

Groundbreaking Strategies to Solve the Housing Shortage in Your Community

Golden Shovel Agency

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Presenters



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Housing Crisis



It's Go Time

The United States alone has a housing shortfall of 3.8 million units. According to [Freddie Mac](#) researchers, “The main driver of the housing shortfall has been the long-term decline in the construction of single-family homes. That decline has been exacerbated by an even larger decrease in the supply of entry-level single-family homes or starter homes.”



Understanding Your Community's Housing Crisis

Conduct a Housing Study

- Analysis of current housing supply, broken down by owner-occupied vs. rental, and type of housing.
- Report on the condition of current housing stock, including identifying the number of homes that should be torn down or need serious renovations to be livable.
- Analysis of the affordability of housing for the existing workforce.
- Estimate how many housing units will be needed, per category, over the next five years.

Conduct a Housing Study

- Location breakdown for housing demand (necessary for a regional report).
- The number of housing units need to be built as workforce housing.
- Determination of how much senior housing will be needed.
- How the housing needs could change if the EDO's work results in job growth.
- Analysis of the community's current development capabilities and if outside developers will be needed to meet housing targets.

How Economic Developers Are Using Housing Studies

“We need real-time data to demonstrate to housing developers that Greater Beloit is a strong market with an immediate need,” said Jen Hall, President/CEO. “Once complete, our housing study will be a tangible tool in our recruitment efforts.”



Engaging Your Community

Community Needs Assessment

To ensure the housing strategy you put forward is supported by the community, you must **first engage community members** and **give them a platform** to express their needs, wants, and concerns.



Who Should You Engage?

- **Community members**
 - They may identify additional needs such as childcare. Lanford, for example, included childcare in their affordable housing project.
- **Nonprofits**
 - Local nonprofits can participate in seeking grants for housing projects
 - They may also have land to contribute
- **Leaders and officials**
 - When they participate in the planning process they are more likely to support policy change.
- **Landowners**
 - Discover who is willing to work with you by selling or contributing land to a project.

Who Should You Engage?

Major Employers - Why they Care....

In “The Conspicuous Crisis: Addressing Housing Affordability in Washington,” a [125-page report](#) released in January, produced by the Boston Consulting Group for Challenge Seattle, they wrote,

“Large private companies based in areas with high housing costs have an interest in their workforce’s housing availability and costs, and therefore have a strong reason to be part of the solution.”

Example: In [Bend](#), a pilot project is taking place with support of businesses, the Bend Chamber of Commerce and funders to subsidize four workforce homes.

Who Should You Engage?

- What they can do
 - They can share land and resources.
 - Springfield, Ohio - the hospital is using underutilized land on their campus to build single family homes
 - CareOregon, the Portland-based Medicaid and Medicare managed care provider, has purchased the Red Lion Hotel in Seaside to convert it to 50-60 workforce and low-income housing for people with behavioral health needs.
 - Elon Musk just announced building a neighborhood with 110 homes in Bastrop County. This neighborhood will likely serve Boring Company, SpaceX, and Tesla employees. They may be using 3D printing, making them even more unique.

Who Should You Engage?

- Developers/Construction companies (local and regional)
 - What would make them want to build in your community?
 - What are the barriers?
 - What are your permitting times & processes compared to other communities they are considering?
 - Do they need help finding sites?

Inclusivity Pays Off!

The more members of the community you engage the more information, ideas and support you will receive.

This is a community-wide issue and one you don't have to solve on your own!



Best Practices Are Working

Pattern Zoning & Pre-Approvals as a Strategy in Claremore, OK

Claremore's pattern zones are a tool that utilizes **pre-approved plans** for building types based on four identified special districts. The **pattern zones were designed based on public input** including human resources groups, business leaders, young professionals, developers, and the general public. These architecturally designed plans intend to provide a quick-start tool that is pre-permitted and can be easily implemented.

Within the first sixty days of implementation 22 permits were filed.



Build Faster

Building Apartments Using Modular Design in Los Angeles

A five-story 84-unit apartment complex in Westlake used steel modules sourced in China to build a transit-close project that was fast-tracked by the city. The modules were manufactured, pre-plumbed, and wired off-site before being lifted into place by a crane and essentially snapped together like lego pieces.

Scott Baldrige, Aedis Real Estate Group President, [said](#), "This is not just a one-off project. It's a series of places created with a highly replicable design that delivers housing at a speed and scale required by neighborhoods in need."



Building Faster Using Containers in Calgary, Canada

Home Builders in Calgary are using containers.

[Modern Huts](#), for example, expanded into container homes in 2008 as a way to recycle more materials.

Jeremy Johnson told [CTV News](#) that they can **build 90 percent of the home in 12 weeks** off-site and then assemble it in just one week, compared to a traditional construction time of six to eight months. In addition, their waste has been reduced by 80 percent.



2023 Success Story

Jordan Diedrich with Twin Cities Development Association in Nebraska, read our whitepaper promoting container homes as a housing solution.

He put this idea in action and now has a local manufacturing company producing them. This is a ideal solution for a rural region with 43,548 people spread across 3 counties.



Empower Homeowners

Building Accessory Dwellings in Snohomish County, WA

Snohomish County, Washington is letting homeowners build a second, smaller dwelling on their property either as a rental or for extended family to live in. It **prevents the need to find additional land for housing.**

No conditional use permits are required. Snohomish County has adjusted its planning and zoning codes to allow for one attached and one detached accessory dwelling to be built, per existing single-family unit.

The accessory dwelling must be built on the same lot, have the same ownership and be physically separated from the home.



Using Cash Rebates to Encourage Development in Harmony, MN

The City of Harmony created a cash rebate program to attract new residents who would **build their own homes**, rather than purchase existing inventory.

They offer **\$12,000 in cash rebates** - something that garnered national attention **without costing the taxpayers anything**.

Since 2014, the program has been responsible for 17 new units – creating over \$3M in new taxable value. This is major growth for a town of 1,000 people!



Change Policies

Update the Zoning Code: Langley on Whidbey Island

Langley updated the zoning code to:

#1 Let people build a collection of small apartment buildings around a shared open space.

[Meredith Penny](#), the head planner in Langley, describes a 5,000 sf piece of property that's probably going to be developed under the new zoning rules.

“Under the old code, with the two parcels, you likely could have done a duplex on each of them with an ADU behind. So you'd have maybe six units and under the [new] multifamily infill code, you could probably get closer to 12 to 15 units.”

#2 Allow for the construction of tiny homes.

Creating Short-Term Employee Housing in the Town of Blackfalds, Alberta

The Town of Canmore is adjacent to Banff, Alberta. With over 4 million people visiting annually, the community recruits a lot of seasonal workers but doesn't have enough housing for them.

The Town of Canmore **changed its bylaws to allow for shared amenities housing to be built.**

Common amenity units are being built in Teepee Town. **Residents will have their own bedroom and bathroom, but share a living and kitchen space.**

The developer intends to **lease directly to employers** for them to use as employee housing.

Gentle Rezoning Can Increase Density Without Changing Character

Encouraging the building of townhomes and triplexes could come down to changing the zoning in certain areas of a community. This is what [Brookings](#) refers to when proposing transitioning zoning from allowing one-unit to three or four-unit dwellings. This type of zoning change allows for additional density without altering the essential character of a neighborhood.

To visualize how “gentle” rezoning could work, Brookings created this visual, demonstrating how a single lot could be used.



All For Mixed-Use Housing

In McAlester, Oklahoma downtown business and property owners lobbied to have the zoning changed to **allow for people to live in the downtown business district.**

Now business owners are living above their retail or restaurant establishments and some downtown properties that were vacant or underutilized are now residential homes.



Take an *Active* Role

Build It Yourself

With no local housing developers, the non-profit economic development group decided to create the Centerville Development Corporation. They have been **developing affordable housing for over 15 years.**

To fund continued development, any profits from the sale of homes are rolled into new housing projects year to year.

They also buy and clean up dilapidated properties to make way for new housing opportunities and are in the planning stages of a new 14-acre housing development on the south edge of Centerville.



Work With Property Owners

In Clinton, Iowa they negotiated to purchase land, creating a TIF district to include a housing project prior to the deal closing. They heavily marketed 38 lots and held a lottery to purchase them. This stirred up significant interest, allowing them to sell 38 lots immediately after closing. **“We bought the land and paid for it about 5 days later!”**

The profits from the project were used to create additional housing opportunities. “We took the proceeds and purchased an entire city block from the school district where there had once been a school. We used the money to put in an alley and the infrastructure to create an entire block of shovel-ready lots. Those homes were more likely to be a first-time home buyer size and price so they sold quickly.”



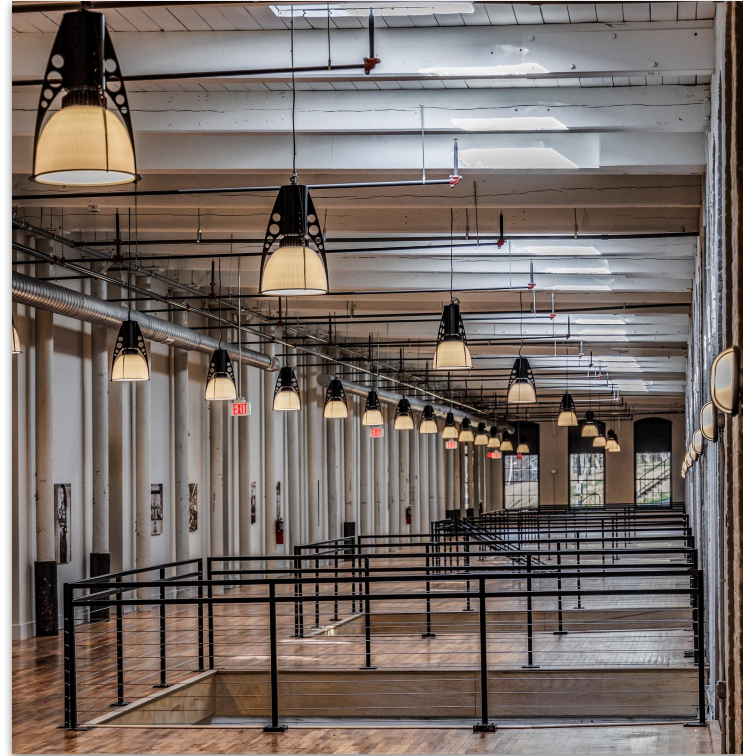
Repurpose Buildings

Blue Bell Mill Apartments in Caldwell County, NC

As a community focused on manufacturing, Caldwell County had a period where they had over 5 million square feet of available industrial space. Most of that space has now been purchased by new manufacturing companies. But, one property was repurposed and turned into downtown housing.



Blue Bell Mill Apartments in Caldwell County, NC



Repurpose Land & Properties

- The Village of Clinton, Wisconsin turned unused parkland into a housing development by selling lots to a developer for \$1 with an agreement that the developer would put in the infrastructure.
- Roanoke County, Virginia turned an old school into workforce apartments
- Cleveland, Ohio turned an office building into 652 apartments downtown
- Old motels and hotels are being converted into affordable apartments near Disney World and Universal



Disaster Recovery

Create Temporary Communities - Not Temporary Housing

After the Almeda Fire scorched around 1 million acres in southern Oregon over 2,600 homes were destroyed. Families were displaced, and concerned about the impact this was having on children, the city of Talent decided to **turn empty land into an RV park with paved streets and pads, fencing, and trees** - a beautiful place for new travel trailers to be permanently parked - providing Talent residents with an opportunity to move back home and to be stable, rather than living in a transitory environment like a hotel. Rogue Retreat now offers a home in Talent for up to 153 people who were displaced by the fire.

The Gateway Project, a 4.5-acre mixed-use development, will eventually replace this housing with more permanent affordable housing for residents.



Create Temporary Communities - Not Temporary Housing



Additional Options

- In Louisiana, 12,000 people received assistance through [Louisiana's Hurricane Ida Sheltering Program](#) where trailers could be placed on homeowner's land so they could stay in their own community.
- Modular housing that can be installed quickly, as we saw in California, can create housing quickly.
- Pallet housing can be built quickly and serve as temporary housing then be used as permanent housing for the homeless after the fact (Everett, WA)



Funding Housing Development

Create an Investment Fund

The [Greater Fremont Development Council](#) conducted a housing study and found that they needed thousands of units to meet the growing demand. Unfortunately, larger developers weren't showing an interest. **To incentivize housing development they formed the Dodge County Investment Fund and Here We Grow Homes Fund.** These programs provide gap financing for developers of workforce housing.

As a result of their efforts, over **1,000** homes have been built in the past several years - just in time for them to recruit new jobs to the community. They represent all types of housing from single-family homes to high-end apartments and senior living, truly meeting the needs of the entire community.

Additional Ways to Fund Housing Development

- Negotiate to purchase property for development from landowners with payment delayed until the lots are sold (Clinton, Iowa).
- Secure government loans and funding to build low-income housing (Oxford, MS)
- Work with non-profits who can secure grant funding (Everett, WA)
- Create a public-private partnership with major employers. For example, Universal is building 1,000 affordable housing units in Orlando and Google has pledged billions to build housing in California. Any major employer with excess land can help.



2023 Update

[Phelps County Development Corporation](#) partnered with local government entities & organizations to apply for grants to purchase and develop property. They have also recruited small contractors to build a few homes at a time in a development - an alternative approach to finding a single, large home builder.



Strategy + Solutions = Results

Proven Strategies for Solving Housing Shortages - Whitepaper

Free Whitepaper

bit.ly/3XqqiMK

