Housing Strategies/Incentives			
Strategy/Incentive	Description	Advantages	Barriers
Adopt an Inclusionary Zoning Ordinance	Inclusionary zoning is a local land use tool that requires a specified amount of affordable housing to be built in conjunction with market rate units.	Requires the private sector to build more affordable housing units than they would otherwise provide. Can be tailored to address specific needs and targeted neighborhoods.	Local government must fully offset all costs to the developer associated with an IZ requirement.
Assist Homeowners Construct Accessory Dwelling Units (ADUs) for Use as Affordable Rentals	ADUs are smaller housing units detached or attached to a primary dwelling unit. Pensacola can work to encourage more homeowners to build ADUs through financial assistance and education.	ADUs are a smart growth, market-based tool for increasing the supply of affordable housing in single-family neighborhoods without altering the character or shape of neighborhoods. ADUs can be particularly useful for people with disabilities or who need a live-in caretaker.	Funding and educating homeowners on the ADU option.
Collaborate with the Private Sector to Identify Incentives that Spur Affordable Housing Development and Increase Housing Affordability	Pensacola currently offers density bonuses to encourage the development of affordable housing. The Task Force could direct the City to identify or improve additional incentives in exchange for public benefits. Such incentives could include an exception to parking, setback, and other structural requirements in exchange for affordable housing.	Encourages the private sector to develop housing that is affordable through various incentives could reduce reliance on government spending in furtherance of the Task Force's goal.	Ensuring the incentives are accessed by the private sector and result in long-term affordable units.
Create a Local Affordable Housing Revolving Loan Fund	Pensacola could allocate local dollars for a revolving loan	Can provide a replenishing source of funding for site	Identifying local funds.

	fund as a self-replenishing pool of money.	acquisition, predevelopment costs, project construction, bridge financing, and more.	
Enact More Disability Accommodations to the Requirements for New Residential Construction	By requiring features that make new residential development long-term accessible (e.g. reinforced walls in bathrooms, broad doorways, accessible light switches, outlets, and thermostats, etc.), the city can improve housing accessibility for residents and reduce the need for rehabilitation programs.	Improves housing choice for people with disabilities.	May increase overall construction costs.
Engage in Strategic Partnerships	The City could partner with local businesses, charitable organizations, educational facilities, religious institutions, and other community drivers to buy-in to the City's housing goals.	Strategic partners can provide financial, staffing, and resource support for the City's goals.	Identifying local resources and securing buy-in from local stakeholders.
Establish a Linkage Fee	A linkage fee is a fee typically charged on new commercial or industrial development to offset the housing needs of the new workforce generated by development.	Linkage fee collections are placed in a local affordable housing trust fund to help pay for the City's housing goals.	Requires a nexus study.
Identify Adaptive Reuse Possibilities	Adaptive reuse is the renovation and reuse of pre-existing structures (such as hotels, retail buildings, and warehouses) for new purposes other than which it was originally built or designed for. It	Lowers economic and environmental costs associated with construction. Revitalizes abandoned or underutilized structures that would otherwise remain inefficient. I	Identifying properties that are suitable for redevelopment. Funding and partnering with property owners to participate.

	increases a mix of uses and density which is particularly useful for people unable to drive.	Maintains local character.	
Identify Suitable Sites for Infill, Small Unit Development	Certain parcels of land or small sites that may otherwise undevelopable can be utilized to build small housing units, potentially including tiny homes or manufactured housing.	Small unit development can maximize the limited availability of desirable land.	Land availability and zoning & land use regulations.
Leverage Existing City Property to Produce Affordable Units	The City could donate, sell, or build on City-owned property in furtherance of its housing goals by offering land in exchange for affordable units. A robust surplus lands program can aid this goal.	In built-out areas such as Pensacola, using City-owned land for affordable housing becomes extremely valuable. The City can set its own terms in how the land is used through deed restrictions and a robust RFP process. Proceeds from the sale of City property could be placed in the local affordable housing fund.	Resource availability. Coordinating with Escambia County on government-owned land within City limits.
Make Use of the Brownfields Program	Brownfields are properties with actual or perceived environmental contamination. The state provides financial incentives for site cleanup and remediation and for workforce housing development. The City could identify areas as Brownfields to aid in repurposing industrial and commercial areas.	Programs that support Brownfield development can be used to financially assist the development of housing on previously contaminated sites.	Resource availability and identifying properties that would be suitable for affordable housing development.
Pledge Local Funds to Support the City's Housing Initiatives Fund	The City largely relies on state and federal sources of funding for housing. The Task	By using locally sourced funds, the City can supplement existing	Resource availability.

	Force could direct the City to utilize locally collected general funds to supplement existing sources of funding. The Housing Initiatives Fund could be supported by the sale of City-land, CRA finances, and other sources.	funds and have more control over end uses.	
Pre-Approve and Provide Assistance to Ready Buyers	The City could identify and provide purchase assistance to ready buyers.	Eases the burden on the private sector to identify income-eligible homebuyers.	Funding availability and staff capacity.
Promote Missing Middle Housing Development	The City could simplify permitting and provide financial assistance or development incentives in exchange for affordable missing middle housing types.	Missing middle housing, units such as duplexes, triples, and townhomes, can be more affordable due to their relative size and maximizes scarce land resources.	Funding availability and ensuring the private sector accesses incentives.
Reduce the Costs of the Local Development Process	Local governments that receive SHIP funds are required to expedite permitting for affordable housing projects. The Task Force could direct the City to assess its permitting and inspection processes to improve efficiency.	By lowering development costs, the private sector may be able to produce a more affordable product.	Staff capacity to expedite processes.
Support Tax Credit Developments	Developments that qualify as a Local Government Areas of Opportunity are eligible for a basis boost.	Local government support of tax credit development through a local contribution can increase likelihood of tax credit financing for rental projects that are a priority for the City.	Funding availability.
Target Existing Funding Sources towards the Goal of 500 Homes in 5 Years	The City can target existing federal and state sources of funding towards the Task Force's Goal.	The 500 Homes in 5 Years Goal could focus the City's housing efforts.	Diverting funds from other uses.

Utilize the Local Option Sales Tax for Affordable Housing	Infrastructure surtax revenues can be used for the acquisition of land for affordable housing.	Provides an additional source of funding to acquire land for the construction of residential housing projects in which at least 30 percent of the units are affordable to individuals or families whose total annual household income does not exceed 120 percent of AMI.	Requires a local referendum to amend the uses of the Local Option Sales Tax. Requires planning and coordination with Escambia County.