



2020

OFFICE FOR HOUSING & COMMUNITY

**AFFORDABLE HOUSING & COMMUNITY CONNECTIONS BUSINESS PLAN**



JULY 1, 2019 – JUNE 30, 2020  
TOWN OF CHAPEL HILL



# Letter from the Director



The Affordable Housing and Community Connections Team within the Town's Office for Housing and Community continues to make progress towards our vision of a vibrant and inclusive community where all residents have access to affordable housing and opportunities to thrive.

## Accomplishments

Some of our [accomplishments in fiscal year 2019](#) included:

- Approval of a bond referendum to provide up to \$10 million for affordable housing. We educated the community about how the funds would benefit the community and it was overwhelmingly approved by voters in the 2018 election.
- Deploying \$1.2 Million to community partners for affordable housing projects.
- Supporting the development of about 80 new affordable housing units and the preservation of nearly 150 units of affordable housing in the community.
- Acquiring 9 units to our Transitional Housing Program. Our portfolio of homes now serves 16 families.
- Analyzing Town-owned land to determine the feasibility of affordable housing development, and made progress toward developing a mixed-income affordable housing development on the Town-owned land on Homestead Road.
- Establishing the Housing Displacement Assistance Program and Employee Housing Program.
- Creating a Community Connections Strategy and forming a cross-departmental Team to advance the Town's efforts towards equitable community engagement.
- Overseeing the first year of implementation of the newly revamped Human Services Program, receiving a record \$1.2 million in funding requests. Through the end of the year, over tens of thousands of individuals have been reached by services funded through this Program.
- Beginning implementation of the Building Integrated Communities Action Plan, purchasing interpretation equipment for Town and community use, testing multi-lingual Hurricane Preparedness messaging, supporting cultural events in the community, and conducting language accessible community meetings.
- In collaboration with UNC, supporting the Good Neighbor Initiative, organizing a successful Block Party and Door-to-Door effort. We also continued to distribute the Tar Heel Citizen times, the electronic newsletter for UNC students living off campus. The readership of the newsletter is now over 6,000.
- Facilitated 83 community engagement meetings with a range of stakeholders.

## Priorities for this year

Our team has the following main priorities for fiscal year 2020:

- Creating an Affordable Housing Preservation Strategy
- Making further progress on pursuing development of affordable housing on 2200 Homestead Road and other Town-owned land
- Implementing the Building Integrated Communities Action Plan
- Intensifying our focus on racial equity and equitable community engagement

We are excited for the year ahead and look forward to continuing to collaborate with our internal and external partners to build vibrant and inclusive community where all residents have access to affordable housing and opportunities to thrive.

- **Loryn Clark, Executive Director, Office for Housing and Community**

## Our department provides:

- Affordable Housing Policy
- Affordable Housing and Community Development Funding Programs
- Employee Housing Program
- Rental & Utility Assistance Program
- Housing Displacement Assistance Program
- Human Services Program
- DACA Renewal Assistance Program
- Peoples Academy
- Community outreach and engagement initiatives



## Our Mission

The mission of the Office for Housing and Community is to create partnerships, catalyze affordable housing, and build community. Our vision is a vibrant and inclusive community where all residents have access to affordable housing and opportunities to thrive.

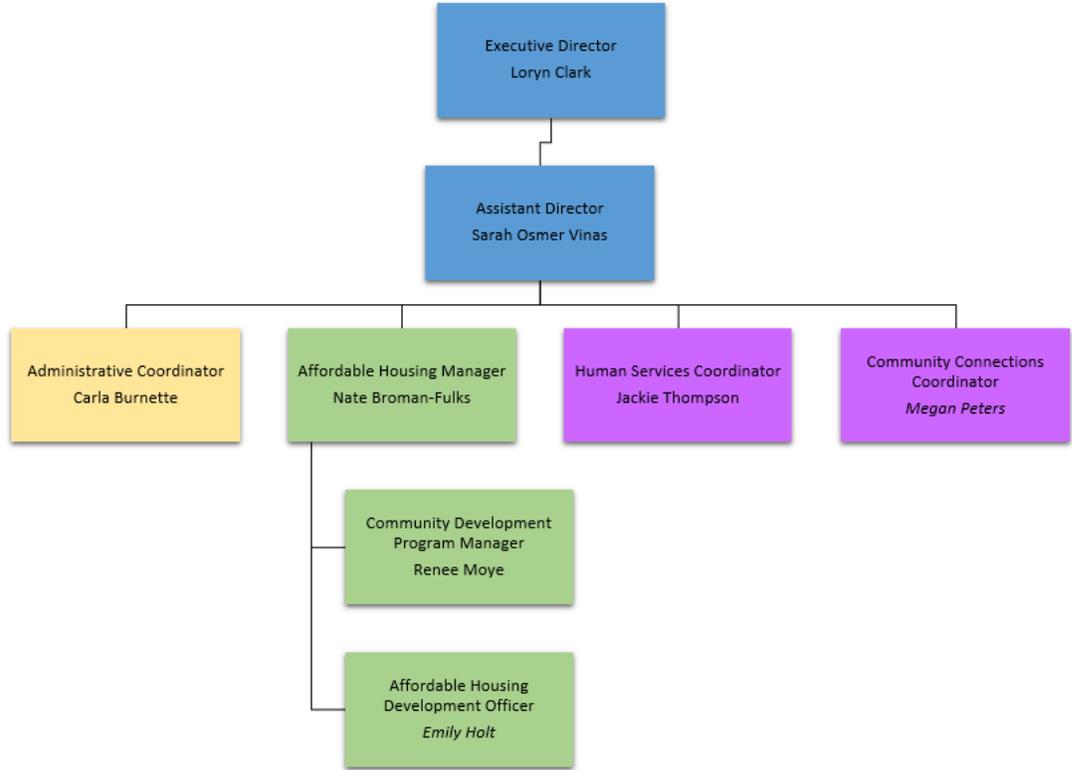
## Our Guiding & Governing Documents

- [Department Work Plans](#)
- [Affordable Housing Strategy](#)
- [Affordable Rental Housing Strategy](#)
- [Inclusionary Housing Policy](#)
- [Affordable Housing Policy](#)
- [Consolidated Plan](#)
- [CDBG Annual Action Plan](#)
- [Community Connections Strategy](#)
- [Building Integrated Communities Action Plan](#)
- [Human Services Results Framework](#)
- [Northside and Pine Knolls Community Plan](#)

## Our Department

# OFFICE FOR HOUSING AND COMMUNITY

## Affordable Housing and Community Connections Team



**Departmental Performance Measures Overview** (mark 'X' if performance from the most recent data collection period is at or above target)

Performance Measures		
Program	Performance Measure	At or above target
Affordable Housing	% of funding available for affordable housing projects allocated.	<input checked="" type="checkbox"/>
Affordable Housing	Number of affordable homes developed with support from the Town.	<input type="checkbox"/>
Affordable Housing	Number of affordable homes preserved with support from the Town.	<input checked="" type="checkbox"/>
Affordable Housing	Number of households assisted through our Rental and Utility Assistance Program.	<input checked="" type="checkbox"/>
Affordable Housing	% of total eligible households assisted through our Housing Displacement Assistance Program	<input type="checkbox"/>
Affordable Housing	% increase in Town employees who live in Town.	<input type="checkbox"/>
Community Connections	Percentage of human services agency recipients who are satisfied with our funding process.	<input checked="" type="checkbox"/>
Community Connections	% of total students living off campus that read the Tar Heel Citizen Times (open rate)	<input checked="" type="checkbox"/>
Community Connections	% of department staff who participate in Racial Equity Training	<input checked="" type="checkbox"/>

DEPARTMENTAL  
STRATEGIC INITIATIVES



## Initiative 1: Affordable Housing Development

Project Manager(s): Loryn Clark, Nate Broman-Fulks, and Emily Holt

### Strategic Alignment

*Departmental SWOC*- This initiative addresses: [Strength # 7](#)

*Strategic Plan*- This initiative addresses: [Affordable Housing](#), [Objective 1](#), [Initiative 2](#)

### Actions

**Action 1.1:** Develop Town-owned Property at 2200 Homestead Road

**Action 1.2:** Pursue affordable housing on prioritized Town properties

**Action 1.3:** Identify Properties for Affordable Housing Development

\*\*See attached Work Plan for specific timelines.

### Performance

Performance Measure 1: [See Affordable Housing Quarterly Report](#)

### Resources

Account Name	FY20 Budget	FY21 Estimate	FY22 Estimate
2200 Homestead Road	\$130,000	\$5,000,000*	TBD
Prioritized Sites	\$15,000	TBD	TBD
<b>Total</b>	-	-	-

\*exact timing of funding needed somewhat uncertain; anticipate using bond funding.

### Significant Organizational Support

This initiative will need significant communications support from Communications & Public Affairs in FY20	<input type="checkbox"/>
This initiative will need significant guidance/support from Technology Solutions in FY20	<input type="checkbox"/>
We anticipate requesting <b>new</b> funding/resources in next year's budget to complete this initiative	<input type="checkbox"/>

## Initiative 2: Affordable Housing Preservation

Project Manager(s): Sarah Viñas and Nate Broman-Fulks

### Strategic Alignment

*Departmental SWOC*- This initiative addresses: [Weakness # 2](#)

*Strategic Plan*- This initiative addresses: [Affordable Housing](#), [Objective 2](#), [Initiatives 1-5](#)

### Actions

**Action 2.1:** Implement Affordable Housing Preservation Strategy

**Action 2.2:** Implement Manufactured Home Strategy

**Action 2.3: Continue to support** the Northside Neighborhood Initiative

*\*\*See attached Work Plan for specific timelines.*

**Performance**

Performance Measure 1:	See Affordable Housing Quarterly Report
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**Resources**

Account Name	FY20 Budget	FY21 Estimate	FY22 Estimate
Preservation Strategy Implementation	TBD	TBD	TBD
Manufactured Home Strategy	TBD	TBD	TBD
Northside Neighborhood Initiative	\$150,000	\$150,000	\$150,000
<b>Total</b>	<b>\$150,000</b>	<b>\$150,000</b>	<b>\$150,000</b>

**Significant Organizational Support**

This initiative will need significant communications support from Communications & Public Affairs in FY20	<input type="checkbox"/>
This initiative will need significant guidance/support from Technology Solutions in FY20	<input type="checkbox"/>
We anticipate requesting <b>new</b> funding/resources in next year's budget to complete this initiative	<input type="checkbox"/>

**Initiative 3: Affordable Housing Policy**

Project Manager(s): Loryn Clark, Nate Broman-Fulks, Emily Holt

**Strategic Alignment**

<i>Departmental SWOC-</i> This initiative addresses: Choose an item. # Choose an item.
<i>Strategic Plan-</i> This initiative addresses: <a href="#">Affordable Housing</a> , Objective 1, Initiative 3 & 4

**Actions**

**Action 3.1:** Create goals for affordable housing in new rental development

**Action 3.2:** Explore affordable housing incentive options (tiny homes, Blue Hill, and expedited review)

*\*\*See Work Plans for additional details about timelines.*

**Performance**

Performance Measure 1:	See Affordable Housing Quarterly Report
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**Resources**

Account Name	FY20 Budget	FY21 Estimate	FY22 Estimate
Staff Resources Only			
<b>Total</b>	-	-	-

**Significant Organizational Support**

This initiative will need significant communications support from Communications & Public Affairs in FY20	<input type="checkbox"/>
This initiative will need significant guidance/support from Technology Solutions in FY20	<input type="checkbox"/>
We anticipate requesting <b>new</b> funding/resources in next year's budget to complete this initiative	<input type="checkbox"/>

**Initiative 4: Funding**

Project Manager(s): Loryn Clark, Sarah Viñas, Nate Broman-Fulks, Jackie Thompson

**Strategic Alignment**

<i>Departmental SWOC</i> - This initiative addresses: <a href="#">Strength # 7</a>
<i>Strategic Plan</i> - This initiative addresses: <a href="#">Affordable Housing</a> , Objective 1, Initiative 1

**Actions**

**Action 4.1:** Implement the Affordable Housing Investment Plan

**Action 4.2:** Implementing the new Human Services Results Framework

\*\*See Work Plan for additional details about timeline.

**Performance**

Performance Measure 1:	See Affordable Housing Quarterly Report
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**Resources**

Account Name	FY20 Budget	FY21 Estimate	FY22 Estimate
Affordable Housing Bond - \$10 million total to be deployed over next several years	TBD	TBD	TBD
Human Services Program	\$446,500	\$446,500	\$446,500
<b>Total</b>	-	-	-

**Significant Organizational Support**

This initiative will need significant communications support from Communications & Public Affairs in FY20	<input type="checkbox"/>
This initiative will need significant guidance/support from Technology Solutions in FY20	<input type="checkbox"/>
We anticipate requesting <b>new</b> funding/resources in next year's budget to complete this initiative	<input type="checkbox"/>

## Initiative 5: Community Connections Strategy

Project Manager(s): Sarah Viñas, Megan Peters

### Strategic Alignment

*Departmental SWOC*- This initiative addresses: **Weakness # 1**, Opportunities #5 Strength #4.

*Strategic Plan*- This initiative addresses: **Vibrant & Inclusive Community**, Objective 2, Initiative 4

### Actions

**Action 5.1:** Develop effective pathways for residents to engage with the Town.

**Action 5.2:** Create accessible Town communications to serve our diverse community.

**Action 5.3:** Build community partnerships and programs.

**Action 5.4:** Strengthen internal capacity to implement strategy.

**Action 5.5:** Evaluate Community Connections Strategy.

Action 5.6: Advance racial equity work.

*\*\*See Work Plan for additional details about timelines.*

### Performance

Performance Measure 1: See Community Connections Strategy

### Resources

Account Name	FY20 Budget	FY21 Estimate	FY22 Estimate
Supplies	\$5,000	TBD	TBD
Misc. Contract Services	\$5,000	TBD	TBD
<b>Total</b>	<b>\$10,000</b>		

### Significant Organizational Support

This initiative will need significant communications support from Communications & Public Affairs in FY20	<input type="checkbox"/>
This initiative will need significant guidance/support from Technology Solutions in FY20	<input type="checkbox"/>
We anticipate requesting <b>new</b> funding/resources in next year's budget to complete this initiative	<input type="checkbox"/>

## Initiative 6: Student and Youth Initiatives

Project Manager(s): Megan Peters

### Strategic Alignment

*Departmental SWOC*- This initiative addresses: **Challenge # 3**

*Strategic Plan*- This initiative addresses: **Vibrant & Inclusive Community**, Objective 2, Initiative 1

## Actions

**Action 8.1:** Coordinate cross-departmental Youth Initiative

*\*\*See attached Work Plan for specific timelines.*

## Performance

Performance Measure 1:	See Youth Initiative Report.
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## Resources

Account Name	FY20 Budget	FY21 Estimate	FY22 Estimate
Supplies	\$5,000	TBD	TBD
<b>Total</b>	<b>\$5,000</b>	<b>-</b>	<b>-</b>

## Significant Organizational Support

This initiative will need significant communications support from Communications & Public Affairs in FY20	<input type="checkbox"/>
This initiative will need significant guidance/support from Technology Solutions in FY20	<input type="checkbox"/>
We anticipate requesting <b>new</b> funding/resources in next year's budget to complete this initiative	<input type="checkbox"/>

## Initiative 7: Immigrant and Refugee Initiatives

Project Manager(s): Sarah Viñas, Megan Peters

## Strategic Alignment

<i>Departmental SWOC</i> - This initiative addresses: <a href="#">Challenge # 2</a> and <a href="#"># 3</a> .
<i>Strategic Plan</i> - This initiative addresses: <a href="#">Vibrant &amp; Inclusive Community</a> , <a href="#">Objective 2</a> , <a href="#">Initiative 3</a>

## Actions

**Action 7.1:** Manage Building Integrated Communities (BIC) Project

**Action 7.2:** Advance Language Access across town services and departments.

**Action 7.3:** Create and support outreach and engagement opportunities for immigrant and refugee communities.

*\*\*See Work Plan for additional details about timelines.*

## Performance

Performance Measure 1:	See BIC Action Plan.
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## Resources

Account Name	FY20 Budget	FY21 Estimate	FY22 Estimate
Supplies	\$1,000	TBD	TBD
Misc Contract Services	\$10,000	TBD	TBD
<b>Total</b>	<b>\$11,000</b>		

*\*\*Funding needs for FY21 anticipated to be identified by December 2019.*

## Significant Organizational Support

This initiative will need significant communications support from Communications & Public Affairs in FY20	<input type="checkbox"/>
This initiative will need significant guidance/support from Technology Solutions in FY20	<input type="checkbox"/>
We anticipate requesting <b>new</b> funding/resources in next year's budget to complete this initiative	<input checked="" type="checkbox"/>

## Initiative 8: Neighborhood and Resident Engagement Initiatives

Project Manager(s): Sarah Viñas, Megan Peters

## Strategic Alignment

<i>Departmental SWOC</i> - This initiative addresses: <a href="#">Weakness # 1</a> & Challenge #3
<i>Strategic Plan</i> - This initiative addresses: <a href="#">Vibrant &amp; Inclusive Community</a> , Objective 2, Initiative 4

## Actions

**Action 8.1:** Manage neighborhood database and resident level engagement.

**Action 8.2:** Manage People's Academy.

*\*\*See attached Work Plan for specific timelines.*

## Performance

Performance Measure 1:	See Community Connections Strategy.
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## Resources

Account Name	FY20 Budget	FY21 Estimate	FY22 Estimate
Supplies	\$5,000	TBD	TBD
Misc. Contract Services	\$15,000	TBD	TBD
<b>Total</b>	<b>\$20,000</b>		

## Significant Organizational Support

This initiative will need significant communications support from Communications & Public Affairs in FY20	<input type="checkbox"/>
This initiative will need significant guidance/support from Technology Solutions in FY20	<input type="checkbox"/>
We anticipate requesting <b>new</b> funding/resources in next year's budget to complete this initiative	<input checked="" type="checkbox"/>