



CHARLESTON COUNTY **Housing our Future**

Steering Committee
Council Presentation Preview

July 27, 2022

An aerial photograph of a historic city, likely Charleston, South Carolina, showing a dense collection of colorful, multi-story houses with red, blue, and yellow roofs. In the background, a long bridge spans a body of water under a clear blue sky. Three dark blue rectangular boxes with white text are overlaid on the left side of the image.

Community Engagement Updates

Strategic Framework Discussion

August 8th Presentation Overview

An aerial photograph of a historic city, likely Charleston, South Carolina, showing a dense collection of colorful, multi-story houses with red, blue, and yellow roofs. In the background, a long bridge spans a body of water under a clear blue sky. Three semi-transparent blue rectangular boxes are overlaid on the image, each containing white text.

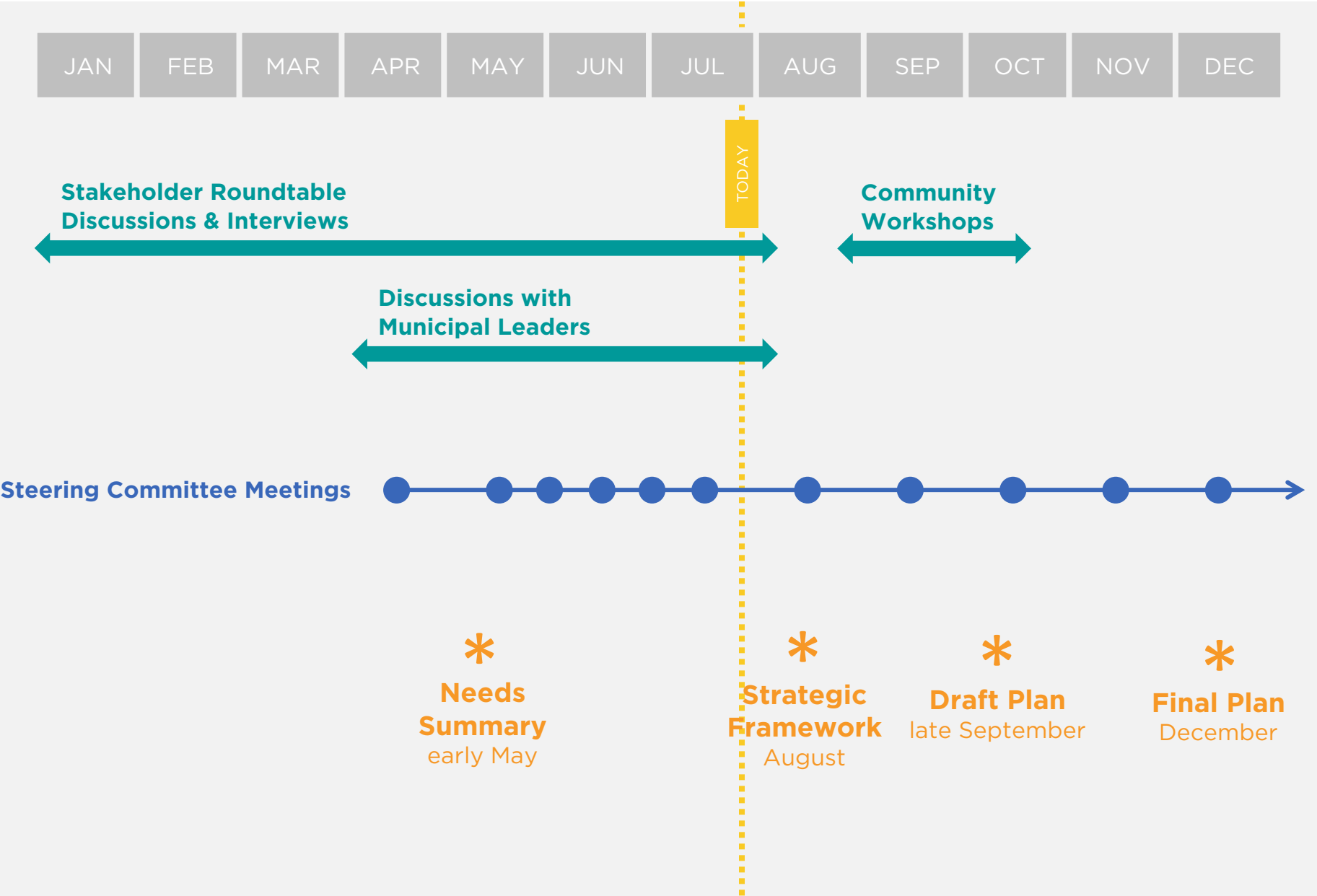
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PROJECT SCHEDULE

AT A GLANCE



PROJECT SCHEDULE

AT A GLANCE

- Finalizing locations for community workshops and neighborhood conversations
- 10+ outreach events in planning
 - Large-format community workshops (3-5)
 - Virtual town hall
 - Smaller-format neighborhood conversations
 - Diverse locations throughout the County
- Survey in final development
 - Target launch end of next week
 - English and Spanish; online & paper

An aerial photograph of a historic city, likely Charleston, South Carolina, showing a dense collection of colorful, multi-story houses with red-tiled roofs. In the background, a long bridge spans a body of water under a clear blue sky. Three semi-transparent blue rectangular boxes are overlaid on the image, each containing white text.

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5

STRATEGIC GOALS

1



Expand capacity of the local **housing ecosystem**

2



Reduce barriers to adding needed housing supply

3



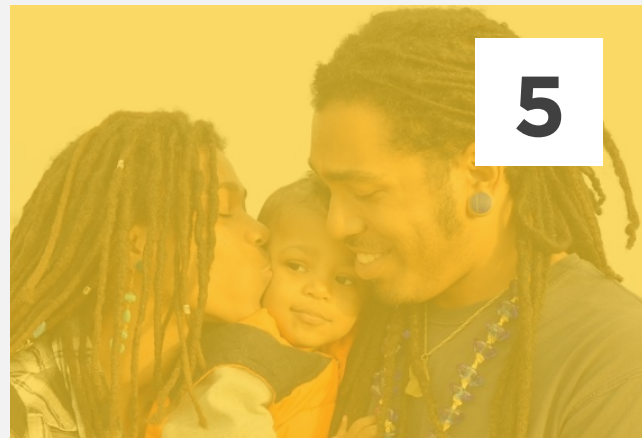
Invest in **creation & preservation** of attainable housing

4



Support housing **stability & security**

5



Increase equitable access to **homeownership**



Expand capacity of the
local housing ecosystem

GOAL

5

1 2 3 4 5 6

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

5.71

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

3.00

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

4.71

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


2.71

Provide **technical assistance to heirs property** holders

2.57

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

2.29



A housing fund is the only one of these items that will **directly create more units**, and should be seen as the main priority.

A dedicated housing fund combined with employer partnerships for investment in housing is critical.

Charleston School of Law can assist with identifying **legislation that might be lying dormant**.

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

Funding for operations / staffing will be a hard sell unless linked to specific programs.

The unwinding of the heir's property dilemma is **critical as land needs** continue to grow.

Advocacy and legal assistance for heirs' property holders are longer term goals that are nonetheless essential.

The **American Bar Association** could serve as a partner and local real estate attorneys.

Heirs property can be tough to solve due to the of multitude owners. Perhaps could adopt a **2/3 majority approach**.



Reduce barriers to adding
needed housing supply

GOAL

1

1 2 3 4 5 6

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

4.25

Support municipalities in establishing coordinated **TOD zoning**

2.75

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

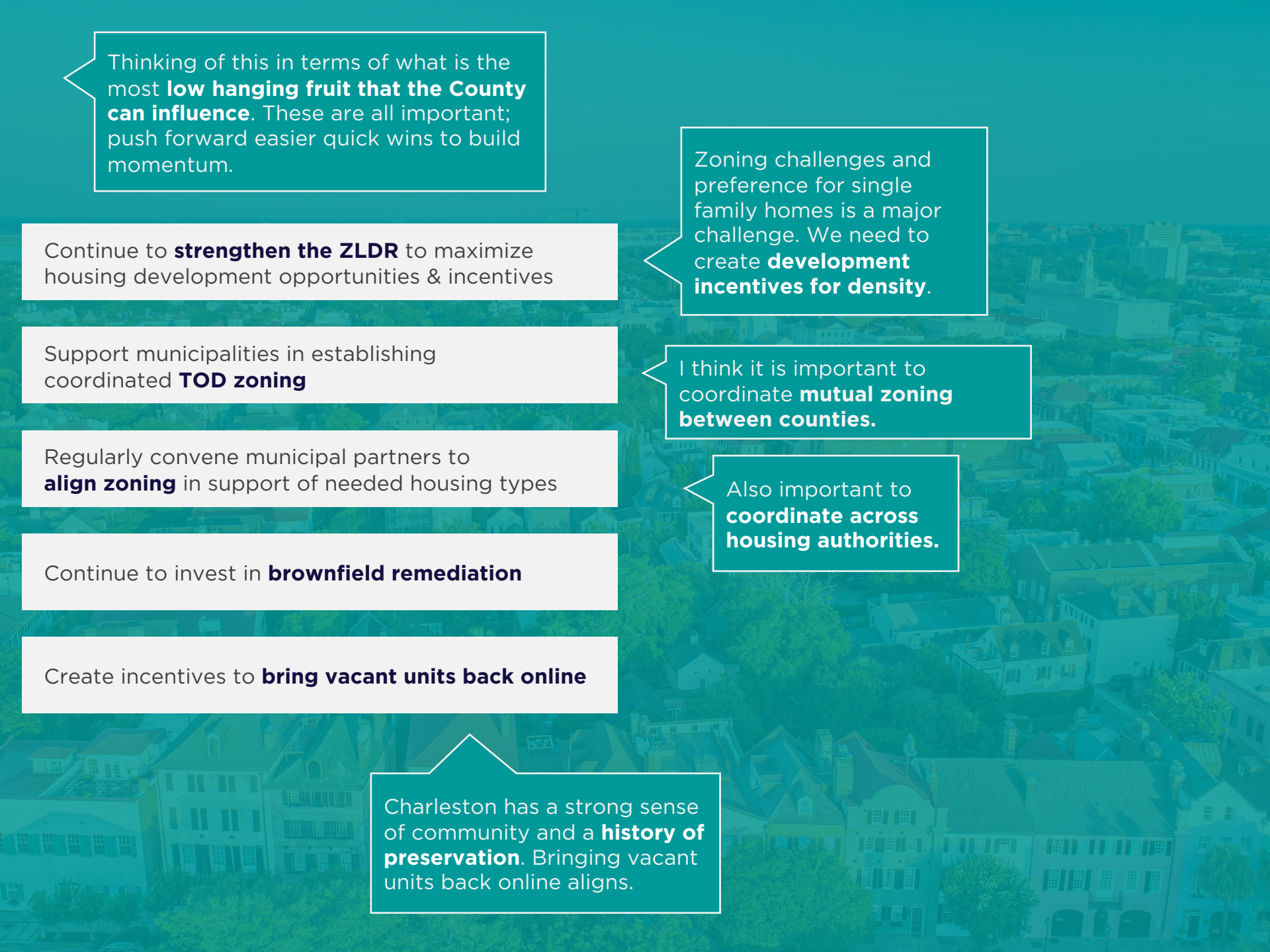
2.25

Continue to invest in **brownfield remediation**

2.50

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

3.25



Thinking of this in terms of what is the most **low hanging fruit that the County can influence**. These are all important; push forward easier quick wins to build momentum.

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**

Zoning challenges and preference for single family homes is a major challenge. We need to create **development incentives for density**.

I think it is important to coordinate **mutual zoning between counties**.

Also important to **coordinate across housing authorities**.

Charleston has a strong sense of community and a **history of preservation**. Bringing vacant units back online aligns.



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

GOAL

2

1 2 3 4 5 6

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

5.29

Bank land for affordable and mixed-income housing development

3.29

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

3.86

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

3.14

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

2.86

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

2.57

It is likely easier for the County, on its own, to **create gap funding, bank land, and dispose of land.**

Low-interest funding sources in exchange for restrictions for a 15-year period for both homeownership and rental.

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

Gap funding would **immediately create opportunities** for new affordable housing.

Bank land for affordable and mixed-income housing development

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

The **housing authority issue is so important.** Movement does not need to be co-dependent on a housing authority participating in all larger scale projects.

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**

Funding and public partnerships. In other counties around the country housing authorities are creating many opportunities for affordable housing.

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

Establish a **private sector development partner.** Large employers seem to be stakeholders

It's not a matter of priority but rather of **short term, medium term and longer term goals.**



Support housing
stability & security

GOAL

3

1 2 3 4 5 6

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

3.71

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

4.00

Sustain **emergency rental assistance** resources

3.57

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

1.71

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

2.00

Landlord incentives are **absolutely necessary for moderate and low income applicants to compete** for rentals.

Sustaining and expanding existing programs are the easiest ways to have immediate impact, exploring additional options as longer range goals.

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

Tenants are in desperate need for more resources. I like the idea of a **local Housing Counselors** to act as a clearing house for affordable rental opportunities and liaison for tenants, landlords, and future incentives.

Preserving existing affordable housing units should be an immediate goal of the County and a study needs to be conducted as soon as possible to create a strategy.

Creating a **strategy to preserve and advance current affordable housing** is most important here.

The online ERAP portal seems to work well. I would encourage the county to fund and **maintain the current ERAP program**.

Impact of **legal counsel may be limited** in current context.



Increase equitable access
to **homeownership**

GOAL

4

1 2 3 4 5 6

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

3.86

Expand **emergency home repair** resources for low-income homeowners

3.29

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

4.00

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

1.86

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

2.00

I like a **blend of emergency stop gap measures along with creating community assets** in perpetuity, like a CLT.

Down payment assistance is one of the best way to help families move up the economic ladder.

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

Forgivable down payment assistance for homeownership is vital. Community land trust model is the best way to development (and sustain) affordable housing.

CLT creates **sustainable solutions** for affordable housing.

I do not think that a shared equity model is the right fit for Charleston County. There are too many **political challenges**.

I like pursuing all **creative financing options and leveraging** what we have.

Keeping existing homeowners in their homes will keep those families from being forced into the over-stressed rental market, and also help prevent gentrification and flipping.

STRATEGIC FRAMEWORK

PRELIMINARY STRATEGIC PLAN

	Near-Term years 0 to 2	Medium-Term years 3 to 5	Long-Term years 6 to 10
<div><div>Goal 1</div><div><div>- Strategic action</div><div>- Strategy action</div><div>- Strategy action</div></div></div>			
<div><div>Goal 2</div><div><div>- Strategic action</div><div>- Strategy action</div><div>- Strategy action</div></div></div>			
<div><div>Goal 3</div><div><div>- Strategic action</div><div>- Strategy action</div><div>- Strategy action</div></div></div>			
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<div><div>Goal 5</div><div><div>- Strategic action</div><div>- Strategy action</div><div>- Strategy action</div></div></div>			

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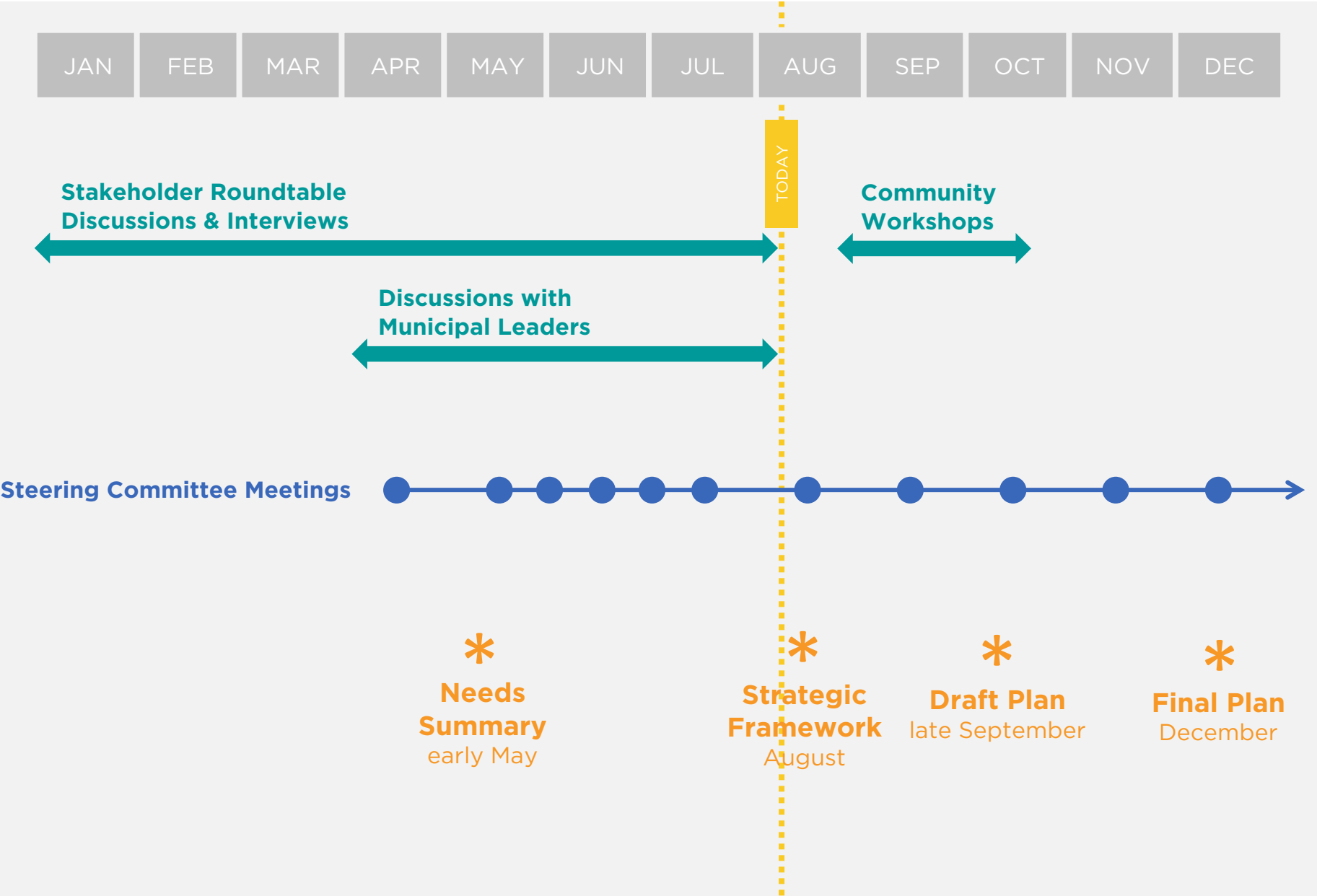
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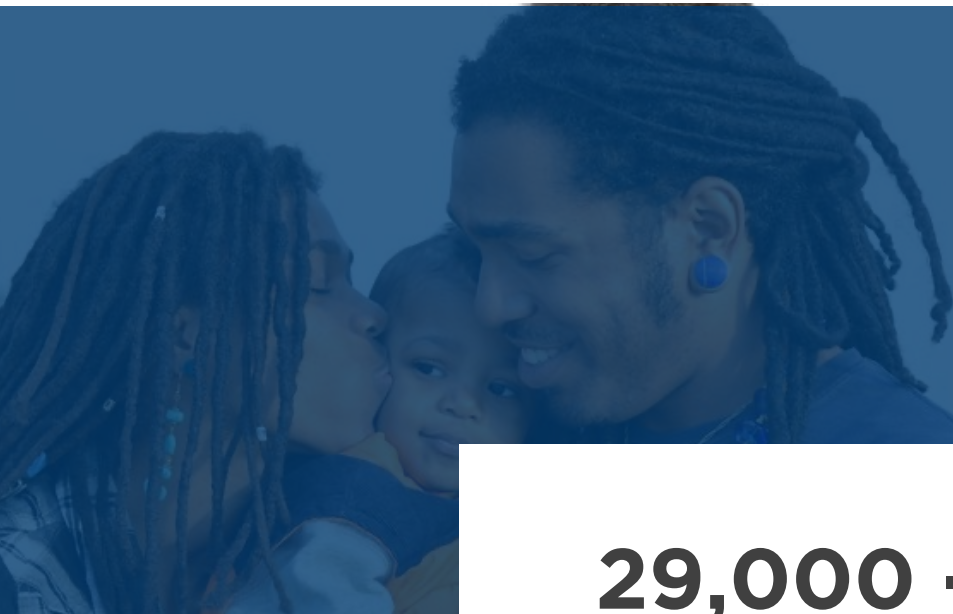
PROJECT SCHEDULE

AT A GLANCE



HOUSING DEMAND

PRELIMINARY CONCLUSIONS—10 YEARS OF DEMAND



**29,000 - 36,000
units**



HOUSING DEMAND BY AMI GROUP

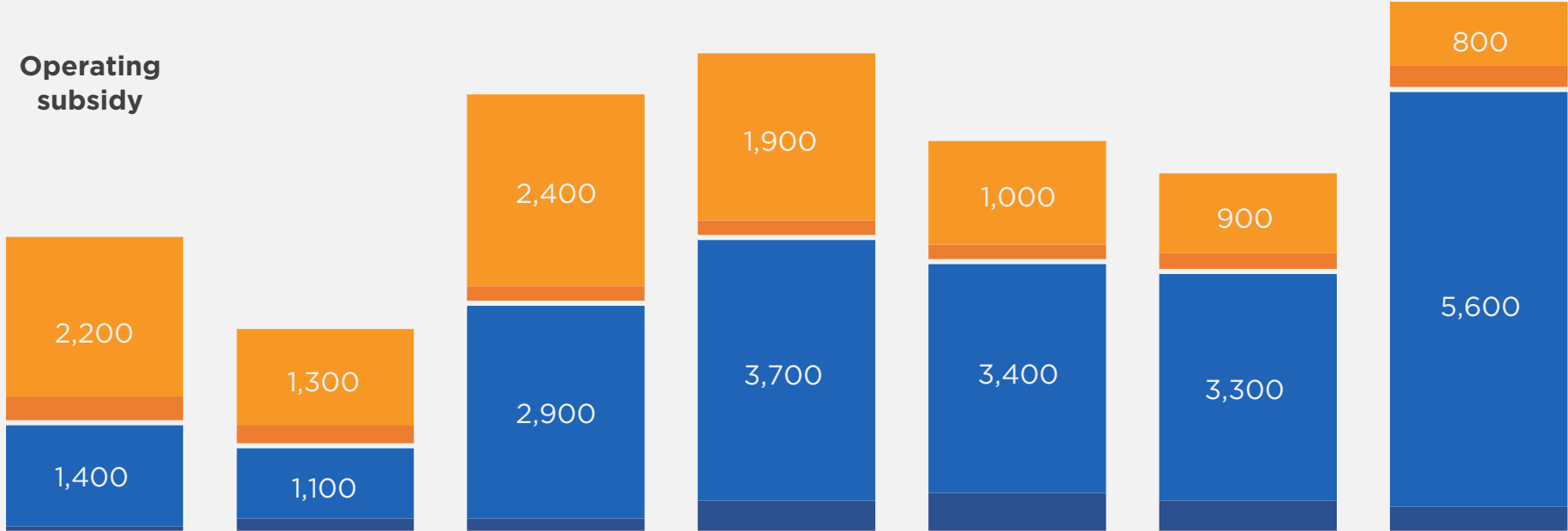
PRELIMINARY CONCLUSIONS—10 YEARS OF DEMAND

0-30%	30-50%	50-80%	80-120%	120-150%	150-200%	150-200%
<\$500	\$500-\$800	\$820-\$1300	\$1300-\$2000	\$2000-\$2450	\$2450-\$3290	\$3290+
<\$50k	\$50k-\$85k	\$85k-\$150k	\$150k-\$250k	\$250k-\$330k	\$330k-\$450k	\$450k+

← Reduce barriers for market to add supply →

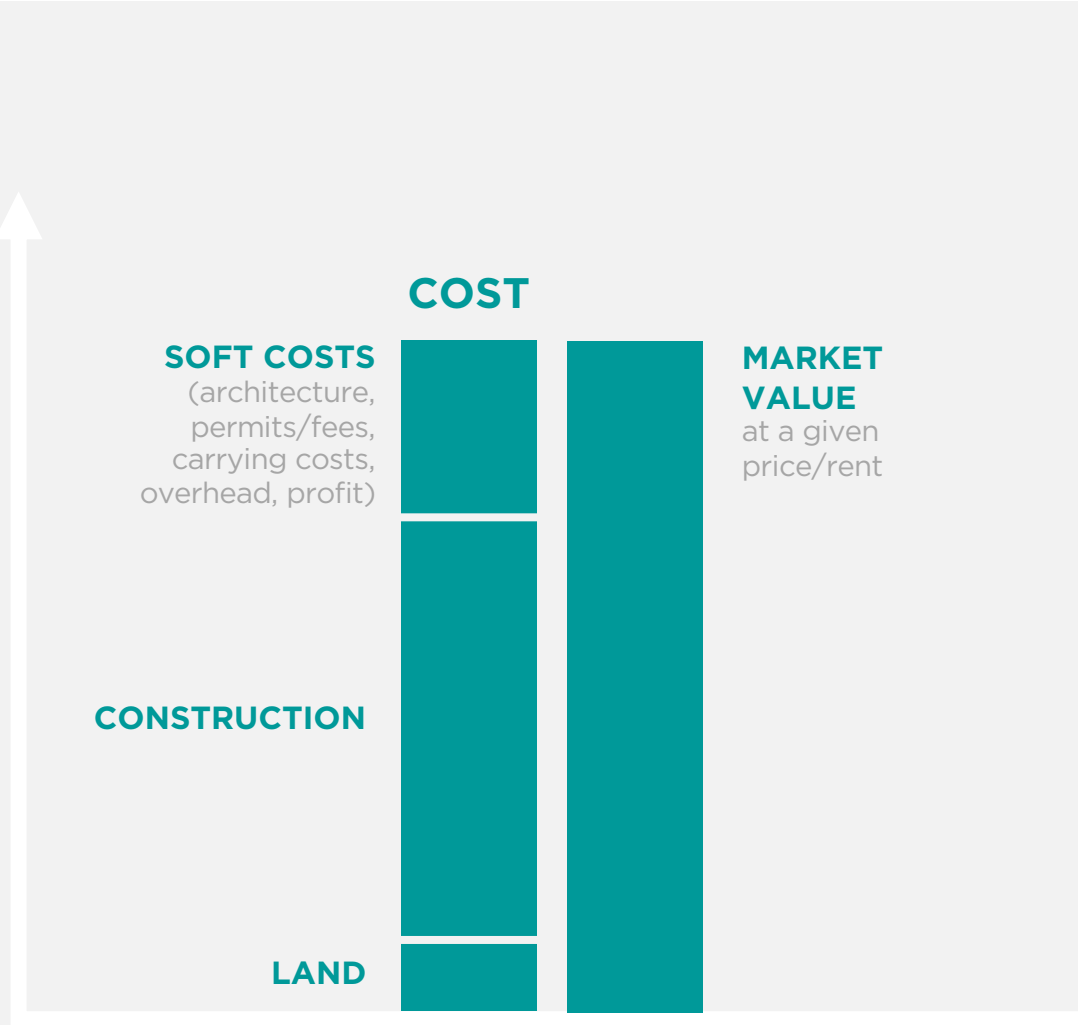
← Offer incentives →

← Development subsidy →

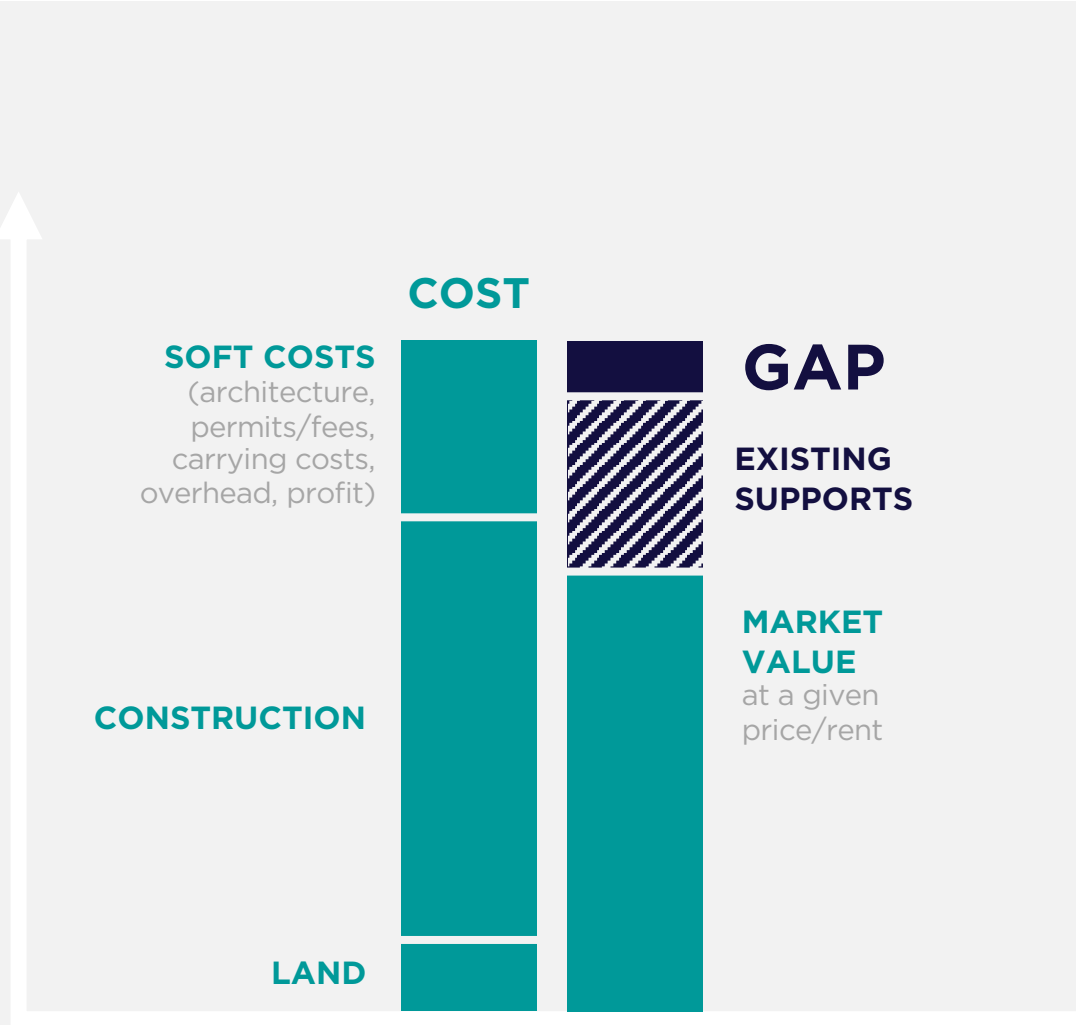


- Future for-sale demand
- Future rental demand
- Current for-sale demand
- Current rental demand

FEASIBILITY GAP
ABSTRACT EXAMPLE OF A VIABLE PROJECT



FEASIBILITY GAP
ABSTRACT EXAMPLE OF A NON-VIABLE PROJECT



RESOURCES NEEDED

MEETING 10 YEARS OF DEMAND FOR NEW UNITS

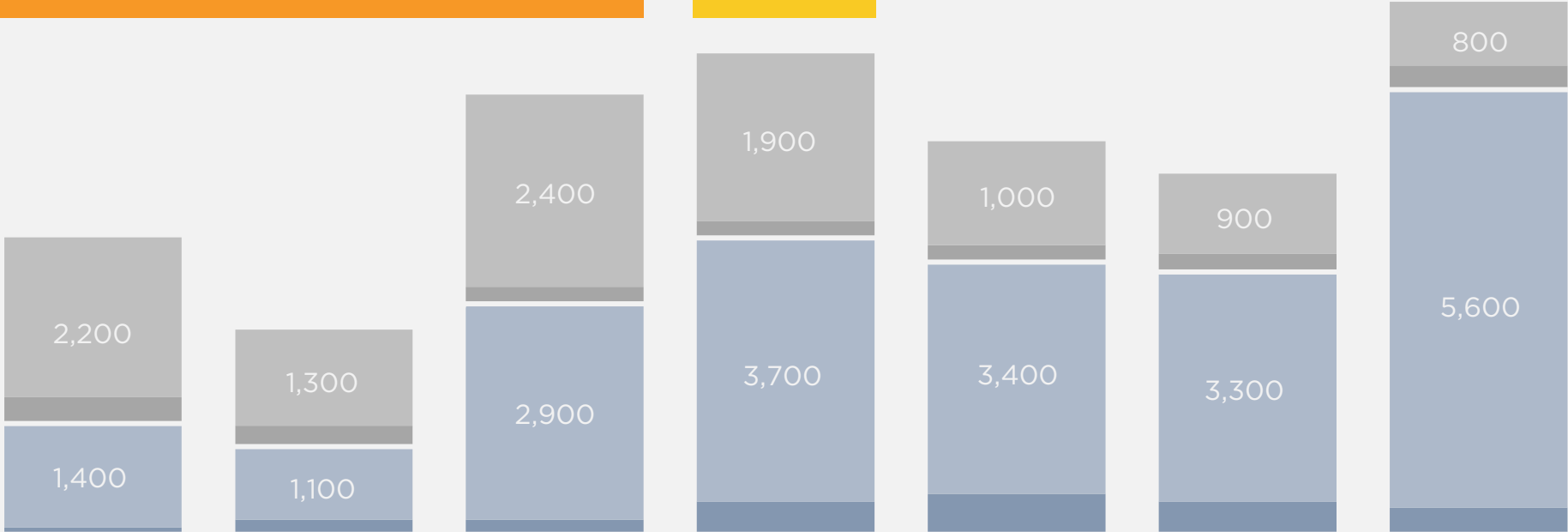
0-30%	30-50%	50-80%	80-120%	120-150%	150-200%	150-200%
<\$500	\$500-\$800	\$820-\$1300	\$1300-\$2000	\$2000-\$2450	\$2450-\$3290	\$3290+
<\$50k	\$50k-\$85k	\$85k-\$150k	\$150k-\$250k	\$250k-\$330k	\$330k-\$450k	\$450k+

11,300 units < 80% AMI
x \$40k per unit minimum gap assistance

\$450 million

5,600 units
x \$30k/unit

\$170m



- Future for-sale demand

Future rental demand
- Current for-sale demand

Current rental demand

This estimate assumes an average development gap—after use of existing federal, state, and local resources—of \$40,000 per unit. In reality, there are significant limitations to existing resources; they will be available to support only a fraction of future housing needed by households with incomes less than 80 of AMI. There are also additional resource needs for preservation and household assistance.

SCOPE OF HOUSING OUR FUTURE
FILLING THE GAPS



5

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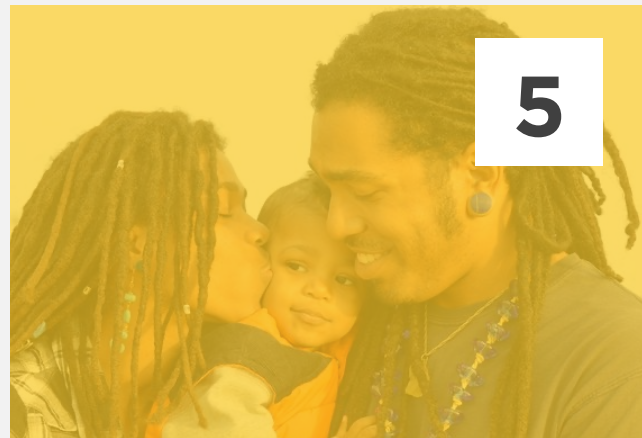
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4



Support housing **stability & security**

5



Increase equitable access to **homeownership**

Expand capacity of the local housing ecosystem

GOAL

1

POLICY

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

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

PROGRAMS

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

Provide **technical assistance to heirs property** holders

CAPACITY

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

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

Reduce barriers to adding needed housing supply

GOAL

2

POLICY

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

PROGRAMS

Continue to invest in **brownfield remediation**

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

CAPACITY

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

GOAL

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POLICY

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

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

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

PROGRAMS

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

CAPACITY

Bank land for affordable and mixed-income housing development

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



Support housing **stability & security**

GOAL

4

POLICY

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

PROGRAMS

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

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CAPACITY

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

Increase equitable access to **homeownership**

GOAL

5

POLICY

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

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

PROGRAMS

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

Expand **emergency home repair** resources for low-income homeowners

CAPACITY

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

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

DEDICATED FUNDING

SUMMARY OF STRATEGIES THAT BENEFIT FROM DEDICATED FUNDING

Goal 1

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

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

Provide **technical assistance to heirs property** holders

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

Goal 3

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

Bank land for affordable and mixed-income housing development

Goal 4

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

Sustain **emergency rental assistance** resources

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

Goal 5

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

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

Expand **emergency home repair** resources for low-income homeowners

EXAMPLE DEDICATED HOUSING FUNDS

CONSIDERATIONS AND EXAMPLES

Greenville	Spartanburg	Nashville	Charlotte
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Year Established

Annual Funding

Funding Sources

Activities

POSSIBLE REVENUE SOURCE—IN PROCESS
EVALUATION IN CHARLESTON COUNTY'S CONTEXT

		Potential Source Under SC State Law?	Requirements to Enact	Revenue Potential	Reliability	Nexus to Housing	Fairness of Impact	Ease of Collection
DEDICATED TAXES	Property tax							
	Excise tax							
	Sales Tax							
	Accommodation Tax							
	Hospitality Tax							
DEDICATED FEES	Short-term rental fee							
	Conveyance fee							
	Document recording fee							
	Development impact fee							
	Building permit fee							
	Fees in-lieu							
OTHER	General fund							
	Fiscal recovery funds (ARPA)							

IMPLEMENTATION CONSIDERATIONS

PHASING

NEAR-TERM 0 to 2 years

build capacity in the development and nonprofit community

establish sources to create reliable funding streams

initiate programs that match existing capacity

bank land for mixed-income development and neighborhood revitalization

establish infrastructure for tracking and monitoring

MEDIUM-TERM 3 to 5 years

adjust programs to strengthen impact and meet changing needs

expand available resources to expand and/or initiate programs

land disposition and banking to create ongoing opportunities for mixed-income development

LONG-TERM 6 to 10 years

adjust programs to strengthen impact and meet changing needs

scale up activities

re-assess needs in light of progress and changing market conditions

strengthen policy, ongoing advocacy

NEXT STEPS

TO DETAIL PLAN & IMPLEMENTATION

- Further detail priority strategies
- Outline scale of proposed programs
- Identify timing and phasing
- Explore governance and administration of near-term strategies
- Target each strategy to income level(s)
- Match strategies with funding sources

Strategic Plan Framework
complete

- - -

Community Housing Survey
August through September

Community Conversations
August through October

Community Workshops
September 12-14

Virtual Town Hall
Week of September 19

Full Draft Plan
End of September

Plan Revisions
November

Final Plan
December

THINKING ABOUT IMPLEMENTATION WHILE WE PLAN

- How do we **build capacity** of our ecosystem?
- How do we **begin supporting production and preservation** while we build capacity?
- Where does the **\$20m ARPA commitment** fit in?
 - must be dedicated by the end of 2024
 - must be spent by the end of 2026
 - opportunity to build capacity for ongoing implementation



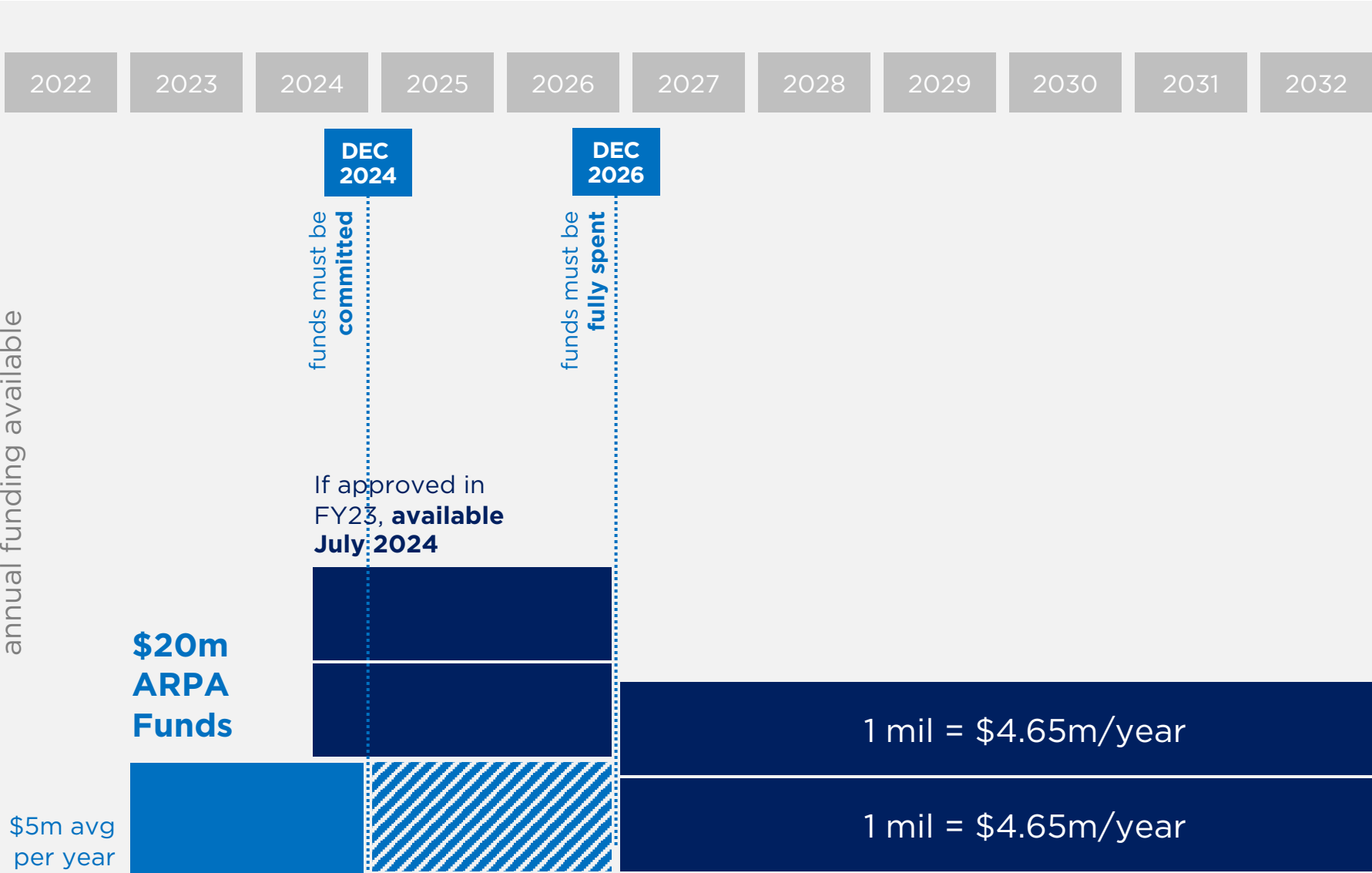
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ARPA AND A MILL LEVY IN CONTEXT

TWO MIL SCENARIO, IF APPROVED IN FY23



ARPA AND A MILL LEVY IN CONTEXT

TWO MIL SCENARIO, IF APPROVED IN FY25

