

Garner Workforce Housing

Best Practices & Policies Subcommittee

Strategies, Progress, and Outcomes by Jurisdiction

September 30, 2024

Overview

- Our Methodology and Data
 - Profile
 - Matrix
- Path to Progress: Observations
- Municipal Spotlight
- Policy, Practice & Program Spotlight
- Housing Security
- Goals
- Subcommittee Work For October

Methodology and Data

Focused on North Carolina jurisdictions to control for State Law

23 Towns, Counties, and/or City-County Combos

- Website reviews.
- Direct communication with planning directors and departments.

Mix of Growing Counties, Big Cities, and Garner-sized Towns

- Broadens our survey sample and our assessment of the geographic scope of the issue.
- Presents the opportunity to compare the scale of similar programs in different places.
- Identifies different partnerships models (county-city/town, county/non-profit, town/non-profit).
- Highlights the “ambition to implement” and success, progress, and challenges.

Inventory Efforts and Progress and Success

- Document **Plans** through **Results**.
- Create a reference document
 - Find models easily (plans, policies, programs, ordinances, etc.).
 - A jump point to drill down into specific jurisdictions.

Constantly in Motion

Workforce Affordable Housing Profiles

Who are we looking at?

Apex

Chapel Hill

Morrisville

Orange County

Wake County

Cary

Charlotte

Chatham County

Davidson

Greensboro & Guilford

New Hanover County

Wake Forest

Asheville

Durham (City)

Knightdale

Mecklenburg County

Raleigh

Holly Springs

Wendell

Angier

Clayton

Rolesville

Winston-Salem & Forsyth County

(Order based on rating groups. Blue denotes Wake County jurisdictions)

Dashboard

- Quick Ranked View
- Jump to a Jurisdiction Profile
- See a highlight or two

Matrix

- Quick visual comparison of plans, programs, and implementation
- Jump to Profile to see more

Jurisdiction Profiles (Re-working)

- Housing Webpage
- Plan
- Reports & Data
- Allocated Resources
- Partners
- Projects, Policies, and Initiatives (Links and Summaries)
- Notes

Local Organizations and Groups

- Work in Progress

Matrix

Plans & Ordinances

- Affordable Housing Plan
- UDO/Ordinance Changes

Funding

- Bond
- Dedicated Tax Revenue
- Housing Trust Fund

Implementation & Oversight

- Affordable Housing Board/Entity
- Affordable Housing Staff

Local Data & Tracking

Housing (Public/Public-Private)

- Public Housing
- Property Development Partnerships (Gap Funding, LIHTC, etc)

Jurisdiction Owned Property (Conversion)

Development (Private)

- Incentive Zoning Policies
- Developer Expectation

Access

- Down Payment/Home Buyer Assistance
- Employee Housing Program
- Preservation of Existing Affordable Housing

Housing Security & Homelessness

- Repair/Rehab Assistance
- Rental Assistance
- Eviction Diversion
- Homelessness Programs

Path to Progress: Observations

Plan	Policy & Programs	Implementation	Tracking
Results <ul style="list-style-type: none">• Assessing the problem• Demographics• Context of the problem specific to the jurisdiction• Some are generic/boilerplate• Sometimes funds precede plans• Sometimes plan precede inaction	<ul style="list-style-type: none">• Addings New Units• Maintaining Existing Units• Improving Access to Housing• Maintaining Housing Security• Addressing Homelessness	<ul style="list-style-type: none">• Capacity• Implementation & Oversight• Body/Entity/Structure• Partnerships (local & beyond)• Funding• Ghost Implementation	<ul style="list-style-type: none">• Measuring Local Progress• Tracking the Market• Projecting, Being Proactive, and Pivoting

Take Home Message: Focus on Goals, Policies, and Implementation

No need to reinvent the wheel. Choose what fits and customize.

Municipal Spotlight

Some of The Wheels

Spotlight

5 Star Jurisdictions

- Apex
- Chapel Hill
- Charlotte
- Morrisville (In Progress)
- Orange County
- Wake County

4 Star Jurisdictions

- Cary (In Progress)
- Chatham County
- Davidson
- Greensboro & Guilford
- New Hanover County
- Wake Forest (In Progress)

Others of Significant Note

- Durham
- Greensboro & Guilford County
- Knightdale
- Raleigh

Policy, Practice, & Program Spotlight

“Where the rubber is meeting the road”

Policies, Practices & Programs

Low Income Tax Credit (LIHTC)

Projects

The Low-Income Housing Tax Credit (LIHTC) program is the most important resource for creating affordable housing in the United States today.

Created by the Tax Reform Act of 1986, the LIHTC program gives State and local LIHTC-allocating agencies the equivalent of approximately \$10 billion in annual budget authority to issue tax credits for the acquisition, rehabilitation, or new construction of rental housing targeted to lower-income households.

There are many LIHTC developers out there looking for sites.

Jurisdictions

- **Garner** (Tryon Station)
- [Apex](#)
- Chapel Hill
- [Cary](#)
- Charlotte
- [Wake Forest](#)
- Asheville (Buncombe County)
- [Raleigh](#)
- [Holly Springs](#)
- Durham
- Greensboro
- All Counties Reviewed (Orange, Wake, Chatham, Guilford, Mecklenburg, New Hanover, Forsyth)

Policies, Practices & Programs

Repair/Rehab Assistance

The Safe Home [Emergency Repair Program](#) is designed to address immediate threats to the health and safety of residents of single-family housing which resulted from a system failure. Funding is provided in the form of a [grant to the homeowner](#), and no liens or deed restrictions are placed on the property. (Charlotte)

The Safe Home [Housing Rehabilitation Program](#) provides [deferred loans to low-income homeowners](#) to address needed home repairs. The program seeks to correct code and incipient violations (items in a house that will need to be repaired or replaced in two to three years) and make general property improvements. The program serves single-family owner-occupied dwellings. (Charlotte)

Partnerships: Rebuild Together of the Triangle (Wake, Chatham, Durham, Orange)

Jurisdictions

- **Garner** (Rebuild Together)
- [Apex](#)
- Orange County
- [Wake County](#)
- [Cary](#)
- Davidson
- Greensboro & Guilford County
- [Wake Forest](#)
- Durham (City)
- [Raleigh](#)

Policies, Practices & Programs

Public Funding & Capital

These are not mutually exclusive and may in fact be mutually dependent in some cases.

Bonds for Affordable Housing

- Chapel Hill
- Charlotte
- Orange County
- Wake County
- Cary (On November Ballot)
- New Hanover/Wilmington
- Durham (City)
- Raleigh

Dedicated Tax Revenue

(Sales Tax/Property Tax/Fee-in-lieu)

- Wake County
- Chatham County
- Davidson
- Wake Forest
- Raleigh

Housing Trust Fund

- Chapel Hill
- Charlotte
- Wake County
- Chatham County
- Knightdale

Policies, Practices & Programs

Incentive Zoning Policies

Incentive zoning policies are intended to encourage applicants to provide a public service, such as affordable housing units or lots, in exchange for zoning-based, non-financial, and financial incentives.

By adopting the Affordable Housing Plan (Plan), Town Council provided direction to establish an Affordable Housing Incentive Zoning Policy (Policy) that sets forth clear minimum recommendation criteria, applicability standards, and a menu of incentive options in exchange for developing residential affordable housing units or lots.

The potential incentives outlined in this policy are intended to encourage the development and support of workforce housing in Apex.

These incentives may be used alone, or in conjunction with other local, state and federal programs that assist in the creation of affordable housing. (Apex)

Jurisdictions

- Apex
- Raleigh (Transportation)
- Cary
- Morrisville
- Knightdale (In Progress)

Policies, Practices & Programs

Developer Expectation

Chapel Hill

“Mandates developers to set-aside a percentage of new for-sale residential developments for affordable housing.”

- Projects proposing five or more units must provide 15% (10% in the Town Center) of the units at prices that are affordable to low and moderate-income households.
- At least 50 percent of the affordable housing units are reserved

Davidson (Population 16,000)

The Davidson Planning Ordinance (DPO)'s purpose is to implement the Town's goal of increasing the supply of affordable housing, both through administrative and legislative development activity.

The DPO aligns with the Affordable Housing Needs Assessment, the Town of Davidson's Strategic Plan, and the Davidson Comprehensive Plan, pursuant to N.C.G.S. § 160D and N.C.G.S. § 157. 12.5% of units are required to be affordable per the DPO, or there is a Payment-In-Lieu (PIL) Option. The current PIL amount for FY2024 is \$50,625 per unit.

Note: Chapel Hill and Davidson represent a particularly bold approach to expressing their expectations and recommendations, though the recommendations themselves are not out of line with a reasonable and attainable outcomes in other communities.

Jurisdictions

- Apex
- Chapel Hill (“Mandate”)
- Wake Forest
- Cary (New)
- Davidson

Policies, Practices & Programs

Down Payment Assistance

Typical Example (Greensboro & Guilford County, Davidson)

Offers a 5 year, 0% interest, deferred and forgivable mortgage loan up to \$10,000.00. The Loan starts to be forgiven at a rate of 20% per year starting on the 1yr anniversary of the loan closing.

Often requires homeownership counseling, income requirements, limits on housing price, geographical limitations and implementation with a partner.

Chapel Hill

The Home Buyer Assistance Program is designed to help Town employees purchase homes within 5 miles of the Town of Chapel Hill through down payment and/or closing cost assistance.

An employee can apply for up to \$12,500 of assistance to purchase a home in Chapel Hill town limits. Homes located in the 5 mile radius of Town of Chapel Hill Corporate Limits are eligible for \$7,500 in assistance

Jurisdictions

- Chapel Hill (Employee Assistance)
- Davidson
- Greensboro & Guilford County
- Durham (City)
- Raleigh*
- County Programs through NCHFA

Note: Some programs are targeted at first-time homebuyers and veterans.

Policies, Practices & Programs

Preservation of Existing Affordable Housing (Multi-Family)

The Wake County [Affordable Housing Preservation Fund](#) (WAHPF), administered by Self-Help Ventures Fund, is a \$61.6 million loan fund designed to keep nearly 3,200 units in Wake County affordable over the next 15 years.

WAHPF loans provide financing for nonprofit and for-profit developers to to acquire, refinance, rehabilitate and preserve existing affordable multifamily rental housing in Wake County.

Jurisdictions

- Wake County
- Chapel Hill
- Durham (unfunded)

Note: Research ongoing.

Policies, Practices & Programs

North Carolina Housing Finance Agency

Low-Income Housing Tax Credits

Tax-Exempt Bonds

Tax-exempt bond financing provides long-term, below-market financing for the construction and rehabilitation of affordable rental housing. In order to utilize tax-exempt bond financing, you need to partner with a local entity, such as local government or a public housing authority, to issue the bonds.

If you receive bond financing, you are also be eligible for a 4% federal tax credit.

Workforce Housing Loan Program

The Workforce Housing Loan Program (WHLP) is administered by the North Carolina Housing Finance Agency in combination with federal Housing Credits.

30-year deferred payment loan at 0% interest for a percentage of the rental property's development cost. The maximum loan amount is based on income designations in your county.

Rental Production Program Loans

The Rental Production Program (RPP) provides long-term financing for rental developments that serve families earning 60% or less of the area median income.

Housing Security

Housing Security and Homelessness Prevention

The Tipping Point

One of the most effective ways to address homelessness is to prevent it.

Programs that prevent displacement of currently housed individuals and families are more cost effective than funding programs that support homeless individuals and families and returning them to housing security.

Addressing homelessness typically requires resources beyond a single town or cities means and nearly always are supported heavily by counties and non-profit entity partners.

Programs Advancing Housing Security

- Repair & Rehab Assistance
- Rental Assistance
- Eviction Diversion
- Emergency Housing Funds (Chatham County)
- Veteran Focused Programs
- Domestic Violence, Sexual Assault, or Human Trafficking Programs.

Other

- Seniors downsizing in community
- Divorced couples and families downsizing in community

Implementation Progress & Success

What are the tasks, talents, and ingredients needed for progress and success based on our research and conversations with municipalities to date?

Must be able to:

- Actively Bring Partnerships Together.
- Sustain Outreach, Communication, and Outreach (Leg work and mouth work).
- Actively Assess Programs & Policies that are out there.
- Draft & Outline Policies, Programs & Policies in the context of the jurisdiction.
- Write Grants (Facilitating capacity that non-profits may not have).
- Administer & Manage Grants (Manage Grantee Relationships).
- Monitor, Report & Refine Implemented Programs (Transparency is correlated with best programs).

Capacity

Political Will

The Goals

We Need A Goal or Goals

Outreach & Community Partners

How do we engage before we recommend?

Faith Assembly?

Community Survey?

Community Open House?

For October

Update Matrix and Revise Profiles

Present Implementation and Oversight Models

Present Partner and Partnership Models

Present Pre-Recommendation Community Outreach Options