



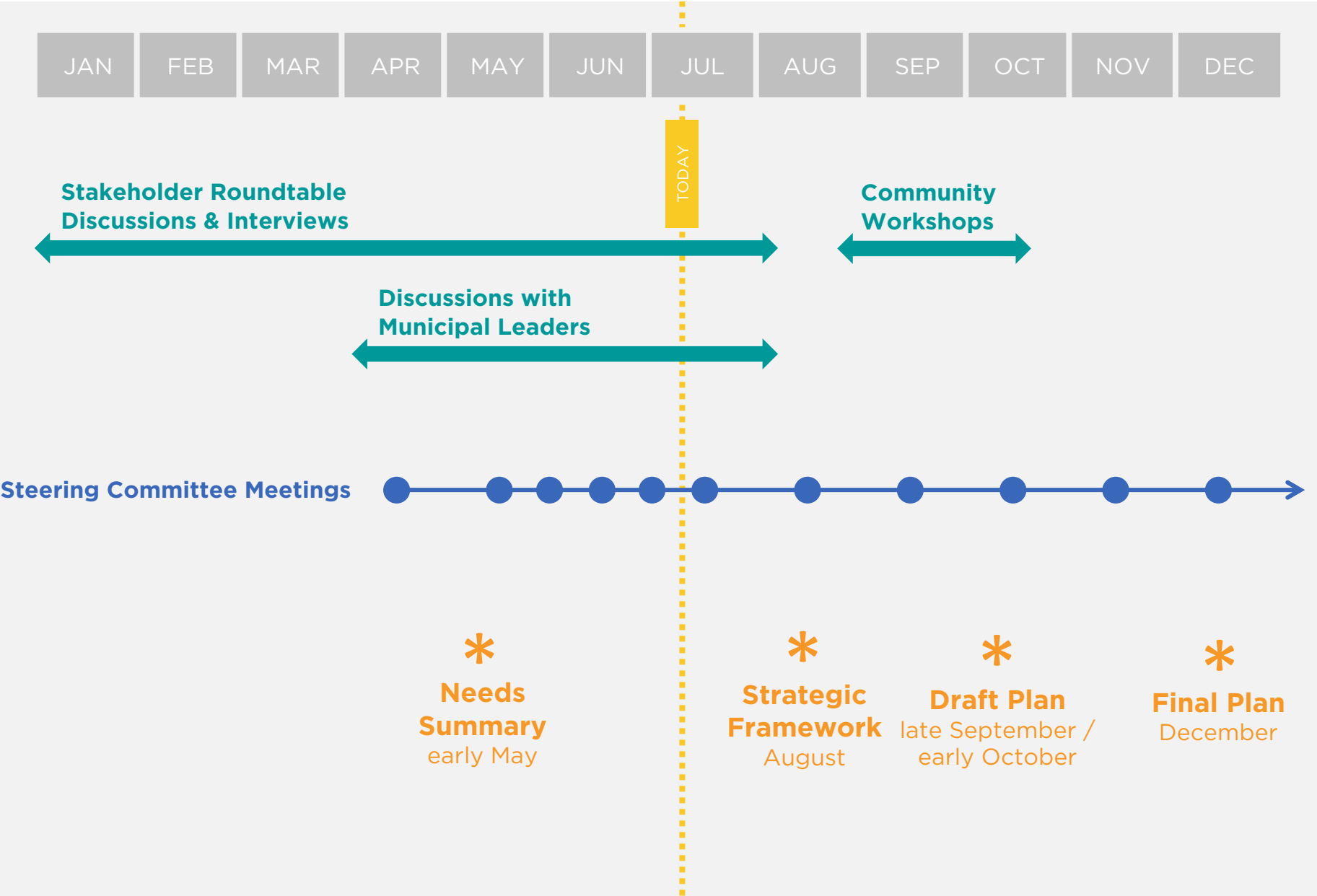
# CHARLESTON COUNTY **Housing our Future**

Steering Committee  
**Strategic Framework Review &  
Discussion of Project Schedule**

July 13, 2022

# PROJECT SCHEDULE

AT A GLANCE





# TODAY'S AGENDA

An aerial photograph of a historic city, likely Charleston, South Carolina. The foreground is filled with rows of colorful, multi-story houses with red, blue, and yellow roofs. In the background, a wide river (the Charleston Harbor) is visible, with a bridge spanning across it. The sky is clear and blue.

**Community Engagement Updates**

**Strategic Framework Review**

**Project Schedule & Next Steps**



# TODAY'S AGENDA

An aerial photograph of a historic city, likely Charleston, South Carolina. The foreground is filled with rows of colorful, multi-story houses with red, blue, and yellow roofs. In the background, a wide river (the Charleston Harbor) is visible, with a bridge spanning across it. The sky is clear and blue.

**Community Engagement Updates**

**Strategic Framework Review**

**Project Schedule & Next Steps**



# COMMUNITY ENGAGEMENT UPDATES

## MUNICIPAL LISTENING SESSIONS & COMMUNITY WORKSHOPS

### Municipal Staff Listening Sessions

- 2 sessions

### Community Workshops

- Goals
  - Provide education about the plan, issues, and strategic options
  - Gather community input on the strategic direction
- In-person workshops set for evenings of **September 12, 13, 14**
- Identifying locations in:
  - Charleston
  - North Charleston
  - McClellanville
- Virtual Town Hall the week following
- Additional H&NR outreach and community conversations being scheduled



# COMMUNITY ENGAGEMENT UPDATES

## COMMUNITY SURVEY

### Goals of the Survey

- Broadly **inform** community members about the plan
- Help **educate** the community about the needs and options
- **Complement** other engagement methods
- **Refine** the plan and implementation by gathering input on:
  - Ideas with the greatest support
  - Communities where residents most welcome proposed strategies
  - Additional strategies not yet under consideration

### Format

- Digital / online
- Hard copy / paper
- English and Spanish language versions
- No longer than one sheet front and back

### Status

- Draft in review
- Target launch the last week of July



# TODAY'S AGENDA

An aerial photograph of a historic city, likely Charleston, South Carolina. The foreground is filled with numerous colorful, multi-story houses with red, blue, and yellow roofs. The houses are closely packed and surrounded by lush green trees. In the background, a wide river (the Charleston Harbor) is visible, with a long bridge spanning across it. The sky is clear and blue, suggesting a bright, sunny day. The overall scene is a vibrant and detailed representation of a historic urban landscape.

**Community Engagement Updates**

**Strategic Framework Review**

**Project Schedule & Next Steps**



# 5

## STRATEGIC GOALS

1



Reduce **barriers** to adding needed housing supply

2



Invest in **creation & preservation** of attainable housing

3



Support housing **stability & security**

4



Increase equitable access to **homeownership**

5



Expand capacity of the local **housing ecosystem**



# WE NEED YOUR INPUT

## SOLIDIFYING THE STRATEGIC FRAMEWORK

**FEEDBACK NEEDED** from  
the Steering Committee

**What is missing?**



**Update Council (August 9)**

**What should be removed?**



**Detail & refine strategies**

**What are the priorities?**



**Gather community input**

# EVALUATING POSSIBLE TOOLS

## A FRAMEWORK FOR PRIORITIZATION

**A**

### Potential Impact

Level of certainty that the tool will substantially address challenges & opportunities

low ← → high

**B**

### Cost of Implementation

Relative level of resources needed to make an impact for the target population

high ← → low

**C**

### Political Alignment

Estimated level of community consensus that the strategy is suitable for Charleston County

low ← → high

**D**

### Capacity to Implement

Level of staff, community, and partner capacity in place for successful implementation

low ← → high





# Reduce **barriers** to adding needed housing supply

GOAL

1

## POSSIBLE STRATEGIC TOOLS

- > Continue to **strengthen the ZLDR** to maximize housing development opportunities & incentives
- > Support municipalities in establishing coordinated **TOD zoning**
- > Regularly convene municipal partners to **align zoning** in support of needed housing types
- > Continue to invest in **brownfield remediation**
- > Create incentives to **bring vacant units back online**





# Invest in **creation & preservation** of attainable housing



GOAL

2

## POSSIBLE STRATEGIC TOOLS

reliant on dedicated funding



- > Establish **new gap financing source(s)** for affordable housing development 
- > **Bank land** for affordable and mixed-income housing development 
- > Develop a strategy for **disposition of County-owned land** for affordable housing
- > Establish a **public development partner** (e.g., housing authority) to support large projects
- > Explore utilizing **TIF and tax abatement to support affordable and workforce housing**
- > Review **assessment policies** to ensure they support affordable and workforce housing





# Support housing **stability & security**

GOAL

3

## POSSIBLE STRATEGIC TOOLS

reliant on dedicated funding



- > Create **landlord incentive programs** to help tenants overcome barriers to quality housing
- > Proactively identify and advance **affordable housing preservation** priorities
- > Sustain **emergency rental assistance** resources
- > Explore creation of **source-of-income protections**
- > Expand access to **legal counsel** for renters facing eviction





# Increase equitable access to **homeownership**

GOAL

4

## POSSIBLE STRATEGIC TOOLS

reliant on dedicated funding



- > Expand available **down payment assistance and education** programs
- > Expand **emergency home repair** resources for low-income homeowners
- > Fund establishment and/or expansion of **Community Land Trusts** (CLTs)
- > Facilitate use of **shared equity models** (e.g., cooperatives, CLTs, etc.)
- > Explore **property tax abatements or rebates** for low-income and long-time homeowners





# Expand capacity of the local housing ecosystem

GOAL

5

## POSSIBLE STRATEGIC TOOLS

reliant on dedicated funding



> Establish a **dedicated County housing fund** to support priority activities



> Establish a **developer training academy** for small and emerging developers



> Cultivate **partnerships with major employers** to invest in housing

> Support and coordinate with **advocacy on state legislative issues**

> Provide **technical assistance to heirs property** holders

> Sustain **capacity within the County** to advance key priorities



# WE NEED YOUR INPUT

## SOLIDIFYING THE STRATEGIC FRAMEWORK

**FEEDBACK NEEDED** from  
the Steering Committee

**What is missing?**



**Update Council (August 9)**

**What should be removed?**



**Detail & refine strategies**

**What are the priorities?**
















































**Gather community input**



# POSSIBLE REVENUE SOURCES

## EXAMPLE FROM ANOTHER COMMUNITY / CONTEXT

| Source   | Reliability / Consistency   | Connection to Housing Need  | Progressivity   | Ease of Collection  | Size of Base  |
|--|---|---|---|---|---|
| Property tax levy                              |    |    | ?   |    |    |
| Building permit fees                           |    |    |    |    |    |
| Developer impact fees                          |    |    |    |    |    |
| Document recording fee                         |    |    |    |    |    |
| Excise tax                                     |    |    |    |    |    |
| Fiscal recovery funds (ARPA)                   |    |    | n/a   |    | n/a   |
| Real estate transfer/<br>conveyance fee or tax |   |   |   |   |   |
| Short-term rental fees                         |  |  |  |  |  |
| Sales tax                                      |  |  |  |  |  |
| General fund                                   |  |  | ?   |  | ?   |

# TODAY'S AGENDA

An aerial photograph of a historic city, likely Charleston, South Carolina. The foreground is filled with rows of colorful, multi-story houses with red, blue, and yellow roofs. In the background, a wide river (the Charleston Harbor) is visible, with a bridge spanning across it. The sky is clear and blue.

**Community Engagement Updates**

**Strategic Framework Review**

**Project Schedule & Next Steps**



# NEXT STEPS

## TENTATIVE STEERING COMMITTEE AGENDA RE HOUSING OUR FUTURE

**July 29**

**Proposed Additional Meeting  
Finalize Draft Strategic Framework**

*August 9*

*Presentation to Council*

**August 10**

**Discuss Resource Allocation Based on Need**

*Aug-Oct*

*Community Listening Sessions  
In-Person Community Workshops—September 12-14  
Virtual Town Hall—week of September 19*

**September 14**

**Detail Priority Strategies of Plan  
Implementation Considerations**

*Sep 12-14*

*Community Workshops*

**October 12**

**Review of Draft Plan**

**November 9**

**Refinements to Plan**

**December 14**

**Finalize Plan**





# CHARLESTON COUNTY **Housing our Future**

Steering Committee  
**Strategic Framework Review &  
Discussion of Project Schedule**

July 13, 2022



# 5

## STRATEGIC GOALS



1

Reduce **barriers** to adding needed housing supply



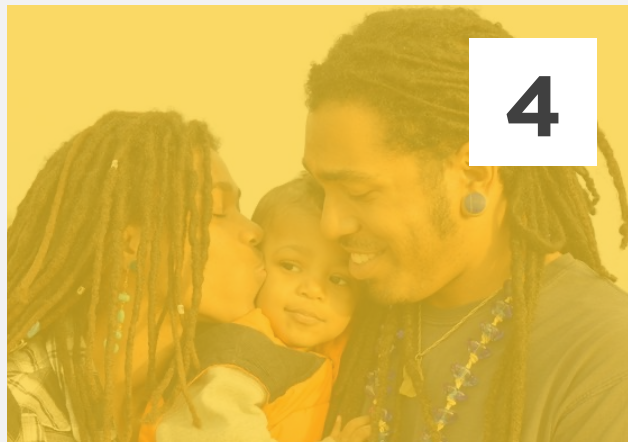
2

Invest in **creation & preservation** of attainable housing



3

Support housing **stability & security**



4

Increase equitable access to **homeownership**



5

Expand capacity of the local **housing ecosystem**



# Reduce **barriers** to adding needed housing supply

GOAL

1

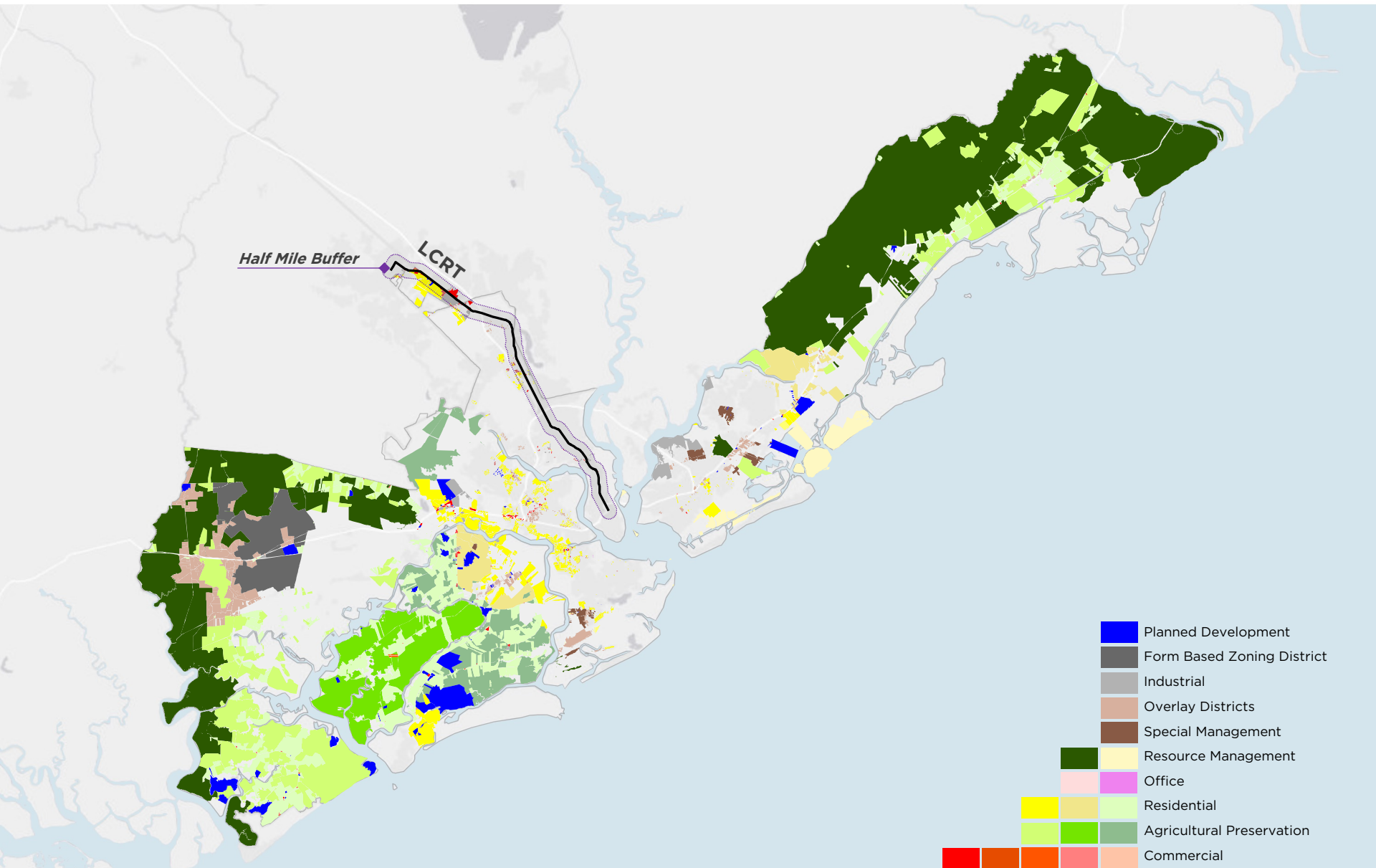
## POSSIBLE STRATEGIC TOOLS

- > Continue to **strengthen the ZLDR** to maximize housing development opportunities & incentives
- > Support municipalities in establishing coordinated **TOD zoning**
- > Regularly convene municipal partners to **align zoning** in support of needed housing types
- > Continue to invest in **brownfield remediation**
- > Create incentives to **bring vacant units back online**

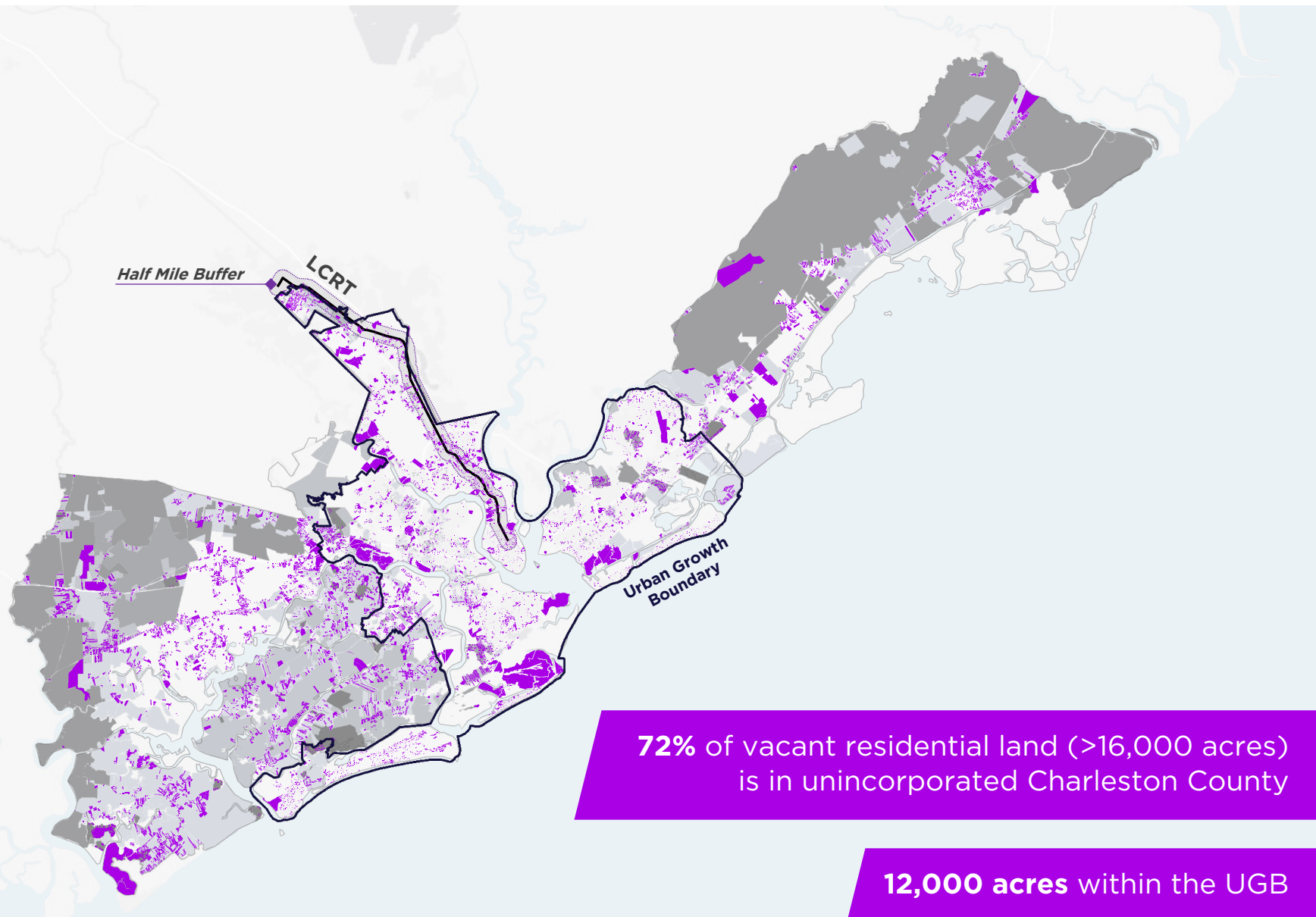


# UNINCORPORATED LAND

## CURRENT ZONING



# VACANT LAND IN UNINCORPORATED AND INCORPORATED AREAS





# GOAL 1: REDUCE BARRIERS TO ADDING NEEDED HOUSING SUPPLY

## STRATEGY DETAIL

Continue to **strengthen the ZLDR** to maximize housing development opportunities & incentives

- Continually review and amend the ZLDR to identify opportunities to:
  - Incentivize increased residential densities and the inclusion of affordable and workforce housing (i.e., incentive zoning)
  - Accelerate and minimize permitting time/costs for affordable and workforce housing projects
  - More closely align with zoning in County municipalities
  - Maximize transit accessibility
- Identify how best to disincentivize uses that compete with residential uses (e.g., storage facilities, short-term rental, etc.)

### POTENTIAL PARTNERS

Cities throughout the County; CARTA



# GOAL 1: REDUCE BARRIERS TO ADDING NEEDED HOUSING SUPPLY

## STRATEGY DETAIL

Support municipalities in establishing coordinated **TOD zoning**

- Align County resources, zoning, and strategies with municipal partners' TOD zoning to encourage:
  - Mixed-income housing development
  - Preservation of dedicated affordable housing
  - Creation of diverse housing options (i.e., tenure, type, # of bedrooms, etc.)

### POTENTIAL PARTNERS

City of Charleston; City of North Charleston;  
City of Summerville; BCDCOG;





# GOAL 1: REDUCE BARRIERS TO ADDING NEEDED HOUSING SUPPLY

## STRATEGY DETAIL

Regularly convene municipal and regional partners to **align zoning** in support of needed housing types

- Support coordination around zoning issues and changes impacting housing attainability, including:
  - Allowable densities and housing types
  - Entitlement incentives / density bonuses
  - Affordability definitions & monitoring
- Seek to align processes, definitions, requirements, and reporting to the maximum degree possible
- Explore centralization of reporting and monitoring for inclusionary set-asides

**POTENTIAL PARTNERS**  
BCDCOG; municipalities



# GOAL 1: REDUCE BARRIERS TO ADDING NEEDED HOUSING SUPPLY

## STRATEGY DETAIL

### Continue to invest in **brownfield remediation**

- Continue efforts to:
  - Identify brownfields throughout the County
  - Assess priorities
  - Fund clean-up on selected properties
- Align brownfields planning with:
  - Transit access
  - New housing resources
  - Land banking & disposition efforts





# GOAL 1: REDUCE BARRIERS TO ADDING NEEDED HOUSING SUPPLY

## STRATEGY DETAIL

Create incentives to **bring vacant units back online**

- Examine strategies to incentivize owners of vacant residential properties to lease, occupy and/or sell units for active use as housing
- Explore various tools:
  - Fees
  - tax treatment
  - Programs and renovation supports





# Invest in **creation & preservation** of attainable housing



GOAL

2

## POSSIBLE STRATEGIC TOOLS

reliant on dedicated funding



- > Establish **new gap financing source(s)** for affordable housing development 
- > **Bank land** for affordable and mixed-income housing development 
- > Develop a strategy for **disposition of County-owned land** for affordable housing
- > Establish a **public development partner** (e.g., housing authority) to support large projects
- > Explore utilizing **TIF and tax abatement to support affordable and workforce housing**
- > Review **assessment policies** to ensure they support affordable and workforce housing



## GOAL 2: INVEST IN CREATION & PRESERVATION OF ATTAINABLE HOUSING

### STRATEGY DETAIL

Establish **new gap financing source(s)**  
for affordable housing development



- Create financing programs through a dedicated housing fund; align new programs with existing federal, state, and local programs
- Key questions:
  - Affordability (i.e., up to 60, 80% or 120%, length)
  - Administration & governance (i.e., County, non-profit partner, committee structure, policy, etc.)
  - Eligible projects (i.e., rental and/or for-sale)
  - Target geographies
  - Form of assistance (e.g., acquisition, bridge, permanent) and interest rate

#### POTENTIAL PARTNERS

SC Community Loan Fund; City of Charleston Housing Authority; Charleston County Housing Authority; North Charleston Housing Authority; SC Housing



## GOAL 2: INVEST IN CREATION & PRESERVATION OF ATTAINABLE HOUSING

### STRATEGY DETAIL

**Bank land** for affordable and mixed-income housing development



- Actively purchase land for future affordable and mixed-income housing development
- Establish a strategy outlining:
  - Target geographies (e.g., in TOD areas, neighborhood revitalization areas, places without environmental risks)
  - Holding entity(s) (e.g., partner nonprofits, new land banking entity with title clearing authority)
  - Terms of transfer for future development (e.g., sale, ground lease, sellers note, price, etc.)
- Align with other plans and resources, including SC Housing's Qualified Allocation Plan (QAP)

#### POTENTIAL PARTNERS

Municipalities; BCDCOG; CARTA; housing development nonprofits and CDCs; neighborhood organizations; state legislative representatives





## GOAL 2: INVEST IN CREATION & PRESERVATION OF ATTAINABLE HOUSING

### STRATEGY DETAIL

Develop a strategy for **disposition of County-owned land** for affordable housing

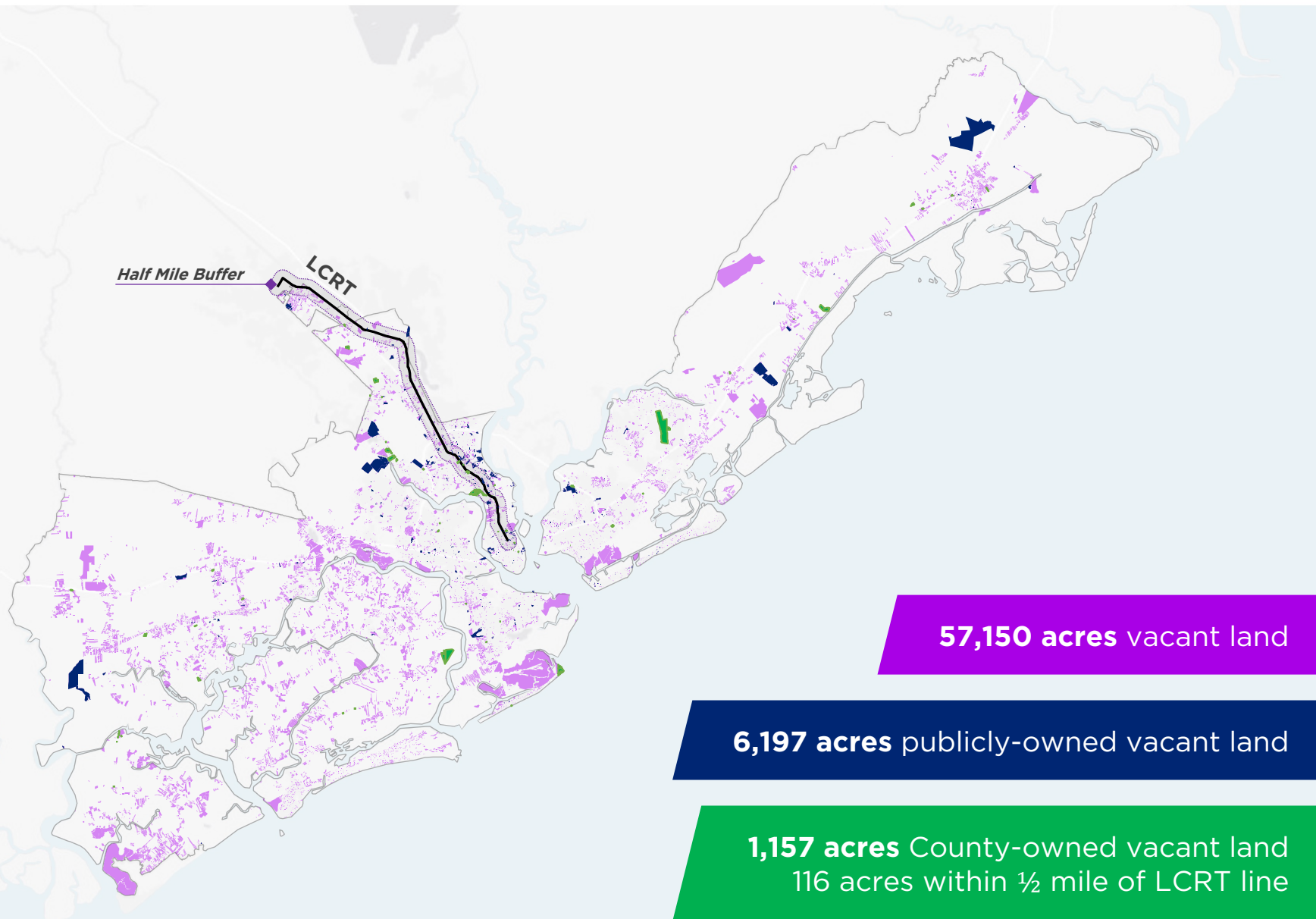
- Create a detailed inventory of all County-owned land including each property's:
  - Status (i.e., vacant, in use, underutilized)
  - Suitability for affordable housing (e.g., surrounding uses, transit access, employment access, QAP competitiveness, location in neighborhood revitalization area, etc.)
  - Assembly needs to improve suitability
  - Estimated market value
- Establish a disposition process for both large and small properties (e.g., feasibility analysis, RFP, potential partners, scoring criteria for proposals, alignment of other County resources, etc.)

#### POTENTIAL PARTNERS

Municipalities; BCDG; SC Community Loan Fund; SC Housing



# VACANT LAND OWNERSHIP





## GOAL 2: INVEST IN CREATION & PRESERVATION OF ATTAINABLE HOUSING

### STRATEGY DETAIL

Establish a **public development partner** (e.g., housing authority) to support large projects

- Explore opportunities for a housing authority or other public entity to directly participate in deals involving large amounts of public subsidy
- Explore opportunities for coordination and/or consolidation of the three housing authorities in the county in order to:
  - Maximize efficiency and impact of the voucher program
  - Establish a central, streamlined source for coordination on Project-Based Voucher allocation

#### POTENTIAL PARTNERS

City of Charleston Housing Authority; North Charleston Housing Authority; Charleston County Housing Authority



## GOAL 2: INVEST IN CREATION & PRESERVATION OF ATTAINABLE HOUSING

### STRATEGY DETAIL

#### Explore utilizing **TIF and tax abatement to support affordable and workforce housing**

- Explore creation of a policy that encourages the use of TIF and/or tax abatement for affordable and workforce housing
- Such a policy could:
  - Require that residential projects utilizing TIF and/or tax abatement include attainable units or dedicate revenue toward projects in the surrounding area
  - Set aside some portion of TIF revenue (or payments in lieu) into a dedicated housing fund
  - Maximize tax abatement for new and/or existing dedicated affordable housing projects
- Coordinate with municipalities who have similar policies in place

#### POTENTIAL PARTNERS

n/a





## GOAL 2: INVEST IN CREATION & PRESERVATION OF ATTAINABLE HOUSING

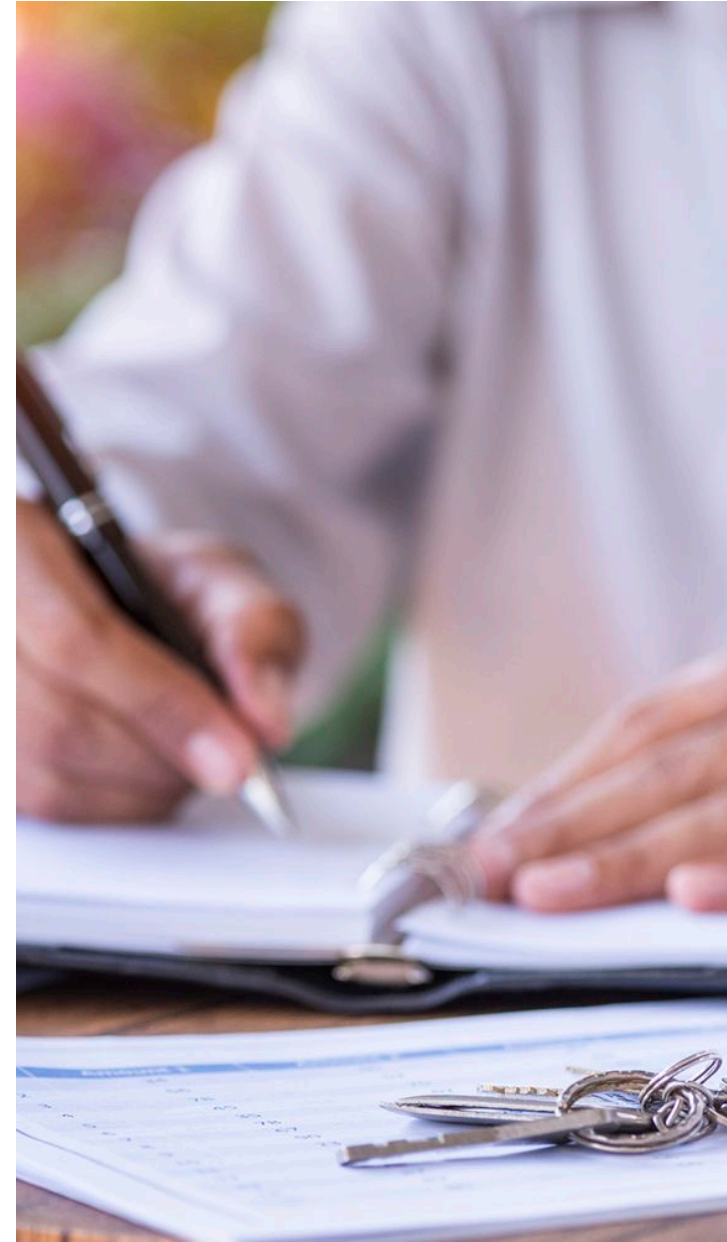
### STRATEGY DETAIL

Review **assessment policies** to ensure they support affordable and workforce housing

- Ensure properties with dedicated attainable units (new and existing) are evaluated on an income-based method rather than through a market comparable method
- Evaluate effect of assessment on properties with:
  - Resale restrictions (e.g., affordable homeownership, community land trusts, etc.)
  - Land Use Restrictive Agreements (LURA) governing maximum rents, maximum incomes, resale restrictions, etc.

#### POTENTIAL PARTNERS

n/a





# Support housing **stability & security**

GOAL

3

## POSSIBLE STRATEGIC TOOLS

reliant on dedicated funding



- > Create **landlord incentive programs** to help tenants overcome barriers to quality housing
- > Proactively identify and advance **affordable housing preservation** priorities
- > Sustain **emergency rental assistance** resources
- > Explore creation of **source-of-income protections**
- > Expand access to **legal counsel** for renters facing eviction





## GOAL 3: SUPPORT HOUSING STABILITY & SECURITY

### STRATEGY DETAIL

Create **landlord incentive programs** to help tenants overcome barriers to quality housing



- Provide supports / incentives to encourage landlords to rent to tenants who otherwise may have difficulty finding quality housing, such as:
  - Housing Choice Voucher recipients
  - Tenants with an eviction record
  - Justice-involved individuals
- Incentives could include:
  - Coverage of repairs or rent nonpayment
  - Small grants to meet HQS requirements
  - Preferential property tax treatment (i.e., assessment, abatement)

#### POTENTIAL PARTNERS

Housing Authorities; Just Home Project partners; One80 Place; other social services providers



#### PRECEDENT(S)

Tulsa, New Orleans, Nashville, St. Petersburg, San Diego, Summit County Colorado

## GOAL 3: SUPPORT HOUSING STABILITY & SECURITY

### STRATEGY DETAIL

Proactively identify and advance  
**affordable housing preservation** priorities



- Build a detailed inventory of all existing dedicated affordable housing properties, including:
  - Address, # of assisted units, current owner
  - Date compliance period is slated to end
  - Existing public financing tied to the property
- Convene partners to identify, track, monitor, and address preservation priorities (i.e., properties nearing the end of their compliance period)
- Conduct outreach to current owners
- Identify specific types of assistance needed to support preservation

#### POTENTIAL PARTNERS

HUD; Municipalities; Housing Authorities; SC Community Loan Fund; SC Housing; academic partners

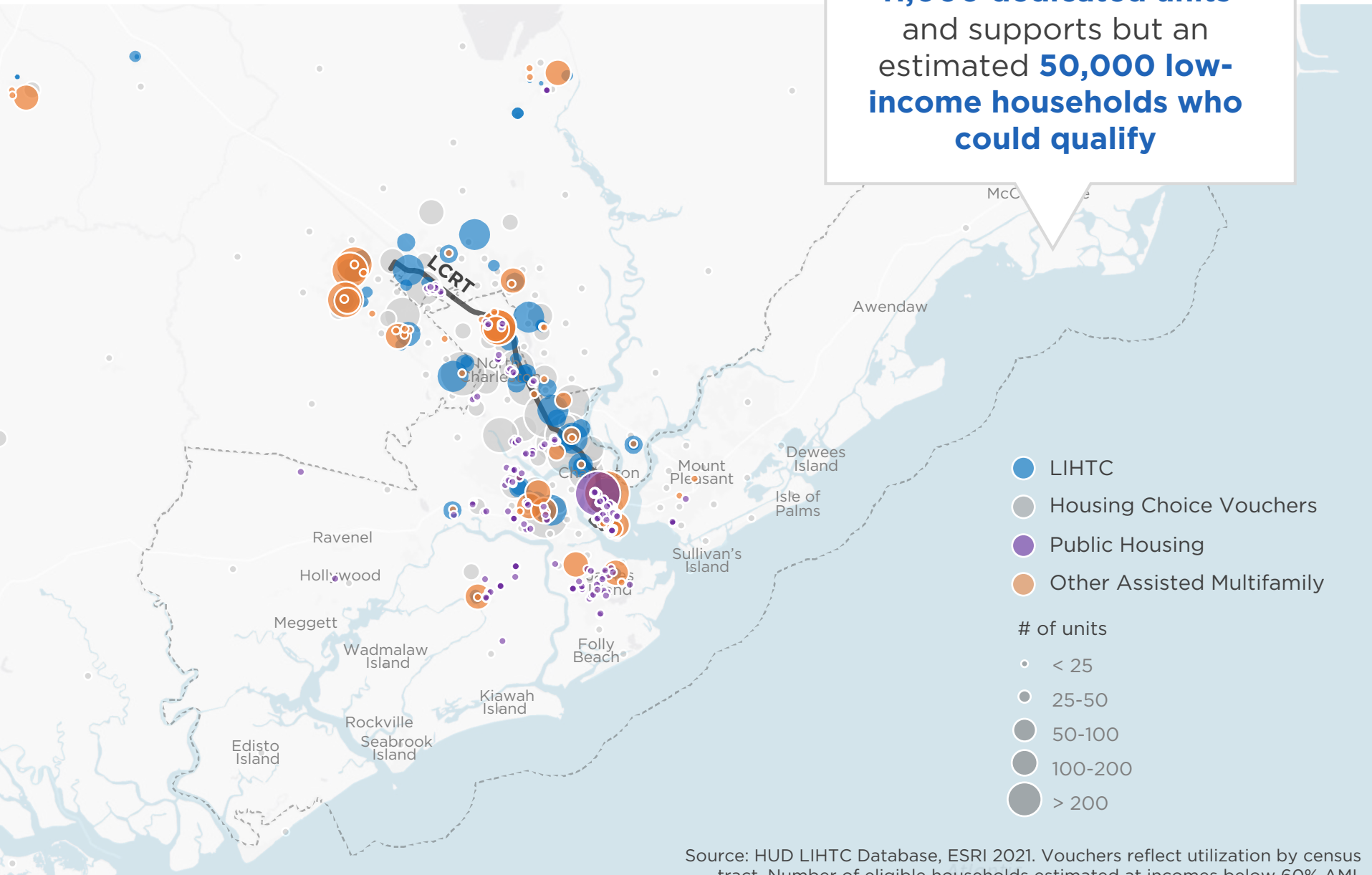


PRECEDENT(S)  
Detroit Preservation Partnership  
Preservation Compact (Cook County)



# DEDICATED AFFORDABLE HOUSING EXISTING SUPPLY OF UNITS & SUPPORTS

There are fewer than **11,000 dedicated units** and supports but an estimated **50,000 low-income households** who could qualify



Source: HUD LIHTC Database, ESRI 2021. Vouchers reflect utilization by census tract. Number of eligible households estimated at incomes below 60% AMI.

# GOAL 3: SUPPORT HOUSING STABILITY & SECURITY

## STRATEGY DETAIL

Sustain **emergency rental assistance** resources



- Provide funding to nonprofit partners to sustain emergency rent and utility assistance as part of a strategy to:
  - Help low-income families weather financial emergencies
  - Prevent homelessness
  - Divert families from eviction
- Align services and programs with legal aid resources

### POTENTIAL PARTNERS

Social service organizations; legal aid organizations





## GOAL 3: SUPPORT HOUSING STABILITY & SECURITY

### STRATEGY DETAIL

#### Explore creation of **source-of-income protections**

- Explore adding “source of income” as a protected class in local fair housing law in order to expand housing choice for Housing Choice Voucher and Supplemental Security Income (SSI) recipients
- Source of income protections are intended to:
  - Help voucher recipients successfully find suitable housing within the time available for their search
  - Promote mixed-income communities and expand housing choice for low-income households

#### POTENTIAL PARTNERS

Housing Authorities; legal aid and fair housing organizations



PRECEDENT(S)  
St. Louis, Atlanta, Minneapolis, many others

## GOAL 3: SUPPORT HOUSING STABILITY & SECURITY

### STRATEGY DETAIL

Expand access to **legal counsel** for renters facing eviction

- Work with the courts to make every renter served with an eviction notice aware of existing legal aid resources
- Support policies establishing a right to counsel, ensuring that renters facing eviction have access to an attorney; such policies and supports are highly effective at helping renters avoid homelessness through:
  - Diversion from eviction
  - More time to move
  - Settlement on damages and/or back rent
- Support coordination b/w legal aid providers and social service providers

#### POTENTIAL PARTNERS

South Carolina Centers for Justice; Charleston Pro Bono Legal Services; Trident United Way; social service providers; housing courts



PRECEDENT(S)  
Cleveland Right to Counsel  
Newark, New Jersey



# Increase equitable access to **homeownership**

GOAL

4

## POSSIBLE STRATEGIC TOOLS

reliant on dedicated funding



- > Expand available **down payment assistance and education** programs
- > Expand **emergency home repair** resources for low-income homeowners
- > Fund establishment and/or expansion of **Community Land Trusts** (CLTs)
- > Facilitate use of **shared equity models** (e.g., cooperatives, CLTs, etc.)
- > Explore **property tax abatements or rebates** for low-income and long-time homeowners



# GOAL 4: INCREASE EQUITABLE ACCESS TO HOMEOWNERSHIP

## STRATEGY DETAIL

Expand available **down payment assistance and education** programs



- Work with partners to catalogue existing down payment and closing cost assistance programs, identifying:
  - Overall capacity to serve eligible households
  - Gaps in available assistance
- Provide resources to partners to expand existing programs and/or complement existing resources with new programs

### POTENTIAL PARTNERS

Local lenders; local nonprofits; SC Housing





# GOAL 4: INCREASE EQUITABLE ACCESS TO HOMEOWNERSHIP

## STRATEGY DETAIL

Expand and coordinate existing **repair programs**  
**for low-income homeowners**



- Regularly convene home repair assistance providers active throughout the county
- Identify gaps in funding, access, program effectiveness across the ecosystem
- Determine where and how additional County resources could fill gaps in existing programs or support new programs

### POTENTIAL PARTNERS

Habitat for Humanity chapters in the County; Metanoia;  
other home repair assistance providers



# GOAL 4: INCREASE EQUITABLE ACCESS TO HOMEOWNERSHIP

## STRATEGY DETAIL

Fund establishment and/or expansion of  
**Community Land Trusts** (CLTs)



- Support CLTs (existing and new) in the creation of permanently affordable homeownership opportunities (i.e., restricted resale value)
- Work with partners to identify areas where preserving affordable homeownership is most needed
- Provide assistance for land acquisition and development
- Review tax assessment practices to reduce tax burdens on resale-restricted properties

### POTENTIAL PARTNERS

Existing community land trusts; Center for Heirs Property Preservation





# GOAL 4: INCREASE EQUITABLE ACCESS TO HOMEOWNERSHIP

## STRATEGY DETAIL

Facilitate use of **shared equity models**  
(e.g., cooperatives, CLTs, etc.)

- Co-ops can offer affordable opportunities for residents who are eager for active community involvement
- Depending on design, they can also create opportunities that facilitate mutual support and intergenerational interaction
- Help to share information about successful local co-operative models to interested parties
  - Design
  - Operating models
  - Financing options

### POTENTIAL PARTNERS

Local lending institutions; existing cooperatives and CLTs



# GOAL 4: INCREASE EQUITABLE ACCESS TO HOMEOWNERSHIP

## STRATEGY DETAIL

Explore **property tax abatements or rebates** for low-income and long-time homeowners

- Provide resources to mitigate the financial strain of rapidly rising property values, help keep homeowners stably in their homes
- Support low-income households' ability to maintain ownership of their home, build wealth
- Eligibility could include:
  - Household income (e.g., <60% AMI)
  - Long-time occupancy

### POTENTIAL PARTNERS

Center for Heirs Property Preservation; municipalities; social service organizations



PRECEDENT(S)  
Anti-Displacement Tax Fund (Atlanta)  
Longtime Owner Occupants Program (Philly)



# Expand capacity of the local housing ecosystem

GOAL

5

## POSSIBLE STRATEGIC TOOLS

reliant on dedicated funding



> Establish a **dedicated County housing fund** to support priority activities



> Establish a **developer training academy** for small and emerging developers



> Cultivate **partnerships with major employers** to invest in housing

> Support and coordinate with **advocacy on state legislative issues**

> Provide **technical assistance to heirs property** holders

> Sustain **capacity within the County** to advance key priorities



# GOAL 5: EXPAND CAPACITY OF THE LOCAL HOUSING ECOSYSTEM

## STRATEGY DETAIL

Establish a **dedicated County housing fund** to support priority activities



- Identify sources to seed a dedicated housing fund for attainable housing development and other priority programs
- Continue to explore additional future funding sources (e.g., corporate/philanthropic donations, taxes, fees, etc.) alongside successful demonstration of the model
- Key questions:
  - Initial funding amount
  - Specific programs & funding targets
  - Administration & governance (i.e., policy document, governing body, loan disbursement & underwriting, outreach)

### POTENTIAL PARTNERS

SC Community Loan Fund



### PRECEDENT(S)

Greenville Housing Fund  
Tulsa Affordable Housing Trust Fund  
LA County Affordable Housing Trust Fund



# GOAL 5: EXPAND CAPACITY OF THE LOCAL HOUSING ECOSYSTEM

## STRATEGY DETAIL

Establish a **developer training academy** for small and emerging developers



- Work with small nonprofits and emerging housing developers (including developers of color) to expand their opportunities and capacity to undertake quality housing and affordable housing development
- Program could include:
  - Fundamentals of real estate development
  - Information about how to participate in various County programs (e.g., housing fund, etc.)
  - Networking to connect with lenders and other partners to develop a supportive ecosystem
  - Preparation for national training resources (e.g., NDC)

### POTENTIAL PARTNERS

Existing nonprofit development partners; SC Housing; philanthropic & corporate partners; Urban Land Institute



# GOAL 5: EXPAND CAPACITY OF THE LOCAL HOUSING ECOSYSTEM

## STRATEGY DETAIL

Cultivate **partnerships with major employers** to invest in housing

- Continue to communicate the inter-reliance of attainable housing and regional economic prosperity
- Encourage large employers to continue and/or begin funding housing programs that strengthen their workforce & surrounding communities
- Cultivate a network of employers committed to partnership on housing issues to share best practices and promising models in corporate contributions to affordable and workforce housing
- Seek future corporate contributions to the County's dedicated housing fund

### POTENTIAL PARTNERS

Charleston Metro Chamber of Commerce



PRECEDENT(S)  
Charlotte Housing Opportunity Fund



# GOAL 5: EXPAND CAPACITY OF THE LOCAL HOUSING ECOSYSTEM

## STRATEGY DETAIL

Support and coordinate with **advocacy on state legislative issues**

- Work with partners to continually identify potential state policy changes that could support local efforts
- Coordinate with local advocacy organizations on aligning recommendations with County policy, funding resources, etc.

**POTENTIAL PARTNERS**

n/a



# GOAL 5: EXPAND CAPACITY OF THE LOCAL HOUSING ECOSYSTEM

## STRATEGY DETAIL

Provide **technical assistance to heirs property** holders

- Develop and share economically viable development models so that heirs property holders can help create needed housing while unlocking the value of their asset
- Align technical assistance with other support systems, advocacy, and legal assistance for heirs property holders
- Target outreach to heirs property owners in areas best suited to accommodate residential development
- Identify and resolve gaps in access to financing needed for project success

### POTENTIAL PARTNERS

Center for Heirs Property Preservation; municipalities





# GOAL 5: EXPAND CAPACITY OF THE LOCAL HOUSING ECOSYSTEM

## STRATEGY DETAIL

Sustain **capacity within the County** to advance key priorities



- Identify dedicated source(s) of funding to sustain the County's personnel capacity on housing issues:
  - Program development
  - Outreach & community engagement
  - Coordinating & cultivating partners
  - Ongoing planning & policy development
  - Reporting & monitoring
- Dedicated funding sources could include:
  - Tax revenue, special fees
  - General fund

### POTENTIAL PARTNERS

n/a



STRATEGIC FRAMEWORK

PRELIMINARY STRATEGIC PLAN

|   | Immediate Action<br>(next 6 months) | Short-Term Priorities<br>(year 1) | Medium-Term Priorities<br>(years 2 to 3) | Long-Term Priorities<br>(year 3+) |
|---|-------------------------------------|-----------------------------------|--|-----------------------------------|
| <div><div>Goal 1</div><div><div>- Priority strategy</div><div>- Priority strategy</div><div>- Priority strategy</div></div></div> |                                     |                                   |  |                                   |
| <div><div>Goal 2</div><div><div>- Priority strategy</div><div>- Priority strategy</div><div>- Priority strategy</div></div></div> |                                     |                                   |  |                                   |
| <div><div>Goal 3</div><div><div>- Priority strategy</div><div>- Priority strategy</div><div>- Priority strategy</div></div></div> |                                     |                                   |  |                                   |
| <div><div>Goal 4</div><div><div>- Priority strategy</div><div>- Priority strategy</div><div>- Priority strategy</div></div></div> |                                     |                                   |  |                                   |
| <div><div>Goal 5</div><div><div>- Priority strategy</div><div>- Priority strategy</div><div>- Priority strategy</div></div></div> |                                     |                                   |  |                                   |



STRATEGIC FRAMEWORK

PRELIMINARY STRATEGIC PLAN

| Possible Sources / Supports          |           |      |                |                       |                          |       |
|--------------------------------------|-----------|------|----------------|-----------------------|--------------------------|-------|
|                                      | Mill levy | ARPA | Potential Fees | Other Potential Taxes | Philanthropy / Corporate | Other |
| Goal 1                               |           |      |                |                       |                          |       |
| - Priority tool                      | X         | X    |                | X                     |                          |       |
| - Priority tool                      | X         |      |                |                       | X                        |       |
| - Priority tool                      | X         |      | X              | X                     | X                        | X     |
| Goal 2                               |           |      |                |                       |                          |       |
| - Priority tool                      |           | X    |                |                       |                          |       |
| - Priority tool                      |           | X    |                | X                     | X                        |       |
| - Priority tool                      | X         |      | X              | X                     |                          | X     |
| Goal 3                               |           |      |                |                       |                          |       |
| - Priority tool                      | X         | X    |                | X                     |                          |       |
| - Priority tool                      |           |      |                | X                     | X                        |       |
| - Priority tool                      | X         |      | X              | X                     | X                        | X     |
| Goal 4                               |           |      |                |                       |                          |       |
| - Priority tool                      | X         | X    |                | X                     |                          |       |
| - Priority tool                      |           |      |                |                       | X                        |       |
| - Priority tool                      |           |      | X              | X                     | X                        | X     |
| Goal 5                               |           |      |                |                       |                          |       |
| - Priority tool (e.g., housing fund) |           | X    |                | X                     |                          |       |
| - Priority tool                      |           |      |                |                       | X                        |       |
| - Priority tool                      | X         |      | X              | X                     | X                        | X     |