

Housing Action Plan

Building a More Affordable, Inclusive, Livable, Walkable, Sustainable, and Vibrant Community

October 6, 2015

Introduction

For over 30 years, the City of Burlington has identified housing affordability as one of its most significant challenges. And, over the past 30 years, the City, its residents, and a collection of dedicated affordable housing non-profits have worked together to meet this challenge and developed innovative ways to make Burlington affordable for thousands of low- and moderate-income households. Some of these approaches – like the shared-equity home model that keeps housing perpetually affordable – have garnered national and international recognition. Even with our community’s great history, necessary work remains to create new housing options for the City’s low-and moderate-income residents, as well as to continue supporting efforts to protect tenants’ rights, prevent displacement, and ensure fair housing. As this Housing Action Plan outlines below, the City intends not only to continue supporting these successful efforts, but also to expand upon them.

The Housing Action Plan also contains proposals to help reduce the cost of housing in Burlington for all residents, in addition to supporting what is traditionally described as affordable housing.¹ The cost of housing in Burlington remains a major challenge for residents across much of the income spectrum, and in particular those who make enough money that they are not eligible for subsidized housing, but struggle to compete in an unhealthy housing market where demand has far outstripped available supply. For example, the *Downtown Housing Strategy Report* commissioned by the City in the spring of 2014 found that Burlington renters (about 58 percent of the community) spend an average of 44 percent of their income on housing, one of the highest ratios of any American city. Further, the report found that Burlington is lagging behind the region and peer cities in the production of new downtown housing – housing that is particularly important for serving low-income families, young professionals, empty nesters, families, and seniors.

Addressing the inadequate supply of both subsidized and non-subsidized housing in a way consistent with the community’s character is therefore crucial to creating a healthy housing market in the downtown and across the City that helps residents of all income levels, particularly in an era in which real wage growth has been stagnant. A functioning housing market would help make Burlington more affordable, inclusive, livable, walkable, sustainable, and vibrant for all its residents, since more housing downtown means less need for cars, less congestion, less environmental impact, improved active transportation options, job creation, and increased economic activity.

¹ “Affordable housing” is defined here as housing built with subsidy and generally intended to help those at or below 80 percent of average median income (AMI). In Burlington, 100 percent AMI is roughly \$80,000 for a family of four. “Low income” is roughly 65 percent AMI and below, while “moderate income” is about 65-80 percent AMI.

To achieve this end, the Housing Action Plan outlines 22 proposals in five categories in the sections that follow. Several of these proposals are already underway and represent the Administration's highest housing-related priorities – for example, the proposals around the form-based code and parking minimums have been the subject of substantial City Council discussion over the past year and follow previously-established City Council timelines. These proposals are also included in the Housing Action Plan because of their direct and substantial impact on the City's housing policy. The continued advancement of these and every proposal detailed below will require further collaboration with and action by the City Council.

The first section focuses on using existing municipal tools strategically and expanding public resources to develop perpetually affordable low-income housing, promote the value of inclusion described in the City's inclusionary zoning ordinance, and better support those not eligible for subsidy but unable to compete within Burlington's housing market. In the second section, the Housing Action Plan focuses on addressing some of the regulatory and land-use approaches that have limited Burlington's ability to create new subsidized and non-subsidized housing options over the last 15 years – a time period when other cities around the country experienced a renaissance in their downtowns.²

The final three categories focus on enduring community challenges related in important ways to the fundamental challenge in Burlington of a lack of housing. First, the lack of sufficient housing is exacerbating quality of life issues in the City's historic neighborhoods, particularly near the University of Vermont (UVM) and Champlain College. Students are competing with residents for rental units, and the volume of demand encourages some landlords to allow the quality of their housing units to deteriorate. Second, the Housing Action Plan codifies the City's support for the Housing First approach as presented by the Continuum of Care (and community efforts to create a sustainable warming shelter). And third, the Housing Action Plan outlines a number of proposals intended to help Burlington consciously take steps now to support an aging population in the future.

In short, after 30 years of great progress as a community, it is time for Burlington to re-dedicate itself to addressing its housing affordability challenge by expanding the resources dedicated to low- and moderate-income residents for affordable housing while also adopting new initiatives that increase housing options for all Burlingtonians. As articulated by residents in the City's inclusive public engagement planning effort *planBTV – Downtown and Waterfront*, the Burlington community envisions significant new housing that is consistent with the City's current character and helps make the future of Burlington more vibrant, green, pedestrian and bike-friendly, healthier, and more affordable. This Housing Action Plan – which has benefited from extensive public comment over the previous year and substantial input from the City Council's Community

² At a time when other cities across the nation revitalized their downtowns, Burlington built only 18 market rate rentals in its downtown (551 units of all types were built across the City). Over that same time period of 2002 – 2013, 2,841 units were built in Chittenden County, with all the attendant health and environmental impacts associated with suburban sprawl and the development of far-flung exurbs.

Development and Neighborhood Revitalization (CDNR) Committee – is a step in translating that community vision into reality that benefits all residents.

I. Expand and Strategically Apply Municipal Resources to Support New Low- and Moderate-Income Housing Construction and Better Assist Those Ineligible for Subsidy but Unable to Compete in Burlington’s Housing Market.

1. Continue to Prioritize Affordable Housing Preservation: Take active steps to preserve affordable housing, including prioritizing engaging and supporting the preservation of affordable housing stock at Farrington’s Mobile Home Park. The work at Farrington’s should also involve regular updates to the City Council’s CDNR Committee. Over the past five years, the City has worked with community partners to purchase and retain over 300 affordable units at Bobbin Mill, Rose Street, Salmon Run, South Meadow, and Wharf Lane.

Goal: Facilitate the preservation of affordable housing in the City and particularly at Farrington’s Mobile Home Park

Timeline: July 1, 2016

Who: Mayor’s Office, Community and Economic Development Office (CEDO)

2. Focus and Expand the Housing Trust Fund (HTF): The HTF provides valuable “seed” capital for necessary but high-risk pre-development work and capacity grants for affordable housing projects. During the FY16 budget cycle, the City should prioritize a tax-rate neutral increase in revenues to the HTF (allocating a full penny per every \$100 of property value would increase annual funding from around \$180,000 to \$340,000).

Goal: Double the size of the HTF

Timeline: By July 1, 2015 for the increase

Who: CEDO, Clerk/Treasurer’s Office

3. Establish Targets for Different Household Types: The City has completed a review of recent housing plans from Des Moines, IA, Boston, MA, and Salt Lake City, UT, which target goals for housing production and establish schedules for reporting city progress. Over the next year, in consultation with CDNR, CEDO will create goals for housing production around categories like affordable family, senior, assisted living, and market rate housing (these categories may change if the discussion identifies better terms).

Goal: Establish targets for production of different household types

Timeline: 12 months after the adoption of the Housing Action Plan

Who: CEDO, in consultation with CDNR

4. Consider Revisions to the Inclusionary Zoning (IZ) Ordinance to Better Meet Housing Goals and Better Complement the HTF: Testimony submitted and research conducted in preparation for this Housing Action Plan has reiterated the importance of inclusive housing while also raising concerns about the impact the current IZ Ordinance is having on new housing construction. The City should work with the CDNR Committee to draft an RFP for a consultant to evaluate the impact of the IZ Ordinance on new housing construction and to identify changes to the Ordinance that would render it a more effective tool for meeting both low- and moderate-income and workforce housing

needs. These may include changing the triggering thresholds, household income thresholds, and restoring the option of contributing to the HTF instead of building all inclusionary units on site.

Goal: Develop scope of work with CDNR, assemble public/private team/committee, hire consultant, and present findings to City Council

Timeline: Fall 2016

Who: CEDO, Planning & Zoning (P&Z), and CDNR

5. Improve Home Energy Efficiency: According to the IBM Smarter Cities Challenge study of the City in 2013, “Burlington’s high number (57 percent) of rental properties... and its aged housing stock represent a challenge to the City’s energy-efficiency programs and incentives.”³ Pursuing partnerships and incentive programs to reduce energy costs will save residents money and help Burlington become a more sustainable community over time. One example of this is the recent announcement that the Burlington Electric Department (BED) and Vermont Gas Systems, Inc., have partnered to offer the Energy Champ Challenge efficiency program. Another possibility includes reviewing and strengthening City ordinances related to time of sale energy efficiency measures.

Goal: Improve affordability and sustainability by creating incentive programs and partnerships to reduce energy costs

Timeline: July 1, 2016

Who: BED, CEDO

6. Consider Continued Assistance for Home-Sharing: There are currently about 20 Home-Sharing arrangements in Burlington through HomeShare Vermont. This model provides affordable housing without the expense of development while also allowing low-income residents or seniors to age at home. CEDO should review the effectiveness of the Home-Share model and, if appropriate, explore other potential mechanisms to incentivize expansion of the model (whether through tax incentives, capacity grants, or CDBG funds).

Goal: Review effectiveness of home-sharing model and explore incentives to expand it if appropriate

Timeline: Report back to CDNR within one year after the adoption of the Housing Action Plan

Who: CEDO

7. Review South End Zoning and Housing Policies as Part of the *planBTV: South End Process*: The South End is a dynamic and growing part of the City with a thriving arts community and wonderful historic neighborhoods. There are also underutilized sites in the South End (outside the Enterprise Zone) that could provide substantial housing opportunities. The City will not support a final plan that recommends adding housing as an allowable use in the Enterprise Zone. Outside of the Enterprise Zone, the City will

³ This information comes from U.S. census data, as well as information provided to BED by the Assessor’s Office and information about how electric accounts are set-up in the BED billing system.

assess future proposals for housing in the South End that will be consistent with or even enhance the dynamic arts and business communities and complement the area's historic neighborhoods.

Goal: Consider adopting *planBTV: South End*, including the possibility of housing opportunities outside the Enterprise Zone where housing could be used as a tool to help achieve goals regarding availability and affordability of artist and maker space

Timeline: Final draft in October/November 2015 and adoption by April 2016; develop the implementation strategy within 12 months of plan adoption

Who: P&Z and CEDO

II. Consider Regional Land Use Approaches and Reduce Regulatory Barriers and Disincentives to New Housing Production.

A regional approach to land use policy focused around major transportation corridors could help create opportunities for smarter and healthier growth in Burlington and Chittenden County. Further, while acknowledging that local land use regulations are an important tool to help shape and preserve the character of a City like Burlington, such regulations and fees can have dramatic and unintended impacts on the cost and feasibility of new housing. The City should pursue reforms in a number of areas:

1. Lead Regional Housing Initiatives That Strengthen Transportation Corridors: Housing affordability and high quality transit systems are challenges for the whole region, not Burlington alone. Rental prices are high and vacancy rates are low throughout the county, and the robustness of our regional bus system is limited by the low residential density of much of its service area. Regional land use planning should be more focused on the small number of transportation corridors – North Avenue/Route 127, Route 7, Williston Road, Shelburne Road – that link Burlington to our surrounding communities, with the attendant positive health and environmental impacts. Working with the Chittenden County Regional Planning Commission (CCRPC) and the Chittenden County Transit Authority (CCTA), the City should help lead a regional conversation about focusing affordable housing resources, land use policies, and transit resources on housing infill and redevelopment opportunities within the identified transit corridors.

Goal: Convene a conference of Chittenden County communities interested in exploring regional housing and transit solutions

Timeline: Spring 2016

Who: Mayor's Office, CEDO, CCRPC, CCTA, CCRPC member municipalities, regional stakeholders such as CVOEO, AARP, ECOS, VHFA or others

2. Create a Rational Parking System in the City's Downtown: Current regulations do not allow existing or new parking to be built and utilized efficiently, and research has demonstrated that unnecessary on-site minimum parking requirements can increase the cost of a housing unit by 15-30 percent.⁴ This pushes the cost of housing out of reach

⁴ See the "Downtown Parking Amendment," memorandum of April 30, 2013, prepared by David White for the City Council's Ordinance Committee (information in the memorandum was obtained

for many, helps deter the development of new housing, and results in the waste of considerable public dollars used to subsidize ultimately underutilized parking infrastructure. Recent research has also demonstrated that, even at its busiest times, Burlington has large numbers of underutilized parking spaces in public and private facilities. Pending the results of the parking studies now underway, Burlington may join the large and growing number of cities of all sizes in eliminating downtown zoning parking minimums while also addressing concerns of the residents in the neighborhoods in the transition zones around the downtown—who have different parking needs—with targeted, well-designed parking protections.

Goal: Pending results of the parking studies, consider presenting the Planning Commission and City Council with a proposal to change the onsite minimum parking requirements of the Zoning Ordinance

Timeline: Present proposals in the Fall 2015

Who: CEDO, Burlington Business Association, P&Z, and the Department of Public Works (DPW)

3. Consider a Form-Based Code in the Downtown and Waterfront to Encourage New Housing Investment: The City's Zoning Ordinance includes provisions that require permitting officials to make subjective decisions, thereby making the permitting process inherently uncertain for developers and neighbors alike. This uncertainty can create dissatisfaction for neighbors and has played a significant role in the lack of new housing being built in downtown Burlington. Across the country, numerous communities are turning to form-based codes to both reduce the uncertainty of development permits and improve the quality of new development. On October 20, 2014 the City Council passed a Resolution stating that "overall purpose of the proposed form-based code to promote and advance new infill development and adaptive re-use in the Downtown and Waterfront areas that reflects Burlington's character and sense of place while taking advantage of limited opportunities for new development at modestly larger scales and densities where appropriate." The City Council also established a joint committee with the Planning Commission to review the form-based code. The City should complete these efforts.

Goal: Consider adopting form-based code in the Downtown and Waterfront

Timeline: Adoption by July 1, 2016 (unless revised by P&Z)

Who: P&Z

4. Reform the Building Code: Numerous parties have raised concerns about the manner in which the City has chosen to create and implement its building code. The FY16 budget should include funding for the City to hire a consultant to (i) undertake a thorough review of the City's construction-related code of ordinances, (ii) recommend reforms to update, revise, eliminate, and consolidate the building code, (iii) apply relevant best practices from other communities, and (iv) ensure that our code truly reflects what is

from the national parking consultancy, Nelson-Nygaard). Parking requirements are also estimated to reduce the supply of housing by 15-25 percent.

needed to address housing safety, affordability, accessibility, energy efficiency, and availability.

Goals: Complete scope of work, hire consultant, and make recommendations to the Administration and relevant committees

Timeline: Complete SOW by Fall 2015, hire consultant shortly after, make recommendations by July 1, 2016

Who: Innovation & Technology Department (IT) to lead, in cooperation with CEDO, DPW, Code Enforcement, BED, P&Z, and the City Attorney's Office

5. Explore the Adoption of a Rehabilitation Code: "Rehab Codes" have been successful in other cities in encouraging reinvestment to help restore older buildings without compromising preservation values. The building code consultant referenced in recommendation #4 above should also make recommendations to the City with respect to the adoption of a rehab code.

Goals, Timeline, and Who: Please see above proposal

6. Reduce Inappropriately High Residential Zoning and Building Fees: High building fees can unnecessarily increase the cost of housing and impact project feasibility by driving up early, high-risk project costs. Some of Burlington's construction-related fees may be unusually high or timed in ways that dis-incentivize the construction of new units and should be adjusted to ensure the rates reflect the City's costs of permit processing. Any reduction in fee costs must remain sufficient to cover necessary staffing costs so no additional burdens are placed on taxpayers. The consultant referenced in recommendation #4 above should also make recommendations with respect to permitting fees.

Goal: Review fee schedule (process TBD) and present proposal to relevant committees/bodies

Timeline: Complete work, or at least a first phase of the work by March 2016 (in time for FY17 budget process)

Who: P&Z

7. Review Existing City Strategies for Healthy Growth: As part of the *planBTV: South End* process, P&Z will be investigating, developing, and implementing strategies to prevent over-gentrification and preserve the affordability of existing housing, artists' work-spaces, and small business spaces in the South End. The results of this work should also inform CEDO's development of the scope of work for the consultant RFP intended to support an evaluation of the Inclusionary Zoning Ordinance. Along with the HTF, the IZ is one of the main levers by which the City can promote healthy, balanced, and economically diverse growth in the downtown and South End.

Goal: Review City strategies for healthy growth

Timeline: Completed in time to inform the RFP on Inclusionary Zoning (which is described above and is to be done within one year of Housing Action Plan adoption)

Who: CEDO

III. Pursue New Strategies for Housing College Students to Improve Quality of Life in Historic Neighborhoods and Reduce Student Pressure on Rents.

Approximately 3,000 undergraduates currently live off-campus in Burlington's residential neighborhoods.⁵ Multiple students living in housing originally built for families increases neighborhood parking pressures, creates lifestyle conflicts with long-term residents, and drives up market rents. The City should directly engage this issue by: helping the institutions hold their students accountable in a transparent manner for inappropriate behavior, encouraging the maximum amount of students appropriate to be housed on-campus, supporting potential on-campus housing development opportunities, and prioritizing efforts to address enduring quality of life concerns in the City.

1. Over the Next Five Years, Create Approximately 1,500 New, Well-Managed Student Housing Beds On-Campus and in the Downtown to Create a Better Balance in Our Community: Meeting this goal will reduce the number of students living off-campus in Burlington's historic neighborhoods by approximately 50 percent and restore a better balance to many of those neighborhoods. The City will not use public resources from the HTF or other sources of affordable housing creation to subsidize new student housing. Of the 1,500 beds, approximately 300 are accounted for by Champlain College's Eagles project, 300 are accounted for by UVM's redevelopment of the dormitories being rebuilt as part of the hospital expansion project (which will result in a net increase in on-campus beds of that amount), leaving approximately 900 beds to make the goal. The City will take care to ensure that these new beds are created either on-campus or in a way that does not distort the vibrant life of the downtown for all residents.

Goal: Over the next five years, remove roughly half of the current undergraduate population in the City's historic neighborhoods by creating 1,500 new, well-managed undergraduate student housing beds on the UVM and Champlain College campuses, and potentially on one to two carefully-selected downtown locations beyond the Brown's Court/Eagles Club project.

Timeline: July 1, 2020

Who: CEDO, academic institutions, and development partners

2. Negotiate Significant Extensions of College Housing Commitments: UVM and Champlain College are both currently operating under agreements with the City that ensure additional students will be housed on-campus. Champlain College has long committed to house all of its students on-campus. The City should seek extensions of these agreements to ensure that proposal #1, immediately above, is not undermined, and should emphasize the importance of housing as many students on-campus as possible.

⁵ Approximately 3,650 undergraduate students who attend the University of Vermont live off-campus in a given year. However, many of these students study abroad, live with family, or live off-campus but not in Burlington. UVM has provided the City with information that 2,200 is a better point-in-time estimate. The City is prioritizing confirmation and clarification of this number in its discussions with UVM. Approximately 1,000 Champlain College students also live off-campus, and similar caveats apply. This means that roughly 3,000 students live in Burlington and compete for the limited housing options available in the City.

The City will begin this discussion with UVM to clarify and strengthen these agreements no later than the beginning of FY16.

Goal: Extend the agreements in coordination with proposal #1 in this section

Timeline: Bring forward a draft proposal to the City Council by the end of 2015

Who: Mayor's Office, CEDO, City Attorney

3. Create a Neighborhood Stabilization Program For Neighborhoods Heavily Impacted by Students. Creating new student housing would create the opportunity for quality of life improvement in the City's historic neighborhoods. However, residents of those neighborhoods are calling for a pro-active initiative to accompany strategy #1, above, and ensure this outcome. The City's Spring 2014 *Downtown Housing Strategy Report* found some examples of such efforts in other cities. As part of the Eagles Landing settlement agreement, Champlain College agreed to work with the City, UVM, and members of Preservation Burlington to create a Neighborhood Stabilization Program known as the "Neighborhood Project." All three entities, as well as UVM, will contribute to the program, which will hire housing, planning, historic preservation, and real estate professionals to create "an overall strategy and toolkit of policies and programs based on national best practices" for enhancing neighborhood quality of life in the historic neighborhoods surrounding Champlain College and UVM. The City's contribution was included in the FY16 budget passed unanimously by the City Council. CEDO will be tasked with coordinating the work of the Neighborhood Project in FY16. The study will consider whether an Employer Assisted Housing Program could be a viable element of the Neighborhood Project. The study will also consider whether any of the successful strategies pursued in recent years by the Community Coalition should be expanded. CDNR will be consulted for input on the draft RFP.

Goal: Complete the overall strategy and toolkit of policies and programs

Timeline: Scope of work complete by fall of 2016, professionals hired by winter 2016, strategy complete and presented to partners, the Administration, and City Council by winter 2017

Who: CEDO, P&Z, CDNR, and community partners

IV. **New Approaches to Homelessness in Our Community**

Building on the City's strong record of creating and preserving low-income housing, the City supports efforts to end homelessness in our community. The City supports the good work of our partner agencies in Burlington to achieve the goal of ending childhood and family homelessness by 2020. These efforts include rapid re-housing tools and programs like a risk guarantee fund for landlords, transitional and permanent housing programs, and homeless prevention through the Housing Resource Center. Innovative new initiatives, like Family Supportive Housing and the Opportunities Fund and Compass program, also hold promise for strengthening our response to homeless families and individuals. The City is also focusing its efforts on two initiatives:

1. Strengthen Housing First: The National Alliance to End Homelessness defines Housing First as "an approach that centers on providing homeless people with housing quickly and then providing services as needed" and goes on to state that "what differentiates a Housing First approach from other strategies is that there is an immediate and primary focus on helping individuals and families quickly access and sustain permanent housing." Permanent housing is combined with available supportive or wrap-around

services, but this approach does not require individuals earn the right to housing via employment, sobriety, or health. The Continuum of Care has been advancing the 100,000 Homes program, a Housing First approach that prioritizes offering the choice to move into permanent housing to the most vulnerable chronic homeless members in the community. The next step for Continuum of Care funded projects is implementing a set of policy changes among homeless service providers to prioritize permanent supportive housing to individuals and families most at risk with a goal of housing 2.5 percent of the homeless per month via a community-wide wait list. The City would seek to support its outstanding non-profits including Spectrum, the Howard Center, COTS, Lund, BHA, CHT, Pathways, philanthropic entities, and others to increase the available housing stock and provide services for homeless individuals and families where possible. The City would also support the measurement of the collective impact of this strategy on other resources.

Goal: Joint inventory and coordinated policy changes initiated by September 1, 2015; followed by the implementation of a coordinated entry for permanent supportive housing and efforts to increase available housing stock

Timeline: See above

Who: CEDO with community partners, including Continuum of Care members, updates to CDNR committee

2. Explore Establishing a Permanent Low-Barrier, Cold Weather Shelter: In concert with the Housing First approach, the City should explore establishing permanently a low-barrier, cold weather shelter in Burlington. The existence of such a shelter should decrease the number of people in encampments and allow consistent access for social workers to homeless persons. The low-barrier shelter thus serves as an important node among social service providers, the chronic homeless, and access to programs like Housing First. Thanks to the efforts of the Champlain Valley Office of Economic Opportunity and many others, a temporary warming shelter was established from February 6 – April 3, 2015 that demonstrated decreased costs for the hospital, potential savings and less risk of abuse relative to the previously existing cold-weather motel room model, and positive outcomes for many participants in the form of transitions to more permanent housing and jobs.

Goal: Support the State and local effort to open a seasonal low-barrier shelter at 179 S. Winooski Avenue for the 2015 – 2016 Winter

Timeline: Shelter open by November 1, 2015

Who: COTS, CHT, Continuum of Care, Department of Children and Families, Agency of Human Services (City in supporting role)

V. Provide Appropriate Housing Options for an Aging Population

Nearly 10 percent of Burlington's population is over 65, with that percentage expected to grow in the decades to come, as by 2017 one in three Vermonters will be 55 years of age or older. Burlington's changing demographics offer an opportunity to make our City a tremendous place to grow old. The City should take proactive steps to make sure that seniors are able to better access and enjoy life in the downtown and across the City by improving housing options and types available to better allow seniors to downsize and remain in their respective neighborhoods. Though beyond the scope of this Housing Action Plan, the Administration should also re-investment in our sidewalks,

streetscapes, and municipal facilities to make Burlington more walkable, bikeable, and livable.

1. Explore Strategies to Expand Accessibility: CEDO should undertake an evaluation of best-practices regarding accessibility issues for new construction and issue a report to the City's Accessibility Committee within one year of the adoption of this report by the City Council.

Goal: Evaluate best practices on accessibility issues and issue a report to the Accessibility Committee

Timeline: One year from adoption of the Housing Action Plan

Who: CEDO

2. Review Accessory Dwelling Units: These units are separate housing units built within single family homes or in a smaller structure on the same piece of land, and can help relieve pressure on a community's housing market as well as allow an aging population to remain in their homes. CEDO, in consultation with P&Z, should evaluate the consequences of incentivizing this kind of construction and establish clear protections that prevent abuse of this type of unit within one year of the Housing Action Plan's adoption by the City Council. CEDO's evaluation should also include a thorough exploration of micro-housing, an innovative idea that has been pursued in other communities. The evaluation should consider various ways in which such a housing type could potentially work in Burlington.

Goal: Evaluate the impact of accessory dwelling units

Timeline: One year from adoption of Housing Action Plan

Who: CEDO and P&Z, with an update to CDNR

3. Code for our Community: The practice of Universal Design can dramatically reduce the cost of converting conventional housing to Americans with Disability Act (ADA)-compliant, accessible housing in the future. The Code Review proposed in recommendations Part II #3 and #4 above should include consideration of additional Universal Design requirements.

Goal: Consider Universal Design elements in the permit reform effort

Timeline: See Part II #4, above

Who: See Part II #4, above