

Town of Hilton Head Island's

COMMITMENT TO WORKFORCE HOUSING

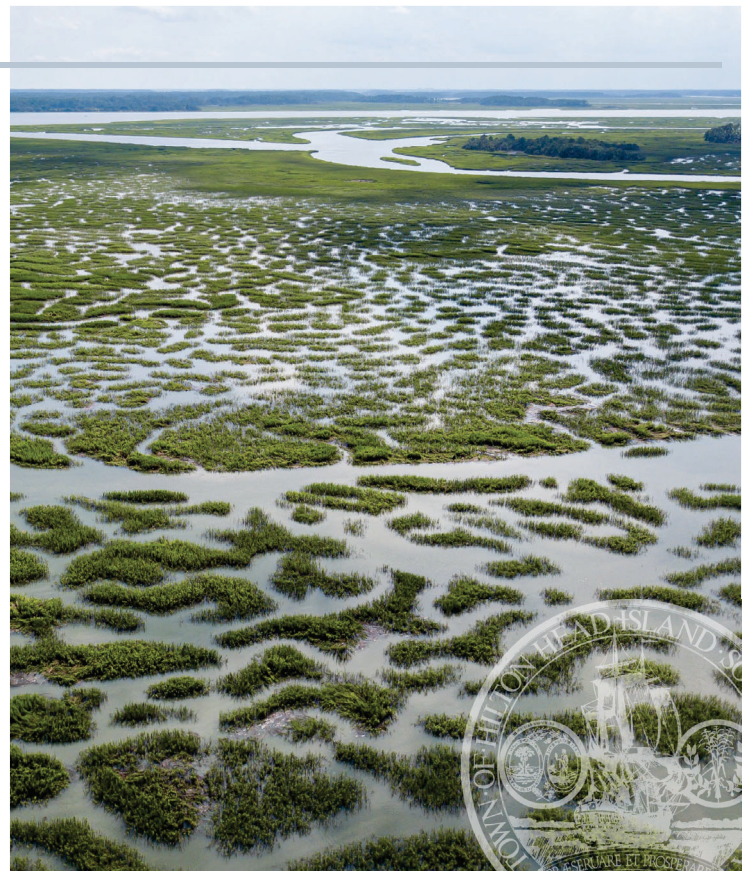
South Carolina Association of Counties - November 13, 2023



| TOWN OF HILTON HEAD ISLAND

PRESENTATION OVERVIEW

- Setting the Stage through Strategic Planning
- Developing a Framework through Engagement:
 - *Finding Home- A Workforce Housing Framework*
- Implementation guided by Four Pillars
- Long Term Commitment

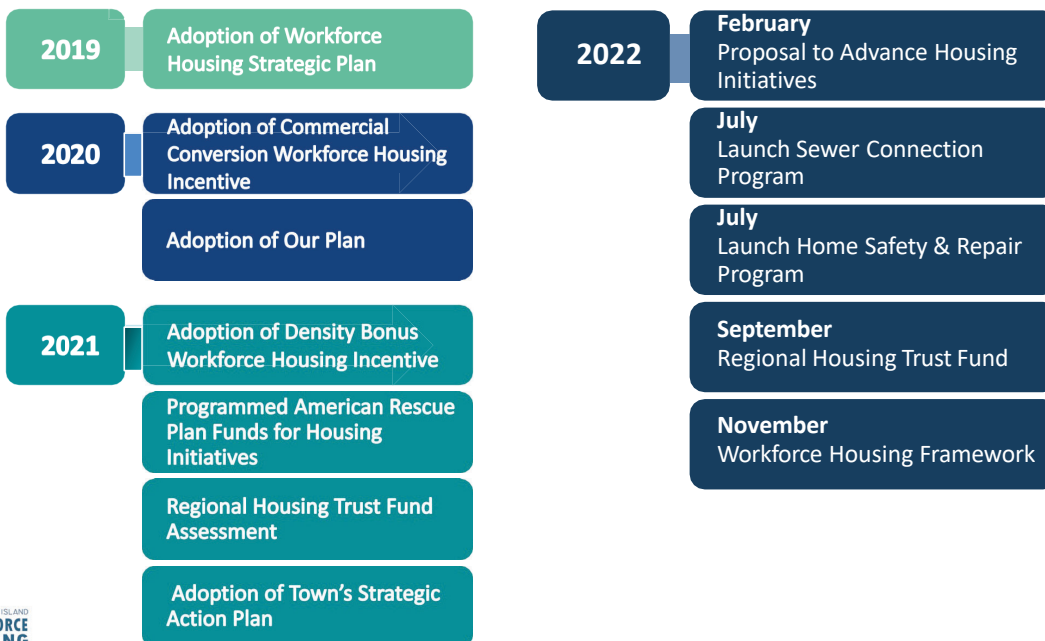


SETTING THE STAGE



TOWN OF HILTON HEAD ISLAND

HOUSING INITIATIVES



WORKFORCE HOUSING STRATEGIC PLAN

Principles

1. Solutions for workforce housing should be designed to respect the Town's unique natural and cultural resources
2. Policies that not only provide housing for workers but also promote community on the Island
3. Creating a range of housing options on the Island requires partnerships among the public, private, and nonprofit sectors
4. Incentives for housing should be applied in an equal manner so all property owners on the Island can realize the economic value of their property



WORKFORCE HOUSING STRATEGIC PLAN

Recommendations from Strategic Plan

1. Housing Trust Fund
2. Commercial Reuse Policy
3. Make Town-Owned Land available
4. Density Bonus Program
5. Employer Assisted Housing
6. Tax & Impact Fee Rebates
7. Home Link/Home Sharing Program
8. Make rental projects more competitive for LIHTC



OUR PLAN

Strong Foundation for Workforce Housing

- Foundational to directing the Town's focus and parameters for initiatives that affect the Island community now and into the future
- Data driven analysis represented in Our Community section Elements
- Extensive representation through community defined Goals, Strategies and Tactics



COMMERCIAL CONVERSION

Conversion of existing non-residential square footage to residential units



WORKFORCE HOUSING INCENTIVES



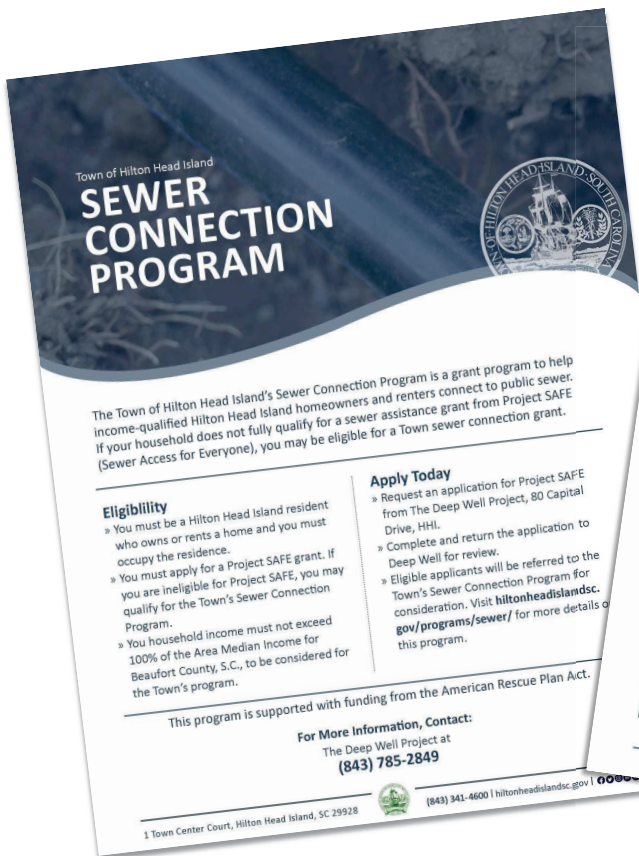
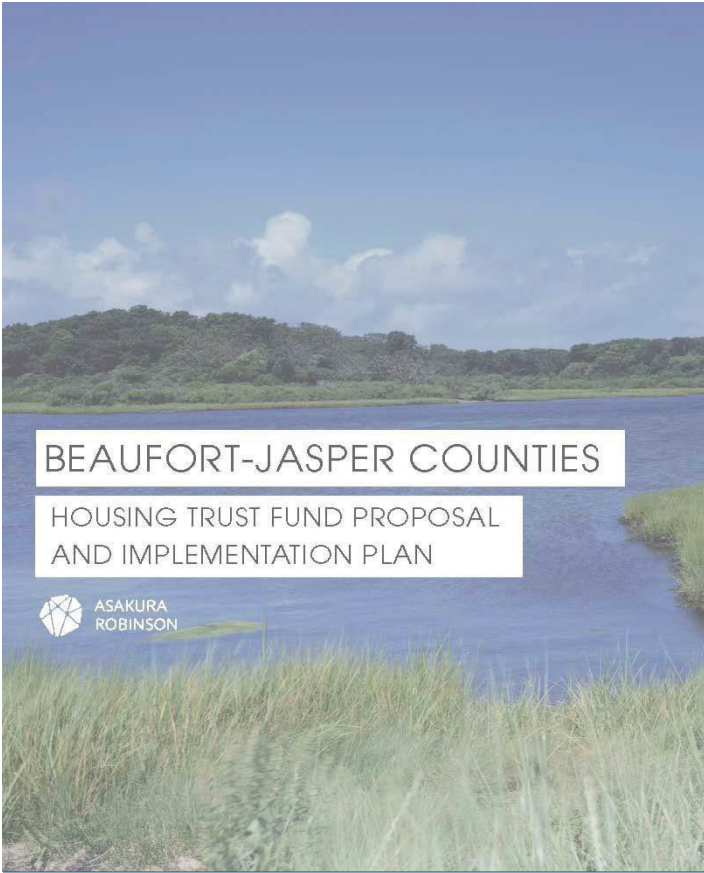
DENSITY BONUS

Additional density provided in exchange for Workforce Housing units



REGIONAL HOUSING TRUST FUND

- Assessment process led to development of a 2021 Regional Housing Trust Fund Proposal and Implementation Plan
- **September 2022:** Town Council authorized execution of an Intergovernmental Agreement to participate in the Beaufort-Jasper Counties Regional Housing Trust Fund
- **January 2023:** Beaufort Jasper Housing Trust Board Launched
- **May 2023:** Applications for funding requests Open



FINDING HOME: WORKFORCE HOUSING FRAMEWORK



TOWN OF HILTON HEAD ISLAND

Strategic Action Plan 2023-2025



Adopted June 6, 2023

TOWN OF HILTON HEAD ISLAND

TOWN STRATEGIC ACTION PLAN

Implement the Workforce Housing Framework: Finding Home

Workforce housing affordability has been a growing challenge on Hilton Head Island and this negative trend has been accelerating over the last five years. Without deliberate action to counteract these trends, the Town will continue to lose its valuable share of workforce housing, home-by-home, or family-by-family.

The Workforce Housing Framework is a commitment to preserve and expand workforce housing options on Hilton Head Island through the adoption of four (4) foundational pillars: Community, Planning, Management, and Revenue. Collectively, these pillars establish the enabling structure to assign future policy, programs, organizational capacity, resources, and management.



OUR GOAL FOR WORKFORCE HOUSING

The Town of Hilton Head Island shall ensure growing opportunities to provide more workforce housing options on the Island and participate – through real investments – in the local and regional solution.

To meet our goal, we commit to:

Workforce Housing Framework supported by four Foundational pillars:

- Community, Planning, Management, and Revenue.
- Collectively, these pillars establish the enabling structure to assign future policy, programs, organizational capacity, resources, and management.



IMPLEMENTATION GUIDED BY FOUR PILLARS





COMMUNITY

To engage, collaborate, and inform the community on housing challenges, and to identify community-led housing programs and solutions

PLANNING

To create a social, political, and economic environment that stimulates workforce housing through planning, policy-making, and programing



4 PILLARS FOR WORKFORCE HOUSING



MANAGEMENT

To establish a management program and policies to advance workforce housing opportunities

REVENUE

To provide a consistent, sustainable, and multi-sourced revenue model for funding workforce housing initiatives and partnerships



\$3.3 MILLION

TOWARDS A NEW HOUSING FUND IN FY24

CHIEF HOUSING OFFICER
CREATED AND ADVERTISED

ASSISTANCE PROGRAMS

HOME SAFETY AND REPAIR
52 projects under contract,
or complete for \$561,973.83

SEWER CONNECTION
21 under contract for \$205,164



WORKFORCE HOUSING



BEAUFORT JASPER HOUSING TRUST

OVER \$7.5 MILLION REQUESTED FOR PROJECTS ACROSS THE REGION

\$3 MILLION SECURED IN APPROPRIATIONS FOR CURRENT FY STATE BUDGET

ASSET MAP

INCLUDES VARIOUS HOUSING RELATED COMMUNITY PARTNERS, NONPROFITS, LOCAL AND STATE AGENCIES, AND LOCAL CHURCHES

COMMITTEE

FORMATION OF A HOUSING ADVISORY COMMITTEE TO ALIGN WITH THE WORKFORCE HOUSING FRAMEWORK





OUR GOAL / MISSION

The Housing Action Committee (HAC) will help to expand the Town’s capacity to develop and implement effective responses to the Town of Hilton Head Island’s housing affordability challenges and accelerate progress toward meeting the Town’s workforce housing goals.

PURPOSE:

- Advise the Town Manager, Senior Leadership and the Town Council regarding implementation of strategies to address issues of housing affordability and workforce housing needs.
- Review the established policies and procedures, ordinances, land development regulations, and adopted local government comprehensive plan.
- Recommend specific actions or initiatives to the Town management and Council to encourage or facilitate affordable housing.
- Assess the Town’s housing needs and develop recommendations for increasing the availability and affordability of quality housing for all households regardless of income including the preservation of existing housing.
- Review and advise on the Town’s comprehensive plans for the preservation and development of affordable housing.
- Review the Town’s planned appropriations to affordable housing programs.
- Serve as a community liaison on affordable workforce housing initiatives.
- Serve in an advisory capacity.



INITIAL PRIORITIES: FRAMEWORK

COMMUNITY PILLAR

- Housing Action Committee
- Anti-displacement and Support Plan
- Communications and Outreach Strategy

PLANNING PILLAR

- Multi-year Workforce Housing Action Plan
- Workforce Housing Toolkit
- Establish Dashboard of Key Metrics (baseline)
 - Develop Map/Inventory of workforce housing units
- Integration with Town Planning Efforts
 - Conditions and Trends Assessment
 - District Planning
 - Land Management Ordinance Overhaul (Evaluation of current WFH policies, possible creation of Housing Incentive Chapter)

MANAGEMENT PILLAR

- Asset Map
- Chief Housing Officer

REVENUE PILLAR

- S284 ATAX for Workforce Housing: Housing Impact Analysis
- Funding Plan that meets the needs of the Multi-year Workforce Housing Action Plan





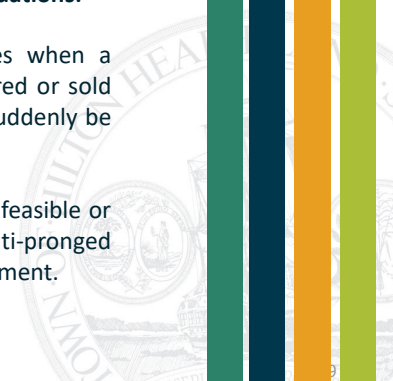
ANTI-DISPLACEMENT STRATEGY AND SUPPORT PLAN

PURPOSE OF THE PLAN

The purpose of an Anti-Displacement Strategy and Support Plan is to outline the collective action that will be necessary by local government and community partners to both:

- **Prevent** displacement of existing residents (when feasibly possible)
- **Preserve** and **produce** affordable workforce housing wherever possible.
- In addition, to developing **policy and strategy recommendations:**
- To prevent displacement,
- The Plan should also lay out recommended strategies when a property and/or properties are at risk of being transferred or sold causing existing low- and moderate-income tenants to suddenly be displaced.

*Although displacement prevention is ideal, it is not always feasible or practical with private property ownership, therefore a multi-pronged proactive plan and strategy is necessary to minimize displacement.



STRATEGIES, INCENTIVES AND TOOLS TO SUPPORT AN EFFECTIVE AND SUSTAINABLE WORKFORCE HOUSING PLAN

THE TOWN'S WORKFORCE HOUSING TOOL KIT

- Purpose of a Housing Tool Kit
- Why develop a Tool Kit
- Components of the Tool Kit are outlined within the four Pillars: **Community, Planning, Revenue and Management**
- Draft Tool Kit Matrix Review:
 - Tool or Tactic
 - Description
 - Examples
 - Policy Required
 - Timeframe
 - Recommendation
 - Action Steps



REVIEW OF THE DRAFT TOOL KIT



COMMUNITY PILLAR							
TOOL OR STRATEGY	DESCRIPTION	EXAMPLE	LOCAL or STATE POLICY	TIME FRAME	TOWN ROLE	RECOMMENDATION	ACTION STEPS
Create a Housing Action/ Advisory Committee	Community based advisors made up of a cross section of community advocates, non-profit organizations, neighborhoods, private developers, business owners, and other stakeholders to provide support and guidance on the Town's Housing Strategy and Plans.	Jackson Hole Virginia Beach Charleston	Local	Adopted	Staff Lead	Approved	DONE
Define Potential Community Partners through an Asset Map	Identify and map out "existing" key community partners focused on affordable and workforce housing efforts (locally and statewide)		Local	Complete	Partner with BJHT	Approved	Initial Map Complete
Develop a Communitywide Campaign for WHF	Plainly lays out the argument for Town action for WHF and is distributed through a multi-channel, multi-format campaign.		Local				
Develop and Implement an Anti-Displacement and Support Plan	Define an Action plan to prevent and support displacement due to transfer or sale of existing affordable units or Naturally Occurring Affordable Housing (NOAH).		Local				
Distribute and regularly update a Rental-survey to area renters and landlords (inventory)	Better understand the movements of rent demand across the Island through an ongoing sampling of local renters and landlords		Local				
Develop and maintain a map and database of all naturally occurring affordable housing units	Understand the Island Inventory of privately owners or existing affordable rental properties, especially if at risk of disposition (will also be helpful as part of the Anti-displacement and support plan)		Local				
Participate in regional housing efforts	Play an active role in the Beaufort Jasper Housing Trust and other regional housing coalition efforts		Local	Ongoing	Contributed to BJHT, participating in various regional housing discussions		

LONG TERM COMMITMENT

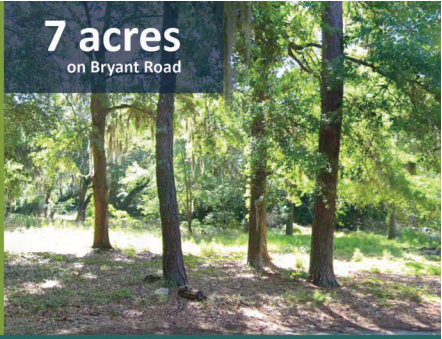





12 acres
on Jonesville Road

PROPERTY DASHBOARD

CREATED AND LAUNCHED
TOWN-OWNED PROPERTY
DASHBOARD ON TOWN WEBSITE



7 acres
on Bryant Road



\$19.28 MILLION IN LAND ACQUISITION

Over 25 acres to preserve open space, reinvest in our parks system, and to advance workforce housing opportunities



.52 acres
on Matthews Drive

- » 12 acre parcel on Jonesville Road
- » 3 acre plot on Shelter Cove Lane
- » 0.52 area on Matthews Drive
- » 7 acre property on Bryant Road in the Muddy Creek Area
- » 1.6 acre tract off Marshland Road (the site of the former Cross Island Parkway toll building)
- » 1.8 acres at 72 Pope Avenue (former Wild Wing Café)



3 acres
on Shelter Cove Lane



ENERGY EFFICIENT SUSTAINABLE NEIGHBORHOOD

- SOLAR COMPONENTS
- COMMUNITY GARDEN
- COMMUNITY BUILDING
- HIGH-SPEED INTERNET
- OUTDOOR SPACES & AMENITIES
- WALKING TRAILS
- PLAYGROUND & FITNESS STATIONS

11 acres
on Northpoint Circle



WORKFORCE HOUSING - NORTHPOINT P3 GOALS

**60% - 150%
AMI**

60% TO 150% OF THE AREA
MEDIAN INCOME (AMI), WITH AT
LEAST 50% OF THE APARTMENTS
TO SERVE HOUSEHOLDS EARNING
LESS THAN 80% AMI

**ESSENTIAL
WORKFORCE**

- CAREGIVERS
- TEACHERS
- MEDICAL PROFESSIONALS
- FIRST RESPONDERS
- MUST WORK ON HHI

**150 - 170
MULTI-FAMILY
APARTMENTS**





TOWN RESPONSIBILITIES

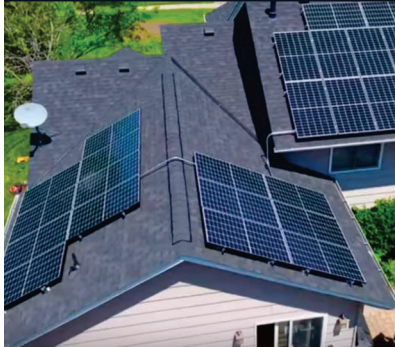
- LAND
- \$1M ARPA GRANT
- ZONING ENTITLEMENTS
- DESIGN
- PROGRAMMING SUPPORT

DEVELOPMENT PARTNER RESPONSIBILITIES

- DESIGN
- FINANCING & PERMITTING
- CONSTRUCTION
- LEASE-UP & LONG-TERM PROPERTY MANAGEMENT



WORKFORCE HOUSING - NORTHPOINT P3



PATH FORWARD

- AWARD RFP
- MARKET STUDY
- SITE DUE DILIGENCE & SITE PLANNING
- ENGINEERING
- ARCHITECTURAL RENDERINGS
- TENANT QUALIFICATIONS
- DEVELOPMENT AGREEMENT
- FINANCING
- PERMITTING
- CONTRACTOR SELECTION
- CONSTRUCTION
- LEASE-UP & MANAGEMENT





Finding Home
**A WORKFORCE HOUSING
FRAMEWORK**
For the Town of Hilton Head Island, SC

QUESTIONS?

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