

# Affordable Housing Goals and Strategies

Town of Carrboro

Since mid-2012, the Affordable Housing Task Force has been evaluating existing policies and regulations that have been in place to support and increase affordable housing opportunities in Town. Since the summer of 2013, the Task Force focused its efforts on identifying short-term and long-term goals to include in a comprehensive affordable housing strategy. This policy document is the result of that work and also includes target completion dates for a number of initiatives. This document is intended to support the Board of Aldermen's efforts, to guide its next steps, and to help establish a base line against which ongoing and future efforts will be measured. Rather than fixing, absolutely, a course of action, the documents is intended to position the Town so it is able to allow/respond to opportunities as they arise.



# Acknowledgments

## TOWN OF CARRBORO BOARD OF ALDERMEN

Lydia Lavelle, *Mayor*

Bethany Chaney  
Jacquelyn Gist  
Randee Haven-O'Donnell

Michelle Johnson  
Damon Seils  
Sammy Slade

## AFFORDABLE HOUSING TASK FORCE

Heather Hunt (Planning Board)  
Bethany Chaney (Board of Aldermen)  
Michelle Johnson (Board of Aldermen)

Seth La Jeunesse (Transportation Advisory Board)  
Sammy Slade (Board of Aldermen)

## Affordable Housing and Development Community Participants

Robert Dowling  
Dan Jewell

Jeremy Medlin  
Ken Reiter

Omar Zinn

Anne Stoddard  
Ron Strom

Mark Zimmerman  
Adam Zinn

## Town Staff Support

Nate Broman-Fulks

Patricia McGuire

Christina Moon

*Thanks to the Community Home Trust and Town of Carrboro Planning for the photos included on the cover sheet.*

## Affordable Housing Goals and Strategies

Goal	Strategies	Target Completion Date	Partners/Resources Needed
<b>1.0 Affordable Homeownership (Target income range is 60%-115% AMI)</b>			
<b>1.1</b> Increase number of homeownership units that are permanently affordable in Carrboro. 2014 goal is ###, increasing annually. (This is a goal for the Board of Aldermen to discuss.) Three options for determining the goal have been identified: 1. Establish the baseline based on monthly Active Projects Report; 2. Baseline tied to developments actually built with affordable units or 3. Baseline of average number of affordable units developed (annualized) since affordable housing policy has been in place.	Decide whether or not to modify the ordinance to reflect a model that will both incentivize developers and respond to market conditions.	Q4 FY 2015	Community HomeTrust (CHT) and other non-profit housing providers, Developers
	Gather more data from the developers about what percentages will work to both incentivize them and respond to the market condition	Q1- Q2 FY 2015	Developers, non-profit housing developers, staff
	Request that the Board of County Commissioners continue to fund impact, permitting fees for non-profits.	Q4 FY 2014	
	Identify/build dedicated subsidy source to assist with land trust transactions	Ongoing	Consolidated plan partners; CHT and other AH Coalition participants
	<b>1.2</b> Fully evaluate and reduce housing density restrictions to slow the climb of housing prices and diversify housing stock, particularly in high transit areas.	Schedule a community discussion to examine open space requirements and their implications on housing prices and the feasibility for inclusion of affordable units	Q2 - Q3 FY 2015
Explore opportunities to modify zoning and land-use ordinances related to in-fill residential, connected housing, zero lot-line		Q1 FY 2016	Staff, intern Graduate planning workshop students? development

## Affordable Housing Goals and Strategies

Goal	Strategies	Target Completion Date	Partners/Resources Needed
	housing, and mixed-use developments.		community
	As a component of the parking plan, determine whether modifications to parking requirements could materially affect homeownership prices, development opportunities, and density. Unbundled parking for condominiums and townhouses should be included in this analysis.	FY 2015	Staff, Parking plan consultant
<b>1.3</b>	Develop and implement a clear set of priorities and policies for the use of payment-in-lieu and/or other dedicated funding that includes opportunities to support this goal. Potential priorities could include:		
Decrease barriers to first-time homeownership and to homeownership retention, particularly among seniors		Q2 FY 2015	Affordable Housing Task Force, Board of Aldermen, Consolidated Plan partners
			Federal and state funding for down payment assistance, energy upfits, repairs, et cetera. Durham staff - Southside program as model?
<b>1.4</b>	Continuously improve public transit access, with a particular eye to moderate-income homeownership communities and developments with an affordability component-Damon's feedback about bringing affordable housing to transit instead of transit to affordable housing.		
	Partner with CHT, and homeowners associations to identify and pursue opportunities to fund or otherwise make practical greater transit service to growing areas, including feeder systems to main routes.	Ongoing	Chapel Hill Transit, developers, Homeowner Associations, Transit alliance
	Determine whether subsidizing transit access should be an approved use for payment-in-lieu or other dedicated housing funds.	With 1.3 above	Affordable Housing Task Force, Board of Aldermen, Consolidated Plan partners

## Affordable Housing Goals and Strategies

Goal	Strategies	Target Completion Date	Partners/Resources Needed
	Play a leadership role at local and regional transit 'tables' to ensure future transit priorities and policies support affordable housing goals	Ongoing	Transit Partners, Durham-Chapel Hill-Carrboro Metropolitan Planning Organization
<b>2.0 Affordable Rentals (Target income is 60% or less of AMI)</b>			
<b>2.1</b>	Better position the town for future affordable rental development /redevelopment opportunities by cultivating relationships with experienced non-profit affordable rental housing developers.	Ongoing	Orange County Housing Coalition, North Carolina Housing Coalition, DHIC
Increase number of rental units that are permanently affordable to individuals and families earning less than 60% of AMI. 2014 goal: ###, increasing annually.	Modify ordinance to reflect a model that will both incentivize developers to include affordable units in their rental developments while also responding to market conditions.	Q4 FY 2015	Developers/Property Owners, Orange County Housing Coalition
	Work with Orange County, the University, and other landowners to examine, identify and reserve one or more tracts for future LIHTC and/or HUD-restricted rental communities.	Ongoing	Local governments, property owners, University
<b>2.2</b>	Fully examine research and data regarding parking density and "bundling" to determine best approaches to achieve this goal.	Q4 FY 2016	Expect consultant to parking plan will provide some assistance. Possible UNC Planning Workshop.
Reduce negative effects of parking requirements on rental prices.	Utilize Town's parking management policy to support this goal.	Q4 FY 2016	
<b>2.3</b>	Examine and consider reducing restrictions on accessory dwelling units. This strategy has the potential to support	With 1.1 above	
Slow the pressure on rental prices by increasing rental housing stock, particularly in high-transit areas.			

## Affordable Housing Goals and Strategies

Goal	Strategies	Target Completion Date	Partners/Resources Needed
	homeownership affordability by enabling homeowners to generate income to support their homeownership costs.		
<b>2.4</b>	Research effective voluntary rental registry models and determine the efficacy of a similar program in Carrboro. If feasible, determine opportunities to implement a registry or rating system through a non-profit or other civic organization, with Town support.		
Reduce erosion of rental housing quality and affordability		With 1.1 above	
	Require all landlords with more than one unit of rental property to register for a business privilege license, and examine use of business regulations to enforce better stewardship of housing and neighborhoods.		
	Gather and examine rental housing data to better anticipate and monitor opportunities/conditions for redevelopment/rehabilitation.		
	Convene landlords and property managers on an annual (regular) basis to build positive relationships, educate about Carrboro's housing expectations and policies, and encourage transparency about redevelopment/rehab/sale plans.	Following 1.1 above and ongoing	Orange County Housing Coalition, Orange County HHRCD/Chapel Hill (Consolidated Plan partners)
<b>2.5</b>	Educate the Board of Aldermen about the difference between the housing styles and regulations that apply.		
Examine the current marketplace for mobile and modular homes.		Q3 FY 2015	
<b>3.0 Overarching Priorities</b>			
<b>3.1</b>	Concerted Land Use Planning/small land use plan	1) Identify the three high priority/potential	

## Affordable Housing Goals and Strategies

Goal	Strategies	Target Completion Date	Partners/Resources Needed
for three high priority/high potential areas.	areas that are ripe for development or re-development. Could include: downtown, Jones Ferry Corridor, and/or Estes Drive. 2) Consider the current planning processes that are underway and share coordination and overlap Example: the arts and creativity district.		
<b>3.2</b>  Improve opportunities for developers and potential partners to identify affordability in a project.	1) Include members of OCAHC in initial development review to encourage creative solutions/opportunities for affordable housing to be integrated into projects, and/or identify best opportunities to secure payment-in-lieu.		
<b>3.3</b>  Develop dedicated funding source--in partnership with county and peer municipalities	<ol style="list-style-type: none"> <li>1) Explore the parameters of an AH Bond 2) Explore a public private fund for example TCF 3) Find out about tax deduction 4) Look to identify complimentary external funding that could be better leveraged with municipal participation. 5) Assessment of the most cost effective strategies-if we had a pot of money what is the best way to use it.</li> <li>2) Information to include - changes in US Housing and Urban Development/Community Development Block Grant (CDBG) priorities for funding - e.g. support for Economic Development/Utility infrastructure rather than home repair.</li> </ol>		<ol style="list-style-type: none"> <li>1) Potential Partners for complimentary funding sources-HOME Consortium, Con Planning Partners, OC Housing Coalition, and Downtown Housing Improvement Corporation (DHIC). 2) Staff will expand on why Town would want to dedicate a funding source</li> </ol>

## Affordable Housing Goals and Strategies

Goal	Strategies	Target Completion Date	Partners/Resources Needed
<p><b>3.4</b></p> <p>Ensure implementation of the Affordable Housing Strategy</p>	<p>1) Affordable Housing Task Force continues to meet on a quarterly basis. 2) Ensure operationalization and monitor progress of affordable housing plan by staffing at least 1/2 time 3. Continuing to look at data and continuing to understand it-existing stock-number of affordable units and distribution-including transit access, non-motorized travel, overlaid with the distribution of housing</p>		
<p><b>3.5</b></p> <p>Provide greater incentives for developers to include affordable housing in their projects.</p>	<p>1. Expedited review for projects that include affordable housing component 2. Ask 3-5 developers to do an assessment of the costs for all of the LUO requirements-how much does this increase the cost per unit, or the rent per unit. 3. Evaluate the provision of public sector assistance for infrastructure in exchange for the provision of some percentage of affordable units (scaled).</p>		
<p><b>3.6</b></p> <p>Reduce utility costs</p>	<p>Work with OWASA. Explore grants for energy efficiency</p>	<p>Ongoing</p>	
<p><b>3.7</b></p> <p>Acquisition of land/property-be proactive with OWASA in the land or parcels they are saying they will offer to municipality's first-Start to engage with them.</p>	<p>1. OWASA-example but there are other options 2. Consider condemned properties -provide an incentive for homeowner to sell loan fund for Habitat, Empowerment to allow for the property to be renovated and fixed up</p>	<p>Need to determine how and when to engage and evaluate potential sites.</p>	