

RMLUI Western Places Western Spaces

NOT MY JOB: THE EVOLUTION OF THE HOUSING PLANNER

PRESENTED BY

Erik Kingston, *IHFA*
Kristin Hyser, *City of Boulder*
Erica Leak, *City of Austin*

MODERATOR

Heidi Aggeler, *BBC*

WE'LL ANSWER TODAY

- ▶ How have demands of the housing planner changed?
- ▶ What are the reasons for this change?
- ▶ How has government's role in housing evolved?
- ▶ What is our response?

WHAT IS A HOUSING PLANNER?



1. A program manager



2. A policy maker



3. A political negotiator



4. All of the above...and more

HOUSING JOB AD

The Director of Housing is responsible for maintaining and sustaining community through the creation and support of resident housing (and workforce housing) within the Town of Vail, and as situations may allow, beyond the Town's corporate boundaries. This position will assist the Housing Authority in the implementation of policy, project oversight, negotiations for acquisitions of deed restrictions, and other aspects related to development of the Town's long-range housing policies and action plans.

The housing director works with many stakeholders such as Town Council, internal departments, consultants, developers, architects, the Housing Authority, and community members to ensure that projects and programs are well planned and executed, on time, and within budget. Examples of job duties & opportunities include:

- Provide oversight and full management of all the Town of Vail's initiated public housing projects and programs
- Proactively proposes, evaluates and executes residential and affordable housing successful strategies for implementation; projects will include both the creation of the housing itself as well as identifying future needs, attracting investors, developers and homebuyers.
- Promote the importance of resident housing within the community.
- Ensure long range housing related planning documents remain pertinent, relevant and up-to-date so that the community's housing needs are addressed and make recommendations for improvements when necessary.
- Identify and search out financial resources and ongoing sources of funding the Town's resident housing programs and housing projects. In addition to managing the Housing department budget.

OUR ESTEEMED PANEL

- ▶ Erik Kingston, Idaho Housing and Finance Association (IHFA)
- ▶ Kristin Hyser, City of Boulder
- ▶ Erica Leak, City of Austin

ERIK KINGSTON, PCED

Housing Resources Coordinator
Idaho Housing and Finance Association



HOUSING EVANGELIST

Housing Information and Referral Center (1998 to present)

- ▶ Policy support
- ▶ Rental listing and locator site
- ▶ Roundtables
- ▶ Hotline

Fair Housing | Accessible communities

Community, economic development

Non-traditional alphabet partnerships

ITD | U of I | IRP | BPAC | LIV | APA | AIC | CDI



HOUSING AS A 2ND LANGUAGE

Research

- ▶ Individual stories
- ▶ Community history
- ▶ Culture and tradition

Respect

- ▶ History
- ▶ Triggers
- ▶ Perspective

Idaho Community Review

- ▶ Listening sessions
- ▶ Observation
- ▶ Shared experiences
- ▶ Personal/professional networks



RED RURAL REALITIES*

Generalized fear and mistrust

- ▶ Government
- ▶ Change
- ▶ Outsiders

Narrow tax base, thinking

Ripple effects rarely explored

Rugged individuals sharing space

Self-interest improperly understood

Dinosaur dynasties



**Not unique to Idaho; not all communities; routinely acknowledged by locals.*

PLANNING BEHIND

Current market challenges

- ▶ Est. 80,000-unit deficit (affordable)
- ▶ Highest year-over-year rent increases
- ▶ Working poor not a target market
- ▶ Industry groups undermine efforts
- ▶ Short-term rentals, conversions, flippers

State government = 'frenemy'

- ▶ Limit local option tax, autonomy
- ▶ No state funding or interest
- ▶ Housing not understood

Lowest wages | 'Right-to-work'

Solutions are local, private, nonprofit



SUBSIDY, INCENTIVE REDEFINED



Case Study

1. Single parent commuting from Twin Falls to Ketchum daily to work as a barista.

2. Budget: 1 pre-K, 1 K-12 child

F/T @ \$7.25/hr	\$1,160
Ave. 2bdrm rent*	\$850
Child care	\$600
Subtotal	<u>\$1,450</u>
Monthly deficit	<u>-\$290</u>

Workers provide a subsidy to employers and customers by commuting long distances or compromising health and safety in order to provide service...at a price we consider affordable. — 'Planning Behind' thebluereview.org

ECOSYSTEM



- ▶ Housing types and prices should reflect local needs and incomes
- ▶ Affordability represents perpetual wage subsidy for local employers
- ▶ Well-distributed, mixed-income housing cultivates social capital and reduces long-term social costs
- ▶ Healthy housing markets support stable, resilient neighborhoods and communities
- ▶ Prices and locations that match local employment options increase workforce reliability and school attendance
- ▶ Accommodating retirees and seniors keeps families, knowledge and incomes in the community

KRISTIN HYSER, MRP

Community Investment Program Manager
City of Boulder



BOULDER CONTEXT

Environment

- ▶ 37% population growth since '80
- ▶ Urban Growth Boundary
- ▶ Height Limit

Median Housing Costs (2017)

- ▶ Detached Sales Price: **\$844,000** (earnings required \$194K)
- ▶ Attached Sales Price: **\$390,000** (earning required \$88K)

Rental Market (52%)

- ▶ Boulder County Median Rent (2011 -2016) = 36%



BOULDER'S RESPONSE

- ▶ **Adopted 10% Goal**
- ▶ **Middle Income Goal**
- ▶ **Regulatory**
 - Inclusionary Housing
 - Annexation
- ▶ **Finance**
 - CDBG and HOME
 - Affordable Housing Fund
 - Community Housing Assistance Program
 - Commercial Linkage Fee

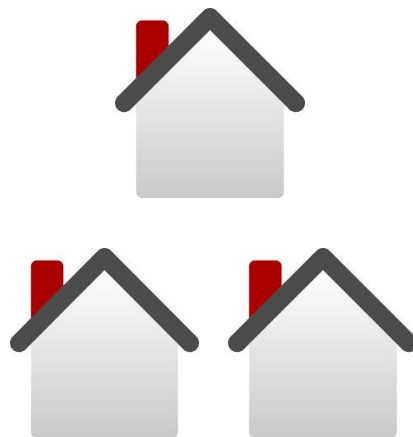
BOULDER'S ACHIEVEMENTS



2000

3.3%

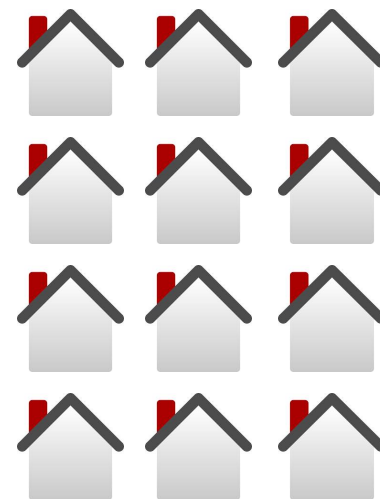
(1,327)



2018

7.4%

(3,399)



CITY GOAL

10%

EVOLUTION OF THE JOB

Life Pre-Boulder (pre-2014)

CDBG and HOME (\$1.5M)

Federal Regulations

Housing Authorities and
Nonprofit Partners

Scope: Local

Role: Fund and Compliance
Administrator, Regulator

Life in Boulder

Affordable Housing Funds, CHAP Funds,
Commercial Linkage Fee, CDBG and HOME =
approx. \$15M/year)

Federal, CHFA, DOH, Local Rules and
Regulations

Housing Authorities, Nonprofit Partners, and
Private Developers, Community Agencies

Scope: Local, Regional, State, National

Role: Funding and Compliance Manager, Land
Use Planner, Housing Financial Analyst,
Negotiator, Regulator, Community Facilitator,
Policy Development, Fund Development,
Partnership Builder/Navigator, Regional Housing
Strategy, Advisory Committees and Housing
Advisory Board, “Market Shifter”

A PLANNER'S BRAIN ON AFFORDABLE HOUSING...



WHAT IS BOULDER UP TO NOW?

- ▶ Inclusionary Housing Update
- ▶ Increase Goal to 12%
- ▶ Middle Income Goal
- ▶ 700+ Units in Pipeline
- ▶ Housing Advisory Board
- ▶ Regional Housing Strategy
- ▶ Commercial Linkage Fee
- ▶ 30th and Pearl Redevelopment
- ▶ Homelessness Strategy
- ▶ Ponderosa Community Stabilization
- ▶ Mobile Home Strategy

ERICA LEAK

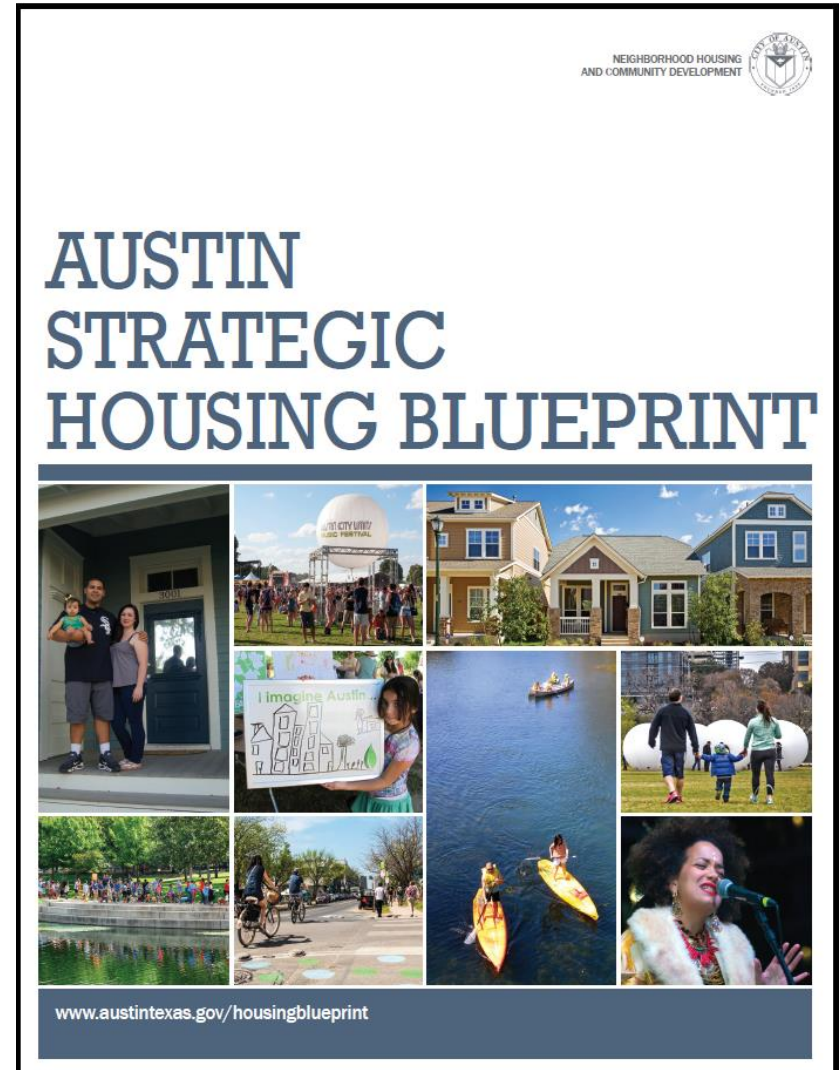
Acting Assistant Director of Housing Department
City of Austin



AUSTIN STRATEGIC HOUSING BLUEPRINT

10-year Goal – Each City Council District should contain:

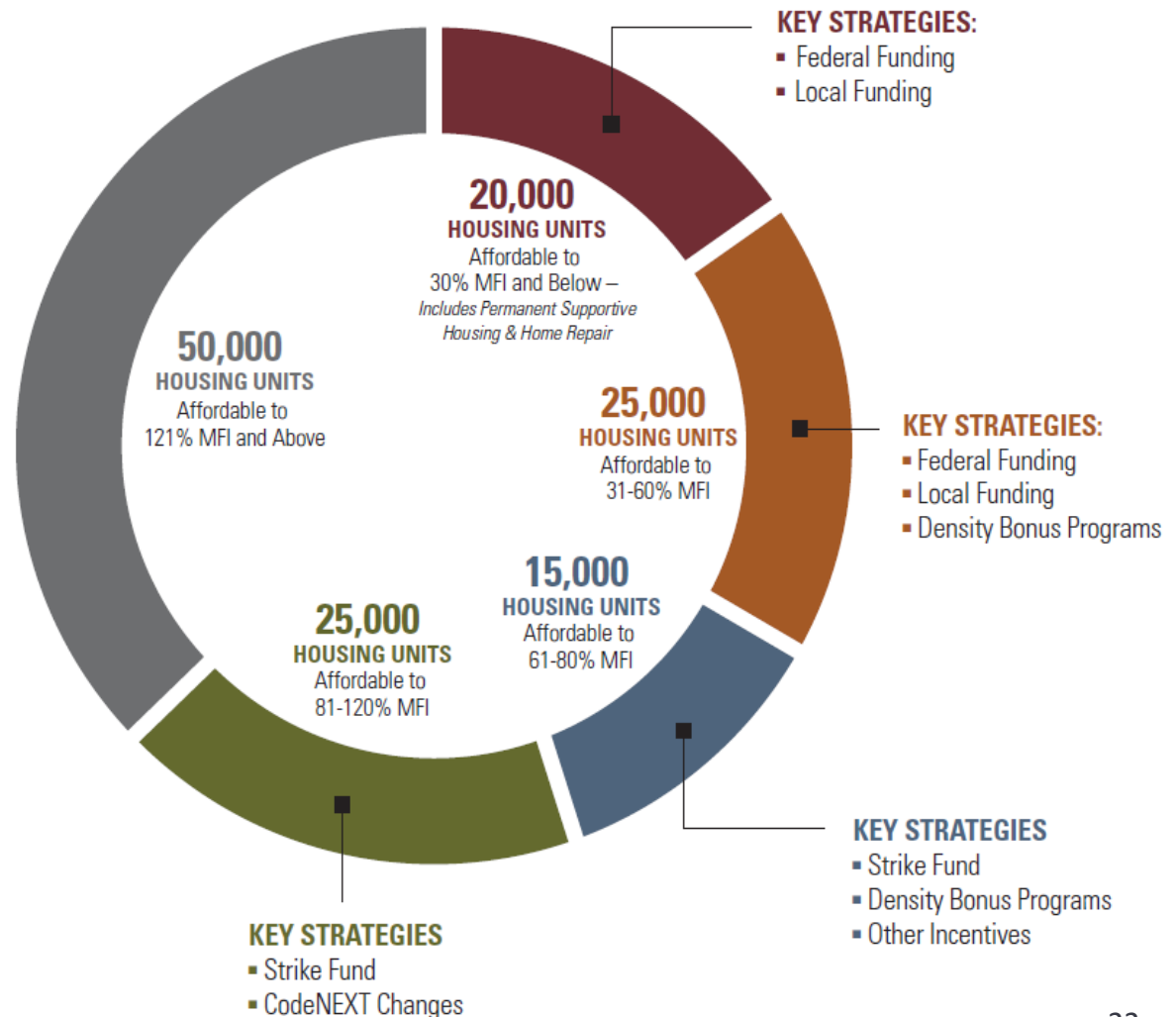
- ▶ At least 10% of rental housing units that are affordable to households earning at or below 30% Median Family Income; and,
- ▶ At least 25% of ownership housing units that are affordable to households earning at or below 120% Median Family Income



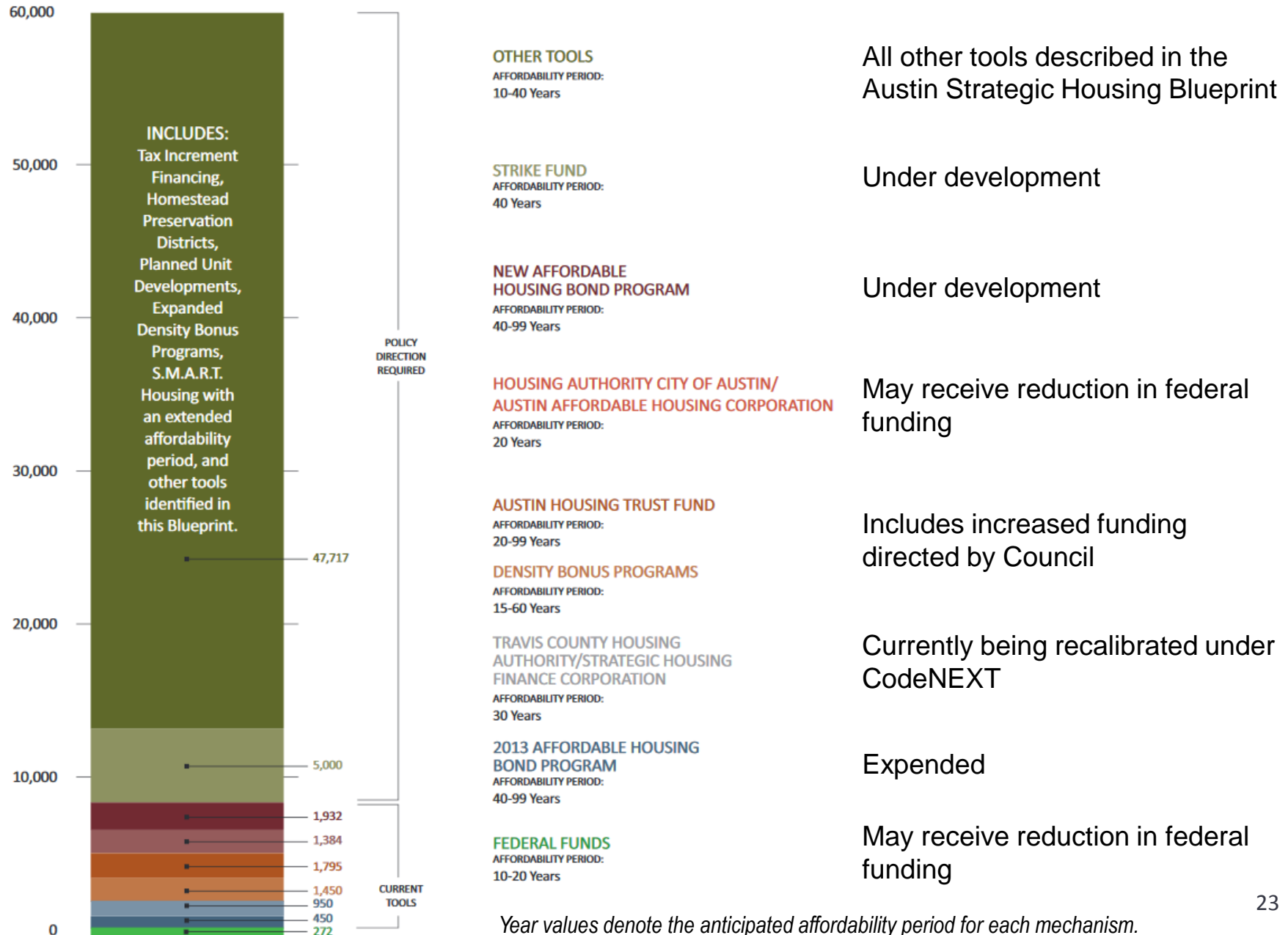
PROPOSED 10-YEAR COMMUNITY HOUSING GOALS

135,000 housing units in 10 years:

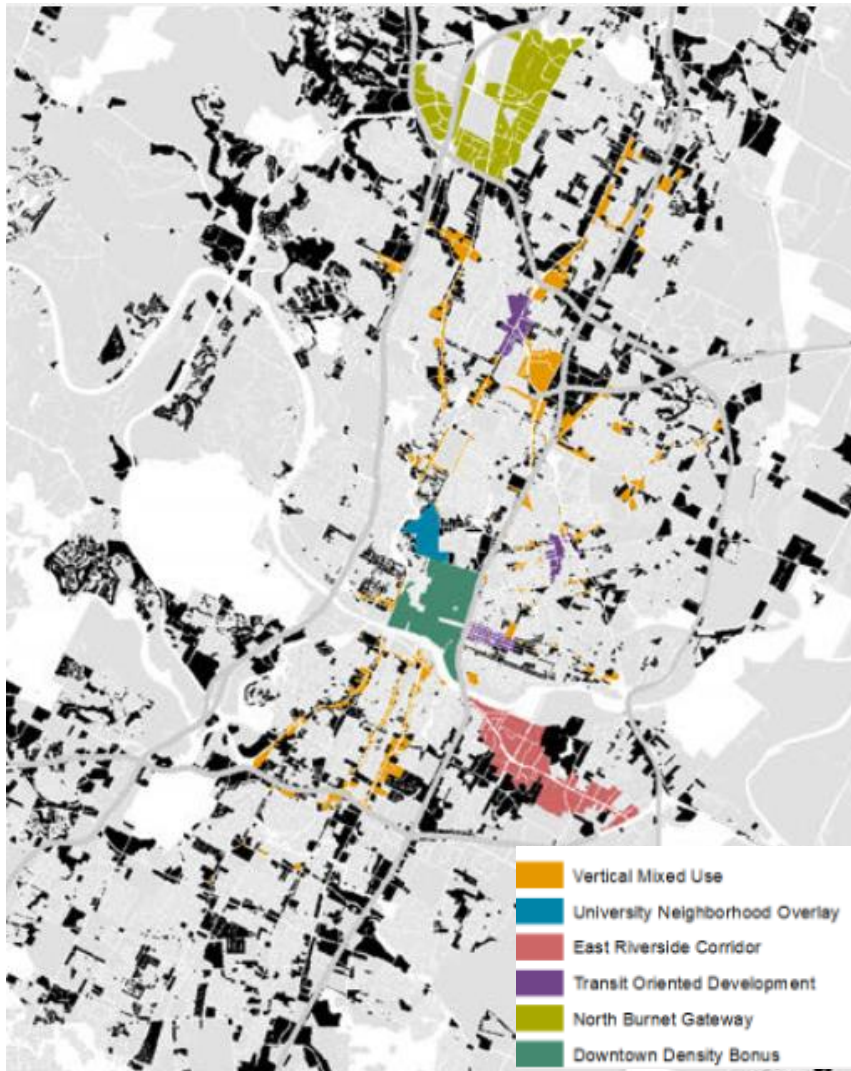
- ▶ 60,000 at 80% MFI and below;
- ▶ 75,000 at 80% MFI and above



ACHIEVING 60,000 AFFORDABLE UNITS IN 10 YEARS



IMPORTANCE OF DENSITY BONUSES



Land Development Code Rewrite (CodeNEXT)

- ▶ Examine what makes it difficult for both for-profit and non-profit development communities to provide affordable housing units on the ground
- ▶ Expand opportunities for the creation of income-restricted and market-rate affordable units
- ▶ Expand areas with density bonus programs

EVEN WITH SET GOALS, COUNCIL RESOLUTIONS CONTINUE



- ▶ Resolution No. 20171214-067: The CM is directed to recommend process to determine appropriate compensation from property owners to City for residential structure demolition...
- ▶ Resolution No. 20170817-056: Recommendations re: TOD District Regulating Plans. The CM is directed to evaluate the existing Density Bonus programs in TOD district regulating plans...
- ▶ Resolution No. 20170803-057: Fair Housing Assessment for resolutions regarding Low Income Housing Tax Credit Program. With the goal of increasing the total number of income-restricted units throughout the city, The City Council directs the City Manager to explore the feasibility...
- ▶ Resolution No. 20170413-025: Approve a resolution relating to preserving and creating affordable housing along certain priority corridors...

POLICY TOOLS & INCENTIVES

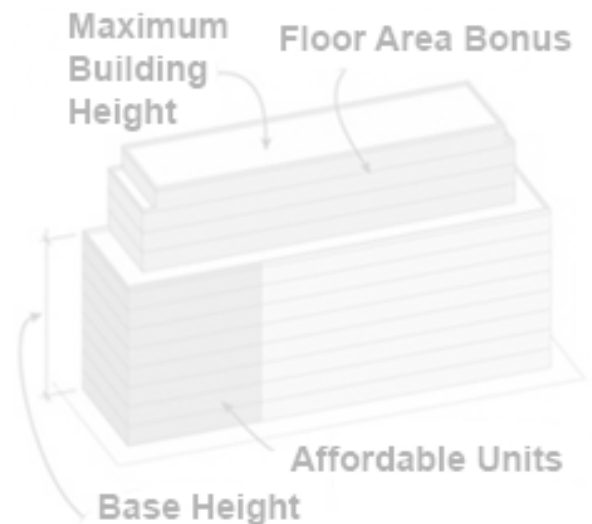
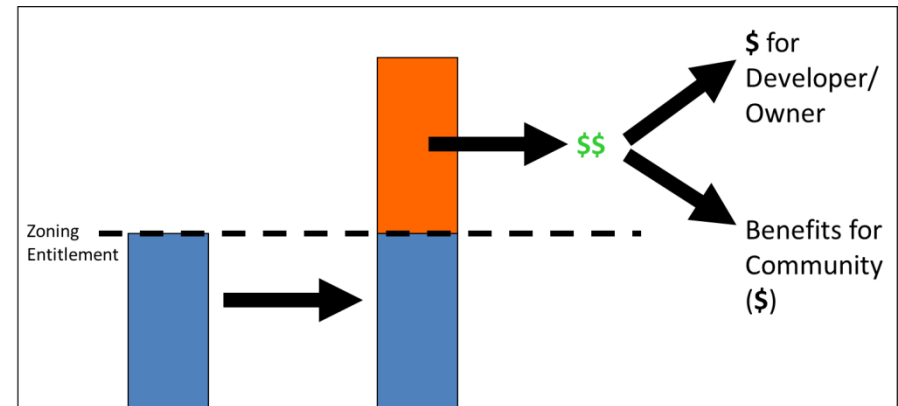
What is a Density Bonus Program?

An incentive-based tool that grants additional entitlements (density) in return for positive community benefits.

Entitlements can include:

- ▶ Additional Density (FAR: Floor Area Ratio)
- ▶ Additional Units per Acre
- ▶ Additional Height

Designed to leverage private sector partnerships
Generally targeting 60% Median Family Income and above.



IMPLEMENTATION INITIATIVES

Policies: Increase private sector partnerships

- ▶ CodeNEXT Density Bonus Analysis
- ▶ Revise S.M.A.R.T. Housing program, under review
- ▶ Planned Unit Development (PUD)

Diversified Funding: Multi-pronged approach

- ▶ Compliance with current policy for annual transfer to Housing Trust Fund
- ▶ Tax Increment Financing (TIFs) for Affordable Housing
- ▶ Dedicated Revenue (fees) for Affordable Housing
 - Expand dedicated revenue sources to grow the Housing Trust Fund
 - Public Improvement Districts (PIDs)
- ▶ Future General Obligation Bond Program funding
 - Expand approach to include City land banking dollars; dedicated funding for affordable housing core transit corridors

IMPLEMENTATION INITIATIVES

Grow Partnership Base for implementation

- ▶ Legislative Partners
 - Interim session goals
 - Coordination with other large cities experiencing affordability challenges
- ▶ Financial Partners
 - Strike Fund for Preservation
 - Community Development Financial Institutions (CDFIs)
- ▶ Private Sector Development Partners
 - Development Incentive Programs
- ▶ Nonprofit affordable housing partnership
 - Balanced approach with targeted procurement instruments (RFPs and RFQs) aligned with Blueprint goals
- ▶ Governmental Entities
 - Use of public lands for community benefits (State, School Districts, Transit Agencies, Counties, housing authorities and/or corporations)

QUESTIONS?