



# **Overview of the Chief Housing Officer Role**

Community Development Human Services Committee Meeting

March 26, 2019

# Discussion

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# Atlanta's Housing Affordability Challenge

- 1 Residential housing building boom at the high end of housing spectrum**
- 2 Employee wages have not increased at the same rate**
- 3 Gap exists in what people can afford vs what people are making**
- 4 Decrease in homeownership, specifically true for communities of color**



**74%**

*growth in average rent since 2000*



**12%**

*growth in wages since 2006*



**+6,000**

*cost burden renters since 2010*



**-15%**

*homeownership rate for households less than  
<\$100k*

# House ATL

## The Process:

All were welcome to participate in the process. The five working groups included over **200 participants**, including:

- 80+ organizations
- 75+ individuals

## This process produced a report that recommended:

- Investing in affordable Atlanta
- Prioritizing community through investing without displacement
- Working together better and smarter
- Empowering Atlantans through education and engagement

## Problem Statement (Public Sector):

Public sector agencies influencing housing in the city of Atlanta lack sufficient and sustainable resources, coordinated leadership, and a shared vision for coordinating resources (i.e., land, regulatory reforms, and revenue) to execute on the continuum of affordable housing need.



Final Recommendations to  
Advance Affordable  
Housing and Community  
Retention

September 18, 2018



### Investing in an Affordable Atlanta

\$1 billion of local, flexible resources that enable 20,000+ new and preserved homes over the next 8 – 10 years affordable to those earning 0 – 120% of metro Atlanta area’s median income (AMI).

**\$500M in Public Resources:**

- (1) Create policy to prioritize underutilized and surplus publicly owned assets (land and buildings) for community development, yielding 300 – 500 affordable homes annually.
- (2) Issue a new \$250 million bond for housing.
- (3) Allocate existing public funding, \$10 - \$30 million annually.
- (4) Establish new, dedicated, funding source for housing yielding \$5 - \$15 million annually. Public funds should prioritize area of greatest need, below 50% AMI and supportive housing.

**\$500M in Private Resources:**

- (1) Invest \$20 - \$50 million annually from new social impact funds, philanthropy & other private capital.
- (2) Secure \$50 - \$75 million in funding for affordable single-family preservation through New Markets Tax Credits.
- (3) Facilitate 250 - 350 new affordable homes annually through regulatory reform. Changes will ensure innovative housing solutions are zoning and code compliant, create cost savings, and boost production.



### Prioritizing Community: Investment without Displacement

One of the most time-sensitive needs is to ensure that Atlantans facing pricing pressures today have responsive resources today. If we do not address impending displacement now, we will permanently lose much of the ‘social mosaic’ we treasure in our city. Immediate actions include:

**Comprehensive anti-displacement initiative.**

- (1) Short-term and emergency solutions for those facing eviction
- (2) Renters’ rights programs and education
- (3) Property tax relief for affordable housing produced or preserved and existing owners
- (4) A toolbox of funding options for legacy business.

**Additional priorities:**

Develop comprehensive wealth building programs (e.g. pathways to ownership and financial literacy) for low and moderate-income residents and businesses in Atlanta’s predominantly Black and Brown neighborhoods experiencing significant investment.

Launch a focused outreach campaign about Tenant Based Voucher Programs aimed at apartment owners and property managers to encourage higher participation and acceptance.



### Working Together Better & Smarter

To achieve our goals, we must work in more coordinated and collaborative ways – within sectors and across sectors.

**A Funders’ Collective.** Create a system for private and philanthropic resources to leverage public dollars to create and preserve affordable and mixed-income housing. A coordinated and braided (public, private, and philanthropic) investment system is essential to success.

**Cabinet Level Housing Position.** Establish a cabinet-level position who works on behalf of the mayor and is responsible for (1) coordination across agencies that touch housing (2) the policy, coordination, and assemblage of public land for affordable housing (3) participation in funders’ collective (4) creation and monitoring of database of existing affordable housing for preservation and (5) cross-sector government affairs strategy to help influence policy.

**Non-Profit Capacity.** Expand support for non-profit and community-based developers focused on long-term affordability, mixed-income communities, and quality affordable housing for very low-income families through multi-year operating support, dedicated development funding, and relationship building.



### Empowering Atlantans: Education & Engagement

To be successful and have staying power, we must empower residents and stakeholders with good information and meaningful opportunities to shape our future.

**Expand understanding** among regional leaders, policy makers, and professionals on how to address housing affordability across income bands (i.e. 0 - 120 % AMI) through educational resources and case studies highlighting successes and results.

**Strengthen civic infrastructure** by evaluating the Neighborhood Planning Unit (NPU) system and identifying opportunities for deeper engagement while leveraging arts & culture, parks & greenspace, and other ways to meet Atlantans in their neighborhoods.

**Create a communications strategy** to educate residents on the importance and value of affordable housing and align strategy with tactics set forth in the Community Engagement Playbook.

**Design inclusive decision making.** Develop processes and programs that support inclusive decision making which reflect the core values outlined in the Atlanta City Design: Equity, Nature, Progress, Access, Ambition.

## Cabinet Level Housing Position

Establish a cabinet-level position who works on behalf of the Mayor and is responsible for:

- 1) Coordination across agencies
- 2) Assemblage of public land for affordable housing
- 3) Participation in funder’s collective
- 4) Creating and monitoring of database of existing affordable housing for preservation
- 5) Cross-sector government affairs strategy to help influence policy

For each recommendation summarized here, there is a detailed recommendation with timeline, budget assumptions, key partners, and clear metrics for success. HouseATL will continue to convene as an Executive Committee and as a full taskforce to benchmark relative to annual goals, identify new opportunities, and celebrate successes.

# Chief Housing Officer Role

		Atlanta	Boston	Chicago	Denver	Los Angeles	Miami	Newark	New York City	San Antonio	Seattle	Vancouver
Key Functions	Sets housing policy	✓	✓	✓	✓	✓	✓	✓	✓	✓		✓
	Drives/ coordinates implementation	✓	✓	✓	✓	✓		✓	✓	✓	✓	✓
	Tracks performance toward goals	✓	✓	✓	✓	✓	✓	✓	✓	✓		✓
	Communicates to the public	✓	✓	✓	✓	✓		✓	✓	✓	✓	✓
	Develops Action Plan	✓	✓	✓	✓		✓	✓	✓	✓	✓	✓
	Manages/oversees housing delivery	✓	✓	✓	✓	✓	✓	✓	✓	✓		✓
	Brings new partners to the table	✓		✓		✓	✓	✓	✓	✓		✓
	Innovates & tests new ideas	✓			✓	✓					✓	
	Liaise/ coordinate with non-city agencies and stakeholders	✓	✓	✓	✓	✓		✓	✓	✓	✓	✓

# Chief Housing Officer Role



**Lead**



**Facilitate**



**Connect**



**Execute**



Department of  
**CITY PLANNING**



## **Housing Delivery System**

**Produce or Preserve 20,000 units**

**Invest \$1B**



## **Chief Housing Officer's Priorities:**

***Mobilize community to invest \$1B  
dollars in affordable housing to  
produce or preserve 20,000  
affordable housing opportunities***



# Public Sector Delivery System – 2018

## 2018 Accomplishments (Unit Production/Preservation, 1/1/2018 – 12/31/18)

Pipeline	Total Units	Affordable Units	Total Project Costs	Public Funds Committed	Leveraged Funds
Stage 4 - 5	2,947	2,293	\$640,165,293	\$124,536,558	\$515,628,735

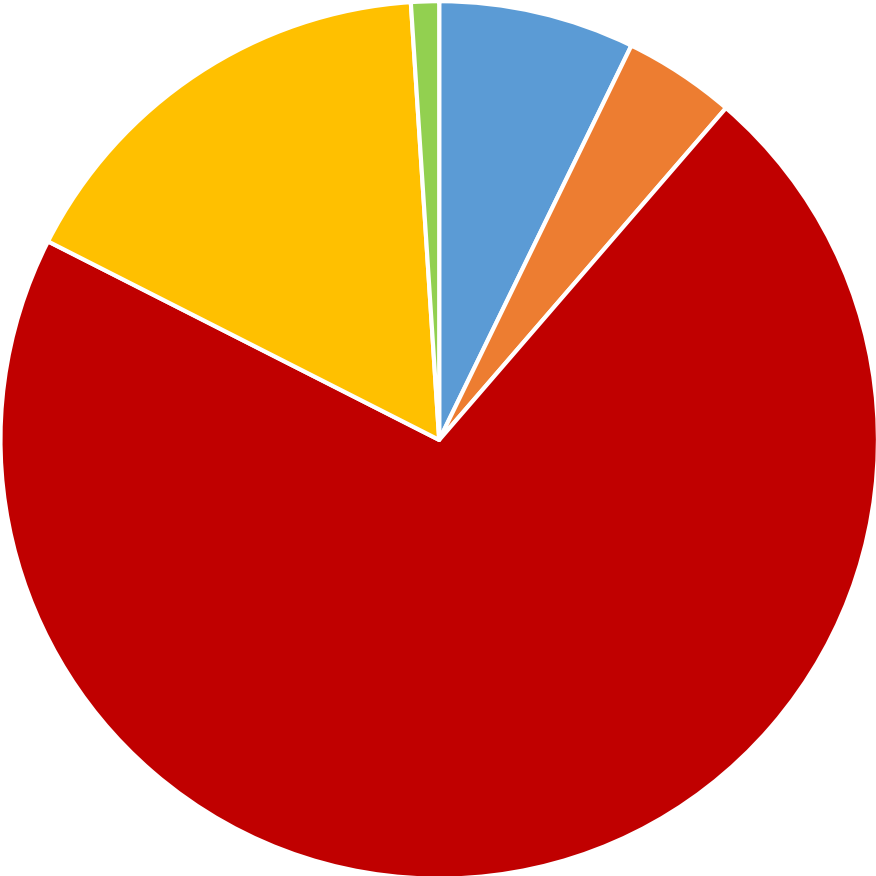
## 2019 Early Wins

- Development of Public Land
- Missing Middle Zoning Policy
- HouseATL Funder’s Collective
- Expansion of ADUS
- Parking Requirement Reductions
- Income Averaging Policy
- 890 Memorial Rental Development Project
- Inter-Agency Collaboration

# 2018 Accomplishments (Unit Production/Preservation)

## % of Affordable Units by AMI (2018 Activity)

- AMI <30%
- AMI <50%
- AMI <60%
- AMI <80%
- AMI <120%



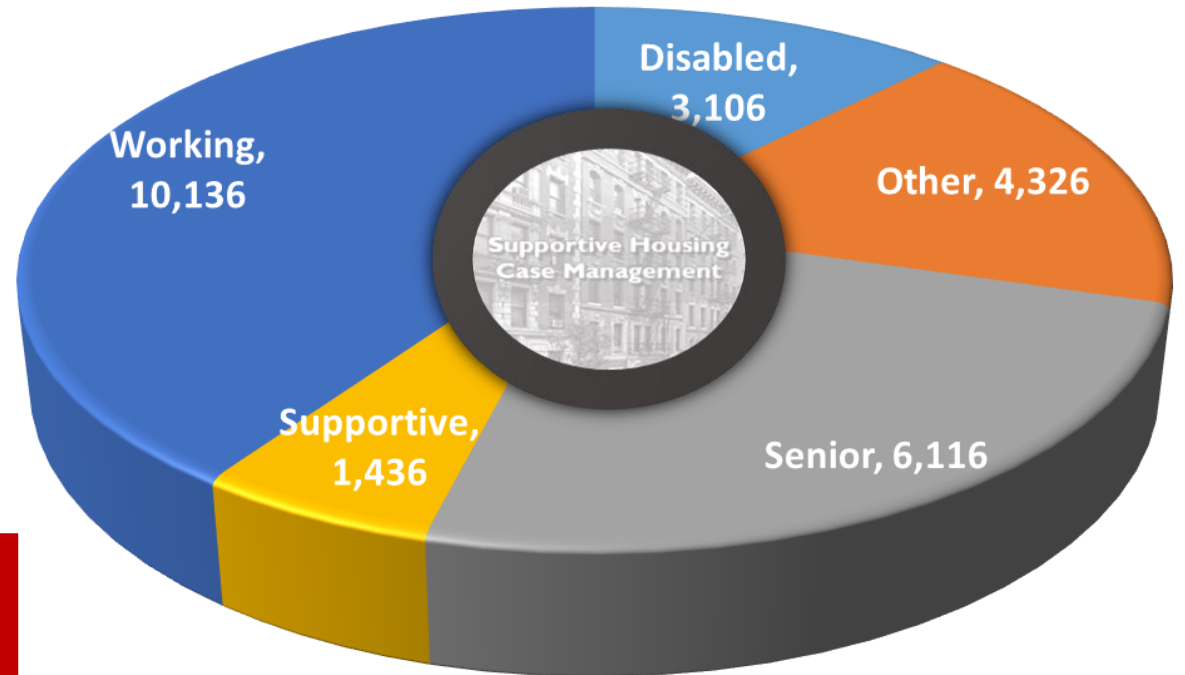
**Note: The data does not include the tenant based vouchers provided by the housing authority.**

# Atlanta Housing's Programs

97% of Atlanta Housing-assisted families earn less than

\$19,000 per year

Households Served by Atlanta Housing



24,541

AH-Assisted Families\*

Supportive Housing for homeless families and individuals

Accessible unit accommodations for disabled persons

Senior housing for elderly and near-elderly persons

# Affordable Housing Demographic Profile (Example)

<b>Retiree on Fixed Income</b>	<b>Service Industry Worker</b>	<b>Sanitation Worker</b>	<b>Single Parent: 1<sup>st</sup> year Teacher, 1 child</b>	<b>Family: Firefighter, Admin. Assistant, 2 Children</b>
				

<b>Household Income</b>	<b>\$18,000</b>	<b>\$22,000</b>	<b>\$28,000</b>	<b>\$45,600</b>	<b>\$77,700</b>
<b>% of Area Median Income</b>	<b>30%</b>	<b>50%</b>	<b>60%</b>	<b>100%</b>	<b>120%</b>
<b>Max Rent They Can Afford</b>	<b>\$450</b>	<b>\$550</b>	<b>\$700</b>	<b>\$1,140</b>	<b>\$1,943</b>
<b>Max Home Price</b>	<b>\$52,200</b>	<b>\$63,800</b>	<b>\$81,200</b>	<b>\$132,240</b>	<b>\$225,330</b>