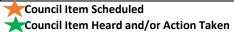
Workplan to respond to petition re: increasing production and availability of affordable and missing middle housing

Dark politically continued with the provided team review	DRAFT - November 2021					October				Noven	nber			Decemb	er		FY22		FY 2023				FY 2024			
The precious energiate of water team review.				Resource Needs	10/1	10/8 10/15	10/22 10	/29	11/5	11/12	11/19	11/26	12/3	12/10 12/17	12/24	12/31	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Coulement output County	Create a workplan for Council Review BY NOVEMBER 17																									
Description of Management review or property or property of Management review or property or proper	Draft preliminary workplan																						<u>. </u>			
Management (County of ProteOption County of ProteO	Circulate workplan for wider team review							Х																		
New and profit of marker concludes	Draft narrative to accompany workplan								Х																	
Share executed by MOVEMER 37	Managers review workplan								Х																	
Note the Vision of Control Con	Revise and finalize workplan																									
Miss of John Color Missing middle Rousing	Share workplan w/ Council BY NOVEMBER 17										¥															
	Meet w/ Big Bold Ideas housing committee												Х				х									
Create new application pathway for missing middle housing Create new application pathway for missing middle pathway Create new pathway for missing middle pathway	Meet w/ OCAHC												Х				х									
A A B C Create working middle housing	Meet w/ other local advocates (create list)												Х				х									
A A B C Create working middle housing																										
Create was application pathway for mixing middle housing middle	Expedite and Incentivize Production of Affordable and Missing Middle Housing																									
Create working definition of missing middle		AH&CC		Funded as part of LUMO																						
Create working definition of missing middle	Create new application pathway for missing middle housing	Planning	Consultant																							
Selay betty protections Complete Mining Mindle Scan from Unified Development Orientee Visioning Complete Mining Mindle Scan from Unified Development Orientee Visioning Complete Mining Mindle Scan from Unified Development Orientee Visioning Complete Mining M																	Х									
Suby best practices Complete Missing Middle Scan from Unified Development Ordinance Ysioning Development Ordinance Psioning Ordin																		Х								
Dot'n recommendation for creating pathway for missing middle development proposals Check-low // Come Attractive and Managers on potential strategies Meet w/ CGAIC and other local partners. Bring to bloading Advisory Sport for review Orbit set of recommendation for Council Begin implement plot program for religible projects Pathogram proposal to Council The program proposal to Council Implement plot program for right-sain; the approval process Path program proposal to Council The progr	Study best practices																									
Dear recommendation for creating pathway for missing middle development proposals Chack-inw // Down Attorney and Manager on potential strategies Meet w/ (18) fold flees housing committee Meet w/ (18) fold flees housing committee Meet w/ (18) fold flees housing committee Meet w/ (18) fold flees housing developed partners Bring to Housing Advisory Board for review Dorfs set of recommendations for Council Present recommendation for Council Begin implementing missing middle pathway ASSCC Fresher an expedited review process for development including 30% affordable Explore pitch program for eligible projects Planning Staff Time ASSCC Continue to explore additional bragetisted review opportunities Review results of pitch program Create recommendations for permanent changes Present recommendation for revising affordable rental definition Profit set of recommendation for for their eview Present recommendation for Council	Complete Missing Middle Scan from Unified Development Ordinance Visioning																	Х								Х
Checkin My Town Attornay and Managers on potential strategies Meet wy (DCAHC and other local partners Siring to Housing Advisory Board for review Draft set of recommendations for Council Present recommendations for Council Begin implementing missing middle pathway ARCC Planning ARCC Planning Staff Time Build review process for development including 30% affordable Planning Create an expedited review process for development including 30% affordable Planning ARCC Planning Staff Time Build review process for development including 30% affordable Planning ARCC Planning Staff Time Build review process for development including 30% affordable Planning Staff Time Build review process for development including 30% affordable Planning Staff Time Build review process for development including 30% affordable Planning Staff Time Build review process for development including 30% affordable Planning Staff Time Build review process for development including 30% affordable Planning Staff Time Build review process for development including 30% affordable Planning Staff Time Build review process for development including 30% affordable Planning Staff Time Build review process for development including 30% affordable Planning Staff Time Build review process for development including 30% affordable Build																				Х				-	-	
Meet w/ DCA/C and other local partners Bring to Nousing Advisory Based for review Dark set of recommendations for Council Begin implementing missing middle pathway AREC Create an expedited review process for development including 30% affordable Explore pilot program for right-sizing the approval process Plilot program for religible projects Continue to explore additional expedited review opportunities Review Toynor Souncil Create recommendations for permanent changes Present recommendations for council Present recommendations for council Present recommendations for permanent changes Present recommendations for council Present recommendations for council Present recommendations for council Present recommendations for permanent changes Present recommendations for council Present recommendations for council Present recommendations for review of their review Dorst recommendations for review get findable rental adminition Chack-in w/ Town Attorney and Managers on revised definition A X I I I I I I I I I I I I I I I I I I																					Х					
Meter w/ OCAHC and other local partners Bring to Housing Advisory Board for review Bring to Housing Advisory Board for review Draft set of recommendations for Council Present recommendations for Council Begin implementing missing middle pathway AH&CC Fresh recommendations for Council AH&CC Explore pilot program for right-string the approval process Review results of pilot program for eligible projects Create recommendations for permanent changes Present recommendations for permanent changes Present recommendations for permanent changes AH&CC Staff time AH&CC AH&CC Staff time AH&CC Staff time AH&CC AH&CC Staff time AH&CC AH&CC Staff time AH&CC AH&CC Staff time AH&CC AH&CC																										
Bring to Housing Advisory Board for review Orall set of recommendations for Council Present recommendations for Council Begin implementing missing middle pathway ARCC Create an expedited review process for development including 30% affordable Planning Explore pilot program for right-string the approval process Implement pilot program for right-string the approval process Pilot program proposal to Council Implement pilot program for eligible projects Continue to explore additional expedited review opportunities Review results of pilot program Create recommendations for permanent changes Present recommendations for Council Implement pilot program for eligible projects ARCC Staff time ARCC AR																									-	
Draft set of recommendations for Council Present recommendations for Council Begin implementing missing middle pathway AHRCC Create an expedited review process for development including 30% affordable Explore pilot program for right-string the approval process Plot program proposal to Council Implement pilot program for eligible projects Continue to explore additional expedited review opportunities Review results of pilot program Review Township of permanent changes Present recommendations to Council Implement pilot program AHRCC Staff time AHRCC AHRC																										
Present recommendations to Council Begin implementing missing middle pathway AH&CC Create an expedited review process for development including 30% affordable Explore pilot program for right-sizing the approval process Pilot program proposal to Council Implement pilot program for eligible projects Continue to explore additional expedited review opportunities Continue to explore additional expedited review opportunities Review results of pilot program Create recommendations for permanent changes Present recommendations for permanent changes AH&CC Staff time AH&CC AH&CC Banning Staff Time AH&CC Staff Time AH&CC AH&CC Banning Banni																						Х				
Create an expedited review process for development including 30% affordable Explore pilot program for right-sizing the approval process Pilot program for right-sizing the approval process Implement pilot program for eligible projects Continue to explore additional expedited review opportunities Review results of pilot program Create recommendations for permanent changes Present recommendations for for revising affordable rental definition Draft recommendation for revising affordable rental definition Bring to Housing Advisory Board for their review Draft set of recommendations for Council	Present recommendations to Council																									
ARECC Planning Staff Time Explore pilot program for right-sizing the approval process Pilot program proposal to Council Implement pilot program for eligible projects Continue to explore additional expedited review opportunities Create recommendations for permanent changes Present recommendations for femaneat Changes ARECC Staff time	Begin implementing missing middle pathway																						Х			
Create an expedited review process for development including 30% affordable Planning Staff Time																										
Explore pilot program for right-sizing the approval process Pilot program proposal to Council Implement pilot program for eligible projects Continue to explore additional expedited review opportunities Review results of pilot program Create recommendations for permanent changes Present recommendations or Council Increase Availability and Affordability of Rental Units Town's definition of affordable rental Review Town's definition Review Town's definition Praft recommendation for revising affordable rental definition Check-in w/ Town Attorney and Managers on revised definition Bring to Housing Advisory Board for their review Praft set of recommendations to Council Town's set of recommendations for permanent changes Town's definition of the review Town's definition of the review of the revi		AH&CC																								
Pilot program proposal to Council Implement pilot program for eligible projects Continue to explore additional expedited review opportunities Review results of pilot program Create recommendations for permanent changes Present recommendations to Council Increase Availability and Affordability of Rental Units Town's definition of affordable rental Review Town's definition Pract recommendation for revising affordable rental definition Check-in w/ Town Attorney and Managers on revised definition Bring to Housing Advisory Board for their review Present recommendations to Council Increase Availability and Affordability and Affordability and Affordable rental definition Pract recommendations to Council Increase Availability and Affordability and Affordability and Affordable rental definition Pract recommendation for revising affordable rental definition Pract recommendation for revising affordable rental definition Pract recommendation for council Present recommendations for Council Present recommendations for Council	Create an expedited review process for development including 30% affordable	Planning		Staff Time																						
Implement pilot program for eligible projects Continue to explore additional expedited review opportunities Review results of pilot program Create recommendations for permanent changes Present recommendations to Council Increase Availability and Affordability of Rental Units Town's definition of affordable rental Review Town's definition Draft recommendation for revising affordable rental definition Check-in w/ Town Attorney and Managers on revised definition Bring to Housing Advisory Board for their review Draft set of recommendations to Council Present recommendations to Council	Explore pilot program for right-sizing the approval process																									
Continue to explore additional expedited review opportunities Review results of pilot program Create recommendations for permanent changes Present recommendations to Council Increase Availability and Affordability of Rental Units Town's definition Review Town's definition Draft recommendation for revising affordable rental definition Check-in w/ Town Attorney and Managers on revised definition Bring to Housing Advisory Board for their review Draft set of recommendations for Council Present recommendations to Council	Pilot program proposal to Council																\star									
Continue to explore additional expedited review opportunities Review results of pilot program Create recommendations for permanent changes Present recommendations to Council Increase Availability and Affordability of Rental Units Town's definition Review Town's definition Draft recommendation for revising affordable rental definition Check-in w/ Town Attorney and Managers on revised definition Bring to Housing Advisory Board for their review Draft set of recommendations for Council Present recommendations to Council	Implement pilot program for eligible projects								j																	
Create recommendations for permanent changes Present recommendations to Council Increase Availability and Affordability of Rental Units Town's definition of affordable rental Review Town's definition Draft recommendation for revising affordable rental definition Draft set of recommendations for Council Draft set of recommendations for Council	Continue to explore additional expedited review opportunities																									
Create recommendations for permanent changes Present recommendations to Council Increase Availability and Affordability of Rental Units Town's definition of affordable rental Review Town's definition Draft recommendation for revising affordable rental definition Draft recommendation for revising affordable rental definition Check-in w/ Town Attorney and Managers on revised definition Bring to Housing Advisory Board for their review Draft set of recommendations for Council Present recommendations to Council	Review results of pilot program							Ī											Х							
Present recommendations to Council Increase Availability and Affordability of Rental Units Town's definition of affordable rental Review Town's definition Draft recommendation for revising affordable rental definition Check-in w/ Town Attorney and Managers on revised definition Bring to Housing Advisory Board for their review Draft set of recommendations for Council Present recommendations to Council									j											Х						
Town's definition of affordable rental Review Town's definition Draft recommendation for revising affordable rental definition Check-in w/ Town Attorney and Managers on revised definition Bring to Housing Advisory Board for their review Draft set of recommendations for Council Present recommendations to Council																				*						
Town's definition of affordable rental Review Town's definition Draft recommendation for revising affordable rental definition Check-in w/ Town Attorney and Managers on revised definition Bring to Housing Advisory Board for their review Draft set of recommendations for Council Present recommendations to Council			_	-																						
Review Town's definition Draft recommendation for revising affordable rental definition Check-in w/ Town Attorney and Managers on revised definition Bring to Housing Advisory Board for their review Draft set of recommendations for Council Present recommendations to Council	Increase Availability and Affordability of Rental Units																									
Draft recommendation for revising affordable rental definition Check-in w/ Town Attorney and Managers on revised definition Bring to Housing Advisory Board for their review Draft set of recommendations for Council Present recommendations to Council	Town's definition of affordable rental	AH&CC		Staff time																						
Check-in w/ Town Attorney and Managers on revised definition Bring to Housing Advisory Board for their review Draft set of recommendations for Council Present recommendations to Council	Review Town's definition																									
Bring to Housing Advisory Board for their review Draft set of recommendations for Council Present recommendations to Council The set of recommendations to Council	Draft recommendation for revising affordable rental definition																Х									
Draft set of recommendations for Council Present recommendations to Council X X X X X X X X X X X X X	Check-in w/ Town Attorney and Managers on revised definition																Х									
Present recommendations to Council	Bring to Housing Advisory Board for their review							Ī										Х								
	Draft set of recommendations for Council								j									Х								
Update ordinance and/or other Town documents as needed	Present recommendations to Council																	\star								
	Update ordinance and/or other Town documents as needed																									

								1				T		
Increase acceptance of housing vouchers in Chapel Hill	H&C	Staff time + program fundir	g											
Research options for banning source of income discrimination														
Research options for increasing or improving the County's voucher incentives program														
Create recommended changes to the Town's ordinance, programs, and partnerships										Х				
Check-in w/ Town Attorney and Managers on recommended changes										Х				
Bring to Housing Advisory Board for their review										Х				
Present recommendations to Council											*			
	AH&CC													
Work with UNC and UNC Healthcare on potential Master Leasing Program	MO	Staff time + program fundir	g											
Identify key members to be included in this conversation														
Build out scope of work and explore partnership opportunities														
Present updates to Council									*					



 $\label{eq:AH&CC} \textbf{AH&CC} = \textbf{Affordable Housing and Community Connections Department} \\ \textbf{MO} = \textbf{Manager's Office} \\$

Expedite and Incentivize Production of Affordable and Missing Middle Housing

Scope of Work

Overview

On September 22nd, four Town Council members submitted a <u>petition</u> ¹ requesting that staff explore best practices and innovations from across the country, while focusing on feasibility, and permissibility under NC law for expediting and incentivizing production of affordable and missing middle housing. This scope of work outlines staff's approach to addressing the petition's interest in expediting and incentivizing production of affordable and missing middle housing.

Business Case

Affordable and missing middle housing is an identified need for the Chapel Hill community. Increasing access to housing for individuals across a range of incomes, and to constantly strive for more equitable outcomes and opportunities for historically underserved populations is a <u>strategic goal</u>² of Town Council. Implementing this scope of work would increase the Town's ability to meet Council's goal by:

- Assisting affordable housing projects in meeting deadlines for Low-Income Housing Tax Credits, decreasing the length and uncertainty in the development review process, and decreasing Town subsidy needs to make affordable housing projects feasible.
- Assisting in creating increased housing choices for Town residents by supplying additional housing types and densities.

Deliverables

- 1. New application pathway for missing middle housing projects
 - Working definition of Missing Middle
 - Completed Missing Middle Scan
 - Recommendations for creating pathway for missing middle housing
- 2. Create an expedited review process for affordable housing development projects
 - Pilot program recommendation for Council review
 - Pilot program review and lessons learned document
 - Recommendations for permanent changes

Project Management Roles and Responsibilities

- Project Managers:
 - Colleen Willger, Director of Planning
 - Sarah Vinas, Director of Affordable Housing and Community Connections

¹ https://chapelhill.legistar.com/LegislationDetail.aspx?ID=5146393&GUID=0711EF32-5F1D-4D45-AECF-823F900B86DE&Options=&Search=

² https://www.townofchapelhill.org/government/mayor-and-council/town-strategic-goals-objectives

Responsible for a project throughout the life cycle. Builds project plan and schedule. Manages resources and project team.

Project Staff:

- Judy Johnson, Assistant Director of Planning
- Nate Broman-Fulks, Affordable Housing Manager
- o Emily Holt, Affordable Housing Development Officer

Responsible for supporting the Project Manager (PM) on specific project areas and in creating deliverables.

Consultants: TBD

Provides technical and analytical assistance to the Project Management Team

Draft Project Timeline

See Project Work Plan

Resources and Procurements

- The implementation of the Scope of Work will require significant investment of Town staff time.
 - Deliverable 1: New application pathway for missing middle housing projects
 - We estimate it will take significant staff time to achieve this deliverable.
 - Funding for consultants for this deliverable has been identified through the Charting Our Future project.
 - Deliverable 2: Create an expedited review process for affordable housing projects
 - We estimate it will take significant staff time to achieve this deliverable.
 - No consultant needs have been identified for this deliverable.

Risks and Challenges

- Limited staff capacity is a major challenge to achieving the deliverables outlined in this scope
- Implementing this scope of work would likely mean some existing staff projects would be delayed, if additional staff capacity is not provided
- If the Expedited Review Pilot Program is not approved, affordable housing development projects would take longer to complete and some projects may not meet Low-Income Housing Tax Credit deadlines, delaying the projects and significantly increasing subsidy needs of projects.
- Limited resources available to support the development of future affordable and missing middle housing. Staff estimate a gap of about \$8 million in local subsidy to support affordable projects already in the pipeline.