- ★ **Likewise, the city granted a three-year property tax exemption for increased values resulting from rehabilitation.**
- ★ **Grand Forks reduced special assessment rates.**
- ★ **The city relaxed land development requirements (i.e., narrower road widths) and reduced right of ways.**
- ★ **To encourage more development of affordable housing, local leaders reduced previous lot size requirements.**
- ★ **Developers seeking zoning variances now find a more flexible, relaxed application process.**



## KING COUNTY, WASHINGTON

King County is an extremely large geographic area encompassing the Seattle metropolitan area as well as large tracks of farming, forestry, and recreational land. Under state-mandated growth management requirements, King County established a comprehensive plan that works to achieve orderly growth, to protect farmland and open spaces, and to provide an adequate supply of housing. To achieve this balance, county officials made major changes to local zoning and land development statutes to increase housing density and to streamline review processes. Though King County has experienced unprecedented growth and must meet rigorous growth management requirements, homes in the Seattle market area are similar in affordability to those nationally. In the face declining land supply and increasing housing demand, King County has maintained its overall housing affordability through regulatory reform.

King County, Washington is a 2005 recipient of the Robert L. Woodson Award

### Specific Actions Taken:

- ★ **King County changed zoning in most areas to eliminate minimum lot sizes.**
- ★ **Reversing a traditional regulatory requirement, the county established a unique requirement for minimum densities.**
- ★ **The county allows multifamily housing in many formerly single-family residential areas.**
- ★ **Many exclusively residential areas are permitted for mixed use.**
- ★ **Permitted, as of right, accessory units in all lots over 10,000 sq/ft.**
- ★ **Provided new zoning for town homes and zero lot line development.**
- ★ **Changed zoning to allow for small cottage housing at twice normal densities.**
- ★ **Increased customer service, streamlined environmental requirements for small developments, and provided for pre-approval of commonly used house plans.**





# ORLANDO, FLORIDA

Orlando is no stranger to extraordinarily rapid growth and the need for affordable housing. As early as 1994, the city recognized that changes in land development and regulatory practices were needed if affordable market-based, as well as assisted housing, were to be built in large numbers. Through a series of reforms specifically targeted at affordable housing, more than 6,000 affordable housing units have been built. Most remarkably, a third of these units have been built entirely by the private sector with just local regulatory and related incentives.

Orlando, Florida is a 2005 recipient of the Robert L. Woodson Award

## Specific Action Taken:

- ★ **Orlando offers reimbursement of sewer and transportation fees as well as significant discounts on school impact fees for developers of affordable homes.**
- ★ **The city implemented flexible, less costly land development standards.**
- ★ **Local leaders reduced transportation capacity fees and now provide density bonuses for affordable housing.**
- ★ **Orlando reduces and, in some cases, waives land development fees for developers of affordable housing, significantly reducing the cost of production.**
- ★ **The city implemented a public/private cooperative planning process for fast track approval through an expedited development review process.**





## OXNARD, CALIFORNIA

Oxnard is a city north of Los Angeles located in a fast growing county with significant growth management controls. With restrictions on land supply and growing market demand, prices in the metropolitan area are rising at a very rapid rate. Between 1999 and 2004, the median price of a home had gone from \$169,000 to \$445,000. In response to these intense market pressures, Oxnard is undertaking a series of significant broad-based regulatory reforms to reduce costs and increase supply. Hundreds of affordable units have resulted from these measures.

Oxnard, California is a 2005 recipient of the Robert L. Woodson Award

### Specific Actions Taken:

- ★ Oxnard provides a **Density Bonus and Incentive Program** to developers of affordable housing—offering a maximum 25 percent bonus to developers who dedicate 10 percent of their units for lower income families.
- ★ The city reduces or entirely waives most development fees (water, wastewater, drainage, traffic, parks) for infill housing without income conditions.
- ★ For developers who devote 10 percent of their units for very low-income families (or 20 percent for low-income households), the city defers or waives most development fees.
- ★ In addition, the city provides major waivers or adjustments to development standards where significant numbers of lower income housing are to be built.
- ★ The city offers “special use” permits if substantial land use improvements result (with variances for density, area, yard, height, parking and related requirements).
- ★ Local leaders provide expedited development approvals by administrative staff if projects are consistent with the City’s plans.





## SAN ANTONIO, TEXAS

The City of San Antonio confronted its housing affordability challenge by addressing the twin problems of neighborhood revitalization and regulatory barriers. San Antonio's Edgewood community needed revitalization but that goal was impeded by a host of regulatory barriers including excessive zoning and subdivision requirements, high land acquisition costs, cumbersome development review processes, inefficient permitting procedures, and burdensome impact fees.

In partnership with the Greater San Antonio Builders Association, the City launched the Affordable Showcase of Homes to revitalize the Edgewood community through the development of a series of affordable housing subdivisions. Since its inception a decade ago, the Affordable Showcase of Homes has produced nearly 250 affordable homes and has also spurred the development of affordable housing communities in adjacent neighborhoods.

San Antonio, Texas is a 2005 recipient of the Robert L. Woodson Award

### Specific Actions Taken:

- ★ **San Antonio granted density bonuses for the development of affordably priced housing.**
- ★ **The city waived impact fees on all the new affordable housing developments in the Showcase neighborhoods.**
- ★ **Local officials exempted Showcase communities from building permit and platting fees.**
- ★ **Surplus land was set aside for affordable home construction.**
- ★ **Some homebuyers in Showcase neighborhoods were offered down payment and closing cost assistance.**



## SANTA FE, NEW MEXICO

By the early 1990s, the City of Santa Fe was facing a housing affordability crisis. At that time three quarters of its residents could not afford a median priced home, and housing costs were 40 percent above the national average. One of the country's major tourist destinations, Santa Fe was experiencing dramatic increases in land and housing prices, while complicated development processes and restrictive land use policies further hampered efforts to provide affordable housing opportunities.

To address these problems, Santa Fe embarked on an aggressive campaign to encourage affordable housing development in the following ways: The city enacted an innovative zoning policy to increase densities; reduced or waived a series of impact and review fees; reformed subdivision and land development standards; and, streamlined review and permitting procedures. As a result of these innovations, nearly 16 percent of all new homes built in Santa Fe during the last decade are affordable for working families.

Santa Fe, New Mexico is a 2005 recipient of the Robert L. Woodson Award

### Specific Actions Taken:

- ★ **Santa Fe accelerated the processing of housing development proposals that include at least 25 percent affordably-priced housing.**
- ★ **The city waives or reduces various impact, processing, and permitting fees for affordable housing developments.**
- ★ **Local officials exempt affordable housing developments from water utility expansion charges and related water utility building requirements.**
- ★ **Developers are offered density bonuses for housing developments that include affordable units.**
- ★ **Relaxed code requirements allow accessory units and other alterations to encourage greater affordable housing options.**
- ★ **Modified site development and zoning requirements (such as reduced lot sizes) are increasing lot coverage to promote affordable housing.**
- ★ **Local leaders now provide increased opportunities for the use of HUD- Housing Codes (manufactured homes).**



## WHITE PLAINS, NEW YORK

White Plains is an older close-in suburban city near New York City. Residents of its housing stock covers a range of income groups ranging from lower to upper income homes. Faced with a declining downtown, the city established an economic development strategy that focused on downtown revitalization and a mix of housing affordable to families of various income levels. Through citywide and targeted neighborhood action, White Plains integrated regulatory reform into a larger economic development strategy.

Since 2001, the city's institutional and regulatory reforms have resulted in 153 homes, including 48 low-income units, 139 workforce units and nine units of city defined "below middle-income" housing. In addition, 51 workforce units were under development in 2005. This represents 10 percent of all new housing approved within the city. Most notably, 112 of these units are the direct result of regulatory reform without any additional subsidy.

White Plains, New York is a 2005 recipient of the Robert L. Woodson Award

### Specific Actions Taken:

- ★ **White Plains established a strong public /private partnership to support major regulatory reform.**
- ★ **The city enacted a comprehensive reform of its zoning ordinance with height and density incentives available for "workforce" and "below middle-income" housing.**
- ★ **City planners doubled allowable densities for low-income housing in targeted neighborhoods.**
- ★ **Local officials created a coordinated review process for housing development. Chaired by the Mayor's Office, all city departments conduct expedited review of proposed developments as a team.**
- ★ **The city modified building codes to reduce costs.**



# SAN JOSE, CALIFORNIA

Located in one of the most expensive housing regions in the country, the City of San Jose has long recognized the need for providing affordable housing. By the mid-1990s the City needed 13,000 units of affordable housing to meet the demands of its lower-income citizens. In addition to complex state-mandated land use regulations, the city's numerous development fees and taxes acted to seriously inhibit the production of affordable housing. After struggling to balance the pressing need for more affordable housing with city's other goals and programs, the city took action in 1999 by making affordable housing a priority and setting ambitious goals for the production of affordable housing. Since that time, the city has added 7,500 affordable housing units, and is on track of meeting its goal of 10,000 units by December of 2006.

San Jose, California is a 2006 recipient of the Robert L. Woodson Award

## Specific Actions Taken

- ★ **Created Housing Opportunity Studies effort to identify and rezone urban, transit-oriented infill sites suitable for high-density housing, including affordable housing. To date, 520 affordable housing units have been completed as part of this effort.**
- ★ **Exempted affordable housing projects from park impact fees and various construction fees, resulting in a \$27 million in cost savings for such developments.**
- ★ **Joined with Habitat for Humanity and Youthbuild to produced 580 affordable units on formerly surplus city-owned land.**





# MOUNT JOY BOROUGH, PENNSYLVANIA

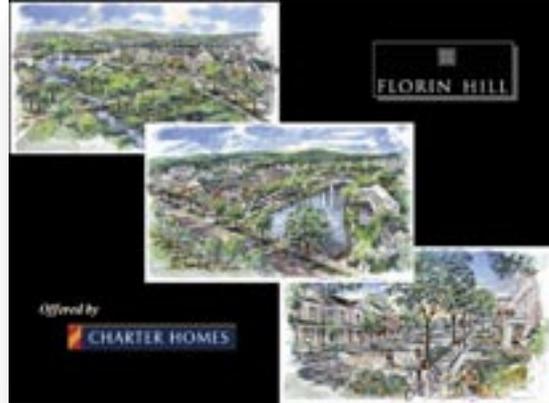
The affordable housing problems experienced in Mount Joy, a bedroom community of Harrisburg, are very similar to those experienced by many other suburban communities. Zoning restrictions and building specifications prompted a dramatic rise in land and home prices, prohibiting builders from making profits on affordable housing. Recognizing the problem in 2004, municipal officers held a public workshop bringing residents and the development community to the table. The workshop was very successful and participants developed a consensus on a comprehensive development plan for Mount Joy permitting greater density on the available sites.

The first fruits of the plan led a new is a mixed-use development called Florin Hills. 75 out Florin Hills' 457 new units will be affordable, 18 more than the 57 total units that the old zoning requirements would have allowed. Both Governor Edward Rendell and the Housing Alliance of Pennsylvania recognized Mount Joy's achievement as a model for meeting the affordable housing needs in the Commonwealth of Pennsylvania.

Mount Joy Borough, Pennsylvania is a 2006 recipient of the Robert L. Woodson Award

## Specific Actions Taken

- ★ **Hosted a two-night public workshop that brought together all parties resulting in a comprehensive plan offering incentives to both developers and the Borough of Mount Joy. Due to the inclusive nature of this workshop, the resulting plan had no opposition upon its implementation.**
- ★ **The Borough amended, waived, or otherwise revised 52 development and zoning regulations that were barriers to the development of affordable housing units.**
- ★ **Mount Joy provided a Workforce Housing Density Bonus that created a powerful incentive for builders to build one additional home per acre if at least 10 percent of new homes are affordable.**
- ★ **Borough planners approved Florin Hills, a new mixed-use development characterized by affordable and market rate housing, access to public transit, and high-density housing. Changes in density requirements and zoning laws allowed this to go from a 57-unit development to a 468-unit development.**



# SUFFOLK COUNTY, NEW YORK

Over the past decade, Suffolk County has become one of the most expensive housing markets in the country. Like many communities on Long Island, median home prices are at least \$400,000 over the national average, forcing many young families to leave the communities where they were raised. To prevent further flight that threaten the County's future economic health, the newly elected county executive took several actions in 2004 to identify and remove regulatory barriers to affordable housing development in the county. With substantial public pressure to fix the problem, the county created two major initiatives to address the issue – the Workforce Housing Commission and the Red Tape Reduction Plan. Because the authority to make housing and land decisions resides with the 42 local governments in the county, the county government served in the roles of convener/coordinator, educator, expeditor, and cajoler to streamline the regulatory review processes involved in housing development approvals. The Workforce Housing Development Commission made recommendations for regulatory barrier reduction, and the Red Tape Reduction Plan worked to streamline county reviews of water and sewage permits. These efforts have substantially impacted the complex nature of regulatory issues at the county level leading to 31 new applications for affordable communities and 300 new affordable units during its first year of implementation.

Suffolk County, New York is a 2006 recipient of the Robert L. Woodson Award

## Specific Actions Taken

- ★ **Established the Workforce Housing Commission bringing individual townships and the private sector together to address this issue. This committee recommended several streamlining measures that have been implemented at the county and local governmental levels. Many of the measures give priority to affordable housing developments.**
- ★ **Established the Red Tape Reduction Plan that has cut permitting time in half and has significantly streamlined efficiency.**
- ★ **Implemented “one-stop” permitting process has been reduced review periods from 16 to 4 weeks.**
- ★ **Authorized “fast track” permitting for developments containing at least 20 percent affordable housing proposals cutting the review period from four weeks to just one.**
- ★ **Appointed one representative per town to shepherd affordable housing developments through town processes.**



# MASSACHUSETTS DEPARTMENT OF HOUSING AND COMMUNITY DEVELOPMENT

Since 1970, the Commonwealth of Massachusetts has been a leader in addressing its affordable housing needs in its implementation of its widely known Chapter 40B or “anti-snob zoning program.” This program allows the state to override local zoning and approve affordable housing developments if local affordable housing goals have not been met. Despite the existence of this program, however, the state has seen a dramatic increase in the price of housing over the past two decades. Housing prices have increased 200 percent over that period and building permits have decreased precipitously.

While the program has resulted in the construction of over 30,000 affordable housing units since its inception, local officials have been critical of 40B approval process, which they believe has resulted in the approval of housing developments that were inappropriate. To address these concerns, the State’s Department of Housing and Community Development assembled a state-wide task force to review the program and to make recommendations to improve the way it is administered. These recommendations allowed local governments the opportunity to assure that affordable housing proposals are appropriate, to gave communities new opportunities to meet their affordable housing goals, and provided local governments technical assistance to meet their goals. As a result of the Task Force’s recommended changes, 75 new local affordable housing plans have been created since 2003. Between 2002-2005, housing permits have increased 34 percent (17,465 – 23,480), 20 percent of which used Chapter 40B.

Massachusetts Department of Housing and Community Development is a 2006 recipient of the Robert L. Woodson Award

## Specific Actions Taken

- ★ **Developed a Task Force to reaffirm the need for affordable housing, analyze Chapter 40B to study its effectiveness and appropriateness, and propose possible modifications to the Statute.**
- ★ **Created initiatives to provide assistance to communities experiencing problems with the technical and public relations aspects of developing affordable housing.**
- ★ **Streamlined and consolidated the planning process, allowing developers and municipalities to work together.**
- ★ **Developed an online “Planning and Housing Development Toolkit” offering guidance and resources for local communities leaders to utilize in creating affordable housing plans.**

