



HOUSING FOR ALL
TASK FORCE
Strategic Agenda Report

Result: Our Town Centers are attractive, convenient, and interesting places to live, work and shop. (Comprehensive Plan Vision)

Goal: Provide for full range of housing types in Town Centers to attract and retain multi-generational communities.

Headline Indicators:

(By Municipality or Census Tract)

- % of affordable housing units for households at 30% of the HUD Adjusted Areas Median Income Level
- % of affordable housing units for households at 60% of the HUD Adjusted Areas Median Income Level
- % of affordable housing units for households at 80% of the HUD Adjusted Areas Median Income Level

Strategy: Educate community on existing housing shortage, focusing on the populations most impacted: young adults, young families, disabled, veterans, seniors, and local workforce.

Program/Activity:

Research

- Gather data that represents the need for diverse housing and benefits.
- Focus groups/listening sessions to inform messaging
- Best practices that demonstrate Calvert can do this
- Community survey

Online engagement

- Video profiles of households that represent the populations most impacted

Advertising

- Billboards, marketing materials, newspaper
- Create a marketing tagline

Outreach

- Writing talking points with common themes
- Provide pictures/videos of different designs
- Incorporate transportation accessibility
- Educate community leaders, HOA's and civic groups
- Outreach to faith community
- Town hall meetings

Performance Measures (Target or Benchmark):

- # of hits/likes/participants for social media posts or online polls
- # of surveys completed
- #/% of surveys that demonstrate change in attitude, using pre/post
- # of attendees at meetings/focus groups
- # of residents provided HFA swag with tagline

Task w/ Responsible Party and Deadline:

Task	Who	When
Find person for community profiles	Committee	
Create survey	Committee	
	CMR	

Strategy: Execute a local market trend analysis that will project future population trends and estimate housing needs.

Program/Activity:

- Analysis of current entry level job pay; new job development; industries that are up and coming; and demographic trends if there are no changes
- Prioritize county-specific measurements
- Using social media, obtain feedback from younger citizens on future viability of working in local job market
- Define entry level job gaps (existing and projected?)

Performance Measures (Target or Benchmark):

- # of social media posts/surveys for youth engagement in marketing analysis
- #/% gap between availability and response of entry level jobs
- % of responses from industries (salaries) in Calvert County

Task w/ Responsible Party and Deadline:

Task	Who	When
Social media posts	CMR	
Surveys	CMR	

Strategy: Design incentives for developers to build units for households at 30%, 60% and 80% of the Income Level in Town Centers and other designated growth areas.

Program/Activity:

- Density bonus, allowing more density for certain projects
- Water/sewer set aside, waiving tap fees for bonus unit
- School density waiver for bonus units in Planned Unit Development
- Creation of a TDR land bank applied to affordable housing units
- Excise tax waivers
- Developer incentives for multigenerational families and homeless with income
- Donation of County-owned properties in exchange for cash/amenities
- Sale of water/sewer rights from parks to undevelopable land

Performance Measures (Target or Benchmark):

- # of new developments using incentives/strategies
- # of acres/parcels sold to developers
- # of new developer incentive policies in updates to master plans and zoning
- # of master plan updates targeting designated growth areas

Task w/ Responsible Party and Deadline:

Task	Who	When
Review town center maps		
Review land use policies		

Strategy: Consider a Planned Unit Development (PUD) in the zoning ordinance update with consideration for mixed use and accessory dwelling units.

Program/Activity:

- Analyze current zoning ordinances to determine if and how they need to be changed.
- Draft regulations for consideration that will meet identified needs and submit draft for public review
- Engage planning commission to approve and Commissioners to adopt new regulations

Performance Measures (Target or Benchmark):

- # of current accessory dwelling units (benchmark - increase by 10-15%)
- # of PUD in each town center with water/sewer (benchmark – at least one over the next 20 years)
- Ensure mixed use zoning is allowable in each town center.

Task w/ Responsible Party and Deadline:

Task	Who	When
Update zoning regulations & town center master plans	Planning & Zoning staff	2 – 5 years
Develop Accessory Dwelling Units	Private property holders	From 5 - 15 years