

Housing Opportunity for All

Overview of the County's Comprehensive Housing Strategy (CHS)

Public presentation & discussion
October 9, 2018
Prince George's County, MD

Presentation overview

Prince George's County Comprehensive Housing Strategy

10/9/2018

- Housing Opportunity for All – An introduction
- Part 1: Overview of the Community Assessment
- Part 2: Overview of the Housing Strategy Roadmap
- Implementation steps in Year 1
- Next steps to finalize CHS
- How to stay involved

Housing Opportunity for All: Prince George's County's Comprehensive Housing Strategy

How was the CHS developed?

Comprehensive Housing Strategy

Phase 1

Existing & future conditions analysis
June 2017 – March 2018

Phase 2

Development of principles, goals, & targets
March 2018 – May 2018

Phase 3

Strategy development & delivery
May 2018 – October 2018

Ongoing public & stakeholder engagement
Ongoing



Task 2: Housing needs survey



Task 3: Focus groups and interviews



Task 4: Programs and policies assessment



Task 5: Housing needs and market analysis



Task 6: Communications

How were residents and stakeholders engaged?

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Key activities included:

- ❑ 4 public meetings
- ❑ 8 focus groups
- ❑ 20+ County staff and stakeholder interviews
- ❑ Bimonthly meetings with the Advisory Group
- ❑ CHS Communications Toolkit

Available at the project page: mypgc.us/housingstrategy

Who participated in the Advisory Group?

County government:

- County Executive's Office
- County Council
- Board of Education
- Department of Social Services
- Economic Development Corporation
- Maryland-National Capital Park and Planning Commission
- Office of Human Relations

Stakeholders:

- AHC, Inc.
- Apartment & Office Building Association of Metropolitan Washington (AOBA)
- Bozzuto Construction
- CASA de Maryland
- Community Development Network of Maryland
- Conifer Realty
- D.C. Department of Health (HAHSTA)
- Disability Rights Maryland
- Foundation Development Group

Stakeholders (cont.):

- Habitat for Humanity Metro Maryland
- Housing Initiative Partnership, Inc. (HIP)
- Independence Now
- Kaiser Permanente
- Maryland Building Industry Association
- Maryland Legal Aid
- Maryland Transportation Authority
- Prince George's County Association of Realtors
- Prince George's County Chamber of Commerce
- Prince George's County Municipalities
- Purple Line Corridor Coalition
- Skinner Consulting Services
- Urban Atlantic
- Urban Matters Development
- U.S. Department of Housing and Urban Development
- Victory Housing
- Volunteers of America

What did they tell us about what matters to them?

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■ **Priorities among Advisory Group:**

- ❑ Expanded HITF
- ❑ Use of federal Section 108
- ❑ Resources for residents facing a housing crisis
- ❑ Streamlined development processes and standards
- ❑ Improved internal coordination and capacity
- ❑ Land disposition policies and procedures
- ❑ Cultural competence
- ❑ Fewer barriers for special populations

■ **Priorities among members of the public:**

- ❑ Accessibility (in terms of home's features and location)
- ❑ Affordability
- ❑ Safety and quality of homes

What are the goals of the CHS?

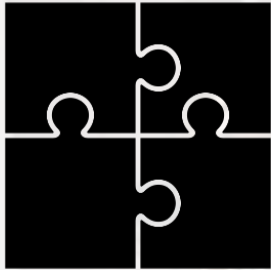
***Housing Opportunity for All* will accomplish the following goals:**

- **Support existing residents**, including long-time residents, seniors, and residents at-risk of displacement
- **Attract new residents**, including millennials, employers, and developers
- **Build on strategic investments & submarket conditions**, including TODs like the Purple Line Corridor, areas around other strategic investments, TNI areas, and Opportunity Zones

What are the principles guiding the CHS?

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Comprehensive



Market-Informed



Inclusive



**Connected to
Opportunity**



Asset-Based



**Coordinated
and Transparent**

What will the strategies in the CHS achieve?

26 cross-cutting actions

*Designed to build
the County's
capacity*

- Enhance policies and incentives for housing development
- Increase collaboration, coordination and transparency
- Expand funding and diversify financing mechanisms

22 targeted actions

*Designed to
address specific
housing needs and
market conditions*

- Encourage new, context-sensitive development that expands housing types
- Improve the quality of the County's existing housing supply
- Build stronger economic opportunity & revitalize neighborhoods

What does each action cover?

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Supporting information

- Core principles
- Estimated investment
- Timeline
- Beneficiaries
- Key supportive tools
- Required approvals

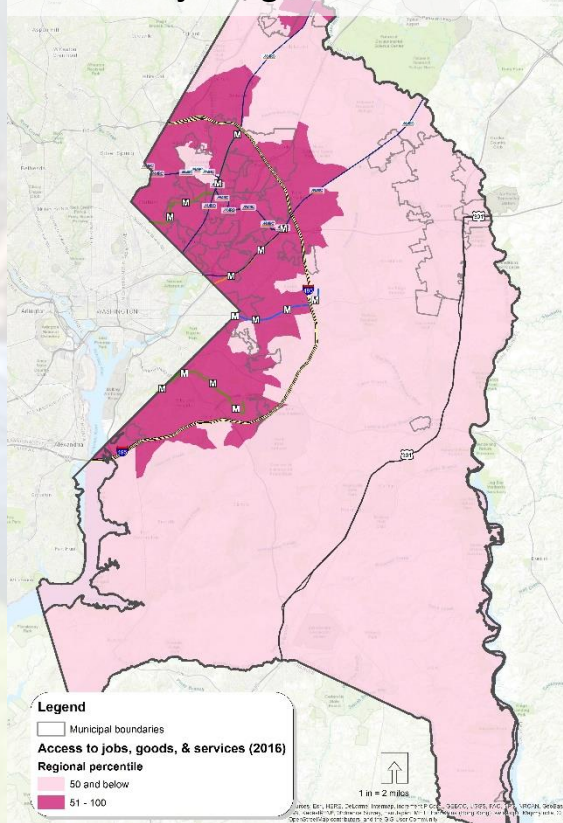
Where will CHS be implemented?

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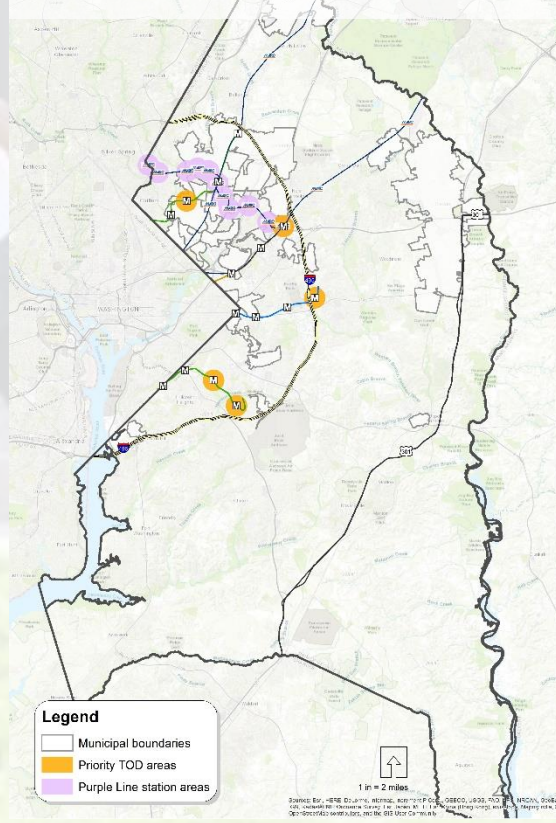
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Many actions will be implemented countywide.
Some actions are implemented in a more targeted way.

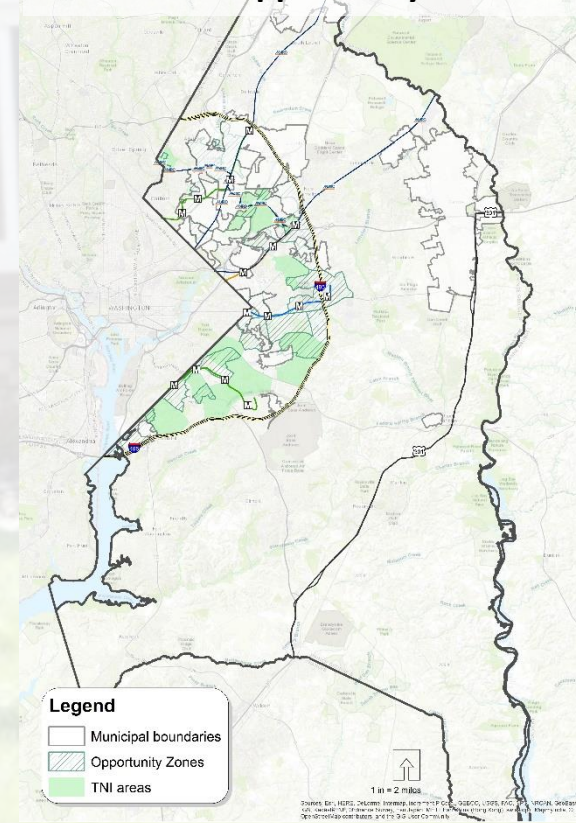
Access to jobs, goods & services



TOD areas



TNI areas & Opportunity Zones



How is the CHS organized?

Housing Opportunity for All is made up of two parts:

1. Part 1: Community Assessment

- Summary of current housing needs, assets and housing market opportunities, and how these needs and assets may change over time

2. Part 2: Strategy Roadmap

- Outline of actions the County will take over the next ten years to build capacity, address unmet needs, and capitalize on housing market opportunities

Part 1

Overview of the Community Assessment

Changing demographics, changing demand



TOTAL POPULATION

POPULATION GROWTH (2010–2015):

+3% | 29,000+ new county residents

PROJECTED POPULATION (2030):

950,000+ county residents



SENIORS (AGED 65+)

CHANGE IN SENIORS (2010–2015):

+11%

COUNTY'S TOTAL SENIOR POPULATION (2015):

37%

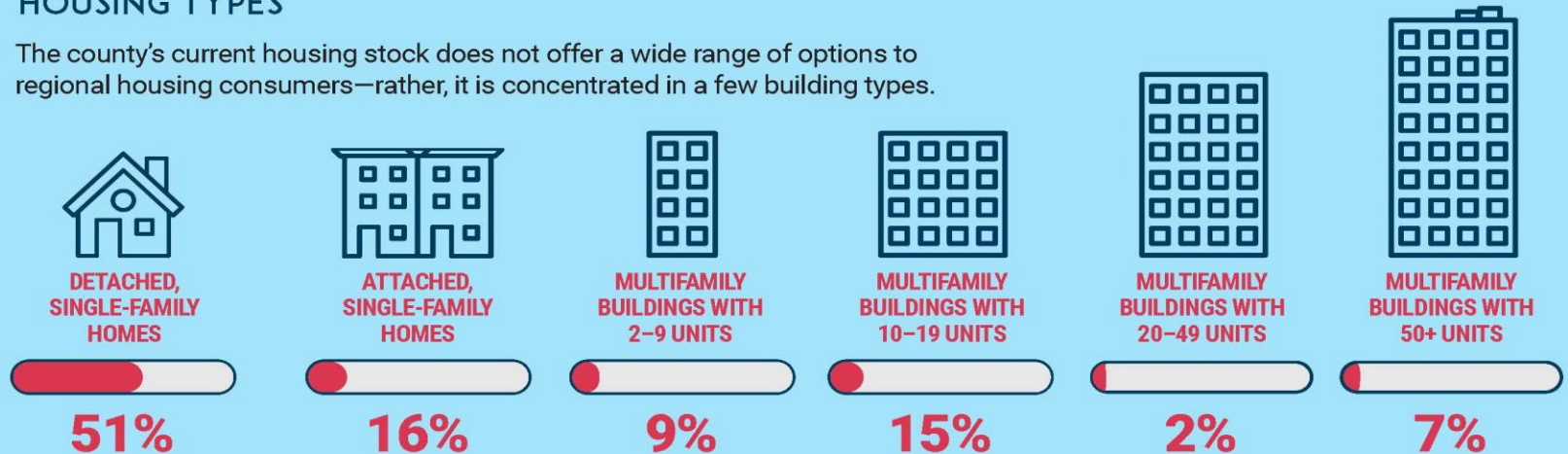
- What demographic changes are driving demand?
 - ❑ More seniors
 - ❑ Smaller and larger households
 - ❑ Anticipated growth in households
 - ❑ Demand for neighborhoods with amenities and resources

Current housing supply

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HOUSING TYPES

The county's current housing stock does not offer a wide range of options to regional housing consumers—rather, it is concentrated in a few building types.



- **What types of housing are common within the County today?**
 - ❑ Single-family, detached homes
 - ❑ Multifamily apartment buildings (5+ units)
 - ❑ Larger apartments (4+ bedrooms)

Changing, varied market conditions

HOUSING COSTS: 2000-2015



+29%
MEDIAN RENT

=

\$1,294
MEDIAN RENT



+30%
MEDIAN HOME VALUE

=

\$254,700
MEDIAN HOME VALUE



-1%
MEDIAN INCOME

=

\$74,260
MEDIAN INCOME



URBAN

\$211,507
Median Home Value
\$1,288
Median Rent



SUBURBAN

\$276,378
Median Home Value
\$1,736
Median Rent



RURAL

\$314,257
Median Home Value
\$1,655
Median Rent

- **How are market conditions changing within the county?**
 - ❑ Higher rents & home values, lagging income growth countywide
 - ❑ Stronger market conditions in rural subarea
 - ❑ Weaker market conditions in urban subarea

What key observations shaped the CHS?

- **Several observations highlight actions the County could take to better support existing residents:**
 - ❑ The county's housing stock has not evolved to meet the changing needs of residents.
 - ❑ The housing market is strengthening, bringing both opportunity and creating concern among existing residents.
 - ❑ Many current residents cannot find housing that aligns with their earnings.
 - ❑ There are significant concerns about the quality and livability of some of the county's existing housing.

What key observations shaped the CHS?

- **Several observations provide insight about actions the County could take to attract new residents:**
 - ❑ Demand exists for more housing options in neighborhoods with amenities and resources.
 - ❑ Barriers may be affecting new housing development in the county.
 - ❑ Negative perceptions about the county persist, even as underlying conditions improve.
 - ❑ The county's relative affordability—compared to other jurisdictions in the region—is an asset.

What key observations shaped the CHS?

- **Some observations indicate opportunities to better leverage strategic investments and submarket conditions within the county:**
 - ❑ Significant variation exists in both the housing supply and access to opportunity across the county's submarkets.
 - ❑ Policy changes and additional public investment may be needed to capitalize on strategic investment areas, particularly Transit-Oriented Development (TOD) areas.

Part 2

Overview of the Strategy Roadmap

How will the County accomplish its goals?

...through the Strategy Roadmap, which:

- ❑ Outlines cross-cutting and targeted strategies to guide housing investments over the next 10 years
- ❑ Recommends specific actions for implementation
- ❑ Includes a 10-year implementation plan
- ❑ Includes a 1-year implementation checklist

Cross-cutting strategies

Strategies designed to build the County's capacity

Cross-cutting Strategy #1

Enhance policies and incentives to promote housing development and preservation throughout the county.

Cross-cutting Strategy #2

Increase collaboration, coordination and transparency.

Cross-cutting Strategy #3

Expand funding and diversify financing mechanisms to increase development and other housing opportunities.

Cross-cutting strategy #1

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Enhance policies and incentives to promote housing development and preservation throughout Prince George's County.

Creates a supportive environment for housing development

Offers additional tools to stabilize vulnerable residents

Cross-cutting strategy #1

Selected actions under Cross-cutting Strategy #1

 is an action with a direct cost |  is an action related to the zoning rewrite.



Establish more flexible regulations to support adaptive reuse of properties [Action 1.2]

Strengthen rights and responsibilities of tenants and landlords [Action 1.4]



Establish stronger, market-informed inclusionary housing requirements [Action 1.5]

Streamline the development review and permitting process for developments with a certain share of units set-aside for low-income household [Action 1.6]

Cross-cutting strategy #2

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***Increase collaboration,
coordination, and transparency.***

***Expands
partnerships
within and outside
of County government.***

***Positions the County to
better respond to housing
market conditions and needs.***

Cross-cutting strategy #2


Selected actions under Cross-cutting Strategy #2

 is an action with a direct cost |  is an action related to the zoning rewrite.

Conduct a broad education and outreach plan to promote existing and new housing programs and dialogue with various community stakeholders on a regular basis [Action 2.2]

Engage private financial institutions to create financial products that help achieve goals in the CHS [Action 2.6]

Increase internal capacity to support implementation of CHS goals and strategies [Action 2.8]

 **Build a fully culturally competent staff to serve the county's changing demographics [Action 2.9]**

Reduce barriers for residents trying to find or stay in income-restricted housing [Action 2.11]

Cross-cutting strategy #3

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Expand funding and diversify financing to increase development and other housing opportunities.

Engages the private and philanthropic sectors.

Attracts a broader range of developers to work in the county.

Cross-cutting strategy #3

Selected actions under Cross-cutting Strategy #3

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Increase the County's Housing Investment Trust Fund (HITF) [Action 3.1]

Apply for federal Section 108 Loan Guarantee Funds to support mixed-income and mixed-use development [Action 3.2]

Establish consistent funding terms and align uses of key County resources [Action 3.4]

Align the County's housing initiatives with federal and state resources to maximize impact of all existing and new resources [Action 3.5]

Snapshot of regional spending

What do other jurisdictions in the region spend on similar tools?

| Jurisdiction | Population | Total operating budget (FY19) | Local housing trust fund |
|---------------------|------------|-------------------------------|---|
| Prince George's Co. | 892,816 | \$4.1 billion | \$5.1 million |
| Montgomery Co. | 1 million+ | \$5.6 billion | \$42.8 million |
| Fairfax Co. | 1 million+ | \$8.0 billion | \$18 million |
| Arlington Co. | 223,945 | \$1.0 billion | \$14.3 million |
| DC | 647,484 | \$15.2 billion | \$100 million (production) \$10 million (preservation) |

Notes: All amounts are for FY19. "Local housing trust fund" generally includes a blend of local appropriations and/or dedicated revenue; developer contributions and repayments; and some level of federal funding, such as HOME.

Targeted strategies

Strategies designed to address specific housing needs and market conditions

Targeted Strategy #1

Encourage new, context-sensitive development that expands housing types to serve the county's diverse population and distinct geographic character.

Targeted Strategy #2

Improve quality of the county's existing housing supply, including older homes and income-restricted properties, and help keep housing costs low to stabilize residents at-risk of displacement.

Targeted Strategy #3

Use new housing development and coordinated public investments to build stronger economic opportunity and revitalize neighborhoods.

Targeted strategy #1

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Encourage new, context-sensitive development that expands housing types.

Meets the changing needs of the county's diverse population.

Accounts for the county's unique urban, suburban, and rural character.

Targeted strategy #1

Selected actions under Targeted Strategy #1

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Support proposed zoning changes that expand and encourage “missing middle” and other diverse housing types [Action 1.1]

Identify opportunities for new housing development on publicly owned land [Action 1.4] and existing underused or obsolete properties [Action 1.5]

Create additional resources to make it easier for persons with disabilities to find and stay in a home [Action 1.6]



Implement a comprehensive approach to support elderly households age in place [Action 1.7]



Explore innovative, low-cost housing solutions to serve persons experiencing homelessness [Action 1.8]

Targeted strategy #2

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Improve quality of the county's existing housing supply and help keep housing costs low to stabilize residents at-risk of displacement.

Helps residents facing higher housing costs by lowering these costs or protecting income restrictions.


Improves the quality of homes so residents can stay in them.

Targeted strategy #2


Selected actions under Targeted Strategy #2

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Encourage developers to use PACE financing to make comprehensive energy efficiency upgrades to older properties [Action 2.1]

 **Stabilize residents through anti-displacement programs [Action 2.3]**

 **Create a range of resources for households experiencing a housing crisis [Action 2.4]**

 **Target resources, like code enforcement and funding for rehabilitation, to improve the ability of existing homes [Action 2.5]**

Strengthen County's and partners' ability to purchase affordable rental properties at risk of converting to market-rate (i.e., right-of-first refusal) [Action 2.6]

Targeted strategy #3

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Use new housing development and coordinated public and private investments to build stronger economic opportunity and revitalize neighborhoods.

Uses housing development to provide additional community benefits.

Builds on existing delivery models like TNI, as well as Opportunity Zones.

Targeted strategy #3

Selected actions under Targeted Strategy #3

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Create a land bank to support redevelopment of abandoned residential properties [Action 3.2]

Engage major employers and anchor institutions to initiate place-based investments that increase access to opportunity [Action 3.3]

Use placemaking to cultivate and celebrate neighborhood identity [Action 3.5]

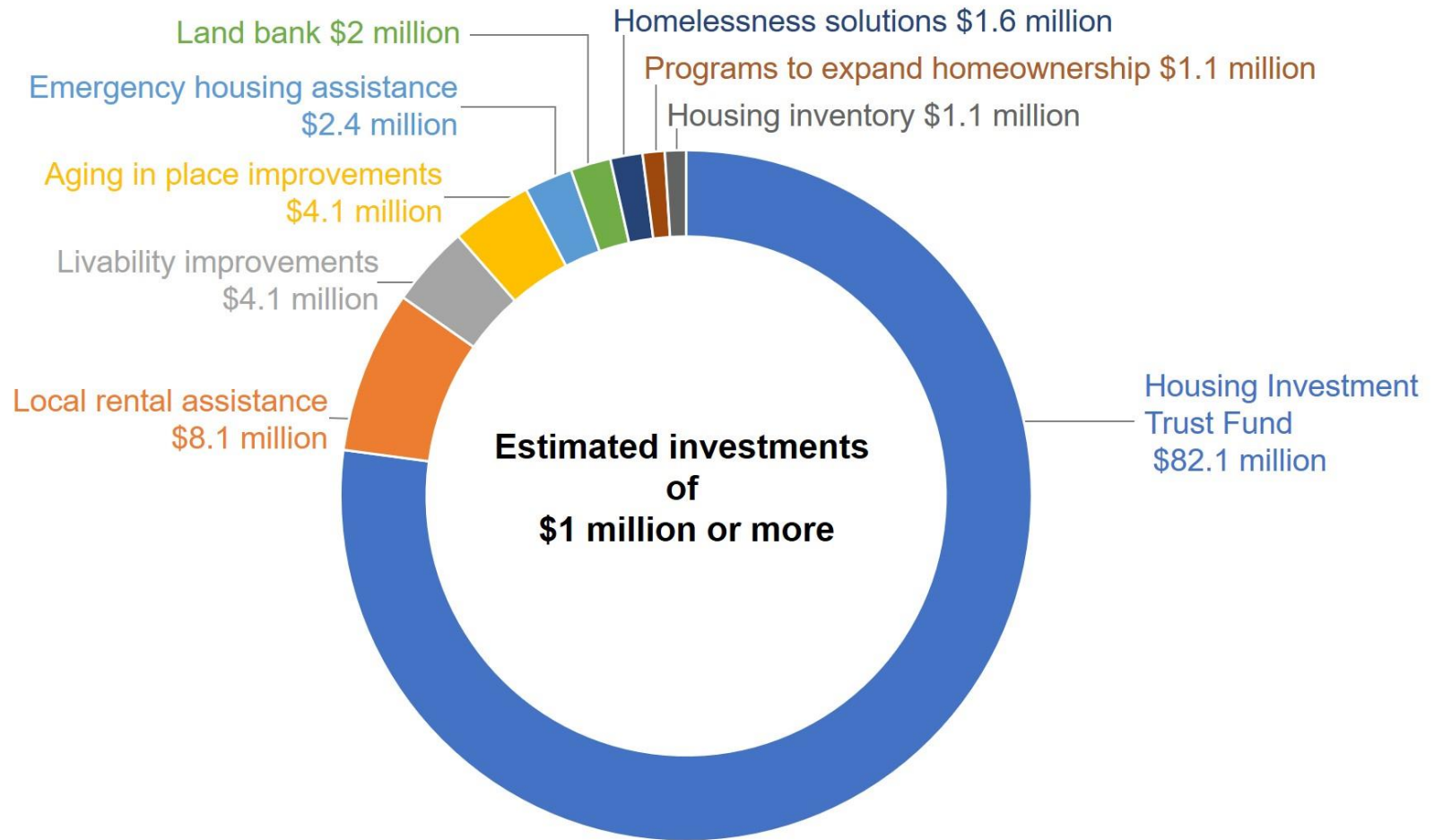


Leverage project-based vouchers to promote mixed-income projects and allocate funding sources for a local rental assistance program [Action 3.7]

Estimated investments for actions with direct costs

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This exhibit is intended to illustrate potential investments associated with the proposed approach in Housing Opportunity for All. These estimates are intended to provide an illustration of how much each action could cost, depending on the approach. However, different approaches, based on policy decisions made during implementation, would result in various levels of investment, impact, or both.

Implementation steps in Year 1

Immediate steps to support implementation

- **Stronger internal capacity and coordination**
 - Establish a cross-departmental team to guide CHS implementation.
- **Transparency and accountability**
 - Develop metrics and an online dashboard to measure implementation
 - Expand focus of “Common Ownership Commission” to include tenants.
 - Establish regular stakeholder meetings to educate groups and receive feedback.
- **Supports for vulnerable residents**
 - Create a robust toolkit to support tenants facing eviction or housing crisis.
 - Identify submarkets that could support inclusionary housing.
- **Increased and more diverse financing**
 - Submit Section 108 application
 - Update solicitation processes for existing funding to reflect priorities for preservation and geographic target areas.

Next steps

- **October-November 2018:**
Collect written public comments through November 9th.
- **November-December 2018:**
Finalize CHS.
- **Winter 2018/2019:**
Brief incoming elected leaders on CHS.
- **Implement!**

Sources

- 2000 U.S. Census
- 2011-2015 American Community Survey Five-Year Estimates
- 2010-2014 Comprehensive Housing Affordability Strategy
- Results of phone survey (November-December 2017)
- Results of focus groups (October 2017-February 2018)
- Results of questionnaires completed by developers (December 2017-January 2018)
- Results of programs and policy analysis (March 2018)
- Market-based projections prepared by University of Maryland (February 2018)
- Community engagement activities completed while developing the CHS (October 2017-May 2018)