



# AFFORDABLE HOUSING & COMMUNITY CONNECTIONS BUSINESS PLAN



2023





# Letter from the Director



The Affordable Housing and Community Connections Team 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 2022](#) included:

- Deploying \$3.5 million in funding to community partners to support vital programs and projects.
- Hitting major milestones for two of our Town-initiated development projects, seeing Council approval of [Jay Street](#) and [Trinity Court](#) projects, which combined will add 100 units of affordable housing.
- Enhancing our [Employee Housing Program](#) to increase incentive awards and allow more employees to access the program. This resulted in our first homebuyer assistance award and increased interest from employees.
- Partnering with the other local governments in Orange County to create a [County-wide Manufactured Home Action Plan](#) to address the preservation needs and displacement threats to manufactured home residents.
- Creating and presenting options to the Council to expedite our [review process](#) for affordable housing development. If approved, an expedited review process could drastically change our ability to create more affordable housing more quickly in Chapel Hill.
- Completing renovations at several of our [Transitional Housing](#) and affordable rental units.
- Making progress in continuing to center equity and reduce barriers to participation in Town processes by piloting paid engagement opportunities for residents with lived experiences, creating a peer mentorship program for new advisory board members, and enhancing our language access offerings.
- Completing our [Fourth Annual Peoples Academy](#), where graduates learned about Town services, connected with each other, and gained knowledge to lead in the community.
- Continuing our focus on engaging youth and students, jointly hosting another [Good Neighbor Initiative](#), the [Summer Youth Employment Program](#), and establishing a new partnership with UNC for a students' Peoples Academy launching this fall.
- Coordinating COVID-19 response and recovery efforts by funding the weekly food distribution coordinator position that served an estimated 11,000 households last year, distributing thousands of masks to residents, and supporting Neighborhood Support Circles, emergency housing assistance programs, health education outreach workers, vaccination efforts, and more.

## Our department provides:

- Affordable Housing Policy
- Affordable Housing and Community Connections Funding Programs
- Employee Housing Program
- Peoples Academy
- Summer Youth Employment Program
- Language Access Services
- Equitable engagement initiatives
- COVID-19 Human Services Response

## Priorities for this year

Our team has the following main priorities for fiscal year 2023:

1. Council approving a funding plan for up to \$7.8 Million in bond, ARPA, and Affordable Housing Development Reserve funding to support affordable housing projects in the community.
2. Making further progress on development projects at 2200 Homestead Road, Jay Street, and Trinity Court.
3. Developing an expedited development review process for affordable housing projects.
4. Continuing to implement the Building Integrated Communities Action Plan and Language Access Plan.
5. Completing an Engagement Study to identify populations who are currently under-engaged with the Town, deepen our understanding of reasons for lack of engagement, and gather ideas for new engagement approaches.

Our team is excited for the year ahead and looks 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.

*In Service,*

**Sarah Osmer Viñas, Director of Affordable Housing and Community Connections**



## Our Mission

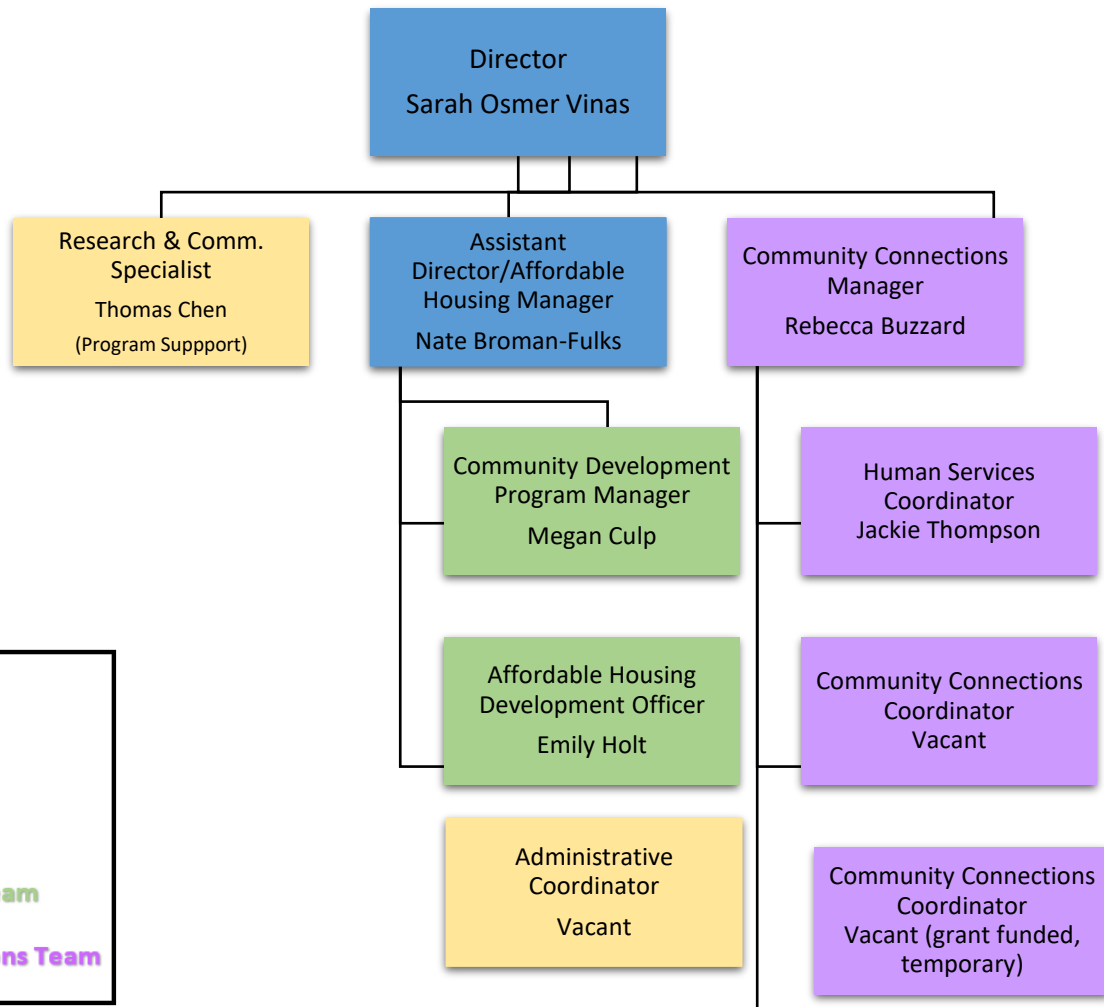
The mission is to create partnerships, catalyze affordable housing, and build community. Our vision is a vibrant and inclusive community where all residents have access to affordable housing and opportunities to thrive.

## Strategic Alignment

The Affordable Housing and Community Connections department addresses the [Affordable Housing](#) and [Vibrant and Inclusive Community](#) Strategic Goal(s) of the Town of Chapel Hill.

# Our Department

## Affordable Housing and Community Connections



### TEAM STRUCTURE

Senior Management

Administration

Affordable Housing Team

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.   | ☒                  |
| Affordable Housing    | Number of affordable homes developed with support from the Town.  | ☒                  |
| Affordable Housing    | Number of affordable homes preserved with support from the Town.  | ☒                  |
| Affordable Housing    | Number of households assisted through our Rental and Utility Assistance Program.  | ☒                  |
| Affordable Housing    | Number of units in our Transitional Housing Program   | ☒                  |
| Affordable Housing    | Dollars dedicated to affordable housing strategies in Town Budget   | ☒                  |
| Affordable Housing    | Number of new development units that received funding approval  | ☒                  |
| Affordable Housing    | Number of preservation units that received funding approval   | ☒                  |
| Affordable Housing    | Percentage of Town employees that live in Chapel Hill.  | ☒                  |
| Affordable Housing    | Percentage of affordable housing in Town within a 1/2 mile of a bus stop.   | ☒                  |
| Affordable Housing    | Percentage of residents satisfied with the availability of a range of housing options by price.   | ☒                  |
| Affordable Housing    | Dollars deployed to community partners to support affordable housing development and preservation projects  | ☒                  |
| Affordable Housing    | Number of affordable housing units approved by council  | ☒                  |
| Community Connections | Percentage of human services agencies who are satisfied with our funding process.   | ☒                  |
| Community Connections | % of total students living off campus that read the Tar Heel Citizen Times (open rate)  | ☒                  |
| Community Connections | % of department staff who participate in Racial Equity Training   | ☒                  |
| Community Connections | Number of residents served by programs funded through the Town's Human Services Program.  | ☒                  |
| Community Connections | Total subscribers to Tar Heel Citizen Times (based on August/Sept issue). *Starting in FY19, THCT was sent to all undergraduate, graduate, and professional students. | ☒                  |
| Community Connections | Number of low-income youth employed through our Summer Youth Employment Program   | ☒                  |
| Community Connections | Total budget for Human Services Program   | ☒                  |
| Community Connections | Number of Town meetings where interpretation is provided  | ☒                  |
| Community Connections | Number of nonprofits funded by our Human Services Program   | ☒                  |
| Community Connections | Number of residents graduated from our Peoples Academy  | ☒                  |
| Community Connections | Number of community engagement meetings facilitated   | ☒                  |
| Community Connections | Town budget for Community Connections strategies  | ☒                  |

See [Affordable Housing and Community Connections Annual Report](#) for additional details about our department performance measures and results.

DEPARTMENTAL  
STRATEGIC INITIATIVES



# AH Initiative 1.1: Manage bond and other local affordable housing funding resources

Project Manager(s): Sarah Vinas, Nate Broman-Fulks

## Business Alignment

**Deliverables** provide a summary of deliverables and outcomes that are expected to be achieved during the fiscal year.

|   |  |               |
|---|--|---------------|
| <b>Assist in creating new affordable housing to achieve Council's goals.</b>        | Allocate available funding to affordable housing development projects  | June 2023     |
| <b>Assist in preserving existing affordable housing to achieve Council's goals.</b> | Allocate available funding to affordable housing preservation projects   | June 2023     |
| <b>Create an Investment Plan for Affordable Housing</b>                             | Develop a detailed plan of funding strategies and tools to meet Council's affordable housing development, preservation and housing service goals | December 2022 |

## Diversity, Equity and Inclusion Lens

### How has your department considered a DEI Lens in this initiative?

This initiative is focused on creating new housing opportunities and preserving existing housing for low- and moderate-income residents helping make Chapel Hill a more diverse community. We also collect demographic data at the time of project completion for funded projects, including household income, gender, race, age, employment, disability, or language preference. Partner organizations collect additional demographic data on the residents that move into affordable housing supported by the Town.

See additional data in our [Affordable Housing Quarterly Report](#)

## AH Initiative 1.2: Develop housing on Town-owned properties

Project Manager(s): Sarah Vinas, Nate Broman-Fulks, Emily Holt

### Business Alignment

**Deliverables** provide a summary of deliverables and outcomes that are expected to be achieved during the fiscal year.

|   |   |             |
|---|---|-------------|
| <b>Groundbreaking at 2200 Homestead Rd</b>                                      | Initial site work once all permits and other approvals are in place   | Spring 2023 |
| <b>Jay St Development Contract with Taft-Mills Group</b>                        | Document laying out the roles, responsibilities, and funding commitments of the Town and its developer for the Jay St affordable housing community. | Spring 2023 |
| <b>Trinity Court Development Contract</b>                                       | Document laying out the roles, responsibilities, and funding commitments of the Town and its developer for the Jay St affordable housing community. | Spring 2023 |
| <b>Conduct preliminary site analysis at Legion Rd and Plant road properties</b> | Feasibility analysis will result in test fit drawings of potential locations, densities, and housing types on the properties                        | Fall 2022   |

### Diversity, Equity and Inclusion Lens

#### How has your department considered a DEI Lens in this initiative?

This initiative is focused on creating new housing opportunities and preserving existing housing for low- and moderate-income residents helping make Chapel Hill a more diverse community. As part of the development review process, we conducted extensive engagement focusing on diverse communities and potential end users of the properties, in line with Town's Community Connections Strategy.

We will also collect demographic data at the time of project completion for funded projects, including: household income, gender, race, age, employment, disability, or language preference. Partner organizations collect additional demographic data on the residents that move into affordable housing supported by the Town.



## AH Initiative 1.3: Reduce regulatory barriers and create incentives for affordable housing

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

### Business Alignment

**Deliverables** provide a summary of deliverables and outcomes that are expected to be achieved during the fiscal year.

|   |   |             |
|---|---|-------------|
| <b>Expand choice in types of housing.</b>                                       | Amend the LUMO or create a Unified Development Ordinance that increases the diversity of housing types available in Chapel Hill                 | FY25        |
| <b>Decrease uncertainty and approval times for affordable housing projects.</b> | Create an expedited development review process for affordable housing projects  | Spring 2023 |
| <b>Decrease uncertainty and approval times for affordable housing projects.</b> | Amend the LUMO or create a Unified Development Ordinance to allow for faster approval processes with less risks for affordable housing projects | FY25        |

### Diversity, Equity and Inclusion Lens

#### How has your department considered a DEI Lens in this initiative?

This initiative is focused on creating new housing opportunities and preserving existing housing for low- and moderate-income residents helping make Chapel Hill a more diverse community. As part of the policy creation process, we will conduct engagement built off the Town's Community Connections Strategy and focusing on diverse communities.

## AH Initiative 1.4: Using a racial equity lens, identify root causes of affordable housing challenge and address with short, medium and long term approaches

Project Manager(s): Nate Broman-Fulks, Megan Culp, Jackie Thompson

### Business Alignment

**Deliverables** provide a summary of deliverables and outcomes that are expected to be achieved during the fiscal year.

|   |   |                  |
|---|---|------------------|
| <p><b>Provide operating support to the Northside Neighborhood Initiative.</b></p> | <p>Town supports Self Help and the Jackson Center to operate the NNI, including land banking of properties, development of new affordable housing, preservation of existing affordable housing, and education and outreach to residents about housing opportunities, property tax valuation, etc.</p> | <p>June 2023</p> |
| <p><b>Provide water and sewer connections to eligible residents.</b></p>          | <p>Town and County provide funding to eligible Rogers Road neighborhood households to connect to water and sewer services</p>   | <p>June 2023</p> |
| <p><b>Expand choice in types of housing.</b></p>                                  | <p>Amend the LUMO or create a Unified Development Ordinance that increases the diversity of housing types available in Chapel Hill</p>  | <p>FY25</p>      |

### Diversity, Equity and Inclusion Lens

#### How has your department considered a DEI Lens in this initiative?

This initiative is focused on creating new housing opportunities and preserving existing housing for low- and moderate-income residents helping make Chapel Hill a more diverse community. As part of the policy creation process, we will conduct engagement built off the Town’s Community Connections Strategy and focusing on diverse communities.

## AH Initiative 2.3: Implement Manufactured Home Strategy

Project Manager(s): Sarah Vinas, Nate Broman-Fulks

### Business Alignment

**Deliverables** provide a summary of deliverables and outcomes that are expected to be achieved during the fiscal year.

|  |   |         |
|--|---|---------|
| <b>Preservation of manufactured home communities.</b>                          | Implement the County-wide Manufactured Home Action Plan strategies to preserve existing communities.  | Ongoing |
| <b>Mitigate impact to manufactured home residents faced with displacement.</b> | Implement Coordinated Manufactured Home Action Plan strategies to minimize resident displacement and create relocation assistance packages for residents who face displacement. | Ongoing |

### Diversity, Equity and Inclusion Lens

#### How has your department considered a DEI Lens in this initiative?

This initiative is focused on creating preserving existing housing for low- and moderate-income residents who are facing a high risk of displacement from their homes. Preserving their communities and mitigating impacts of displacement will help keep Chapel Hill a diverse community.

As part of the Action Plan creation, Town staff and community partners have conducted extensive engagement with manufactured home residents to understand their housing needs and preferences and formulate strategies that are tailored to those needs.

## AH Initiative 2.4: Implement Affordable Housing Preservation Strategy

Project Manager(s): Nate Broman-Fulks, Emily Holt, Megan Culp

### Business Alignment

**Deliverables** provide a summary of deliverables and outcomes that are expected to be achieved during the fiscal year.

|   |  |         |
|---|--|---------|
| <b>Maintain the inventory and affordability of affordable housing</b>             | Support affordable housing properties at risk of redevelopment and provide support to low-income households facing rising housing costs. | Ongoing |
| <b>Support the Rehabilitation of properties</b>                                   | Support the Preservation Coalition and relevant providers to provide quality rehabilitation services to residents in need                | Ongoing |
| <b>Maintain the Town's inventory of Transitional and Affordable Housing units</b> | Complete renovations and ongoing maintenance of our portfolio of transitional and affordable units                                       | Ongoing |

### Diversity, Equity and Inclusion Lens

#### How has your department considered a DEI Lens in this initiative?

This initiative is focused on preserving existing housing for low- and moderate-income residents who are facing a high risk of displacement from their homes. Preserving low- and moderate-income communities and mitigating impacts of displacement will help keep Chapel Hill a diverse community.

## AH Initiative 2.5: Support the Northside Neighborhood Initiative

Project Manager(s): Nate Broman-Fulks, Megan Culp

### Business Alignment

**Deliverables** provide a summary of deliverables and outcomes that are expected to be achieved during the fiscal year.

|  |   |           |
|--|---|-----------|
| <b>Support acquisition of 10 housings units into the Northside Land Bank</b> | Town funds will support Self-Help and the Jackson Center’s operation of the Northside Land Bank in collaboration with nonprofit partners  | July 2023 |
| <b>Complete the comprehensive rehabilitation of five homes</b>               | Town funds will assist with deployment a trained construction specialist to assess houses prior to acquisition into the land bank, oversee housing construction, manage owner-occupied repairs, and provide other skilled services in Northside and Pine Knolls as needed | July 2023 |

### Diversity, Equity and Inclusion Lens

#### How has your department considered a DEI Lens in this initiative?

The Northside Neighborhood Initiative is a broad-based partnership effort to have neighbors determine the future of properties, preserve the future of this diverse, family-friendly neighborhood, and bend the market towards racial justice.



## V&I Initiative: Advance Youth Initiatives

Project Manager(s): Jackie Thompson, Megan Culp

### Business Alignment

**Deliverables** provide a summary of deliverables and outcomes that are expected to be achieved during the fiscal year.

|  |   |           |
|--|---|-----------|
| <b>Administration of the Summer Youth Employment Program</b> | Provide at least 40 employment opportunities for low to moderate income youth. Through their work experience, youth gain job skills and work experience to the field of local government. The program also provides financial support to youth who come from low to moderate income families. | June 2023 |
|--|---|-----------|

### Diversity, Equity and Inclusion Lens

**How has your department considered a DEI Lens in this initiative?**

The Summer Youth Employment Program serves youth 14-18 years old from low to moderate income families living in Chapel Hill. The youth participants come from families that earn 80% or less of the median income for the Chapel Hill area. In addition to the program being designed through a DEI Lens, Targeted engagement efforts are made to market the program to youth in Chapel Hill to attract as many eligible youth as possible.

## V&I Initiative 2.2: Continue People’s Academy

Project Manager(s): Sarah Poulton & Community Connections Coordinator

### Business Alignment

**Deliverables** provide a summary of deliverables and outcomes that are expected to be achieved during the fiscal year.

|  |   |                 |
|--|---|-----------------|
| <b>Execute the annual Peoples Academy Program</b>  | Residents complete the Peoples Academy and strengthen their understanding of the Town’s services, opportunities, and community members. | FY23: Quarter 3 |
| <b>Execute UNC student-focused Peoples Academy Program in partnership with UNC-Chapel Hill</b> | Students complete the Peoples Academy and strengthen their understanding of the Town’s services, opportunities, and community members.  | FY23: Quarter 1 |

### Diversity, Equity and Inclusion Lens

**How has your department considered a DEI Lens in this initiative?**

Peoples Academy is explicitly focused on encouraging resident participation and engagement with the Town, with a focal point on historically disconnected/disengaged communities. Additionally the program promotes language accessibility through multi-lingual recruitment and materials.

## V&I Initiative 2.3: Implement Building Integrated Communities Action Plan

Project Manager(s): Sarah Vinas, Nate Broman-Fulks

### Business Alignment

**Deliverables** provide a summary of deliverables and outcomes that are expected to be achieved during the fiscal year.

|   |  |                  |
|---|--|------------------|
| <b>Establish paid engagement opportunities for immigrant and refugee residents.</b>   | Immigrant and refugee residents are represented in Town leadership positions, decision making processes, and feel that their voice is valued and heard by the Town.  | FY22: Quarter 1  |
| <b>Complete translation of all critical communications into the Town's primary languages.</b>   | Residents who speak languages other than English have great access to Town information and services and barriers to participation are reduced.                       | FY22: Quarter 4  |
| <b>Complete language access training for staff who have frequent interaction with residents who speak languages other than English.</b> | Town staff are better prepared to serve residents who speak languages other than English and residents have improved access to Town information and services.        | FY 22: Quarter 1 |
| <b>Carry out housing and legal education in collaboration with community partners to manufactured home residents</b>                    | Manufactured home residents, who are predominantly immigrant and refugee residents, have greater awareness of affordable housing options available and legal rights. | FY 22: Quarter 2 |
| <b>Continue supporting public housing and other Town departments in advancing language access.</b>                                      | Public housing and other residents with whom the Town interacts have improved access to Town information and services.   | FY 22: Quarter 4 |

### Diversity, Equity and Inclusion Lens

#### How has your department considered a DEI Lens in this initiative?

DEI is a core component of our BIC work, which is focused on immigrant and refugee residents having equitable access to and participating in Town government services, leadership opportunities, and decision-making processes.

## V&I Initiative 2.4: Implement Community Connections Strategy

Project Manager(s): Sarah Vinas, Nate Broman-Fulks

### Business Alignment

**Deliverables** provide a summary of deliverables and outcomes that are expected to be achieved during the fiscal year.

|   |   |                 |
|---|---|-----------------|
| <b>Complete gaps analysis to identify populations who are not currently engaged with the Town and complete an Engagement Study to deepen our understanding of reasons for lack of engagement and ideas for new engagement approaches.</b> | Improved strategies to enhance the inclusivity, outreach, and investments of Town programs and partnerships.  | FY23: Quarter 2 |
| <b>Pilot new partnerships and programs based on findings of Engagement Study and identified gaps.</b>   | Historically disconnected and disengaged residents/communities will have increased access to Town resources and opportunities.                                | FY23: Quarter 4 |
| <b>Implement new communications and marketing tools.</b>  | Historically disconnected and disengaged residents receive Town information and increase engagement in Town programs, services, and decision-making processes | FY23: Quarter 4 |

### Diversity, Equity and Inclusion Lens

**How has your department considered a DEI Lens in this initiative?**

Racial equity is a core guiding principle of our CC work. Our entire focus is on engaging residents, including BIPOC, who have been historically disengaged and disconnected from the Town, with an emphasis on those most impacted and marginalized populations.