



COMMUNITIES ADDRESSING THE HOUSING SHORTAGE

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Association of Northern Kentucky (BIA of NKY)

References: Housing Supply Accelerator Playbook produced by:
National League of Cities (NLC) & American Planning Association (APA)



CURRENT HOUSING SUPPLY CHALLENGES

Construction and Development

- Prolonged decline in residential construction volume. Lowest since 1960
- High cost of material and labor
- Supply chain challenges- Pandemic
- Shortage of skilled labor- 740,000 new works annually needed in us

Construction and Development

- Success of housing development relies on robust financial system
- Small scale developers
- Major rehab and adaptive reuse projects face unique challenges

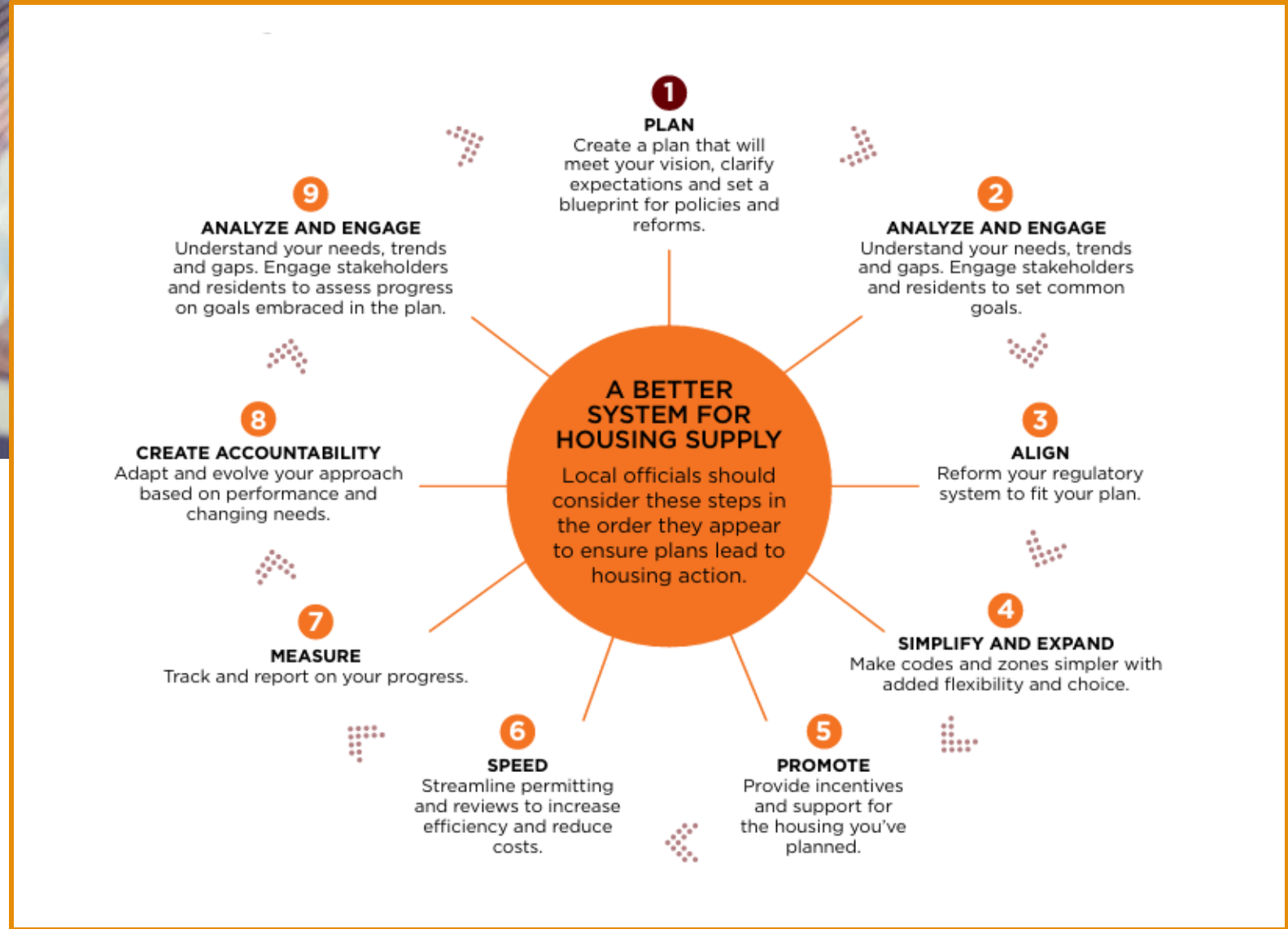
Construction and Development

- Zoning challenges
- Secondary land use controls such as deed restrictions

Construction and Development

- Limited financial resources for costly infrastructure
- Local governments struggle to maintain existing infrastructure while meeting the demand for growth

SYSTEM APPROACH



STRATEGIES TO SUPPORT CONSTRUCTION & DEVELOPMENT

1. Engage local housing stakeholders and refine goals for local housing supply
2. Identify Gaps, obstacles and opportunities in building permit process
3. Review permitting procedures to ensure efficient and timely turn around
4. Evaluate, improve and streamline the city's development process
5. Facilitate the development of small-scale residential projects
6. Promote and facilitate infill development
7. Minimize discretionary reviews
8. Expediate streamline process in high priority of housing development areas
9. Take inventory of available land supply
10. Facilitate housing development on public or privately owned land
11. Create programs to support new and emerging developers
12. Adopt innovative residential construction technologies
13. Partner with organizations promoting careers in residential construction

STRATEGY ONE

ENGAGE LOCAL DEVELOPERS, REAL ESTATE PROFESSIONALS, RESIDENTIAL HOMEBUILDERS AND COMMUNITY MEMBERS TO REFINE LOCAL HOUSING SUPPLY GOALS. HOST COMMUNITY LISTENING SESSIONS TO GATHER FEEDBACK ON CHALLENGES TO INCREASING, PRESERVING AND IMPROVING LOCAL HOUSING.

Sugar Land, Texas-

In response to changing neighborhood in Sugar Lands Historic area, City council acted by establishing a Hill Steering Committee in 2018. By fostering open dialogue and community involvement, the program sought to facilitate conversations regarding neighborhood changes and involved residence in shaping the future developments.

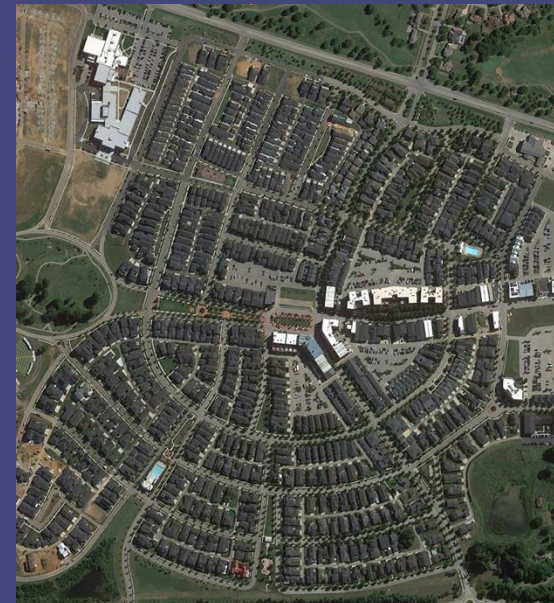


STRATEGY TWO

CONDUCT A COMPREHENSIVE ASSESSMENT OF THE BUILDING PERMIT AND LAND ENTITLEMENT PROCESSES TO IDENTIFY GAPS, OBSTACLES AND OPPORTUNITIES TO STREAMLINE THE PROCESS FOR APPLICANTS.

Portland, Oregon-

The City of Portland conducts an annual survey to continually enhance its permitting process. Initial findings led to subsequent improvements aimed aiding customers in navigating the permit application process effectively.



STRATEGY THREE

REVIEW INTERNAL OPERATIONS, ORGANIZATIONAL STRUCTURE AND MANAGEMENT PRACTICES TO ENSURE PROJECT REVIEWS AND PERMITTING PROCEDURES ARE EFFICIENT AND TIMELY. MINIMIZE DEPARTMENTAL AND REGULATORY OVERLAPS AND SIMPLIFY INTERNAL REGULATORY PROCESSES.

Rancho Cordova, California-

The City of Rancho has transitioned to using digital solutions to streamline internal operations and enhance citizen engagement.



STRATEGY FOUR

EVALUATE, IMPROVE AND STREAMLINE THE CITY'S DEVELOPMENT PROCESS, INCLUDING ESTABLISHING PERFORMANCE MEASURES AND ACCOUNTABILITY PROCESSES RELATED TO REVIEW TIMELINES.

- Concierge Service
- Expedited Development Review

Columbus, Ohio-

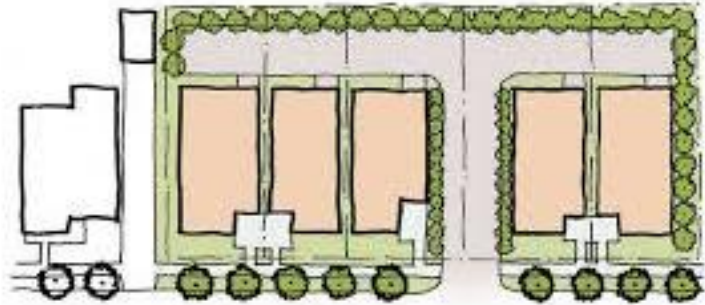
The City of Columbus intruded a \$100 million Housing Action Fund aimed at expanding affordable housing option in Franklin County, implemented by the Affordable Housing Trust for Columbus & Franklin County in collaboration with Franklin County, corporate partners and The Columbus Foundation. Creates low-cost loans to developers committed to specific affordability criteria and expand housing units.



STRATEGY FIVE

EXAMINE AND IMPLEMENT PROCESSES TO FACILITATE THE DEVELOPMENT OF SMALL-SCALE RESIDENTIAL PROJECTS SUCH AS DUPLEXES, TRIPLEXES, FOURPLEXES, COTTAGES AND OTHER NEIGHBORHOOD-SCALE HOUSING TYPES.

- Pre- approved design plans
- Technical assistance
- Facilitate pre-development capital



South Bend, Indiana-

South Bend has introduced the “Build South Bend online toolkit” designed to assist small scale developers in sourcing properties, performing DD, producing necessary permits and more.

Groveland, Florida-

Developed a portfolio of pre-approved architectural plans

STRATEGY SIX

PROMOTE AND FACILITATE INFILL DEVELOPMENT, ENCOURAGING COMPACT DEVELOPMENT THAT UTILIZES EXISTING INFRASTRUCTURE TO MAXIMIZE EFFICIENCY AND CONNECTIVITY AND MINIMIZE SPRAWL.

Tacoma, Washington-

Tacoma launched the “Residential Infill Plot Program” to allow construction of missing middle housing within prominently single-family neighborhoods while maintaining harmony with neighborhood patterns and character.

Yuma, Arizona

Introduced the Infill Incentive Plan to promote infill development and revitalize neighborhoods. Created an infill overlay district and offers incentives to encourage development within this zone.



STRATEGY SEVEN

PROMOTE SIMPLIFIED AND EFFICIENT REVIEW PROCESSES TO MINIMIZE DISCRETIONARY REVIEWS.



7 Questions every elected official could ask their planner:

1. How long does it take?
2. Who gets to decide?
3. What's required?
4. What do developers need?
5. What tools do we have to help developers?
6. How do we make the permitting process more efficient?
7. What are the obstacles that prevent people from building what we plan for?

STRATEGY EIGHT

CONSIDER IMPLEMENTING A SEPARATE PERMITTING PROCESS FOR RESIDENTIAL DEVELOPMENT PROJECTS OUTSIDE THE PRE-APPROVED FRAMEWORK. THIS INCLUDES EXPEDITED OR STREAMLINED PROCESSES IN HIGH-PRIORITY HOUSING DEVELOPMENT AREAS OR FOR HOUSING TYPES IDENTIFIED IN ADOPTED HOUSING PLANS.

Kirkland, Washington

The City of Kirkland developed two innovative programs to enhance housing options and promote sustainable construction practice.

The preapproved detached accessory dwelling unit program offers homeowners a streamline process to add affordable living space to their properties.

The high performing green building program incentivizes the construction of energy efficient structures by providing expedited permit review for buildings exceeding standard energy efficiency requirements.

STRATEGY NINE

TAKE INVENTORY OF AVAILABLE LAND SUPPLY,
BROWNFIELDS, LAND CONTROLLED BY PUBLIC
AGENCIES AND PRIVATE LAND.



Boston, Massachusetts-

The City conducted and released the Public Land for Public
Good: Citywide Land Audit.



STRATEGY TEN

FACILITATE HOUSING DEVELOPMENT ON PUBLIC AND PRIVATELY OWNED LAND.

- Donated or discounted city owned land
- Review and update public agency rules around redevelopment, repurposing or disposition of underused surplus property.
- Vacant, abandoned or derelict properties
- Land owned by transit agencies, school districts and faith-based organizations.

Carrboro, North Carolina

The town of Carrboro is taking steps to address its affordable housing needs by using publicly owned land parcels. The approved multistep approach involves conducting thorough site analyses to determine the feasibility of affordable housing developments on the land.



SUPPORT FUNDING AND/OR PARTNERSHIPS WITH COMMUNITY DEVELOPMENT CORPORATIONS OR COMMUNITY-BASED ORGANIZATIONS TO LAUNCH A DEVELOPER PROGRAM.

- Small scale developer program
- Emerging people of color program
- Faith based development partnerships



STRATEGY ELEVEN

Austin, Texas-

The Austin Small Developer Training Program funding by the Austin Housing and Finance Corporation, offers unique opportunity for small scale developers, historically excluded from the market, to play a larger role in address the regions housing challenges.

Atlanta, Georgia-

The Mayor's Faith-Based Development Initiative (FBDI) seeks to create a pipeline of community-based organizations that leverage existing development incentives to expand affordable housing development. This initiative aims to produce 2,000 units of affordable housing within eight years

POSITION YOUR LOCAL GOVERNMENT TO ADOPT NEW AND INNOVATIVE RESIDENTIAL CONSTRUCTION TECHNOLOGIES BY INITIATING PILOT PROGRAMS.

- Manufactured Housing
- Modular Housing
- Panelized Housing
- 3D Printed Housing
- Mass Timber Construction



STRATEGY TWELVE

Jackson, Mississippi-

The City of Jackson, in collaboration with the Mississippi Manufactured Housing Association (MMHA), Rosemont Human Services and the Neighborhood Assistance Corporation of America (NACA), launched an initiative to boost quality affordable housing options through manufactured homes.



STRATEGY THIRTEEN

EXPLORE AND LEVERAGE PARTNERSHIPS WITH LOCAL HOME BUILDER ASSOCIATIONS OR COMMUNITY TECHNICAL ASSISTANCE COLLEGES TO PROMOTE AND ENCOURAGE CAREERS IN RESIDENTIAL CONSTRUCTION TRADES.

- Partnerships with educational institutions and organizations.



Kenton County, Kentucky-

In a true public private partnership, the Enzweiler Building Institute (EBI) worked with Kenton County to provide grant funding to expand its trades training to more Kenton County residence through funding provided through COVID Relief funds.



ENZWEILER
BUILDING INSTITUTE

STRATEGIES TO SUPPORT FINANCING HOUSING SUPPLY

1. Develop a funding strategy
2. Use federal & state housing funds
3. Leverage federal infrastructure funding
4. Use FEMA for disaster rebuilding
5. Investigate intercommunity collaboration
6. Leverage public- private partnerships

STRATEGY ONE

Take inventory of all allowable financial tools and programs available to a local government to develop a funding strategy that supports the production, preservation and improvement of local housing supply.

- Federal Programs
- State Programs
- Local Policies and Programs
- Private and Philanthropic Funding



Hood River, Oregon

To fund the development of affordable housing, the City of Hood River prepared an Affordable Housing Strategy to identify a more diverse set of potential funding sources. In addition to traditional funding options, Hood River explored establishing a new Urban Renewal District, which uses tax increment financing to fund identified priorities such as affordable housing, pursuing a General Obligation Bond backed by property tax increases, and using revenue from a 1% Construction Excise Tax to provide developer incentives and acquire land for affordable housing.

STRATEGY TWO

Use federal housing funding to produce, preserve and improve local housing supply.

- Pathways to removing obstacles to housing grant
- Community Development block grant
- Section 108 Loan Guarantee Program
- Home Investment Partnership Program
- Emergency Solutions Grant Program
- Rural Housing Service
- Low-Income Housing Tax Credit

Use state housing funding to produce, preserve and improve local housing supply.

1. Housing Trust Funds
2. Housing Tax Credits
3. Grant Programs
4. State Allocation of HUD Block Grant



STRATEGY THREE

Leverage federal infrastructure funding for the production, preservation and improvement of the local housing supply by aligning housing, infrastructure and climate resilience planning.



White Hall, Alabama-

In collaboration with Closing America's Wastewater Access Gap Community Program, efforts are underway to address wastewater treatment challenges in White Hall. Situated in the Black Belt region, the town lacks functional wastewater systems, which is a significant resident concern.

STRATEGY FOUR

Use Federal Emergency Management Agency (FEMA) funding for disaster resilience.



Harvey Illinois-

Harvey is an underserved community with a history of storm-related infrastructure challenges facing recurring issues with flooding due to combined sewer systems. Past storm events have impacted hundreds of structures, including homes, community facilities, businesses and roads. To address these challenges, the community intends to utilize FEMA funding for disaster relief to implement a nature-based solution: constructing a 23-acre foot stormwater detention basin equipped with native wetland plants and additional storm sewers. This project aims to mitigate future flooding and protect more than 100 structures from the effects of storms and floods.

STRATEGY FIVE

Investigate intercommunity collaboration for housing planning and financing.



Jefferson, Washington, Ozaukee and Waukesha Counties, Wisconsin-

Jefferson, Washington, Ozaukee and Waukesha Counties formed the HOME Consortium to create a housing development fund aimed at constructing affordable housing across the four counties.



STRATEGY SIX

Leverage public-private partnerships to fund the production, preservation and improvement of local housing supply.

- Local Major Employers
- Philanthropic Foundations
- Non-Profit Organizations
- Regional and Community Banks
- Health Care Systems
- Publicly Traded Real Estate Investment Trusts

Tempe, Arizona-

Tempe's Hometown for All initiative, established by the Tempe City Council in January 2021, is a program designed to foster growth of affordable and workforce housing options through innovative funding strategies.



STRATEGIES TO GUIDE LAND USE AND REGULATIONS

1. Plan for Increased housing supply
2. Create enhanced housing elements of comprehensive plans and housing action plans
3. Initiate education, outreach and engagement campaigns on zoning and local housing supply challenges
4. Take inventory of zoning regulations and other pertinent land use policies

STRATEGY ONE

Plan for increased housing supply with data-driven insights, a clear sense of desired outcomes and robust engagement to create a vision and method for increasing housing supply.



Charlotte, North Carolina-

In 2021, Charlotte adopted a ground breaking new comprehensive plan, Charlotte Future 2040. The plan established a policy framework specifically aimed at boosting housing supply and affordability, and it directed a set of housing-supportive investments.

STRATEGY TWO

- Create enhanced housing elements of comprehensive plans and housing action plans, such as housing demand, short-term housing goals, targeted areas for increased production and density and an actionable schedule to meet goals.



Greenville, South Carolina-

The City of Greenville partnered with the local association of REALTORS® and other housing stakeholders to create Impact Greenville. The coalition aimed to better understand the barriers and opportunities for missing middle housing supply. The coalition worked with consultants to develop a “missing middle housing scan” and “missing middle housing deep dive.”

STRATEGY THREE

Initiate education, outreach and engagement campaigns to clarify the concept, uses and historical impact of zoning to better understand local housing supply challenges.



Arlington, Virginia –

When Arlington County began working on updating its zoning and land use regulations to promote missing middle housing, planners and local leaders designed an innovative and extensive process of stakeholder and public engagement. The effort featured numerous public meetings, virtual engagements, digital whiteboards, pop-up events and virtual walking tours.

STRATEGY FOUR

Take inventory of zoning regulations and other pertinent land use policies to understand housing types permissible in your city and to locate areas that can support housing growth and areas with limitations.

- SCENARIO PLANNING AND SIMULATION TECHNOLOGY
- ENGAGE STAKEHOLDERS ON HOUSING SUPPLY CONCERNS
- INTEGRATE EQUITY, USABILITY AND INNOVATION IN HOUSING-RELATED LAND USE REGULATIONS
- CONDUCT FREQUENT REVIEWS OF LAND USE AND REGULATIONS

Elk Grove, California-

Under California law, the City of Elk Grove was charged with the goal of planning 4,000 new homes, including more than 2,000 units for lower-income residents. To gain public support for the plan, city officials turned to new simulation technology that put residents in the role of planners.



THANK YOU

For More Information download the:
Housing Supply Acceleration Playbook

Solutions, Systems and Partnerships

National League of Cities and American Planning Association

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