



Town of Hilton Head Island

Housing Action Committee Workshop

**Wednesday, December 13, 2023, 9:00 AM
1 Town Center Court, Hilton Head Island, SC
Benjamin M. Racusin Council Chambers**

- 1. Call to Order**
- 2. Adoption of Agenda**
- 3. Approval of the Minutes**
 - a. Regular Meeting Minutes of November 27, 2023
- 4. Appearance by Citizens**
- 5. Unfinished Business**
 - a. Workforce Housing Program progress updates/Year In Review
 - b. Consideration of Housing Impact Analysis Recommendation
 - c. Consideration of Adoption of Rules of Procedure and Possible Adoption
 - d. Evaluation of Committee Representation and Possible Recommendation
 - e. Discussion of Work Areas and Assignments
 - f. Consideration of Adoption of 2024 Meeting Calendar
- 6. New Business**
 - a. Discussion of Multi-Year Workforce Housing Action Plan
 - b. Discussion of Anti-Displacement and Support Plan
- 7. Adjournment**

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"I pledge to build a stronger and more prosperous community by advocating for civil engagement, respecting others and their viewpoints, and finding solutions for the betterment of my city or town."



Town of Hilton Head Island HOUSING ACTION COMMITTEE MEETING Monday, November 27, 2023, 10:00 AM Minutes

1. Call to Order

Chair Alderman called the meeting to order at 10:01 AM. Present were: Jack Alderman, Chair; Sandy West, Vice-Chair; Sarah Jones-Anderson; Ayaks Castellanos; Luana M. Graves Sellars; Stuart Bell; and Sandy Gillis.

2. Adoption of Agenda

There being no changes, a motion to approve the agenda as presented was unanimously carried.

3. Approval of the Minutes

a. Regular Meeting Minutes of October 4, 2023

There being no changes, Gillis moved to approve the Minutes. West seconded. The Minutes of October 4, 2023, were approved by a vote of 7-0.

4. Appearance by Citizens

Public comments concerning agenda items were to be submitted electronically via the Open Town Hall portal. No comments were received. One speaker, Melinda Tunner, made various comments and recommended updates of slides projecting available balances showing categories where the dollars are coming from. She also recommended that those submitting funding requests make it clear how many units would be made available for the dollars invested by the Town, and disclose if there are any restrictions on short-term rentals.

5. Unfinished Business

a. Workforce Housing Program progress updates

Chair Alderman discussed the relationship between the Committee and the Town, and indicated that the charge for the Committee would be maintained, which was not only to support Town Staff's efforts, but without giving up the voice of the Committee to make suggestions for different or better approaches. He noted that given the number of matters on the agenda today, with no further meeting scheduled until January 22, there is a need for another December meeting to be scheduled. After discussion of the availability of the members, a meeting was requested for December 13, 2023, with an agenda item later to be discussed about 2024 meeting dates.

Missy Luick, Director of Planning, announced that a preferred workforce housing Chief Housing Officer candidate accepted the position and would start in early January. She noted this person's talent and experience that will be brought to the table. She reported that several workforce housing presentations were delivered, including presentations to the SC Association of Planning, as well as the SC Association of Counties. She pointed out that the SC Association of Counties presentation was recorded and can be sent to the Housing Action Committee, and can qualify for continuing education credits. She also reported that some team members participated in the LowCountry Affordable Housing Partner Symposium held in October and summary notes will be sent to the Housing Action Committee. While this The Workforce Housing Action Plan draft will be discussed at the December meeting.

6. New Business

a. Overview of Act 57

Josh Gruber, Deputy Town Manager, provided an overview of Accommodation taxes and the recently adopted Act 57 regulations. He discussed the procedural steps required that will allow the use of Accommodation taxes for workforce housing purposes.

1. Attorney General Opinion

Gruber outlined the questions presented to the Attorney General, given this was recently adopted legislation with different interpretations that could be made. His presentation listed the various questions posed to the Attorney General, and the subsequent Opinions issued.

2. Utilization of ATAX Funding

Gruber reviewed in detail the material included in the agenda packet and shown in the presentation, including but not limited to, how accommodation taxes are imposed, the purpose and intent, and collection of these taxes. The current use of revenue from the local accommodation taxes was explained. If Town Council would like to allow the accommodation taxes to be used for workforce housing, then an update to Town Code is required, as well as a budget amendment. If funds are given to an external entity, then a MOU would need to be created to document how the funding would be utilized and insure that the requisite workforce housing standards are met. State accommodation tax provisions were outlined and a specific list was presented of how these funds are allocated. Gruber noted that Act 57 added the development of workforce housing, but the need for a Housing Impact Analysis by the Town is required. Procedural steps to be taken were outlined before state taxes could be used. Current Town accommodation tax availability and State Accommodation tax availability under the FY23-24 budgets were presented, and a critical path and timeline for implementation was outlined. Committee members clarified various points with Gruber, and a summary of available funding sources being provided to the Committee was requested.

b. Discussion of Housing Impact Analysis

Tammy Hoy Hawkins, Town Housing Consultant, presented a draft of the Housing Impact Analysis, which was included in the agenda packet, and briefly outlined the items required by statute to be in the Analysis and the process to implement the Analysis. Questions from the members of the Committee were answered and discussed. Missy Luick, Director of Planning, outlined various statistics that represent the challenge ahead.

c. Presentation Regarding Habitat for Humanity of the Lowcountry Funding Request to Support Workforce Housing

Brenda Dooley from Habitat for Humanity reviewed in detail a written packet given to the members of the Committee and presented a presentation. She explained how the homeowner program works, and cited the need for funding, volunteers, and land. She outlined the solutions that Habitat provides for the challenge of the severe shortage of workers and presented the 2023 Year in Review accomplishments. She asked that the Town consider a MOU with Habitat so that they can partner with the Town to make a difference in accomplishing workforce housing, and outlined how outside funding sources would help leverage any funds received from the Town. Dooley answered questions from Committee members. Member Castellanos noted he is a product of what Habitat has done in this area, as he is currently a resident at the Glen, and how it creates a lifetime change.

d. Presentation Regarding Coastal Community Development Corporation Funding Request to Support Workforce Housing

A presentation was made from the Coastal Community Development Corporation as outlined in the agenda packet. The mission of the Corporation was outlined, how it serves the workforce, the non-profit approach and cost-curve bending strategies it implements and the accomplishments it has achieved. It was noted that the Corporation was formed with a mission to seek to increase the availability of homes for the local and regional workforce by preserving existing housing, redeveloping existing properties and developing new properties to meet the demands of our region while serving local residents. He noted the commitment from Long Cove residents of \$1,100,000 to match monies from other sources, including the Town, County and State. Other sources of funding being pursued are grants and donations from foundations, business, and churches, and a funding request being made to the Town. Questions from the Committee members were answered.

The Chair noted that based on the two presentations made before the Committee, it would be appropriate to recommend to Town Council a resolution to support that MOU's be pursued for these organizations. A motion was made as outlined above by Sellars and seconded by West. The motion was unanimously carried.

e. Consideration of Rules of Procedure and Possible Adoption

It was agreed that this Item be deferred until the next meeting scheduled in December.

f. Discussion of 2024 Meeting Calendar

Staff suggested meeting dates within the window between Town Council meetings. It was determined that a poll would be sent to members for 2024 meeting dates and times, and this item will be deferred to the next meeting in December.

g. Discussion on Work Groups and Assignments

The Chair indicated if changes need to be made, to notify him. Discussion was deferred to the December meeting.

1. Draft List of Work Groups

It was decided that this agenda item be deferred to the next meeting in December.

7. Adjournment

The meeting was declared adjourned at 11:52 AM.

Submitted by: Lynn Buchman, Administrative Assistant

Approved:

The recording of this Meeting can be found on the Town's website at www.hiltonheadislandsc.gov

Workforce Housing Framework One-Year Update



Finding Home

One-Year Progress Report

In November 2022, the Hilton Head Island Town Council adopted the Workforce Housing Framework, a comprehensive approach aimed at equipping town and municipal leaders with effective strategies and actionable tactics to meet the growing demand for housing preservation and new construction. Guided by four fundamental pillars, the Town and its community partners embarked on a transformative journey to implement this robust framework for addressing this pressing challenge and unlocking new opportunities.

THE FRAMEWORK IS FOCUSED ON 4 CORE PILLARS:

COMMUNITY PILLAR

Engage and inform the community on housing challenges, and identify community-led housing programs and solutions.

MANAGEMENT PILLAR

Establish a management program and policies to advance workforce housing opportunities.

PLANNING PILLAR

Create a social, political, and economic environment that stimulates workforce housing through planning, policy making, and programming.

REVENUE PILLAR

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



COMMUNITY PILLAR

ASSET MAPPING

- In collaboration with the Beaufort Jasper Housing Trust, the Town compiled a comprehensive Asset Map. It includes community partners, nonprofits, local and state agencies, and local churches involved in housing.

HOUSING ACTION COMMITTEE (HAC)

- The Town Council announced the following stakeholders to its newly created Housing Action Committee: Jack Alderman (Chair), Sandy West (Vice Chair), Stuart Bell, Candace Birkenhauer, Ayaks Castellanos, Sandy Gillis, Sarah Jones-Anderson, Marc Okner and Luanna Graves Sellars.

COMMUNITY ENGAGEMENT

- Town staff participated in numerous community dialogues and made presentations to the Community Foundation of the Lowcountry, Hilton Head Area Realtors Association, HOME Coalition, SC American Planning Association, SC Association of Counties, Greater Island Council, Lifelong Learning Hilton Head Island, and other organizations.
- Coastal Community Development Corporation and Habitat for Humanity of the Lowcountry presented proposals to the Town Council for potential future partnerships. Town staff has prepared memorandums of understanding for these collaborations for Town Council consideration.

LOWCOUNTRY AFFORDABLE HOUSING PARTNERS

- Town staff joined this regional collaboration group and have participated in several meetings and presentations. The group is committed to facilitating gatherings and discussions that foster regional workforce housing solutions.

MANAGEMENT PILLAR

PUBLIC ASSISTANCE PROGRAMS

- The Home Safety and Repair Program has funded 35 projects for an estimated value of \$561,973. Seven are completed.
- The Sewer Connection Program has funded 27 projects with an estimated value of \$293,498. 22 projects are complete.

TOGETHER CONSULTING

- Consultant Tammie Hoy Hawkins was contracted to provide advisory services, expertise, guidance, and support to help staff implement workforce housing efforts and the action items outlined in the Framework.

CHIEF HOUSING OFFICER

- The preferred Chief Housing Officer (CHO) candidate has accepted the Town's offer and will begin early January 2024. The CHO will support the implementation of the Town's Workforce Housing Framework.

GULLAH GEECHEE HISTORIC NEIGHBORHOODS COMMUNITY DEVELOPMENT CORPORATION

- Thomas Boxley has joined the Town as Executive Director of the Gullah Geechee Historic Neighborhoods Community Development Corporation. This organization is funded and will play a role in identifying and promoting affordable housing opportunities.

PLANNING PILLAR

NORTHPOINT P3

- In September, the Town announced OneStreet Residential, an Atlanta, Ga.-based firm, as the development partner for a workforce housing neighborhood on Town-owned land. A proposal for a development agreement is expected to be presented to the Town Council for consideration in the second quarter of 2024.

ANTI-DISPLACEMENT STRATEGY

- The Town and Housing Action Committee are drafting an anti-displacement and support plan to define strategies and actions to help preserve housing.

TOWN LAND ANALYSIS

- In January, the Town reviewed all Town-owned properties to determine which could be eligible for workforce housing development.
- This year, the Town acquired over 25 acres of land for approximately \$19.28 million, including 7.19 acres on Bryant Road in the Muddy Creek area for a possible workforce housing development.

WORKFORCE HOUSING TOOLKIT

- The Town developed a draft Workforce Housing Toolkit Matrix, including over 60 best practice ideas for consideration. The Matrix was presented to the HAC in October. Staff and the HAC will review and evaluate these recommendations to determine which tools and tactics would be most appropriate and effective for Hilton Head Island.

ISLANDER MIXED USE DESIGNATION

- In October, the Town Council approved a new Islander Mixed Use designation that requires a portion of the units be dedicated for workforce housing units meeting use-specific conditions.

REVENUE PILLAR

\$3.3 MILLION COMMITTED

- In June, the Town Council approved \$3.3 million in funding to launch a new housing fund to support workforce housing initiatives within the Town.

REGIONAL HOUSING FUND

- The Town is a partner in the Beaufort Jasper Housing Trust, which has received \$3 million in appropriations in the current fiscal year state budget.

LEGISLATION FOR THE DEVELOPMENT OF WORKFORCE HOUSING

- Act 57, introduced by Sen. Tom Davis, was adopted to allow local governments to use up to 15% of their accommodations tax (ATAX) to support workforce housing.
- As required by legislation, the Town is preparing a housing impact analysis to present to the Town Council in Q1 2024.



TOWN OF HILTON HEAD ISLAND

Housing Action Committee

TO: Housing Action Committee
FROM: Nicte Barrientos, Planner- Economic Development
VIA: Tammie Hoy Hawkins, Together Consulting
VIA: Missy Luick, Director of Planning
VIA: Shawn Colin, Assistant Town Manager- Community Development
DATE: December 13, 2023
SUBJECT: Consideration of Housing Impact Analysis Recommendation (HIA)

RECOMMENDATION:

Consideration of a recommendation to Town Council that the Housing Impact Analysis be advanced as an amendment to the Town's Comprehensive Plan Housing Element.

BACKGROUND:

The Town of Hilton Head Island was instrumental in the passage of Act 57 of the 2023 South Carolina General Assembly Legislative Session. This Act allows local governments to utilize a portion of either its state or local accommodations taxes, or both, to be utilized in the development of qualified workforce housing as a tourism related expenditure.

A key component of Act 57 necessary for the Town to utilize up to 15% of Accommodations Tax revenue for workforce housing is the requirement to complete a **Housing Impact Analysis** which must be adopted by ordinance as an amendment to the Town's Comprehensive Plan Housing Element. As part of this process the planning commission must solicit input for this analysis from homebuilders, developers, contractors, and housing finance experts when developing this element.

The Town worked with Together Consulting to Draft the Town's Housing Impact Analysis. In addition to researching and compiling the data required for the Housing Impact Analysis from local, state and national sources, Together Consulting also received information and data from the Hilton Head Island Realtors Association, Hilton Head Island Homebuilders Association, local builders and developers.

Housing Impact Analysis (HIA) required by Act 57:

If local governments OPT to use ATAX for workforce housing needs, they will be required to prepare a Housing Impact Analysis (as outlined in Section 6-4-12 in the Act) prior to second reading of the ordinance allowing such usage. This Analysis will help to define the actual needs in their communities and how these funds will help solve the local workforce housing needs.

For the purposes of this Act, workforce housing has been defined below:

(4) **“Workforce housing”** means residential housing for rent or sale that is appropriately priced for rent or sale to a person or family whose income falls **within thirty percent (30%) and one hundred twenty percent (120%) of the median income** for the local area, with adjustments for household size, according to the latest figures available from the United States Department of Housing and Urban Development (HUD).

Steps Necessary:

1. Local Government's must complete a **Housing Impact Analysis** (by second reading of a local ordinance). The Housing Impact Analysis Must Include:

1) How the Housing Ordinance Effects the Following:

A. Cost of Developing, Construction, Rehabilitation, Improving, Maintaining, or owning single family or multifamily dwellings:

B. The Purchase Price of New Homes or the Fair Market Values of Existing Homes

C. The Cost and Availability of financing to purchase or develop housing:

D. Housing Costs:

a. Housing Cost in Dollar Amounts:

b. Include a brief summary or worksheet demonstrating the computations used in determining the dollar amount (if not possible to make an estimate in dollar amounts, then the analysis may include a statement setting forth the reason for the local government determination (income /housing disparity)

c. The analysis must include descriptions of both (effect of the ordinance):
i. Immediate effect on housing cost (to the extent ascertainable)
ii. Long term effect on housing cost

E. The Density, Location, Setback, Size or Height development on a lot, parcel, land development or subdivision

2) How the Ordinance Effects Low to Moderate Income Households:

3) Impact Analysis must be based on:

A. Cost associated with the development, construction, financing, purchasing, sale, ownership or availability of median-priced single-family residence.

B. Analysis may include estimates for larger developments as of an analysis of long-term effects of the ordinance.

2. The **Housing Impact Analysis** must be provided to the following bodies **prior** to the Department of Revenue allowing the release of any ATAX funds for the purposes of the development of workforce housing:
 - a. Members of the legislative body of the local government,
 - b. Department of Revenue, and
 - c. Tourism Expenditure Revenue Committee before the ordinance is considered by the legislative body.

“The Department of Revenue may not disburse any accommodations taxes to the local government for purposes of development of workforce housing unless and until the local government has provided the housing impact analysis to the parties required pursuant to this subsection **6-4-12 (F)**” (**mentioned above**).

RECOMMENDATION:

Consideration of a recommendation to Town Council that the Housing Impact Analysis be advanced as an amendment to the Town’s Comprehensive Plan Housing Element.

ATTACHMENTS:

1. DRAFT Town of Hilton Head Island Housing Impact Analysis (HIA)



THE TOWN OF HILTON HEAD ISLAND



HOUSING IMPACT ANALYSIS

NOVEMBER 2023

DRAFT V2



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ACKNOWLEDGEMENTS

The information and resources within this Housing Impact Analysis was made possible thanks to several community partners .

Community Partners:

- Town of Hilton Head Realtors Association (HHIRA)
- Jean Beck, Director of HHIRA
- Town of Hilton Head Island Home Builder Associations (HHIHBA)
- Meg James, HHIHAB
- Local Developers and Homebuilders

Town Staff:

- Ben Brown, Senior Advisor to the Town Manager
- Josh Gruber, Deputy Town Administrator
- Katie Kabala, Customer Service Manager
- Missy Luick, Director of Planning
- Nicte Barrientos, Planner-Economic Development
- Shari Mendrick, Floodplain Administrator
- Shawn Colin, Assistant Town Manager, Community Development



Created and Presented by:



Designed by: **Virginia Howat**



EXECUTIVE SUMMARY



Housing Impact Analysis

EXECUTIVE SUMMARY



In November 2022, The Town of Hilton Head Island Town Council adopted the Town of Hilton Head Island's Workforce Housing Framework, Finding Home. The goal of the Framework is to provide the Town and municipal leaders with the specific strategies and define actionable tactics that address both the need for housing preservation and new production of workforce housing. The foundation of the Framework was built on previous planning efforts and broad community engagement through a multi-day planning charrette. The Finding Home Framework is organized by prioritizing four core Pillars: Community, Planning, Revenue and Management. Each of the Pillars includes key strategies and critical first steps.

An essential part of the Framework, outside of developing a Multiyear Housing Action Plan that will include various levels of community engagement and partnership development, will be the ability for the Town to fund and finance many of the strategies, tactics and action items defined within the Framework and the eventual Multiyear Action Plan.

The Town has already committed:

- Town owned land to support the development of public private partnerships that will help to support and deliver newly constructed workforce housing units.
- \$3.3M in the Town's 2024 FY Budget to support workforce housing initiatives, partners, and projects on the Island
- Established a community-led Housing Action Committee that will provide advice and guidance on policies and programs the Town will consider for implementation to meet the Town's housing goals.
- Hiring a full time Chief Housing Officer who will lead, in partnership with Planning and Community Development leadership, the development and implementation of a Multiyear Housing Action Plan.

EXECUTIVE SUMMARY



CONTINUED

The passage of Senate Bill “S284 Development of Workforce Housing” led by local state Senator Tom Davis, will enable the Town of Hilton Head Island to access a new funding source to support the Town’s Workforce Housing Framework objectives. The passage of this Bill enables local governments to use up to 15% of their Accommodations Tax (ATAX) revenue to support local workforce housing projects and programs. In order to designate any percentage of ATAX funds to workforce housing, the local government must prepare a Housing Impact Analysis (HIA) and provide a copy of that analysis to the South Carolina TERC, South Department of Revenue and the members of the local government’s legislative body for review prior to the second reading of the ordinance designating ATAX for the purposes of workforce housing. The Housing Impact Analysis must be developed along with the local government’s comprehensive plan or be included as an amendment to the local government previously adopted comprehensive plan.

Over 25% of the Town of Hilton Head Island’s workforce are employed in the hospitality and accommodation sectors. The growing demand for affordable housing for these households continues to be a focus for the Town and area employers. The availability of ATAX revenue to support the Town’s workforce housing goals including programs and projects as part of the Town’s Multiyear Workforce Housing Plan. The availability of ATAX as funding source also aligns with the strategies and critical action steps defined in the Revenue Pillar outlined in the 2022 Workforce Housing Framework, Finding Home. The following Housing Impact Analysis addresses the questions outlined as part S284 requirements to utilize ATAX as an eligible funding source to support local workforce housing needs.

The following Housing Impact Analysis per the S284 Ordinance requirements will include:

- Current housing and employment trends on Hilton Head Island
- Local analysis of housing and development costs
- Market rate Housing Prices
- Cost of available financing to purchase or develop housing.
- Local determination of need for workforce housing including income and housing disparities
- ATAX revenue impacts on short- and long-term housing costs

INTRODUCTION



Housing Impact Analysis

INTRODUCTION



The Town of Hilton Head Island is a key economic engine within Beaufort County and the broader region. However, the Town of Hilton Head Island is increasingly competing with the Town of Bluffton and other communities for workers. A lack of workforce housing on the Island is an impediment to recruiting and retaining both private-sector and public-sector employees.

There is a real risk that a lack of a qualified, stable workforce will lead to a decline in services and quality of life on the Island. Population shifts over the last 20 years show a significant increase in residents moving to these surrounding communities.

The Lowcountry Council of Governments, *2022 People and the Economy Report* indicated 1.5% population growth for the Town of Hilton Head Island versus neighboring Town of Bluffton that has seen 113.6% increase in population.

Table 1: Population Change 2000-2021

	Census 2000	Census 2010	Census 2020	Estimates 2021	Percent Change 2000-2010	Percent Change 2010-2020	Percent Change 2020-2021
Beaufort County	120,937	162,233	187,117	186,007	34.1%	15.3%	-0.6%
City of Beaufort	12,950	12,361	13,607	12,899	-4.5%	10.1%	-5.2%
Town of Bluffton	1,275	12,978	27,716	27,596	917.9%	113.6%	-0.4%
Town of Hilton Head Island	33,862	37,099	37,661	38,068	9.6%	1.5%	1.1%
Town of Port Royal	3,950	10,678	14,220	12,734	170.3%	33.2%	-10.5%

INTRODUCTION

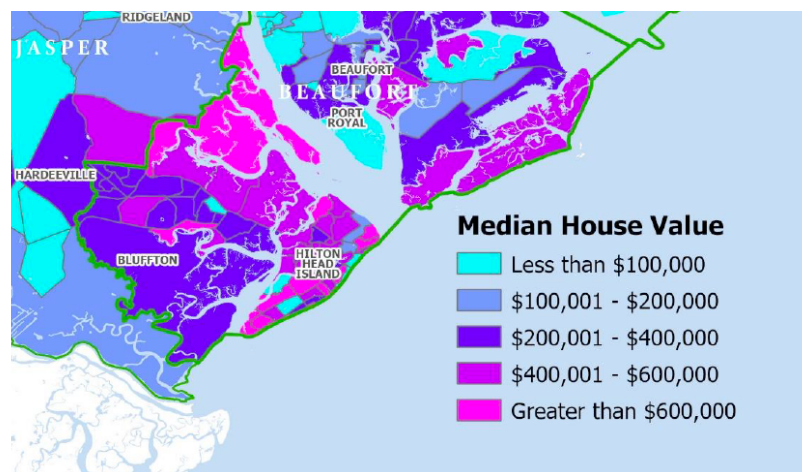
CONTINUED



The Hilton Head Island community is facing a growing challenge around ensuring there is a sufficient supply of affordable and appropriate housing to support its workforce. Employers are having a harder time recruiting and retaining workers for Island employment. Working individuals and families are increasingly being priced out of the community. Everyone on Hilton Head Island—from long-term, year-round residents to seasonal visitors—will feel the impact if the community cannot sustain a qualified workforce.

The ability to attract needed private- and public-sector workers depends in part on the ability of workers to afford housing near their jobs. The growth of employment centers in other parts of Beaufort County means that Hilton Head Island employers will have a more difficult time finding workers as there are more employment options off Island, closer to communities where housing is more affordable, and commutes are shorter. Without an intentional effort to expand workforce housing options on Hilton Head Island, both the economic sustainability and quality of life on the Island may be at risk. (*WFH Strategic Plan*) As shown in the Map below from the Lowcountry Council of Governments, *2022 People and the Economy Report* median home values are almost double on Hilton Head versus neighboring communities off the Island.

The Town of Hilton Head Island is at a critical juncture to ensure the development and preservation of diverse housing options that are available and affordable for its workforce. Over the last few years, Town Council and Town leadership have consistently indicated this as a top strategic priority. Key recommendations and strategic direction have been defined in the Town's 2019 Workforce Housing Strategic Plan, the Town's Our Plan (Comprehensive Plan) and the recently adopted 2022 Workforce Housing Framework.



BACKGROUND



Housing Impact Analysis

BACKGROUND



In 2019, Town Council adopted the Workforce Housing Strategic Plan in an effort to advance policy that is favorable to address the housing needs of the Island. It includes a set of recommendations that are designed to address current and future workforce housing needs within the Town of Hilton Head Island.

On November 4, 2020, Town Council adopted amendments to the Town's Land Management Ordinance to create a Workforce Housing Program. This included incentives for the conversion of commercial square footage to residential units. On February 16, 2021, Town Council adopted amendments to the Town's Land Management Ordinance to allow for a housing density bonus provided in exchange for workforce housing units.

On February 22, 2022, Town Council held a special meeting where they discussed housing initiatives and proposed next steps. This resulted in three primary efforts that led to the execution of an intergovernmental agreement for participation in the Beaufort Jasper Housing Trust, the pursuit of a public private partnership to develop affordable/workforce housing on the Town-owned Northpoint Tract and the creation of two new public assistance programs for Home Safety and Repair Program and Sewer Connection Program.

On April 1, 2022, the Town released an RFQ seeking a Developer Partner for the Northpoint Tract project. Since that time, an advisory committee reviewed all submittals and the Town Manager announced a development partner in October 2023 and will negotiate a development agreement for Town Council review and consideration.



An increased sense of urgency arose around this issue when an estimated 300 residents, most part of the Island's workforce, were issued eviction notices on August 12, 2022, and residents were only provided one month to move out. The property owner was pursuing plans to redevelop the site. In response to the rising concerns by the community, a special Town Council meeting was held on September 6, 2022, to discuss the status of current workforce housing initiatives. Town Council held a workshop on September 14, 2022 and directed staff to create a housing framework by November 1, 2022.

The Town held a multi-day charette in October 2022 with over 30 community stakeholders along with the Town's Senior staff. These two days led to the creation of the Town's Finding Home Workforce Housing Framework, *Finding Home* which was adopted by Town Council on November 1, 2022. The Framework recommendations are aligned by four pillars, Community, Planning, Management and Revenue with each Pillar defining very specific goals, strategies, and critical first steps for action. This framework outlines the Town's commitment to the creation and preservation of affordable workforce housing on the Island. Key to the implementation of the Framework will be the Revenue pillar, where the Town will define funding and financing sources to support projects and programs that deliver diverse affordable housing options on the Island.

With the passage of South Carolina Senate Bill 284, now known as Act 57, ratified May 17, 2023, and approved and signed by the Governor May 19, 2023, provides a direct nexus between the Accommodations and Hospitality industry and the ability to support workforce housing opportunities. Local governments now have access to a new funding source to support the development of additional housing to meet the growing demand for workforce housing on the Island to support the local tourism economy. The recent escalation in housing cost on the Island has made this choice more difficult for this critical workforce.



EMPLOYMENT & HOUSING ANALYSIS



Housing Impact Analysis

The Lowcountry Council of Governments, *2022 People and the Economy Report* indicated Beaufort County as one of the top tourist destinations in the state, with the Town of Hilton Head Island being a significant draw for visitors. Yet with the increased cost of housing on the Island, employers are finding it difficult to retain workers within the tourism industry employment sectors on the Island.

Tourism Industry

Tourism is vital for the success of the region's economy. As reflected in Table 17, the region's expenditures had increased until 2019, then declined in 2020 due to the COVID-19 pandemic. Beaufort County, is considered one of the top tourism destinations in the state, having the greatest amount of visitor spending and the largest tourism-generated jobs. Colleton County, nationally recognized for the ACE Basin eco-tourism destination and several 1-95 interchanges, ranks second for tourism expenditures and payrolls.

Table 17: Economic Impact of Visitors 2017-2020

	2017	2018	2019	2020	Percent Change 2017-2020
Beaufort County					
Tourism Employment	14,170	14,590	15,280	14,620	5.6%
Payroll from Tourism	\$261,570,000	\$270,780,000	\$294,880,000	\$307,230,000	23.1%
Expenditures by Visitors	\$1,374,800,000	\$1,433,990,000	\$1,539,740,000	\$1,379,800,000	5.8%

There is already evidence of the workforce housing impact. Some local restaurant owners are closing down one day a week because they cannot find sufficient staff. Hilton Head Regional Healthcare has been having difficulty retaining key employees, like nurse technicians. Landscaping companies on the Island struggle to find enough people to mow lawns, trim trees and install and maintain landscaping. The public school system faces challenges with teacher recruitment and turnover. Employers consider housing availability and affordability on Hilton Head Island as essential for attracting and keeping qualified workers.

Many people working on Hilton Head Island commute from elsewhere in Beaufort County and beyond. **More than 14,000 workers commute onto the Island each day for work, with the number of in-commuters rising steadily each year.**

People who work on Hilton Head Island commute longer distances than those commuting to either the Town of Bluffton or City of Beaufort. **About 17 percent of workers on Hilton Head Island—or nearly 4,400 workers—commute 50 miles or more each way to get to work.** On their way into and home from Hilton Head Island, those commuters will pass by growing areas in Bluffton, Hardeeville, Port Royal and other communities where employment opportunities are expanding. More job options in other parts of the county will make it less attractive for workers to continue to commute onto Hilton Head Island to work. (*WFH Framework 2022*)

EMPLOYMENT ANALYSIS

CONTINUED



Based on 2021 data, the largest employers on Hilton Head Island are mainly in the service industry and health care. These employment sectors median salaries are between \$25,000 and \$57,000 depending on experience and tenure as reported by the Bureau of Labor Statistics, May 2022. Based on these salaries service workers in Hilton Head can afford to pay \$575 a month in rent while the median rent in Hilton Head as of 2020 was \$1,330, while health care employees can afford to pay \$1,250 which is still not enough to afford the median priced apartment on the Island.

The May 2022, a US Bureau of Labor Statistics Occupational Employment and Wages study indicated the following averages for Hilton Head Island employment sectors. Workers in the Hilton Head Island-Bluffton-Beaufort, SC Metropolitan Statistical Area **had an average (mean) hourly wage of \$22.21 in May 2022, 25 percent below the nationwide average of \$29.76.** Regional Commissioner Victoria G. Lee of BLS, noted that, after testing for statistical significance, wages in the local area were lower than their respective national averages in 21 of the 22 major occupational groups.

TOP ISLAND EMPLOYERS (2021)

EMPLOYER	EMPLOYEES
SERG GROUP RESTAURANTS	1,244
MARRIOTT VACATION CLUB INTL	580
SEA PINES RESORT	536
HILTON HEAD MEDICAL CENTER AND CLINICS	506
COASTAL RESTAURANTS AND BARS	500
BEAUFORT COUNTY SCHOOL DISTRICT	438

Source: Town of HHI Comprehensive Annual Financial Report

"WHAT'S AFFORDABLE?" BY WORKER SEGMENTS



Source: US Census Bureau, 2018 Workforce Housing Strategic Plan

When compared to the nationwide distribution, Hilton Head Island area employment was more highly concentrated in 7 of the 22 occupational groups, including food preparation and serving related, sales and related, and building and grounds cleaning and maintenance. Thirteen groups had employment shares significantly below their national representation, including production, transportation and material moving, and business and financial operations.

One occupational group—food preparation and serving related—was chosen to illustrate the diversity of data available for any of the 22 major occupational categories. Hilton Head Island had 12,450 jobs in food preparation and serving related, accounting for 16.0 percent of local area employment, significantly higher than the **8.5-percent share nationally.**

EMPLOYMENT ANALYSIS

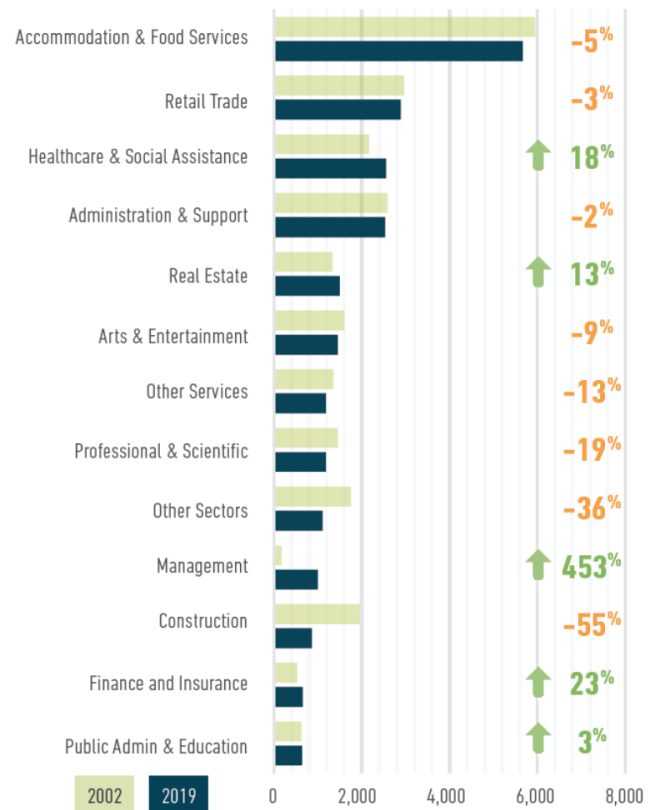
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This chart based on the US Census Bureau data shows the size of the top employment sectors on the Island along with the percentage of change over time. Although accommodations and retail related positions have decreased slightly compared to other employment sectors, they remain the top two employment sectors with healthcare and administration within the top five. Accommodations and food service have the largest percentage of employment in the region.

The chart below shows specific employment segments from the top three employment sectors to include accommodations and food service, retail, healthcare and administration to show average hourly and annual salaries aligned with what would be considered affordable rents. Housing affordability is determined by the percentage of an individual's gross pay that is absorbed by housing costs. An "affordable" unit should cost no more than 30% of that individual's or family's total income. Households are considered "cost burdened" when their housing costs exceed this figure. A household is considered to be "extremely cost burdened" if they are spending over 50% of their income on housing.

SECTOR SIZE & CHANGE, 2002-2019



Source: US Census Bureau, 2000 to 2021 Censuses

Employment and wage data for Top related occupations, Hilton Head Island metropolitan area, May 2022					
Occupation (1)	Levels	Hourly	Annual Salary	Housing Affordability (30%)	Cost Burden (50%)
Total Food preparation and serving related occupations	12,450	\$ 13.32	\$ 27,700.00	\$ 692.50	\$ 1,154.17
Total Office and Administrative Support Occupations	10,050	\$ 18.52	\$ 38,520.00	\$ 963.00	\$ 1,605.00
Total Sales and Related Occupations	9,450	\$ 18.55	\$ 38,580.00	\$ 964.50	\$ 1,607.50
Total Building and Grounds Cleaning and Maintenance Occupations	4,220	\$ 15.84	\$ 32,950.00	\$ 823.75	\$ 1,372.92
Total Personal Care and Service Occupations	2,910	\$ 15.38	\$ 31,980.00	\$ 799.50	\$ 1,332.50



Based on the 2023 National Low Income Housing Coalition's Out of Reach Data the following Zip Code data shows the hourly wage necessary to afford a market rate rental unit within 29926 and 29928 areas.

Based on the chart shown on the previous page, the average hourly wage for the top occupational group, accommodations and food preparation for Hilton Head Island was \$13.32, significantly below the national wage of \$15.45, while an employee must earn at least \$25.96 to afford a one-bedroom apartment on the Island as defined in the charts to the left as indicated by the National Low Income Housing Coalition's Out of Reach Data. Based on this analysis, all major employment sector employees on the Island would be considered "Cost Burdened".

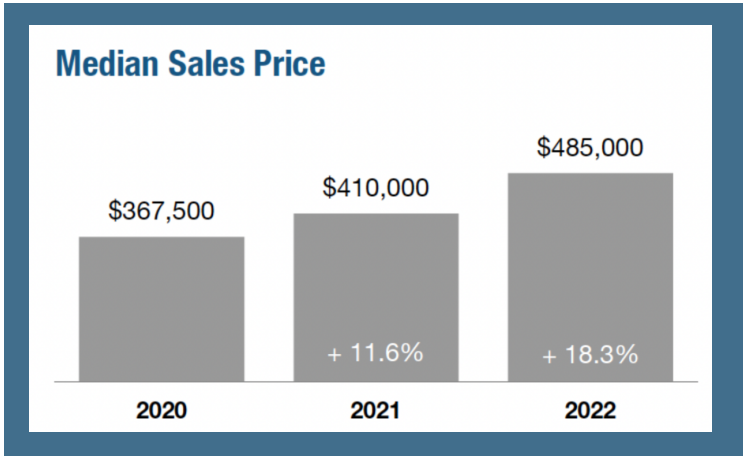
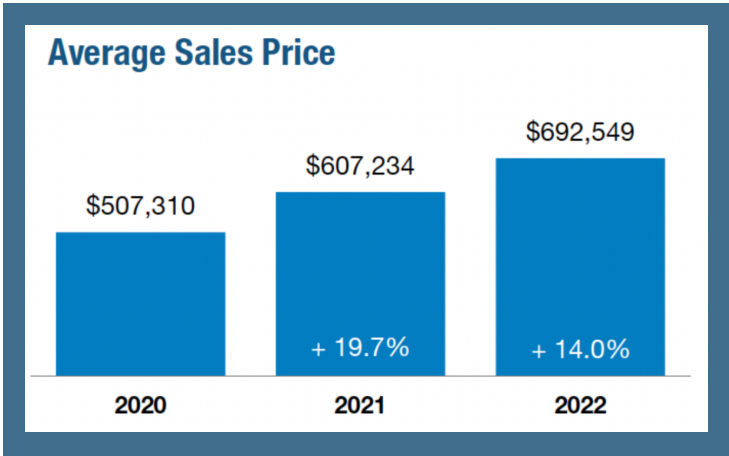


National Low Income Coalition Zip Code Analysis for Housing Wage

The dollar amount shown for each zip code is the two-bedroom Housing Wage, which are only available within metropolitan areas. Zip code-level Housing Wages are based on HUD's Small Area Fair Market Rents (FMRs) for Zip Code Tabulation Areas (ZCTAs) from the U.S. Census Bureau, which differ slightly from U.S. Postal Service zip codes.

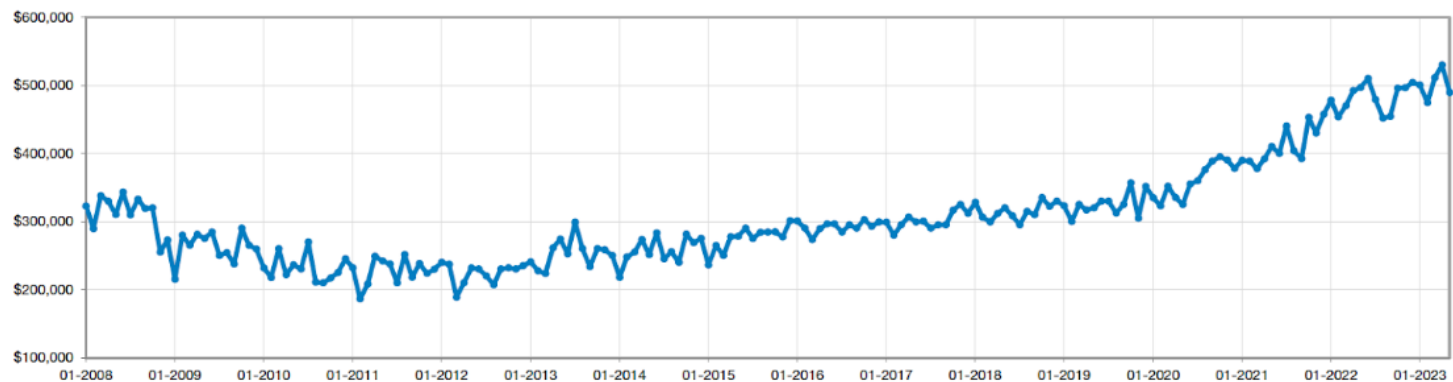
The Hilton Head Realtors Association 2022 Year-end Market Trend Analysis indicated a significant increase in ownership housing costs on the Island in both single family attached and detached from 2021, and an even greater increase over the last five months of 2023.

The accompanying charts show these increases. From 2021 to 2022, the overall median sales price increased 18.3 percent to \$485,000 for the year. Detached home prices were up 15.0 percent compared to last year, and attached home prices were up 20.0 percent.



2022 Year-End Report Hilton Head Island Housing Market Report

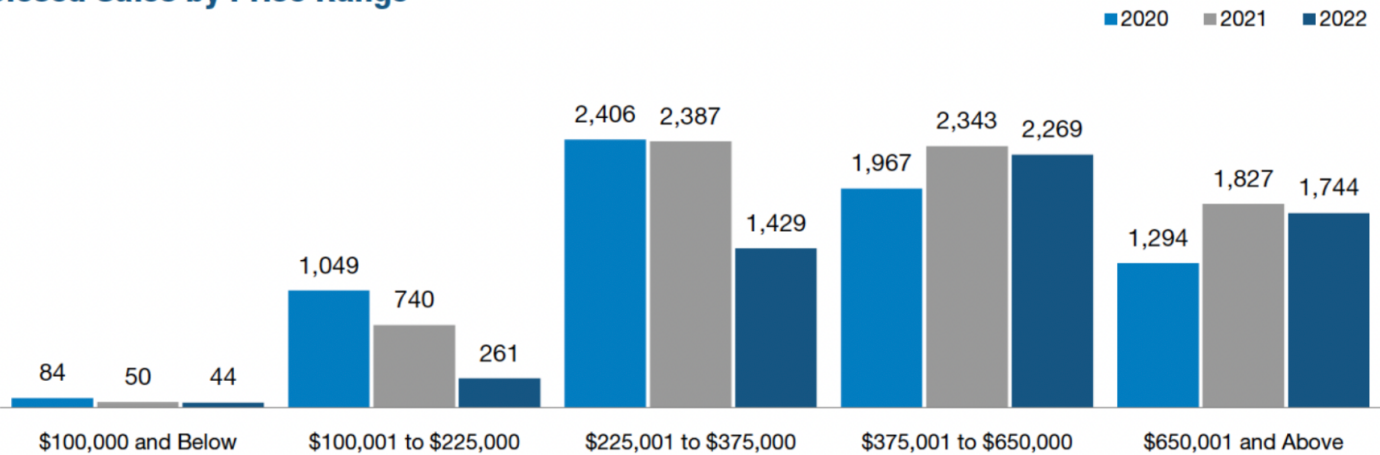
Historical Median Sales Price by Month



In addition, the number of housing units closed below \$225,000 has historically declined significantly over the last few years showing a huge loss in affordable inventory.

(See Sales closed by Price Range Chart below)

Closed Sales by Price Range



Recent data from May 2023 indicated historical housing affordability continuing to decline significantly on the Island. The chart below shows a continual trend as housing becomes less affordable based on average incomes on the Island. The lower the number the less affordable community. Home ownership keeps getting tougher for buyers as average 30-year home-mortgage rates in the U.S. have risen above 7 percent, from under 3 percent in 2021. Those latest price and interest rate hikes, along with other forces, continue to push the typical cost of major ownership expenses up far faster than wages, resulting in declining home affordability.

Historical Housing Affordability Index by Month



RENTAL MARKET DATA:

These trends are unsustainable to meet the growing demands for workforce housing on the Island. With increased costs in construction, labor, materials, insurance and interest rates, affordability of housing will play a huge role in the future population and workforce on the Island if the Town does not address these growing needs.

Preliminary housing analysis revealed only about 400 “protected “(meaning they are income restricted or deed restricted based on income) affordable housing rental units on the Island and about 2,000 “naturally occurring affordable housing” (NOAH) rental units. NOAH units are not income restricted or protected by income related deed restrictions; therefore, they are not protected from the possibility of large-scale rental hikes or future redevelopment into luxury or short-term rentals.

Many of these historically affordable housing units are at the greatest risk of being redeveloped into to higher end housing as the overall rental housing supply continues to remain low of the Island. Building permit data indicated only two multifamily rental communities have been built on the Island in the last 20 years both of which are market rate communities. Over the last decade, average monthly rents grew by almost 40%.



HOUSING MARKET CONDITIONS



Factors in Housing Market Cost:

Although the South Carolina population continues to have strong population growth, building has not kept up with the growth. **The 2023 Palmetto State Housing Study** published by SC State Housing indicated that a decade of underbuilding has culminated in a shortage of housing inventory. South Carolina's population has grown steadily at an average annual rate of roughly 1.2% from 2002 to 2021 (compared to 0.8% for the overall US), yet the average annual growth rate in the number of new housing permits in South Carolina dropped by nearly half after the Great Recession of 2008. The decline includes both single and multi-family housing, therefore creating gaps in the supply and demand for housing and escalating the cost of housing due to the shortage of supply. **The lack of housing inventory in South Carolina is especially pronounced among lower price points.**

Although a lack of demand in the immediate aftermath of the Great Recession helped temporarily increase the availability of entry-level homes, **the number of homes sold in South Carolina for less than \$100,000 has decreased by 14.8 percent each year since 2014.**" (2023 Palmetto Study) The decrease in supply is most pronounced in coastal regions of South Carolina. **In 2022, the percentage of homes sold in South Carolina for under \$100,000 fell below 5 percent for the first time.**

Figure 6 – S.C. Multi-Family Housing Permits vs. Pop. Growth

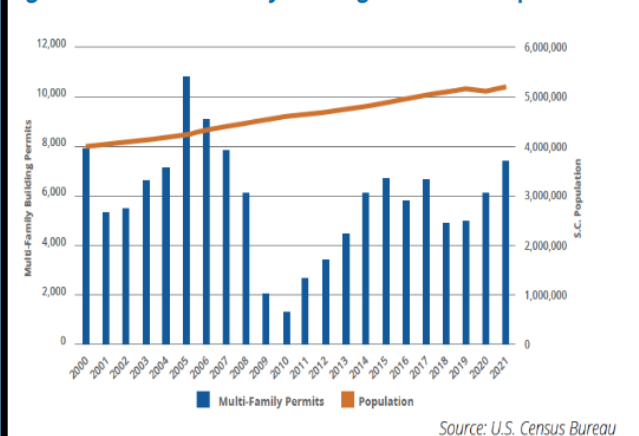
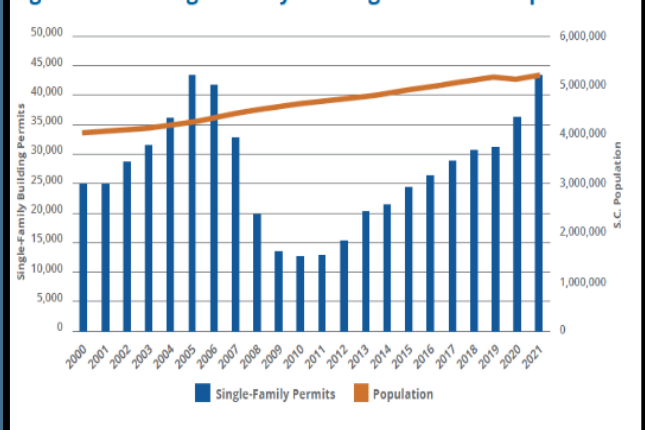


Figure 5 – S.C. Single-Family Housing Permits vs. Pop. Growth



HOUSING MARKET CONDITIONS

CONTINUED



The 2023 Palmetto Housing Study highlights in the charts below the combination of a strong housing demand coupled with relatively low levels of housing inventory has led to an imbalanced housing market in South Carolina, this has created affordability challenges for many South Carolinians. Housing affordability is usually measured by examining the extent to which families are considered to be housing cost burdened.

The U.S. Department of Housing and Urban Development (HUD) defines a cost burdened household as one that pays more than 30 percent of its income for housing.

By this measure, approximately 50 percent of renting households and 25 percent of households with a mortgage are housing cost burdened in South Carolina. Examining housing cost burdens by county reveals that renters are most likely to be cost burdened in the Midlands and coastal regions of South Carolina. By contrast, households with mortgages are most likely to be cost burdened in the Pee Dee and coastal regions, as shown in **Figures 9 and 10. On average, housing cost burdens across the state are higher for renters than they are for households with mortgages.**

Figure 9 – Pct. of Households (with Mortgages) that are House Cost Burdened
Geographic Unit of Analysis: County

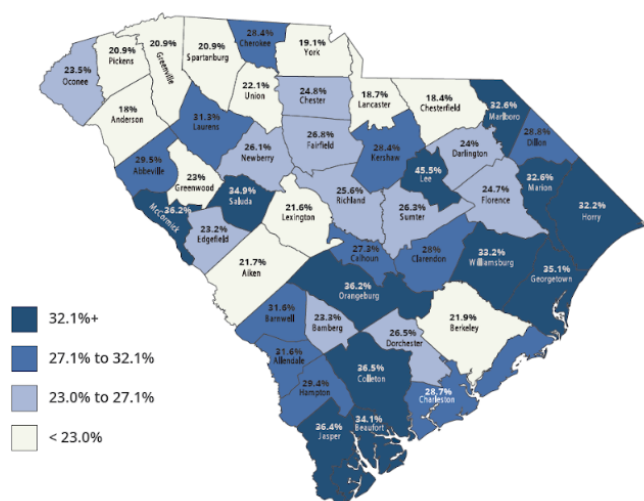
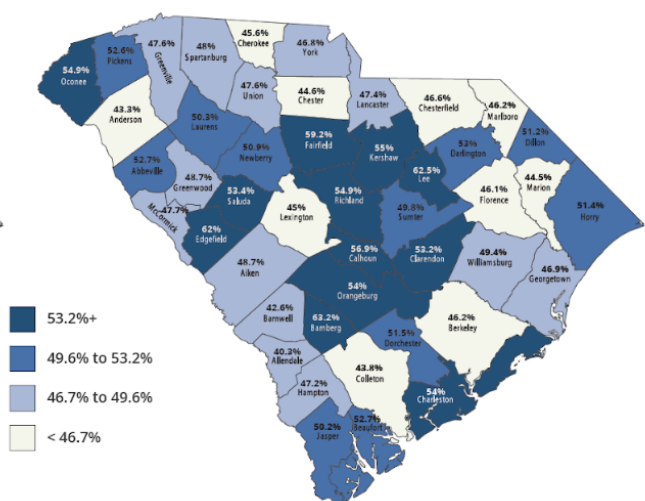


Figure 10 – Pct. of Households (Renters) that are House Cost Burdened
Geographic Unit of Analysis: County



HOUSING MARKET CONDITIONS

CONTINUED



Housing affordability is often considered to be a challenge that is either mostly or exclusively concentrated among households with lower income. Approximately 90% of South Carolina's lower income households, defined as those earning less than \$35,000 annually are estimated to be housing cost burdened based on the 2023 Palmetto Housing Study.

However, in South Carolina there is also a significant population base of middle-income households that also face affordability challenges. Specifically, this study estimates that more than one-third (34.5%) of households earning between \$35,000 and \$75,000 annually are also housing cost burdened by traditional measures.

Existing statewide workforce housing initiatives are often designed for this population.

The cost burden of this segment of the population is especially high in coastal South Carolina as shown in Figures 13 and 14. The data demonstrates that while housing affordability is nearly a universal challenge for lower-income households, it is also a significant strain on working-class families. **Policies directed at improving housing affordability should also include attainable housing programs and new inventory for middle-income families.** Individuals in these households are often employed as teachers, first responders, and health care support workers.

Figure 13 – Pct. of Households that are House Cost Burdened
Annual Household Income: Less than \$35,000

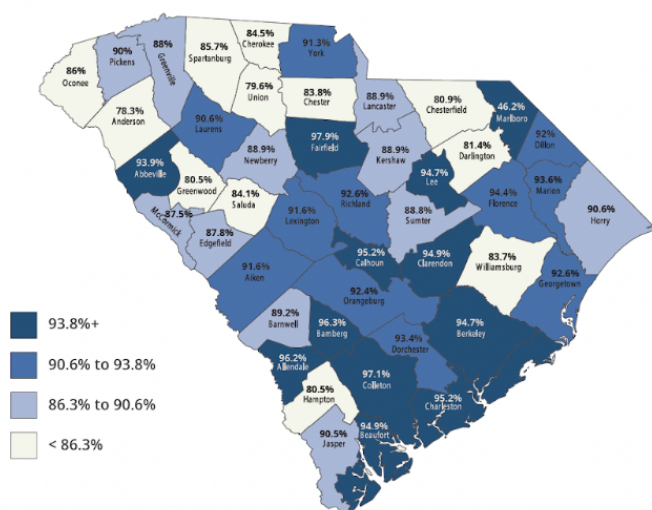
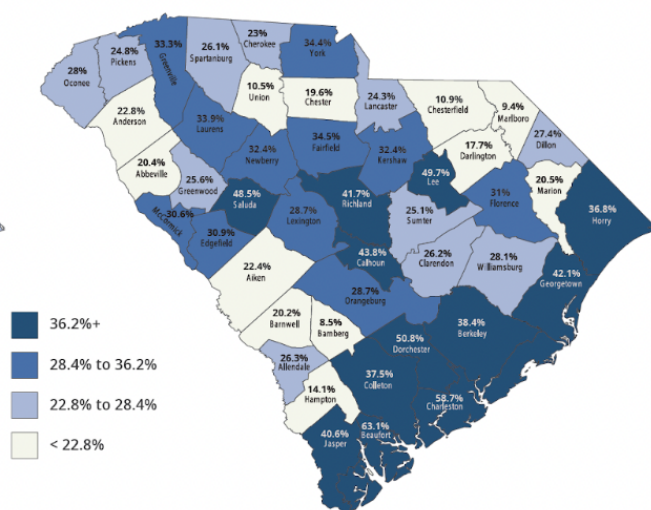


Figure 14 – Pct. of Households that are House Cost Burdened
Annual Household Income: \$35,000 - \$75,000



For Homeownership:

- **The average salary in Hilton Head Island is \$68,437.**
- **The median home cost in Hilton Head Island is \$724,900**

Based on the US Department of Housing and Urban Development (HUD) rule of thumb for defining “affordability,” a household should spend **no more than 3 times** their annual salary for their housing cost for ownership and **no more than 30% of household income** on rental housing. Based on the above-mentioned average salary in Hilton Head, **\$205,311** would be the maximum “affordable” home for a family in the Town of Hilton Head. Over \$500,000 less than the median priced homes on the Island.

With the increase in mortgage interest rates over the last year, homeownership is becoming more and more difficult for households. As of August 2023, interest rates were between 6.40% – 8% depending on the loan type and the amount of down payment provided.

This rate also considers credit score between 580-800. In these scenarios rates are significantly higher for those with lower down payment and lower credit scores. On average a \$200,000 home as mentioned above would cost a household approximately **\$1,444/month to as low as \$1,221/month**, but the lower rate would be a VA or FHA type loan. This scenario also considers 3% down payment and a credit score of 780, which for many working families can be difficult to meet. This monthly estimate does not include insurance, taxes, or any HOA fees.

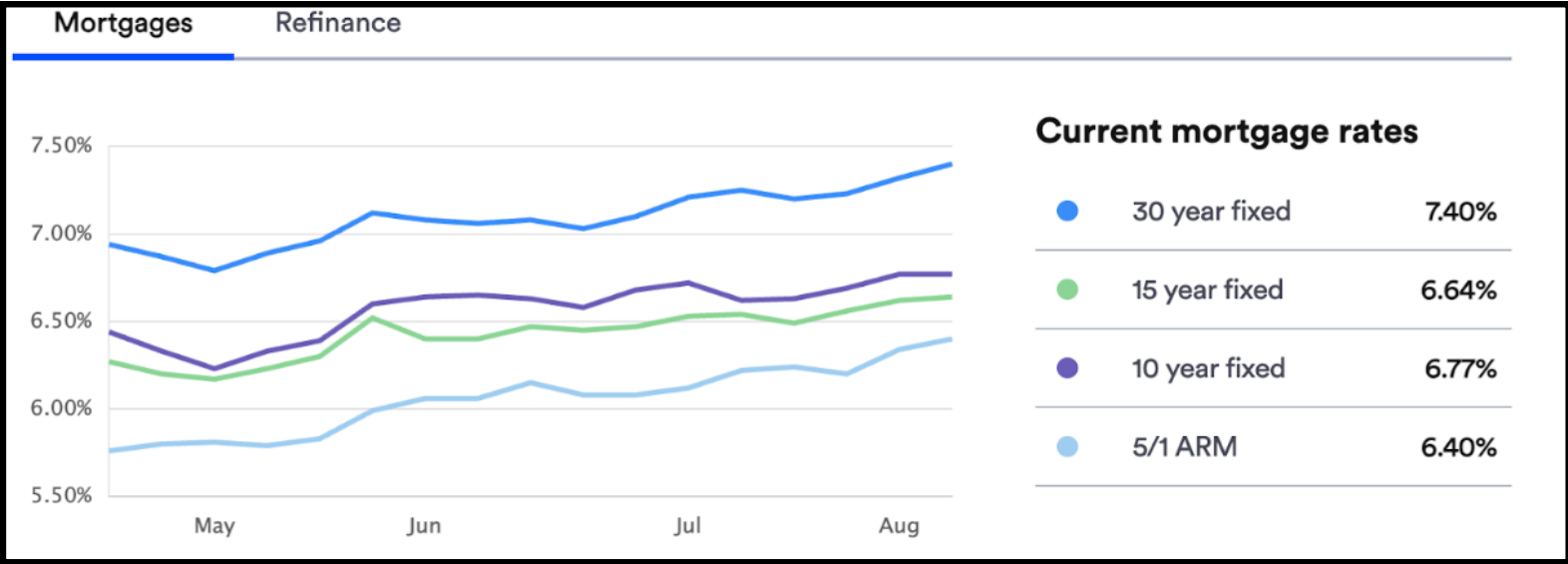


HOUSING MARKET CONDITIONS

CONTINUED



The below chart shows a snapshot of mortgage rate options nationally for single family purchases.

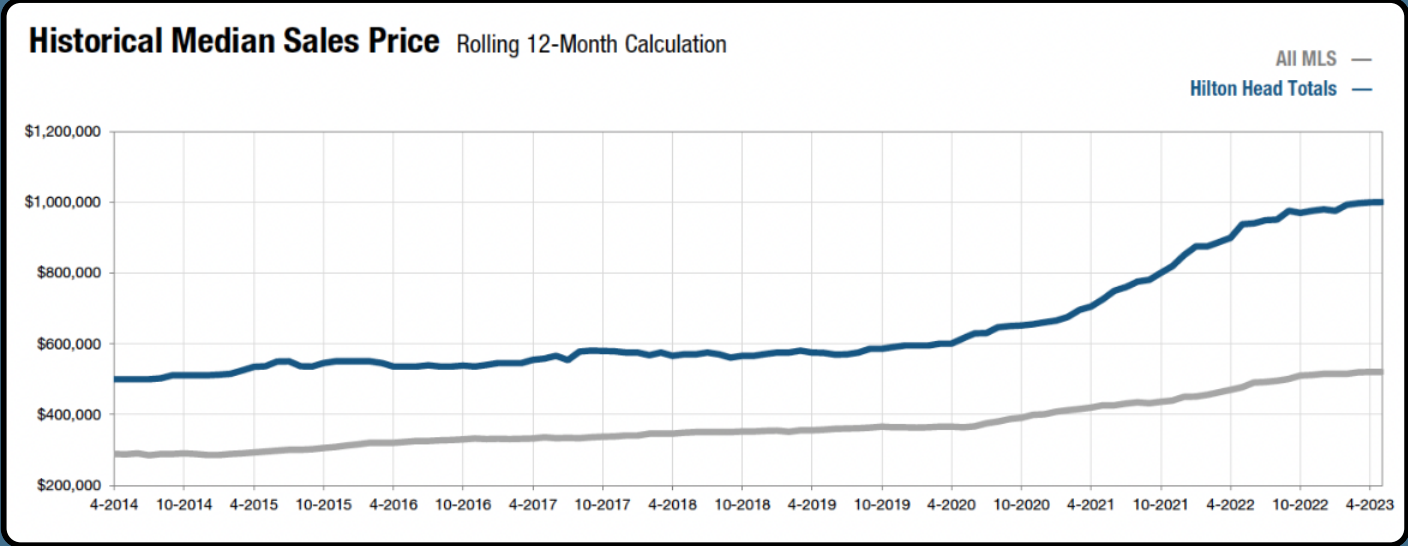


In a recent interview with the Hilton Head Island Realtors Association, Jean Beck, she indicated that there have been double digit increases in housing costs in both attached and detached housing. In 2018-2019 there was 26 month's worth of inventory, all of which has been sold.

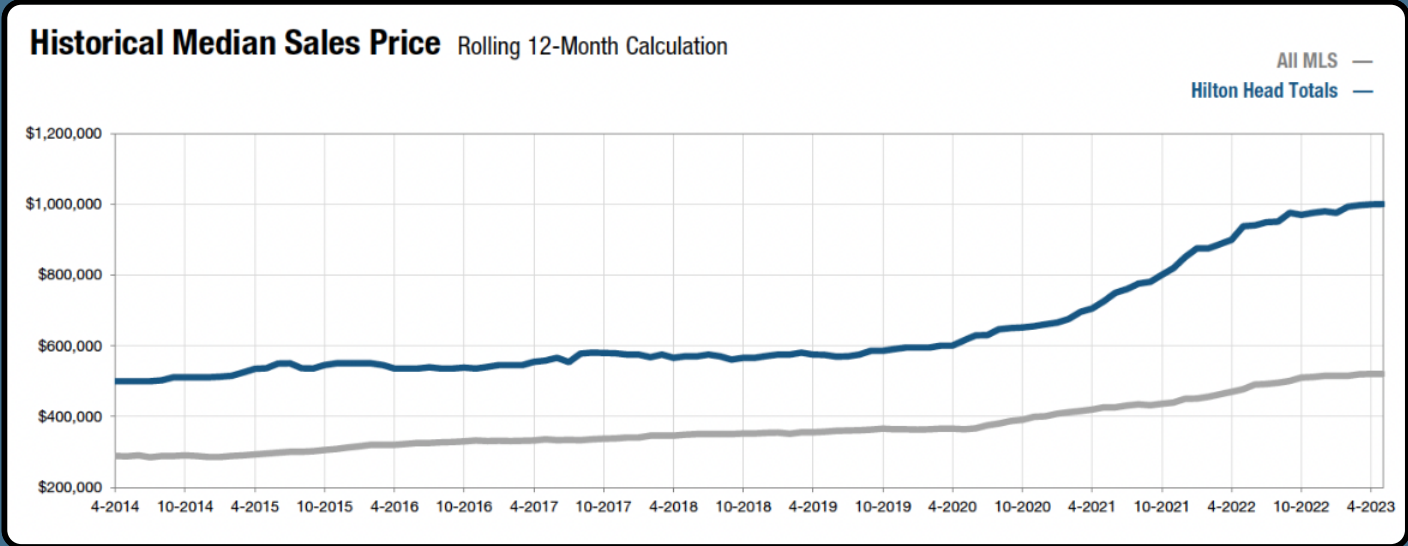
There is currently only 2 month's worth of inventory on the Island. The reports on the next page show almost double digit increases in all housing sectors from 2020 to 2023. From \$600,000 for detached single family homes to over \$1M and \$350,000 to over \$600,000 in attached (condo/villa) homes.



All Hilton Head Island Detached (Single Family Home)



All Hilton Head Island Attached (Condo/Villa)



HOUSING MARKET CONDITIONS

CONTINUED



The above Market Reports from May 2023 year over year for Attached (Condo/Villas) and Detached (Single Family Homes) include all Hilton Head Island properties. 70% of land on Hilton Head Island is located within a Planned Unit Development (PUD) limiting the amount of available and eligible land that could be used to support the demand for workforce housing.

Of the 30% of land outside of the PUD's, there is limited developable land due to various conservation easements, environmentally protected areas, wetland areas and tidal marsh.

The HHI Realtor Association 2023 General Reports includes listings and sales not included in housing units that are located within gated communities, in a PUD or in an established designated area or community, which would most likely be areas in which new workforce housing would be built. The charts on the following page show those area changes year over year.



HH General

Detached Homes Only

Key Metrics	May			Year to Date		
	2022	2023	Percent Change	2022	2023	Percent Change
New Listings	20	22	+ 10.0%	86	51	- 40.7%
Closed Sales	17	8	- 52.9%	70	23	- 67.1%
Median Sales Price*	\$635,000	\$649,500	+ 2.3%	\$580,000	\$615,950	+ 6.2%
Percent of List Price Received*	99.5%	98.4%	- 1.1%	100.2%	98.0%	- 2.2%
Days on Market Until Sale	100	73	- 27.3%	98	70	- 28.6%
Inventory of Homes for Sale	27	32	+ 18.5%	--	--	--

* Does not account for sale concessions and/or downpayment assistance. † Percent changes are calculated using rounded figures and can sometimes look extreme due to small sample size.

HH General

Condos / Villas Only

Key Metrics	May			Year to Date		
	2022	2023	Percent Change	2022	2023	Percent Change
New Listings	44	29	- 34.1%	187	137	- 26.7%
Closed Sales	21	26	+ 23.8%	173	117	- 32.4%
Median Sales Price*	\$295,000	\$262,522	- 11.0%	\$280,000	\$292,500	+ 4.5%
Percent of List Price Received*	100.9%	97.9%	- 2.9%	100.0%	97.2%	- 2.8%
Days on Market Until Sale	57	56	- 2.2%	76	80	+ 5.0%
Inventory of Homes for Sale	42	37	- 11.9%	--	--	--

* Does not account for sale concessions and/or downpayment assistance. † Percent changes are calculated using rounded figures and can sometimes look extreme due to small sample size.

In addition to the lack of available land for new developments and the cost of existing inventory due to the high demand for housing with the growth of immigration on the Island, the costs of existing housing are being impacted by the escalation in insurance for wind and flood. In some cases, insurance costs have doubled for residential and commercial properties, pricing people out of their homes. For the rental market, insurance premiums are passed along to renters by apartment owners therefore increasing the cost of rent for many families on the Island, while incomes have not kept up with housing costs.

In some cases, rental property owners have converted their "previously affordable" rental properties into higher cost luxury apartments or short-term rentals, taking them out of the affordable housing inventory.

In addition to the environmental and market driven costs and lack of affordable housing inventory, although the Town of Hilton Head recently reduced the mileage rate for the Town, a recent **4M increase** in property tax for the school district will impact those properties that are already at a 6% tax rate. These increases are typically passed along to the end renters.





Market Research and the Cost of Housing:

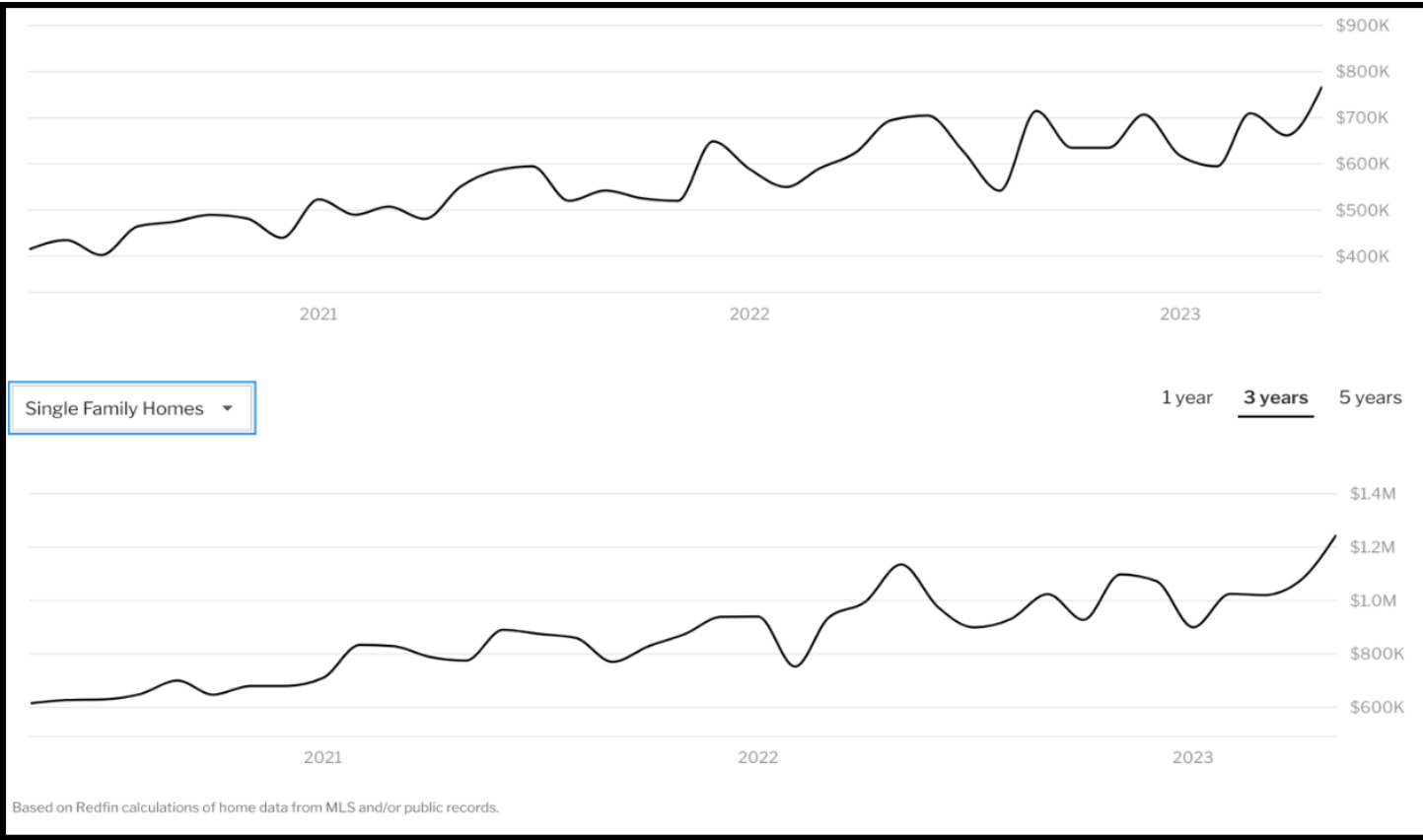
In May 2023, Hilton Head Island home prices were up 10.5% compared to last year, selling for a median price of \$768K. On average, homes in Hilton Head Island sell after 20 days on the market compared to 48 days last year. There were 176 homes sold in May this year, down from 185 last year. (*Redfin.com*)

Hilton Head is significantly higher compared to other South Carolina Cities.

Location	Median Price	% Change from 2022 to 2023
Town of Hilton Head Island	\$768,000	+10.5%
Charleston	\$563,500	+10.7%
Beaufort	\$390,000	+12.4%
Myrtle Beach	\$325,000	+10.6%
Greenville	\$377,500	-10.1%
Charlotte MSA	\$410,000	+1.5%

Based on recent data pulled from Redfin calculations of home data from MLS listings and public records the following charts show the continued rise in housing cost over the last 3-year.

The chart below shows overall housing types (condos, townhomes and single-family ownership) showing a trend of almost doubling the median sale price from 2020 to 2023. If we just look at single family homes, the median home price is over \$1M.



The overall cost of living in Hilton Head Island is 7% higher than the National average.

CONSTRUCTION AND DEVELOPMENT COSTS



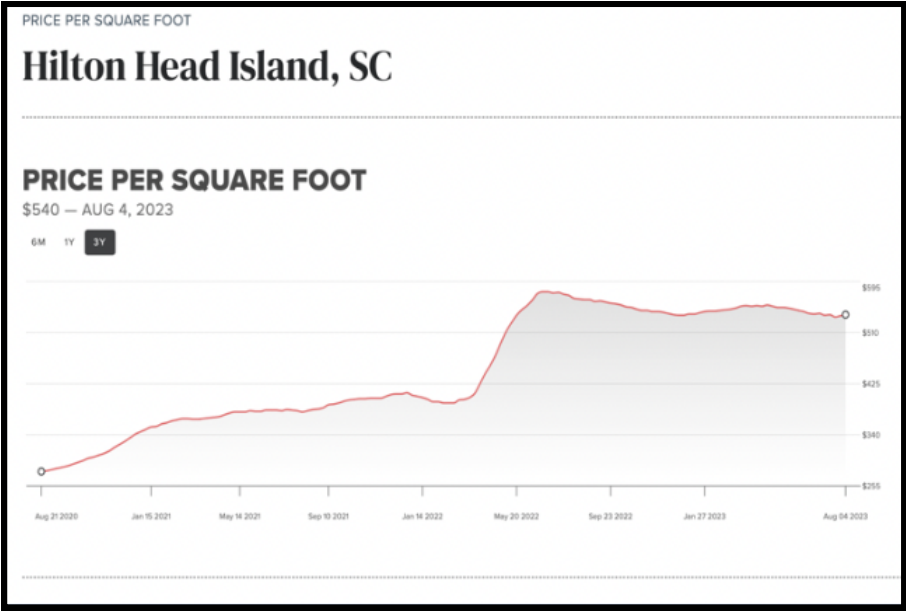
Ownership Market Costs

As mentioned earlier, construction costs have significantly increased the cost of housing on the Island over the past few years. As of June 2023, single family homes were selling on average for \$1.7M with about 100 days on market. The average price per square foot was \$541.

Rate.com research indicated over \$261 per square foot increase from \$279/square foot to \$540/square foot from August 2021 to August 2023. Based on a simple analysis of a 1,000 sq ft house, not taking other costs into consideration such as land, fees, insurance, and taxes, etc., shows a difference between \$279,000 cost to construct vs now \$540,000 to construct. Townhomes and Condos sold on average for \$495,000 and spent 86 days on the market. The average price per square foot was \$542. Median home price in June 2023 was \$454,300 compared to \$1,153 the median rent.

As previously noted, the population of Hilton Head Island is 39,666 and the median age is 55.7. Among Hilton Head Island residents, there is a homeowner vacancy rate of 3.3% and a rental vacancy rate of 19.8% from a total of 33,990 units.

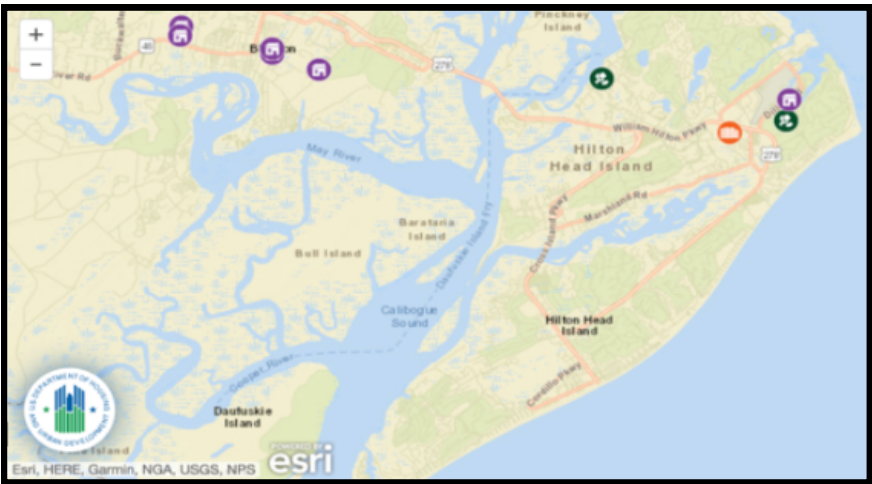
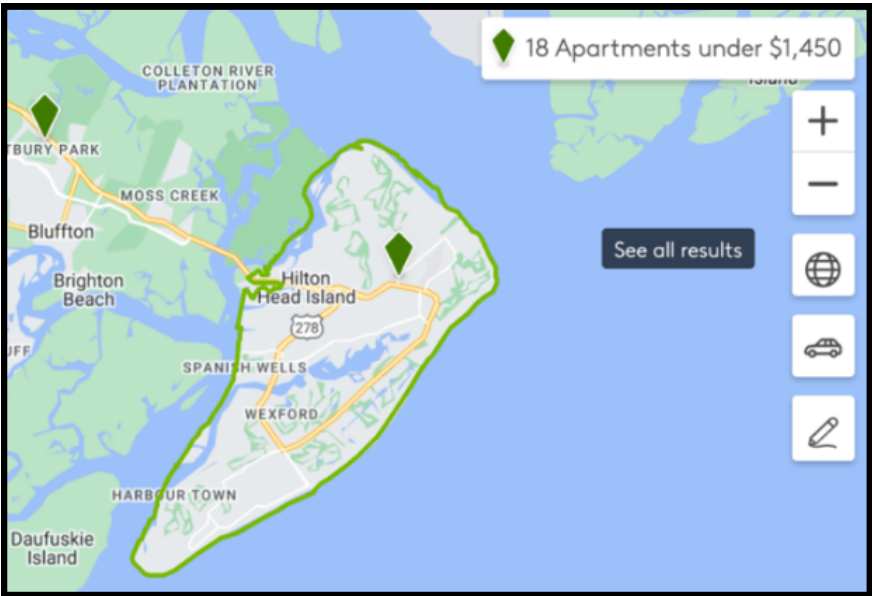
The average employee on the Island would need to earn close to \$100,000 to afford a \$500,000. In August 2023, BankRate.com indicated to afford a \$500,000 house, you need to make a minimum of \$91,008 a year — and probably more to make sure you’re not house-poor and can afford day-to-day expenses, maintenance, HOA, taxes, and other debt, like student loans or car payments. One good guideline to follow is not to spend more than 30 percent of your income on housing.



Rental Market Costs

There is limited affordable inventory available on the Island to support workforce housing needs. Based on recent research on Apartments.com there was only one apartment listed for rent on the Island below \$1,450/month, a studio apartment.

Other available apartments were in Bluffton. There were only two properties that are listed on the HUD website as considered subsidized “affordable housing” on the Island. As mentioned earlier there has been very limited apartments built on Hilton Head over the decade. A 2022 market study for an apartment development in Bluffton, just over the bridge from Hilton indicates escalating rental prices across the region.



In a market study, conducted by RPRG for a proposed tax credit project in Bluffton, it indicated market rents (including the cost of trash removal, water, and sewer) for: One-bedroom were on average \$1,608 per month. The average one-bedroom unit size was 735 square feet resulting in a net rent per square foot of \$2.19. Two-bedroom effective rents average \$1,747 per month. The average two-bedroom unit was 1,052 square feet resulting in a net rent per square foot of \$1.66.

CONSTRUCTION AND DEVELOPMENT COSTS



A recent rental development proposed for the Beaufort area (not on the Island) that would produce about 100 units of multifamily rental housing for households with income below 60% of the area median income, estimated total development costs (without land cost) would be over \$17M, approximately \$172,000/per unit. Depending on the project design requirements and number of units allowed based on zoning, a recent 3-story, 24 unit garden style apartment development cost approximately, \$145/square foot to build (not including land). Another project recently completed cost over \$213/square foot, approximately \$272,000/unit. All these examples are located in Bluffton or Oaktie area but highlights overall escalating construction and labor costs in the region without even including specific land costs.

Developers interviewed indicated land cost in southern Beaufort can be as much \$25,000/door or apartment in areas like Hilton Head were available, developable land is extremely scarce. Other fees such as permit fees and impact fees (water and sewer etc.) can also increase per unit cost to over \$3,000/unit. Parking requirements and site restrictions including setbacks, lot size requirements and lower densities allowed can significantly impact the cost of development. One multifamily developer interviewed indicated that as much as \$50/square per unit could be added to the costs of a project based on some of these limitations. For example, the need for podium parking (parking under the building structure) can increase the cost of a 100-unit development by as much as 18% in development costs. Design flexibility and developer incentives will be also important to implement as the Town looks to address it workforce housing needs, in addition to financing to support projects funding needs.



CONSTRUCTION AND DEVELOPMENT COSTS

Land Costs:

Land costs are extremely high on Hilton Head due to limited amount of land available on the Island. Over 70% of the land is in a planned unit development (PUD), minimizing the availability of land for affordable developments even further. For example, a recent search on Land Watch for vacant lots for sale on the Island showed .11 acres (1 lot) in the Mid-Island area for \$359,000 for just the land.



Recent property acquisitions by the Town indicates average land costs anywhere between \$500,000 and \$1M per acre including the Town's acquisition of 71 Shelter Cove Lane. The recent acquisition the old Wild Wings property was \$4M for 1.8 acres. Although the Town is making aggressive steps to acquire property for future development opportunities these opportunities are extremely scarce due to the overall limits on available land.

Land Management Ordinance (LMO):

In addition to land acquisition strategies that support workforce housing, the Town is also in the process of updating its Land Management Ordinance (LMO) as part of it's Comprehensive Plan Update which will include a variety of planning and zoning tools that would encourage and incentive private developers to participate in building workforce housing. The Town already offers a density bonus for developers who include a percentage of workforce housing in larger developments. The Town also has a Commercial Conversion ordinance to support converting under-utilized retail or commercial space into workforce housing.

The Town has made workforce housing a priority as a part of the Housing Element within Our Plan (Town's Comprehensive Plan) and are currently involved in doing a lot of planning and revisions to the LMO to ensure changes and adjustments will support workforce housing efforts.



CONSTRUCTION AND DEVELOPMENT COSTS



Development Fees:

Although development fees can vary depending on the type of development, the size and the location, these fees can add significant costs to the overall development of both single family and multifamily projects. For example, on Hilton Head, assuming a \$20M development with approximately 50 dwelling units, each unit about 2,500 sq ft on 2 acres, the Town's total fees could be as much as \$346,347. This cost includes the demolition of an existing building and a pool. That is approximately, \$6,900 per unit in development fees. As part of the Town's Workforce Housing program the Town will be evaluating these fees as it relates to developing workforce housing. The reality is many of these fees are necessary to pay for the staffing and support needed to manage the development process. Also some of these impact and development fees are not controlled by the Town and are required to be paid based on state law and county requirements.

Insurance:

Dramatically rising insurance costs have hit owners, operators, and developers of rental housing hard in recent years. And in an environment of slower rent growth and rising interest rates, these costs have become increasingly tough for many rental housing providers to shoulder. As a result, many firms are in the difficult position of choosing whether to absorb the higher costs, knowing it means less reinvestment in other areas of their businesses or higher rents for residents, or find ways to scale back policies to mitigate the costs, raising their risk exposure. Continued uncertainty around costs and greater risk burdens creates negative repercussions for multifamily investment and development at a time when more housing is needed to meet an array of growing demand. Government policies intended to tackle the nation's housing shortage and address affordability challenges need to account for the structural problems in today's insurance markets.

A June 2023 article in the Island Packet indicated some insurance costs have increased by 500% from 2022. Several insurance policies for Island properties have doubled or tripled in the past two years.



CONSTRUCTION AND DEVELOPMENT COSTS

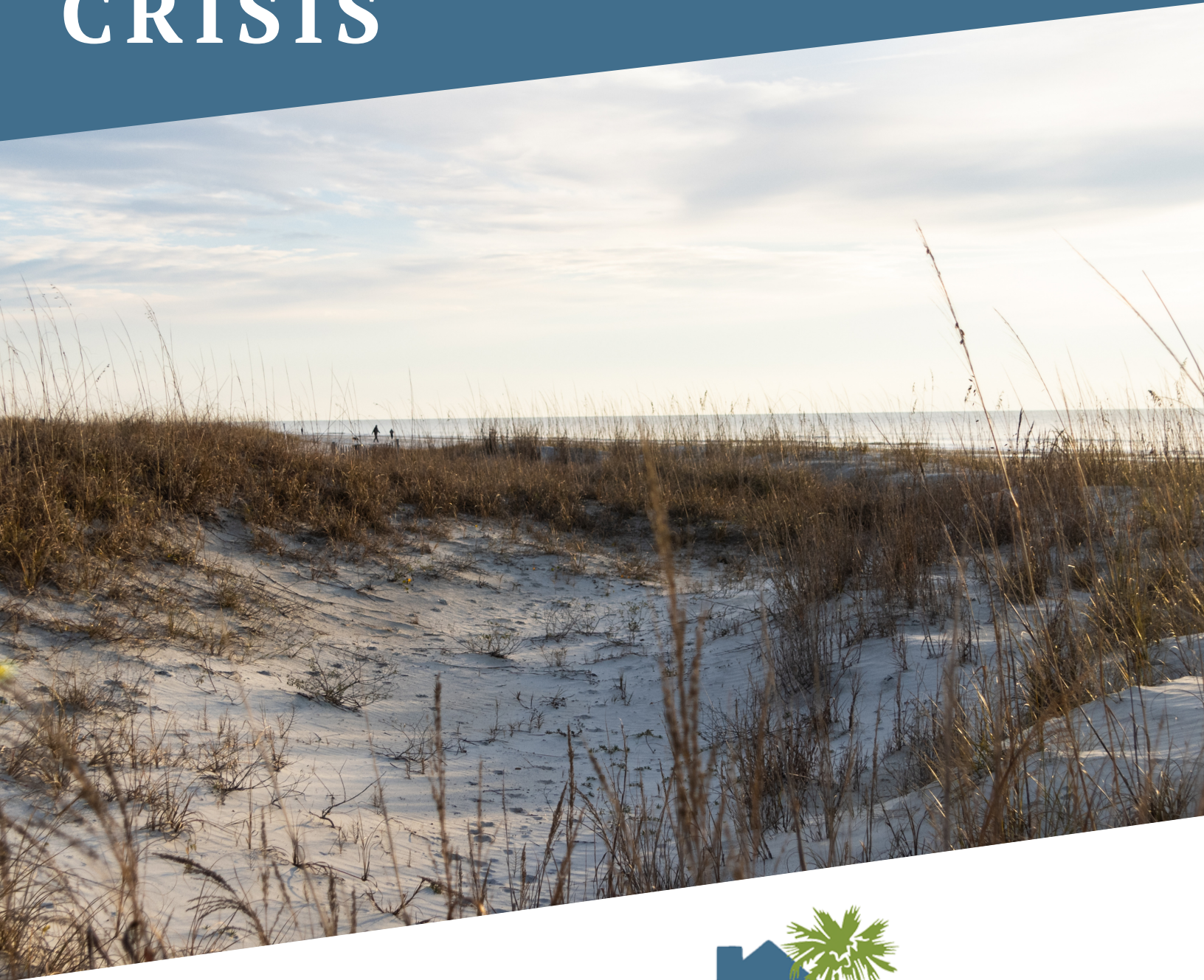


One homeowner in Sea Side Villas, in the same Island Packet article indicated the master building policy went from \$115,223 to \$690,000. Although this example is on the high side, condos owners across Beaufort County are seeing up to 500% increases, according to several property management companies. Condos tend to be less expensive than single-family homes on the Island, so these increases largely impact more affordable housing options on the Island.

"In May 2023, the average price of a condo on the island was \$452,500, less than half of the \$1,255,000 average home price, according to Hilton Head Area Realtor market reports. For those with a smaller budget, looking to rent to make extra money or hoping to downsize, condos provide the opportunity to purchase property in a destination location. Not to mention owners aren't responsible for outside maintenance. Now, increasing insurance rates are adding thousands of dollars each year to the relatively cost-conscious option."



SOLVING THE ISLAND'S HOUSING CRISIS



Housing Impact Analysis

SOLVING THE ISLAND'S HOUSING CRISIS



Over the past five years, Town Council has made affordable workforce housing a number one priority for the future of the Island, recognizing the critical need to produce and preserve diverse housing options that can meet the workforce and community needs. In the Town of Hilton Head Island, over 63% of local jobs are filled by non-locals, a 12% increase since 2002.

This trend is making it more difficult for sustainable economic growth as the Island's workforce is traveling through similarly paying and more proximate job centers on their way to work on the Island, causing even greater competition for labor on the Island. Increased regional competition for workers and the rising housing costs on the Island will continue to exacerbate the ability to attract and maintain a sustainable workforce on the Island. Additionally, the direct effect this level of daily commuters to and from the Island will have long term impacts on the overall community's quality of life due to increased traffic and infrastructure needs.

The Town is committed to solving its workforce housing challenges by not just supporting sustainable job growth opportunities but also by focusing on the preservation and production of diverse affordable housing options that meet the workforce needs. Maintaining tourism related employment and employees are core focus as part the Town's strategy.

The Town is unique among peer communities for its year-round population and relatively diverse local economy. Tourism and hospitality, however, drive all major sectors and have set records following the disruption caused by the COVID-19 pandemic.

SOLVING THE ISLAND'S HOUSING CRISIS



According to a 2021 Tourism Impact Report from the Hilton Head Island-Bluffton Chamber of Commerce, visitor expenditures generated a total of \$69.17 million in tax revenue in Hilton Head Island through the accommodations tax, the hospitality tax, and beach preservation fees.

To further support the implementation of the Town's Workforce Housing Framework, and with the adoption of the Housing Impact Analysis as an amendment to the Town's Comprehensive Plan, the Town can utilize up to 15% of its Accommodation Tax (ATAX) to support critical steps and strategies that will increase the production and preservation of workforce housing on the Island. Access to this new eligible source of funding could help leverage the Town's initial \$3.3M already committed to their housing program. The Town recognizes that funding alone cannot solve the workforce housing shortage and has also committed land for additional housing opportunities and has implemented a policy for commercial conversion and density bonus programs to encourage and incentivize developers to provide workforce housing inventory needs.

In addition, the Town will commit full time staff to the program and recently set up a citizen led Housing Action Committee to help provide local expertise and recommendations on new and innovative housing programs.

SOURCES



- <https://nlihc.org/oor/about>
- <https://nhc.org/paycheck-to-paycheck/>
- https://www.bestplaces.net/jobs/city/south_carolina/hilton_head_isl_and
- https://www.bls.gov/regions/southeast/news-release/occupationalemploymentandwages_hiltonheadisland.htm
- [2023 Palmetto State Housing Study](#)
- [HHI Area Realtors Association](#)
- [HHI HBA](#)
- [NAHB SC Housing Data](#)
- [Living Wage Calculator](#)
- [US Bureau Labor Statistics](#)
- [People and the Economy 2022, LCOG](#)
- [Town Studies: Our Plan, 2019 WFH Strategic Plan, 2022 WFH Framework](#)
- [https://www.nerdwallet.com/mortgages/mortgage-calculator/south-carolina\(mortgage rates\)](https://www.nerdwallet.com/mortgages/mortgage-calculator/south-carolina(mortgage rates))
- https://www.rate.com/research/hilton_head_island-sc/price-per-square-foot
- <https://www.bankrate.com/real-estate/income-needed-for-500k-home/>

APPENDIX





TOWN OF HILTON HEAD ISLAND

Housing Action Committee

TO: Housing Action Committee
FROM: Nichte Barrientos, Planner- Economic Development
VIA: Tammie Hoy Hawkins, Together Consulting
VIA: Missy Luick, Director of Planning
VIA: Shawn Colin, Assistant Town Manager- Community Development
DATE: December 13, 2023
SUBJECT: Consideration of Rules of Procedure and Possible Adoption

RECOMMENDATION:

Consideration that the Housing Action Committee Rules of Procedure be adopted.

BACKGROUND:

The Housing Action Committee (HAC) was formed by Town Council as a part of priorities defined within the 2022 Workforce Housing Framework *Finding Home*, adopted by Town Council November 2022.

The role of the HAC is to:

- Advise and recommend to the Town various workforce housing strategies for their consideration, adoption, and implementation.
- Review the Town's Workforce Housing Strategic Plan, the Housing Element of the Town's Our Plan, the Workforce Housing Framework, and all other plans that may be created or adopted to address the Town's Workforce Housing needs and thereafter will make recommendations and suggestions for implementation.
- Additionally, the Committee shall assist the Town in determining relevant housing policies that will be necessary to accomplish the identified goals and objectives outlined in the plans mentioned above and provide recommendation on any new or innovative ideas as part of a Town adopted Housing Tool Kit that might help the Town accomplish its workforce housing goals.

As part of this priority the Committee will review and evaluate Rules of Procedure.

SUMMARY:

I. Purpose

The Town of Hilton Head Island's Housing Action Committee is established as a citizen's advisory committee, comprising diverse community members. The primary objective is to research, evaluate, advise, and recommend various workforce housing strategies to the Town for consideration, adoption, and implementation. The Committee operates solely in an advisory capacity to the Town's Planning and Community Development department leadership staff and does not have programmatic, funding, or policy decision-making powers.

II. Mission

The Housing Action Committee (HAC) aims to enhance the Town's capacity to address housing affordability challenges and expedite progress toward meeting workforce housing goals.

III. Rules of Procedure

These Rules of Procedure, adopted by the Committee, outline the conduct of meetings and can be suspended by a majority vote when necessary. In situations not covered, the most recent edition of Robert's Rules of Order shall govern.

IV. Membership and Terms

The Committee comprises no less than seven (7) and no more than eleven (11) members appointed by the Town Council. Members serve a term of three (3) years, with a maximum of two (2) consecutive terms. Vacancies are filled based on the industry representation vacated.

V. Elections, Officers, Staff Support, and Member Duties

The Committee elects a Chair and Vice-Chair annually. A Town employee may act as the Secretary, responsible for meeting minutes. The Town's Chief Housing Officer provides support for Committee coordination.

VI. Duties of the Committee

The Committee reviews relevant plans, including the Town's Workforce Housing Strategic Plan and Our Plan's Housing Element. It assists in identifying housing programs, policies, and revenue sources, providing recommendations for a Town-adopted Housing Tool Kit.

VII. Ad Hoc Committees

Town Council may establish ad hoc committees as needed, reporting regularly to the Housing Action Committee and periodically to Town Council.

VIII. Meetings

Regular meetings are held at least four times per year, with special meetings called by the Chair as needed. The order of business, quorum requirements, and procedures follow outlined rules.

IX. Vote and Conflict of Interest

Members vote on issues before the Committee, requiring a simple majority of a quorum. Members must disclose conflicts of interest and abstain from relevant discussions or votes.

X. Virtual Meetings and Executive Sessions

Virtual meetings may be held when necessary, with notice provided to all members. Executive sessions are permitted under specific circumstances.

XI. Communication with Outside Parties

Committee members refrain from discussions on decided agenda items with applicants. Communication with non-Committee members on Committee matters is at the discretion of the Chair or by majority vote.

XII. Amendments to the Rules

Rules of Procedure may be amended with a majority vote, provided the proposed amendment is presented in writing at a preceding meeting.

RECOMMENDATION:

Consideration that the Housing Action Committee Rules of Procedure be adopted.

ATTACHMENTS:

1. HAC Rules of Procedure

TOWN OF HILTON HEAD HOUSING ACTION COMMITTEE

Rules of Procedure

I. Purpose

The Town of Hilton Head Island's Housing Action Committee is organized as a citizen's advisory committee made up of diverse community members with the sole purpose of researching, evaluating, advising and recommending to the Town various workforce housing strategies for their consideration, adoption, and implementation. Recommendations would include but are not limited to workforce housing programs, planning and zoning policies, revenue and funding sources, priorities and implementation strategies. The action committee does not have programmatic, funding or policy decision making powers, but shall serve solely in an advisory capacity to the Town of Hilton Head Island's Planning and Community Development department leadership staff.

II. 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.

III. Rules of Procedure

These Rules of Procedure are adopted by the Committee pursuant to SC Code 6-29-360 and Appendix A.2 of the LMO. Any subcommittee of the Committee so appointed by the Chair shall follow these Rules of Procedure to the extent applicable to the conduct of its proceedings. These Rules of Procedure can be suspended by a majority vote of the Committee members to meet circumstances that may arise in the course of the deliberations. If a situation arises in which these Rules of Procedure are not specific concerning an issue, then the most recent edition of Robert's Rules of Order shall govern the conduct of meetings of the Committee on the issue not covered.

IV. Membership and Terms

The Committee shall consist of no less than seven (7) and no more than eleven (11) members appointed by the Town Council. The Council shall seek members with varying backgrounds and expertise related to housing and

community development. Members shall represent to the extent feasible, the following areas of expertise and background: general home building, banking/finance, affordable/workforce housing developer (for-profit), affordable workforce housing developer (non-profit), community representative (concerned citizen), affordable housing tenant or homeowner (and an alternate), employment sector representative, realtor or real estate professional, workforce housing advocate (or social service representative), and a representative of a philanthropic organization.

The committee members shall be appointed for a term of three (3) years; provided, however, no member may serve more than two (2) consecutive terms except for extraordinary circumstances where town council believes it to be in the best interest of the community to have a continuation, for a specified period, of a particular member of the committee.

Vacancies are filled based on the industry representation vacated and will serve for the remainder of the unexpired term.

Members may be reappointed at the expiration of their term.

V. Elections, Officers, Staff Support and Member Duties

The Housing Action Committee shall elect from its members two officers, a Chair and a Vice-Chair, said officers shall serve a term of one (1) year. Election will occur at the first regular meeting following June 30 of any year and after all appointments to the Housing Action Committee have been made by the Town Council for the Town of Hilton Head Island, South Carolina, the Housing Action Committee shall elect a Chair and a Vice-Chair.

A. Duties of Officers

1. Chair

A Chair shall be elected by the voting members of the Housing Action Committee and shall serve for a period of one year. The Chair may be re-elected for additional terms as Chair subject to their appointed term.

The Chair shall preside at all meetings of the Housing Action Committee and decide all points of order and procedure, subject to these rules, unless directed otherwise by a majority of the Housing Action Committee members in session at the time.

2. Vice-Chair

The voting members of the Housing Action Committee shall elect a Vice-Chair in the same manner and for the same term as the Chair. The

Vice-Chair shall serve as acting Chair in the absence of the Chair and at such time the Vice-Chair shall have the same powers and duties as the Chair.

The Vice-Chair shall succeed the Chair; if the office is vacated before the term has expired, to serve the remainder of the term of the Chair. A new Vice-Chair shall be elected at the next regular meeting to complete the term.

3. *Secretary*

At the discretion of the Town Manager, a Town employee may act as the Secretary of the Housing Action Committee and shall be responsible for the taking, transcribing and maintaining the minutes of each regular or special meeting of the Housing Action Committee.

4. *Replacement*

In the event either the Chair or the Vice Chair is unable to complete their terms, the Committee shall, as soon as reasonably possible, elect a replacement from among its members.

C. *Staff Coordinator*

The Town's Chief Housing Officer shall assist the Chair and the Secretary, if one is appointed, in Committee coordination, including meeting preparation, defining agenda items and any other item that needs attention for the efficient running of the Committee's meetings.

D. *Duties of the Committee*

The Housing Action Committee shall have the powers and duties that are outlined below.

The Housing Action Committee shall review:

- The Town's Workforce Housing Strategic Plan
- The Housing Element of the Town's Our Plan
- The Workforce Housing Framework and
- Any and all other plans that may be created and adopted to address the Town's Workforce Housing needs

Additionally, the Housing Action Committee shall assist the Town in determining relevant housing programs, policies and potential revenues sources that will help the Town in accomplishing the identified goals and objectives outlined in the plans mentioned above. The Committee will also provide recommendations on any new or innovative ideas as part of a Town adopted Housing Tool Kit that might help the Town

accomplish its workforce housing goals.

E. Attendance/Absences.

Committee members are expected to attend all Committee meetings to which they are appointed. If a Committee member is unable to attend a meeting, the Chair or Secretary of the Committee shall be notified in advance of the scheduled meeting. The Chair will determine if the absence is excused or unexcused. The Secretary shall keep records on an annual basis of the number of unexcused absences of members.

F. Removal.

If a Committee member has a total of three unexcused absences from the annually scheduled regular meetings, the Committee shall consider and may recommend to the Town Council that the Committee member's appointment be revoked. The Town Council may remove a Committee member for cause, according to Section 2-13-70(b) of the Code of the Town of Hilton Head Island. The cause may include, but shall not be limited to, nonattendance at the Committee's meetings.

G. Ad Hoc Committees

From time-to-time Town Council may establish an *ad hoc* committee with its membership and charge determined by Town Council, and such committee may be designated a subcommittee of the Housing Action Committee with duty to report regularly to the Housing Action Committee and periodically to Town Council.

VI. Meetings

A. Regular Meetings

Regular meetings of the Housing Action Committee shall be held at least four times per year based on an adopted meeting calendar.

B. Special Meetings

Special Meetings of the Housing Action Committee or an appointed committee may be called at any time by the Chair. At least twenty-four (24) hours public notice, including the time, place and agenda for the Special Meeting shall be given.

C. Cancellation of Meetings

The Chair may cancel a Regular Meeting, if there is no business to conduct, by giving notice to all Housing Action Committee members and the public not less than twenty-four (24) hours prior to the scheduled Regular Meeting.

D. Notification of Absence

All members of the Housing Action Committee shall notify the Secretary to the Housing Action Committee, as soon as possible, of any anticipated absences from a scheduled Regular Meeting.

The Secretary shall notify the Chair in the event the projected absence(s) will produce a lack of a quorum. The Chair, in the event of excessive absences of a member, may make a recommendation to the Town Council to reconsider the appointment of that member.

E. Quorum

A quorum shall consist of a simple majority of the Housing Action Committee.

F. Conduct of Regular and Special Meetings

1. Freedom of Information Act Compliance

All meetings shall be open to the public and meet all requirements of the South Carolina Freedom of Information Act [S.C. Code Ann. 30-4-10. *et seq.* (Supp. 1994)] shall be complied with in the conduct of meetings of the Housing Action Committee.

2. Applicability of Roberts Rules of Order

Roberts' Rules of Order are hereby adopted for the conduct of Regular and Special Meetings of the Housing Action Committee, unless otherwise provided herein. In the case of a conflict between these Rules and Roberts Rules of Order, these Rules shall govern.

3. Order of Business

The order of business at Regular and Special Meetings shall be as follows:

- I. Call to Order;
- II. Adoption of Agenda;
- III. Approval of Minutes;
- IV. Appearance by Citizens;
- V. Unfinished Business;
- VI. New Business;
- VII. Committee Reports;
- VIII. Staff Reports; and
- IX. Adjournment.

G. Vote

All members of the Housing Action Committee shall be voting members and shall be entitled to vote on any issue before the Housing Action Committee, unless they are in a conflict of interest on the matter being determined.

A vote of a simple majority of a quorum shall be required to pass a motion.

H. Conflict of Interest

It is the obligation of all members of the Housing Action Committee to disclose a conflict of interest. At a minimum, the South Carolina law regarding conflicts of interest shall control the Housing Action Committee member's actions.

Any member of the Housing Action Committee who believes that he or she has or may have a conflict of interest of any nature on any matter before the Housing Action Committee, shall notify the Chair of such conflict, abstain from any discussion or vote on the matter and complete any necessary and required Town potential conflict of interest forms at the meeting.

I. Virtual Meetings

Meetings of the Board can be conducted virtually under the authority of, and procedure described in Town Code: § 2-5-10, *et seq. Municipal Code of the Town of Hilton Head Island, South Carolina* (1983, As Amended).

J. Executive Sessions

The Housing Action Committee may go into executive sessions: (1) on matters permitted under the South Carolina Freedom of Information Act; (2) after disclosure of the nature of the subject matter and (3) the understanding that no vote on any issue may take place while in executive session.

VII. Communication (Written or Oral) with Outside Parties

1. Once a decision or action has been rendered by the Committee on any agenda item, discussions between Committee members and applicants and their attorneys on that agenda item should no longer take place. All further communications should be handled through the Town Attorney.
2. Communication with non-Committee members on behalf of the Committee on any matter will be at the discretion of the Chair or by a majority vote of the majority of the committee members.
3. Committee members shall refrain from discussions other than administrative matters regarding a pending agenda item with staff prior to the public meeting. All discussion of a pending matter before the Committee shall take

place in the public meeting. This is to avoid the appearance of improper ex-parte communications and comply with the Freedom of Information Act.

VIII. Amendments to the Rules

These *Rules of Procedure* may be amended at any time by an affirmative vote of not less a simple majority of the Housing Action Committee, provided however that such amendment shall have first been presented to the entire Housing Action Committee in writing at a Regular or Special Meeting preceding the Regular or Special Meeting at which the vote is taken.

**For the Housing Action Committee
Town of Hilton Head Island, South Carolina**

Date of Approval: _____, 2023

By: _____
Its Chair



TOWN OF HILTON HEAD ISLAND

Housing Action Committee

TO: Housing Action Committee
FROM: Nichte Barrientos, Planner- Economic Development
VIA: Missy Luick, Director of Planning
VIA: Shawn Colin, Assistant Town Manager- Community Development
DATE: December 13, 2023
SUBJECT: Evaluation of Committee Representation and Possible Recommendation

RECOMMENDATION:

That the Housing Action Committee evaluate committee representation and consider a recommendation to Town Council related to committee membership representation.

BACKGROUND:

The Housing Action Committee (HAC) was formed by Town Council as a part of priorities defined within the 2022 Workforce Housing Framework *Finding Home*, adopted by Town Council November 2022.

The role of the HAC is to:

- Advise and recommend to the Town various workforce housing strategies for their consideration, adoption, and implementation.
- Review the Town's Workforce Housing Strategic Plan, the Housing Element of the Town's Our Plan, the Workforce Housing Framework, and all other plans that may be created or adopted to address the Town's Workforce Housing needs and thereafter will make recommendations and suggestions for implementation.
- Additionally, the Committee shall assist the Town in determining relevant housing policies that will be necessary to accomplish the identified goals and objectives outlined in the plans mentioned above and provide recommendation on any new or innovative ideas as part of a Town adopted Housing Tool Kit that might help the Town accomplish its workforce housing goals.

The Committee shall consist of no more that eleven (11) members and a minimum of nine (9) members appointed by Town Council. The Council shall seek members with varying backgrounds and expertise related to housing and community development.

Members shall represent to the extent feasible, the following areas of expertise and background:

- General Homebuilding,
- Banking/ Finance,
- Nonprofit Affordable Workforce Housing Developer
- For-profit Affordable Workforce Housing Developer
- Community Representative (Concerned Citizen),
- Affordable Housing Tenant or Homeowner
- Employment sector representative,
- Realtor or Real Estate Professional,
- Workforce Housing Advocate (or social service representative), and
- Representative of a philanthropic organization.

In May 2023, the Town requested individuals interested in the Housing Action Committee (HAC) with the above experience and backgrounds to apply to serve on the Committee. As of October 2023, nine (9) members had been identified and approved by Council to serve. Those individuals include the following representatives:

- Candance Birkenhauer
- Stuart Bell
- Sarah Jones-Anderson
- Sandy West
- Ayaks Castellanos
- Marc Okner
- Jack Adlerman
- Luana Graves Sellars
- Sandy Gillis

SUMMARY:

Although, the Town has appointed the minimum number of representatives, nine (9) members, the Committee will evaluate the current membership backgrounds and experience to determine if there are any gaps in the desired expertise. Council can appoint an additional two members to the Committee based on this gap analysis.

The Committee will review the existing membership matrix to determine the need for additional recommendations/expertise for membership.

RECOMMENDATION:

That the Housing Action Committee evaluate committee representation and consider a recommendation to Town Council related to committee membership representation.

ATTACHMENTS:

1. HAC Membership Matrix_ December 2023
2. HAC Resolution



The Town of Hilton Head Island
Housing Action Committee
Representation

Name	Category
Jack Alderman	Realtor or Real Estate Professional
Sandy West	Community Representative (concerned citizen)
Candace Birkenhauer	Banking Finance
Stuart Bell	Banking Finance
Sarah Jones-Anderson	Affordable Workforce Housing Developer (for-profit)
Ayaks Castellanos	Affordable Housing Tenant or Homeowner
Marc Okner	Employment Sector Representative
Luana M. Graves Sellars	Workforce Housing Advocate (or Social Service Representative)
Sandy Gillis	Representative of a Philanthropic Organization
Vacant	General Home Building
Vacant	Affordable Workforce Housing Developer (non-profit)
Vacant	Affordable Housing Tenant or Homeowner (alternate)

TOWN OF HILTON HEAD ISLAND, SOUTH CAROLINA

A RESOLUTION OF THE TOWN COUNCIL AUTHORIZING THE CREATION OF THE HOUSING ACTION COMMITTEE FOR THE TOWN OF HILTON HEAD ISLAND

WHEREAS, on November 5, 2019, Town Council accepted the Workforce Housing Strategic Plan prepared by Lisa Sturtevant & Associates, LLC and approved a policy framework for a workforce housing program on the Island; and

WHEREAS, on October 20, 2020, Town Council adopted Our Plan 2020-2040, the Town of Hilton Head Island Comprehensive Plan, which includes Housing Goals, Strategies, and Tactics; and

WHEREAS, on December 7, 2021, Town Council adopted the Town of Hilton Head Island Fiscal Year 2021-2022 Strategic Plan, which included strategic action items on housing initiatives; and

WHEREAS, on February 22, 2022, Town Council discussed an update on current housing initiatives and proposed next steps, which resulted in the advancement of initiatives related to sewer connections, home safety and repair, advancement of an RFQ for a workforce housing public-private partnership on town-owned property, formation of a development corporation and participation in a regional housing trust fund; and

WHEREAS, Town Council directed Council Members David Ames and Tom Lennox to work with the Town Manager, Marc Orlando, and his staff to prepare a formal Workforce Housing Framework that would be brought before Town Council for consideration no later than November 1, 2022; and

WHEREAS, the Workforce Housing Framework was adopted by Town Council on November 1, 2022 and represented a cumulation of input from the public and Town Council; and

WHEREAS, four pillars were identified as structural to the foundation of the Workforce Housing Framework that consisted of Community, Planning, Management, and Revenue; and

WHEREAS, the adopted Workforce Housing Framework outlines several critical first steps within each pillar which would support the Town's goal to increase access and opportunities for the preservation and production of workforce housing to meet the growing needs for Town residents and workforce; and

WHEREAS, the Community pillar outlined a recommendation that the Town "engage, collaborate, and inform the community on housing challenges, and to identify community-led housing programs and solutions"; and

WHEREAS, one of the key strategies recommended under the Community pillar of the

Workforce Housing Framework was to create and commit to a Housing Action Committee;

NOW, THEREFORE, BE IT, AND HEREBY IT IS, RESOLVED BY THE TOWN COUNCIL FOR THE TOWN OF HILTON HEAD ISLAND, SOUTH CAROLINA AS FOLLOWS:

- (1) The Town of Hilton Head Island hereby adopts the formation of a Housing Action Committee with the sole purpose to advise and recommend to the Town various workforce housing strategies for their consideration, adoption, and implementation.
- (2) The Housing Action Committee is hereby created, and its membership shall consist of no less than seven (7) and no more than eleven (11) appointed community representatives with varying backgrounds and expertise related to housing and community development. Members shall represent to the extent feasible, the following areas of expertise and background: general home building, banking/finance, affordable workforce housing developer (for-profit), affordable workforce housing developer (non-profit), community representative (concerned citizen), affordable housing tenant or homeowner (and an alternate), employment sector representative, realtor or real estate professional, workforce housing advocate (or social service representative), and a representative of a philanthropic organization.
- (3) The Housing Action Committee shall review the Town's Workforce Housing Strategic Plan, the Housing Element of the Town's Our Plan, the Workforce Housing Framework and any and all other plans that may be created and adopted to address the Town's Workforce Housing needs and thereafter will make recommendations and suggestions for implementation.
- (4) Additionally, the Housing Action Committee shall assist the Town in determining relevant housing policies that will be necessary to accomplish the identified goals and objectives outlined in the plans mentioned above and provide recommendation on any new or innovative ideas as part of a Town adopted Housing Tool Kit that might help the Town accomplish its workforce housing goals.
- (5) The Town Manager is hereby authorized and empowered to take such actions as may be necessary in order to develop, implement, and carry into action the necessary tactics to form and implement the Housing Action Committee.

**MOVED, APPROVED, AND ADOPTED BY THE COUNCIL FOR THE TOWN OF
HILTON HEAD ISLAND ON THIS 16th DAY OF MAY, 2023.**

THE TOWN OF HILTON HEAD ISLAND,
SOUTH CAROLINA


Alan Perry, Mayor

ATTEST:


Kimberly Gammon, Town Clerk

APPROVED AS TO FORM:


Curtis L. Coltrane, Town Attorney

Introduced by Council Member: GLENN STANFORD



TOWN OF HILTON HEAD ISLAND

Housing Action Committee

TO: Housing Action Committee
FROM: Jack Alderman, Chair, Housing Action Committee
VIA: Tammie Hoy Hawkins, Together Consulting
VIA: Missy Luick, Director of Planning
VIA: Shawn Colin, Assistant Town Manager- Community Development
DATE: December 13, 2023
SUBJECT: Discussion of Working Areas and Assignments

BACKGROUND:

The Housing Action Committee (HAC) was formed by Town Council as a part of priorities defined within the 2022 Workforce Housing Framework *Finding Home*, adopted by Town Council November 2022.

The role of the HAC is to:

- Advise and recommend to the Town various workforce housing strategies for their consideration, adoption, and implementation.
- Review the Town's Workforce Housing Strategic Plan, the Housing Element of the Town's Our Plan, the Workforce Housing Framework, and all other plans that may be created or adopted to address the Town's Workforce Housing needs and thereafter will make recommendations and suggestions for implementation.
- Additionally, the Committee shall assist the Town in determining relevant housing policies that will be necessary to accomplish the identified goals and objectives outlined in the plans mentioned above and provide recommendation on any new or innovative ideas as part of a Town adopted Housing Tool Kit that might help the Town accomplish its workforce housing goals.

SUMMARY:

As part of these priorities the Committee will need to research, develop, and recommend a Multi-Year Housing Action Plan for Town Council to adopt. The Multi Year Housing Action plan will incorporate the goals and strategies outlined in the Finding Home Framework and eventually incorporate a Multi-Year Funding Plan. The Action Plan will also include a defined Hilton Head Island Housing Toolkit that will be designed to assist Town staff and appointed officials in effectively implementing a sustainable Workforce Housing Program to meet housing goals. It will provide a range of strategies and tactics

for consideration, tailored to the Island's unique context, policies, and capacity for implementation.

As part of this priority and the work required to research and evaluate all the potential strategies, programs, policies, and action steps necessary to meet the goals of a Multi-Year Action Plan, the Committee will consider forming Working Areas. The Areas would consist of no more than three (3) Committee members per Area/per topic to research, discuss and suggest action steps on ways the Town can support the above goals and help prioritize action items for Town consideration and Council Adoption.

The Chair and Vice Chair are recommending the following near-term list of potential HAC action priorities - see the attached spreadsheet. These Working Areas are a starting point of topics for the Committee to consider along with Committee member possible assignments to each Work Area for discussion. The goal is each Area can bring insights, ideas, and recommendations back to the full HAC for further evaluation and discussion. These areas need to be limited in size to three HAC members each in order to be in compliance with quorum rules.

Initial Working Areas suggestions include:

- Displacement
- Communication
- Tracking
- Land and Planning
- The Market
- Funding

ATTACHMENTS:

1. Working Area Chart and Suggested Assignments

Housing Action Committee - Work Assignments - Preliminary Draft for Discussion

Work Areas		Jack Alderman	Stuart Bell	Candace Birkenhauer	Ayaks Castellanos	Sandy Gillis	Sarah Jones- Anderson	Marc Okner	Luana Graves Sellars	Sandy West	Community Members
1	Displacement - Fully develop anti-displacement plan, coalitions, and action steps for rapid response					√			√	√	
2	Communications - Report progress, increase citizen understanding, provide speakers to the community			√		√			√		
3	Tracking - Document workforce housing progress from all sources in the community	√	√					√			
4	Land & Planning - Study potential workforce housing tracts and encourage pre-planning to expedite	√			√		√				
5	The Market - Understand all segments of workforce housing demand and appropriate AMI guidelines			√	√			√			
6	Funding - Identify and understand resources that match with Town and private housing initiatives		√				√			√	
	Other Work Areas...										

JDA Draft 11/9/2023



The Town of Hilton Head Island
Housing Action Committee
Proposed 2024 Meeting Schedule

MEETING DATES	MEETING TIMES
January 17, 2024	10:00 a.m..
February 15, 2024	10:00 a.m.
March 11, 2024	10:00 a.m.
April 8, 2024	10:00 a.m.
May 13, 2024	10:00 a.m.
June 10, 2024	10:00 a.m.
July 16, 2024	10:00 a.m.
August 26, 2024	10:00 a.m.
September 23, 2024	10:00 a.m.
October 14, 2024	10:00 a.m.
November 19, 2024	10:00 a.m.
December 9, 2024	10:00 a.m.



TOWN OF HILTON HEAD ISLAND

Housing Action Committee

TO: Housing Action Committee
FROM: Nichte Barrientos, Planner- Economic Development
VIA: Tammie Hoy Hawkins, Together Consulting
VIA: Missy Luick, Director of Planning
VIA: Shawn Colin, Assistant Town Manager- Community Development
DATE: December 13, 2023
SUBJECT: Discussion of Multi-Year Workforce Housing Action Plan

BACKGROUND:

The Housing Action Committee (HAC) was formed by Town Council as a part of priorities defined within the 2022 Workforce Housing Framework *Finding Home*, adopted by Town Council November 2022.

As part of this priority the Committee will research, develop, and recommend a Multi-Year Housing Action Plan for Town Council to adopt. The Multi Year Housing Action plan will incorporate the goals and strategies outlined in the Finding Home Framework and eventually incorporate a Multi-Year Funding Plan. The Action Plan will also include a defined Hilton Head Island Housing Toolkit that will be designed to assist Town staff and appointed officials in effectively implementing a sustainable Workforce Housing Program to meet housing goals. It will provide a range of strategies and tactics for consideration, tailored to the Island's unique context, policies, and capacity for implementation.

At the October 4th, 2023, Housing Action Committee meeting, members reviewed a Draft Housing Tool Kit Matrix with over 60 different best practice tools, tactics and strategies organized by the Four Pillars (Community, Management, Planning and Revenue) that could be a part of the recommendations included in the Multi Year Housing Action Plan. The Committee will use the Draft Housing Tool Kit Matrix as starting point for research and analysis on what tools and tactics might be best suited for Hilton Head Island's Action Plan.

SUMMARY:

The Town of Hilton Head Island Multi Year Housing Action plan is intended to be a set of concrete action steps for the Town of Hilton Head Island and its partners to support and encourage the preservation of existing workforce housing and the production of new housing that meets local needs.

This Multi Year Housing Action Plan will be informed based on the 2019 Workforce Housing Strategic Plan and the 2020 Our Plan. The foundation of this Multi Year Housing Action Plan will be built on the four Pillars established and adopted by Council in the 2022 Workforce Housing Framework Finding Home. The plan will consider the housing needs of current residents, current workforce, and projected population growth, with a careful eye toward diverse housing tools, strategies and tactics that can support and meet housing for different areas and neighborhoods of the Island, knowing not one tool or tactic meets all needs.

The Multi Year Housing Action Plan will eventually be joined with a Multi-Year Funding Plan to support the implementation of the Action Plan.

The Draft Housing Tool Kit will be an accompanying resource as the Committee works to develop the Multi Year Action Plan. Other workforce housing resources may also be reviewed, researched, or evaluated as part of developing a holistic Housing Action Plan that includes tools and strategies that work for the unique nature of the Town of Hilton Head Island communities.

The Draft Multi Year Housing Action Plan is meant to be a Framework that will be built out as programming and policy decisions are recommended. Therefore, this document may change slightly prior to the final Plan and Council adoption, as the Committee and Staff define priorities. The document is organized by the Four Pillars within Finding Home and includes the following areas for each:

- Strategies
- Action Items
- Implementation Steps
- Investment Needed
- Partners (needed or required)
- Timeline (short term, mid-term and long term)

The final Multi Year Action Plan will include:

- A robust narrative, for each Pillar highlighting goals, strategies, action items and suggested deadlines.
- A larger Framework (example Excel) Chart as an appendix (aligned with each Pillar)
- Complimentary Housing Tool Kit and Funding Plan
- Best Practice research and sources (where feasible)

ATTACHMENTS:

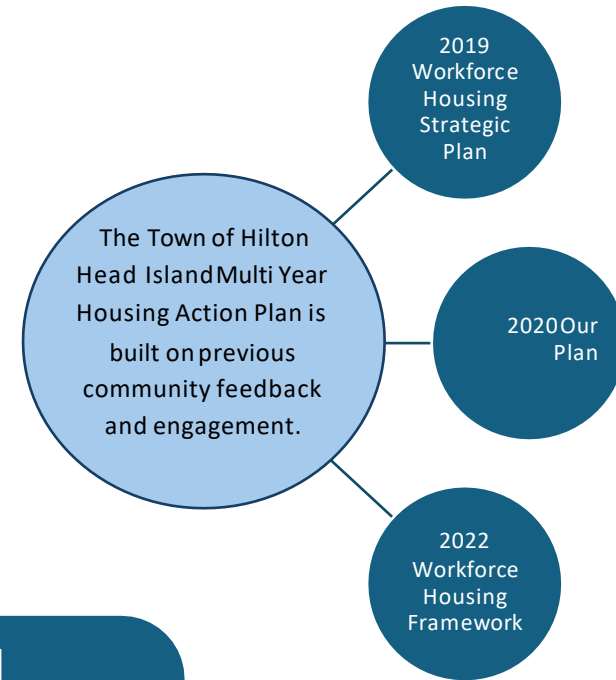
1. DRAFT Example Multi Year Action Plan Narrative (***Community Pillar Example***)
2. DRAFT Example Multi Year Action Plan Excel Chart
3. DRAFT Housing Tool Kit (previously reviewed at October 4, 2023 HAC meeting)

DRAFT Multi Year Housing Action Plan NARRATIVE

The Town of Hilton Head Island's Multi Year Housing Action Plan is a set of concrete action steps for the Town of Hilton Head Island and its partners to support and encourage the preservation of existing workforce housing and the production of new housing that meets local needs.

This Multi Year Housing Action Plan has been informed based on the 2019 Workforce Housing Strategic Plan and the 2020 Our Plan.

The foundation of this Action Plan is built on the four Pillars established and adopted by Council in the 2022 Workforce Housing Framework Finding Home. The plan will consider the housing needs of current residents, current workforce, and projected population growth, with a careful eye toward diverse housing tools, strategies and tactics that can support and meet housing for different areas and neighborhoods of the Island, knowing not one tool or tactic meets all needs.



Community Pillar Goal

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

Planning Pillar Goal

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

Town of Hilton Head Island

Multi Year Housing Action Plan

Management Pillar Goal

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

Revenue Pillar Goal

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



Community Pillar

Importance:

1. The Reach and efficacy of the Housing Framework can only benefit through the collaboration and alignment of non-Town organizations and groups.
2. Successful Models from around the country are built around a broad community coalition and regularly course-correct based on feedback and reporting.
3. Building a sustainable and effective strategy requires a feedback loop from community stakeholders.
4. Communication is key to fostering engagement and understanding.

Strategies:

1. Commit to develop, maintain, and support partnerships and relationships with community organizations, as well as regional and state partners to collaboratively address local workforce housing needs.
2. Commit to a Housing Action Committee to coordinate with community groups in the housing space, cultivate an ongoing housing dialogue, and engage the community in housing education, planning, innovation and provide advice and recommendations

Critical First Steps:

1. Develop a Island -wide housing communications campaign that plainly lays out the argument for Town action and is distributed through a multi-channel, multi-format campaign.
2. Distribute and regularly update a rent survey to area renters and landlords.
3. Develop an asset map of local groups and individuals involved directly or indirectly with housing security and/or affordability.

TOWN OF HILTON HEAD ISLAND MULTI YEAR HOUSING ACTION PLAN						TOWN FY 2024-2025		TOWN FY 2026-2027	TOWN FY 2028-2029			
PILLAR	ACTION ITEMS	IMPLEMENTATION STEPS	INVESTMENT	PARTNERS	FY2023	SHORT TERM		MID TERM	LONG TERM			
COMMUNITY PILLAR												
STRATEGIES	ACTION ITEMS	IMPLEMENTATION STEPS	INVESTMENT	PARTNERS	FY2023	2024	2025	2026	2027	2028	2029	
C1. Commit to develop, maintain, and support partnerships and relationships with community organizations, as well as regional and state partners to collaboratively address local workforce housing needs.	C1.1 Asset Map	a. Research			Mar-23							
		b. Verify contact information			Apr-23							
		c. Summarize and publish		BJHT	May-23							
		d. Review with HAC		HAC	Oct-23							
		e. Incorporate into Anti-Displacement Support Plan		HAC								
	C1.2 Develop Formal and strategic Partnerships with regional affordable housing providers.	a. Committed to BJHT	\$100,000									
		b. Appointment of replacement TOHHI board member										
		c. Follow up with BJHT and new Interim Director		BJHT	Nov-23							
	C1.3 Participate with regional partners	a. Joined Lowcountry Housing Partners (CFL)			Aug-23							
		b. Collaborate (ongoing)										
	C1.4 Develop strategic and formal partnerships with local Affordable Housing providers	a. Discussions with Habitat										
		b. Discussions with CCDC										
		c. Presentations for funding requests		HAC	Nov-23							
		d. Consider Funding MOUs both CCDC and Habitat	\$1.1M requested	Council								
	C1.5 Establish Public Private Partnership to support workforce housing production (Northpoint)	a. Northpoint property RFQ	\$1M committed			Apr-23						
		b. Identitied OneStreet Developers				Sep-23						
		c. Finalize Development Agreement		Town, OneStreet								
		d. Town Entitlement Process Complete		Town								
		e. Community Engagement Process		HAC, Town,								
		f. Project design and financial structure in place		Town, OneStreet								
		g. Break Ground Northpoint		Town, OneStreet								
		h. Project completion/Ribbon-cutting		Town, OneStreet								
	C1.6 Establish Public Private Partnership to support workforce housing production (i.e. Muddy Creek)	a. Identify other potential partners (TBD)										
		b. Define partner for Muddy Creek (RFP/RFQ prcoess)										
	C1.7 Develop and Adopt an Anti-Displacment and Support Plan	a. Research other community plans				Feb-23						
b. Draft Core Anti Displacement Outline					Mar-23							
c. Review with HAC					Oct-23							
d. Using Asset Map partners pull together community partner response team			HAC									
e. Define Internal (Town Response Team)			Town Staff									
f. Finalize Response Teams (internal and external)			HAC									
g. Determine what resources or funding needed			HAC, Town Staff									
h. Inventory existing rental units (determine what is at risk, See Market Study in C2.4)												
i. Final Plan			HAC, Town Staff									

		j. Council Adoption		Council							
		k. Manage Plan and Implement Action based on Triggers (ongoing)		Response Teams							
C2. Commit to a Housing Action Committee (HAC) to coordinate with community groups in the housing space, cultivate an ongoing dialogue, and engage the community in housing educaton, planning, innovation and provide advice and recommendations.	C2.1 Create a HAC	a. Research			Feb-23						
		b. Ordinance adopted			May-23						
		c. Appointments			Aug-23						
		d. First Official Meeting			Oct-23						
	C2.2 Develop a holistic multi-channel and multi-formatted Island-wide housing communication campaign supporting the argument for workforce housing	a. Define Purpose, goals and scope of work to develop a Communication Plan and Campaign Strategy for the Town (define Town's Plan vs regional campaign etc)		HAC, BJHT, Lowcountry Housing Partners, other regional players, to ensure alignment							
		b. Research (other examples if helpful) and draft scope of work needed, determine what would be Town resources needed including staff time and funding vs an outside agencies or consultants		HAC, Town Staff							
		c. Finalize (approve) Scope with specific deliverables based on audience, mediums to be used and timeline for roll out		HAC, Town Staff							
		d. Roll Out Communication Plan, update and add as needed		Town Staff							
		e. Develop and conduct a Communitywide Survey		HAC, Town Staff							
	C2.3 Develop and distribute a regularly updated rent survey to renters and landlords.	a. Develop a suvery for existing property owners and management companies to collect data									
		b. Conduct an Island wide "current" Housing Market Study									
	C2.4 Inventory all rental properties currently on the Island	a. Inventory existing affordable housing vs market rate vs NOAH housing units (market study above would be helpful to accomplish as well)									
		b. Incorporate final inventory as part of Anti Displacement and Support Plan									
		c. Maintain Inventory and unit availability on wesbite or another web-based tool (or create links to other resources)									
	C2.5										
	PLANNING PILLAR										
STRATEGIES	ACTION ITEMS	IMPLEMENTATION STEPS	INVESTMENT	PARTNERS	FY2023	2024	2025	2026	2027	2029	2030
P1. Commit to a multi-year workforce housing action plan that will include a range of	P1.1 Create a Workforce Housing Toolbox	a. Researched and presented a DRAFT TOOL KIT		HAC	Oct-23						
		b. Evaluate and recommend what Tools and Strategies are transferable to HHI		HAC, Town Staff							

prioritized housing tactics and tools		c. Develop a priority tool list along with a timeline for Tool implementation (example allowed by law vs not, tool that fits Hilton Head, etc.)		HAC, Town Staff							
		d. Finalize draft Multi Year Housing Action Plan Framework		HAC							
		e. Provide a forum for Community Enagagement on potential tools and strategies		HAC, Community partners							
		f. Multi Year Action Plan for Council Adoption		HAC, Town Staff, Council							
		g. Include recommendations for incoporation for LMO Update as part of the "Housing Incentives Chapter" to ensure alignment with desired land use, zoning recommendations etc. (ongoing)		HAC, Town Staff, LMO consultant							
		h. Adoption of Tools (for LMO or other Incentive strategies)		Council							
		i. Revisit what's working, whats not, adjust, retool									
	P1.2 Develop and maintain a map and database of all workforce housing units	a. See C2.3 and C2.4 (Conduct a "current" housing market study									
		b. Maintain updated database (annually)									
	P1.3										
MANAGEMENT PILLAR											
STRATEGIES	ACTION ITEMS	IMPLEMENTATION STEPS	INVESTMENT	PARTNERS	FY2023	2024	2025	2026	2027	2029	2030
M1. Commit to adding dedicated staff to provide coordinate and planning	M1.1 Recruit and hire at least one staff person focused on implementing the housing action plans and playing a lead advocate for the Town efforts.	a. Create a job description		Town staff	Jan-23						
		b. Recuit for Chief Housing Officer		Town staff	Aug-23						
		c. Interview candidates		Town staff	ongoing						
		d. Made an Offer and Candidate Accepted		Town staff	Nov-23						
		e. CHO onboard		Town staff		Jan-24					
M2. Commit to explore the creation of a professionally managed housing organization	M2.1 Develop an Asset Map of partners and players in the space of workfroce housing.	a. Completed Map and List in Partnership with BJHT		Town staff, BJHT	May-23						
		b. Evaluate capacity of agencies and potential project public/private partnerships		Town Staff	ongoing						
		c. Presentations by Habitat and CCDC		Agencies	Nov-23						
		d. Consider Funding Requests for approval (Habitat and CCDC)		Town staff, Council							
		e. Consider land opportunities for agencies or potential partnership with the Town (i.e. Habitat)		Town staff, Council							
		f. Research and evaluate other existing potential partners (nonprofit, forprofit, in SC or outside, use an RFQ or RFP process when necessary)		HAC, Town staff							
		g. Research other organizational structures for potential recommendation and implementation (e.i. Community land trusts, community development corporations, redevelopment authorities)		HAC, Town Staff							
M3. Commit to and maintain a dashboard of core metrics	M3.1 Define Ideal Metrics to Track	a. Define metrics to track and report on progress		HAC, Town Staff							
		b. Develop a dashboard (that can be public facing)		HAC, Town Staff							

		c. Maintain Dashboard		HAC, Town Staff							
REVENUE PILLAR											
STRATEGIES	ACTION ITEMS	IMPLEMENTATION STEPS	INVESTMENT	PARTNERS	FY2023	2024	2025	2026	2027	2029	2030
R4. Commit to a funding plan that meets the needs of the Multi-year workforce housing action plan.	R4.1 Establish a dedicated and recurring funding sources that are allocated for workforce housing.	a. Helped support the passge of Act 57, allowing ATAX as a new funding source for workfroce housing		Town staff	May-23						
		b. Draft a Housing Impact Analysis for staff and HAC review (required by Act 57) to allow for ATAX funding for WFH		Town staff, HAC	Nov-23						
		c. Review and finalize HIA		Town staff, HAC	Dec-23						
		d. Complete required process for ATAX funds for WFH (amendment to Our Plan and Budget Amendment, any other public hearings) required prior to funding availability.		Town staff, HAC, Planning Commission, Finance and Administration Committee, Council							
		e. Define amount of funding available from ATAX for WFH (based on other Town obligations, eligibility requirements and programming and policy opportunities).		Town staff, Council							
		f. Develop and Implement process or application adjustments to Outside Agency requirements for requests for ATAX funding		Town staff, Council							
		g. ATAX WFH eligibility expires 2030, consider preparation to renew legislation		HAC, Town staff							
		h. Evaluate other eligible dedicated revenues and funding sources (other communities, best practice options, etc.)		HAC, Town staff							
	R4.2 Identify possible Town revenue sources for workforce housing program allocation.	a. Create a Town Housing Fund	\$3,300,000		Jan-23						
		b. Committed to BJHT	\$100,000		Nov-22						
		c. Develop a Funding Plan that aligns with the Multi Year Action Plan		HAC, Town Staff							
		d. Final Funding Plan and Recommend to Council		Council							
	R4.3 Establish a network of potential financial partners including but not limited to private investors, philanthropic organizations, banks, etc. to support	a. Define leveraging opportunities (local, regional, federal, state, philanthorpy, private partnerships)		HAC, Town Staff							
		b. Define new opportunities for funding		HAC, Town Staff							
		c. Formalize funding commitments with financial partners		Town staff							

TOWN OF HILTON HEAD ISLAND HOUSING TOOL KIT
DRAFT AFFORDABLE WORKFORCE HOUSING POTENTIAL STRATEGIES AND TOOLS

Housing Action Committee Analysis Chart
DRAFT V2 10.04.2023

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 WFH 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		

Attachment 1

COMMUNITY PILLAR							
TOOL OR STRATEGY	DESCRIPTION	EXAMPLE	LOCAL or STATE POLICY	TIME FRAME	TOWN ROLE	RECOMMENDATION	ACTION STEPS
Define Public Land Opportunities	This could include land owned not just by the local government , county, school district, parks authority or transit agency, and can include both vacant and underutilized parcels.		Local				
Define Private Land Opportunities	Community organizations, faith-based entities and even private owners may be interests in repurposing, selling or swapping land for WFH.		Local				
Community Land Trust (CLT)	A nonprofit organization designed primarily to ensure community stewardship of land. CLTs can be used for many types of development but are primarily used to provide permanently affordable housing options to lower-income households. CLT purchase land and maintain permanent ownership.	Greenville, Sterling CLT Charleston, Palmetto Community Land Trust, North Charleston, Community First Land Trust	Local				
Affordable Housing Purchase Program	Local Govt and partners buy existing short-term rentals from owners to put into permanent affordable housing	Aspen/Pitkin Co	Local				
First Time Homebuyer Programs	Local govt works with nonprofit housing providers to rehab and or construct for permanent affordable homeownership. City buys property or homes and transfers to nonprofits, also offer down payment assistance.	City of Charleston	Local				
Home link/Home Sharing Online Resource	Work with employers and or Chamber to develop an online portal for sharing available rental units that helps connect employees with vacant or available rental units or sharing of units.		Local				
Define state advocacy role for Low Income Housing Tax Credit, State tax credits, Bonds, etc.	Support and Advocate for State Housing programs, ensuring they are available and meet local community needs. State Housing Finance is the lead resource for affordable housing financing, communities should advocate for these programs and ensure they are available at the local level.		Local and State				

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PLANNING PILLAR							
TOOL OR STRATEGY	DESCRIPTION	EXAMPLE	LOCAL or STATE POLICY	TIME FRAME	TOWN ROLE	RECOMMENDATION	ACTION STEPS
Adaptive Reuse/ Commercial Conversion	The repurposing and/or redeveloping of existing buildings and/or facilities into affordable housing projects and/or units. (i.e., commercial conversion). Adaptive reuse poses an alternative solution to demolition or deterioration and provides an option for expanding housing options in an environmentally sustainable way, while also maintaining historic buildings and/or preserving existing community structures. Common buildings used for adaptive reuse include, but are not limited to, historic buildings, schools, industrial factories and hotels. Increasingly, communities are looking at ways to convert vacant or underutilized commercial or retail buildings into housing including commercial strip shopping center, big box stores, malls and small stand-alone office and retail spaces. Restrictive and difficult-to-change zoning can be a barrier to adaptive reuse projects. Communities can adopt more flexible zoning requirements to save these developments the time and costs associated with a lengthy variance approval process.	Town of Truckee, CA- adopted a workforce housing ordinance and inclusionary housing ordinance requiring commercial, industrial and residential projects to provide affordable housing as part of development. Denver- Adaptive reuse project transformed a vacant former college dormitory and boarding school for Catholic girls into a 72-unit affordable multifamily project targeting families with incomes between 30% to 80% AMI. The effort was sponsored by a private developer, the Denver Housing Authority, and the City and County of Denver. It was funded by 4% tax credits, bonds, FHA-backed loans, tax abatements, Housing Authority.	Local		Currently have a commercial conversion program.	Evaluate Current Policy.	
Explore and identify needed updates to the Town's Land Management Ordinance (LMO) and other Town housing policies.		The City of Key West: workforce housing program is part of the land development regulations. The program has an inclusionary workforce housing requirement, allows for linkage of projects, and includes a fee in lieu component. Jupiter, Palm Beach County: The workforce housing program is part of land development regulations which include a non-residential linkage fee; inclusionary workforce housing requirement 6% of units in any resident development of 10 units or more are workforce housing units; workforce housing plan density bonus; payment in lieu options for workforce housing units.	Local				

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PLANNING PILLAR							
TOOL OR STRATEGY	DESCRIPTION	EXAMPLE	LOCAL or STATE POLICY	TIME FRAME	TOWN ROLE	RECOMMENDATION	ACTION STEPS
Overlay Zoning Districts Utilize District Planning as a mechanism to direct future housing growth. Including instituting programs that promote mixed income housing within defined District.	A zoning overlay district is a defined area upon which additional land use requirements or flexibilities apply to promote a specific goal. In exchange for housing affordability, a zoning overlay district can allow increased density in a targeted area, such as adjacent to a transit hub or other meaningful community corridors or more intense allowable development.	San Marco, TX- The 2017 Development Code in San Marcos created Neighborhood and Character Districts with a range of allowable uses. These promote diverse housing types, including cottage courts, live-work spaces, and mixed-use spaces with retail below, apartments above. Smaller density Character Districts allow for corner retail. City offers 10% density bonuses for affordable housing within designated areas.	Local				
Create a district infill development strategy with predefined housing types that align with district goals.	The goal is to target infill properties for redevelopment along with series of incentives that support workforce housing opportunities.						
Explore a wetland banking program on Town-owned properties.	Like a Transfer of Development Rights, property owners may swap land that is undevelopable or better suited for conservation into a conservation bank for other land or higher density in an area that could create mixed income housing. Create wetland bank where private properties could evaluate land swap opportunities.	Martha’s Vineyard (Oak Bluff project) did a land swap with a doughnut shaped piece of land that supported both conservation and affordable housing.	State Local				
Density Bonuses	Allow for additional units in a development if a percentage of affordable housing is committed to the overall development. The amount of density and % of affordable housing is based on other zoning requirements as well as financial feasibility of the overall project. Can be for rental or homeownership. Density bonuses can improve the financial feasibility of affordable housing development because additional units offset the lower per unit revenue. This strategy can be particularly effective to add to the affordable housing stock in higher income and higher cost communities.	Delray Beach: allows for additional market rate (or more total units) if the developer provides % of affordable units. San Diego: Affordable Homes Bonus Program 50% density bonus when 15% are AH	Local Policy		The Town currently has a density bonus program.	Evaluate Current Policy.	

Attachment 1

PLANNING PILLAR							
TOOL OR STRATEGY	DESCRIPTION	EXAMPLE	LOCAL or STATE POLICY	TIME FRAME	TOWN ROLE	RECOMMENDATION	ACTION STEPS
Height Flexibility	Provide building height and/ or residential dwelling unit bonuses for mixed income or mixed-use commercial buildings where affordable units are created.		Local Policy				
Flexibility in lot sizes	Provide additional flexibility in lot sizes or possibly de-regulate lot dimensions and sizes for infill lots that provide for affordable housing.	Tallahassee, FL: Allow relief in setbacks and minimum lot sizes as well as 25% bonus for development that have 10% AH.	Local Policy				
Reduce Parking Requirements	Reduce or eliminate off-street parking requirements for affordable units. Most zoning ordinances require that new residential developments include a certain number of parking spaces per unit or per bedroom. These requirements can add significantly to the cost of developing housing and have been found to have a substantial impact on the financial feasibility of below-market-housing. Decision makers can ensure that parking accommodations meet the needs of the target population and avoid the burdensome cost of outsized land requirements.	Seattle, WA: allows one parking space per six units vs 3 units when AH included.	Local Policy				
Expedited Permitting	Provide expedited permit review process of affordable unit projects, these projects get flagged and got to the top of the review process. Fast-tracking affordable housing developments through the permit approval process saves time and minimizes project-related soft costs.	New Castle County, Delaware offers bonus density, and site development, incentives, expedited reviews, and application fee waivers to workforce development project developers who designate a portion of their projects as workforce and who make a designated contribution to the Housing Trust Fund to assist with the provision of affordable housing. Santa Fe: Offer expedited permitting along with similar incentives as a package.	Local Policy				
“Mandatory” Inclusionary Zoning as part of all development within certain eligible zones.	Require a % of affordable housing in all market rate developments, created mixed income housing options.	Davidson, NC: 12.5% of all homes in new development must be affordable.	State Policy (not currently allowed)				

Attachment 1

PLANNING PILLAR							
TOOL OR STRATEGY	DESCRIPTION	EXAMPLE	LOCAL or STATE POLICY	TIME FRAME	TOWN ROLE	RECOMMENDATION	ACTION STEPS
		Montgomery Maryland has the longest standing IZ code since 1974.	Previous Legislation introduced by Sen. in Charleston did not pass.				
“Voluntary” Inclusionary Zoning	Local government provide incentives for developers to “voluntarily” include a % of affordable housing within a defined project. Typically exchange additional density (more market-rate along with the AH) for the provision of below-market-rate housing.	Greenville Charleston (in SC mainly used within various agreements or ordinances)	Local				
“Voluntary” Inclusionary Zoning within Planned Development Agreements	Local government provide incentives for developers to “voluntarily” include a % of affordable housing within a defined project, typically through a one-on-one local agreement or planned developments vs an approved ordinance.	City of Charleston has several mixed income mixed use ordinances that allows for density bonuses and incentives for including AH, they also offer a Fee in lieu. Virginia Beach offers a bonus density to developers who voluntarily build workforce housing units in combination with the development of market-rate units.	Local				
Town Initiated “Upzoning” (allows for Missing Middle Type Housing)	Modifying zoning codes to reduce bulk and height limitations and increase allowable floor area ratios allows developers to accommodate a greater number of units at more affordable prices. It is important to highlight that upzoning does not have to mean high density because allowing for duplexes and quadplexes instead of single-unit lots can often provide gentle density increases that help support greater housing supply. Require analysis and mandatory affordable unit provisions for areas where city-Initiated upzones allow for additional units.	St. Petersburg just adopted this of certain neighborhoods downtown. Dallas, a private developer built a four-unit townhouse development within a single-family lot, without the use of subsidy. This private market activity with lower price points was made possible because of zoning changes. This case illustrates that when an area has zoning that allows for smaller unit development, subsidies may					

Attachment 1

PLANNING PILLAR							
TOOL OR STRATEGY	DESCRIPTION	EXAMPLE	LOCAL or STATE POLICY	TIME FRAME	TOWN ROLE	RECOMMENDATION	ACTION STEPS
	Examine permitting process for new duplex and triplexes units	not be necessary to reach affordability goals.					
Support a full spectrum of housing types catering to changing demographics over time.	Align housing types in certain Districts with current demographics in mind while also taking into consideration changing demographics and trends over the next several decades, like aging in place, younger smaller families, etc.						
Transit Orientated Development (TOD) Areas	Support AH/WFH near transit sites or transportation infrastructure. Also consider land owned by Transit Authorities or Department of Transportation, including land swaps etc. Towns should use every tool in their toolbox to spur affordable housing in transit-rich-neighborhoods, including upzoning, better harmonizing housing and transit planning, and prioritizing housing construction subsidies for developments with transit access. Transit agencies can also utilize the real estate they own in innovative ways to build well-placed housing.	Washington MetroArea Transit Authority recently partnered with Amazon to develop 1,000 at Metro stations. SC DOT worked with State Housing to offer special tax credits and incentives to offset 526 impacts to the community.	State and Local				
Conversion of Single-Family units to allow for multiple units	Foster the conversion of single-family homes to multi-unit buildings. By increasing the number of units within each building, these conversions result in increased density and affordability without new construction or changing the character of a neighborhood.		Local				
Accessory Dwelling Units	Allow for ADUs in specified Zones and offer incentives for WFH. Accessory dwelling units (ADUs) are smaller housing units that are either attached units as part of a primary dwelling unit or structure (e.g., as a lower-level apartment, over-garage apartment) or are a detached structure (e.g., tiny home). These units can also be a source of lower-cost workforce housing. In addition to serving as a source of workforce housing, accessory units can be a source of income for homeowners, allowing them to remain in their homes over time.	City of Charleston: Allows ADU In certain neighborhoods and districts, where the zoning can accommodate added units, ADUS are Not allowed for Short -term rental and are deed restricted if for WFH. City offered grants funds to support and pilot. Portland: City manages an ADU Program offers waivers for affordable rental housing. The program allows for backyard cottages using pre-approved designs. Connects owners to financing through BackHome ADU and Craft3, which provide	Local				

Attachment 1

PLANNING PILLAR							
TOOL OR STRATEGY	DESCRIPTION	EXAMPLE	LOCAL or STATE POLICY	TIME FRAME	TOWN ROLE	RECOMMENDATION	ACTION STEPS
	Local governments can revise their codes to allow ADU construction in single-family housing neighborhoods, or if they already do, they can consider adding affordability requirements, reducing the minimum eligible lot size to accommodate these units, and revising setbacks and floor area ratio minimums that may otherwise prohibit their construction.	low interest loans to homeowners. The homeowner pays nothing and receives a portion of the revenue stream.					
Develop small home/cottage style pre-approved plans	By defining a series of pre-approved designs or plans for smaller type units and cottage style designs for workforce housing in pre-approved in certain district, developers can receive quicker approval, saving time and money.	Kansas City, MO in 2019 worked with MIT to create a model zoning code to promote smaller developments (4-12units) that would fit within community's character.	Local				
Tiny Homes	Prefabricated homes (or stick built) of approximately 400 square feet or less that meet housing needs for formerly homeless, provide cost effective transitional housing and permanent supportive housing options. Can be designed as a community with supportive services, communal facilities, and workforce training.	Easley SC: The Dream Center offers as part of transitional housing program. Tallahassee "The Dwelling". Affordable rental with community amenities and common areas. Dallas "Cottages at Hickory". Homeownership opportunities for formerly homeless. (a@\$50,000 per unit)	Local				
Development Agreements (DA)	Use the DA process to negotiate and offer a host of incentives for development that include percentage WFH. (see above for IZ examples etc.)	Most SC local governments use this tool to achieve desired outcomes in a development.	Local				
Transfer of Development Rights (TDR)	A zoning mechanism generally used to preserve or protect natural resources, open space and/or cultural resources and redirect development that would occur on that land elsewhere, targeting community growth and development. TDR, also known as a density transfer credit program, is an innovative approach to development and can promote economic opportunities for land parcels in areas not specifically targeted for development.		Local				
Special Purpose Districts	Community Benefits Districts and other types of special purpose districts have been established in some cities to capture a portion of increased real estate values made possible by public investments (up zoning, infrastructure projects, etc.).	In Spartanburg a District was created in Northside for tax abatement purposes.	Local (State? I am not sure for SC)				

Attachment 1

PLANNING PILLAR							
TOOL OR STRATEGY	DESCRIPTION	EXAMPLE	LOCAL or STATE POLICY	TIME FRAME	TOWN ROLE	RECOMMENDATIO N	ACTION STEPS
Allow for “Alternative Building Methods and Products” Especially with an eye toward design and construction methods that promote energy efficiency.	Factory-built homes can be designed and constructed so that they are indistinguishable from stick-built housing (i.e., wooden frame homes constructed on-site) and often are more cost-effective to produce. Consider new technologies and innovation, such as modular construction. Localities can revise their codes to allow greater flexibility for alternative housing types while including basic design restrictions to maintain neighborhood character and resilient building standards. This added flexibility can result in more efficient construction that expedites the completion of affordable units.	Thistle Homes, Boulder: working to preserve prefab homes and promoting new building innovations to support more cost effective and environmentally friendly housing solutions.					

Attachment 1

REVENUE PILLAR							
TOOL OR STRATEGY	DESCRIPTION	EXAMPLE	LOCAL or STATE POLICY	TIME FRAME	TOWN ROLE	RECOMMENDATION	ACTION STEPS
Town General Fund or Reserves	Funding committed from Town or City General Funds. Town Councils approved Initial Capital	Town committed \$3.3M in a Housing Fund for FY 2024.	Local and State (depending on the source may need enabling legislation)	Ongoing	Lead		
Lobby for Accommodation and Hotel tax revenue application to housing	In high tourism related communities where the workforce is predominately tourism and or hospitality related, there can be a direct nexus for using these funds to support housing for the workforce. (HTAX and ATAX)	Columbus, OH Summit Co, CO	State approval Local adoption needed per legislation, up to 15%	ATAX Funding Approved (HTAX Not included)	Lead	Housing Impact Analysis in Progress.	
Food and Beverage Tax (Hospitality Tax)	In high tourism related communities where the workforce is predominately tourism and or hospitality related, there can be a direct nexus for using these funds to support housing for the workforce. (HTAX) This tax includes food and beverages including alcohol.	Dade County, FL	State (was not include S284)				
Identify a dedicated funding source to support Housing Action	This umbrella term refers to mechanisms, typically a new or repurposed tax or fee, through which governments can raise funds for a stated purpose, like WFH.	Several options (some outlines in this section)	Local and State (depending on the source may need enabling legislation)				
Sale of Public Land	Proceeds go into WFH Fund	Austin provided proceeds for AH, Sante Fe, NM	Local				
Local Housing Fund Create a <u>HHI Housing Fund</u> to Support Public/Private	Create a dedicated fund to support affordable workforce housing from local generated revenue or funds to subsidize or support projects (see above).	Greenville launched a City Housing Fund with an initial \$2M, the trust now does more than finance, they own AH property and land banks	Local		Town in the RHTF, but could have its		

Attachment 1

REVENUE PILLAR							
TOOL OR STRATEGY	DESCRIPTION	EXAMPLE	LOCAL or STATE POLICY	TIME FRAME	TOWN ROLE	RECOMMENDATION	ACTION STEPS
Partnerships specifically on the Island					own fund for HHI initiatives		
Town Owned Land: Offer Land surplus/ public private partnerships. (either purchase new land or offer land already owned at reduced fee or at no cost)	Town policy regarding development outcomes for property that is deemed surplus by council, or other property where the city partners with a private developer to re-develop.	City of Cleveland- launched an interactive web map showing the Land Bank’s more than 13,000 vacant parcels in its inventory that are for sale to the public for new home constructions or as side yards to current homeowners. The map links directly to Land Bank application submission portal.	Local		Town Launched a Town-owned property dashboard.		
Co-Locate on Public Land	Combine public asset with WFH as local government strategy	<i>Fire Station Co-location</i> In Washington, DC’s Foggy Bottom, the city used a competitive solicitation process for two District-owned parcels to create a fire station that included 52 units of affordable housing above it. The result is West End Square 50, a 110,000 square foot, mixed-income, multi-use development.	Local				
Fee Reductions or Waivers	Fees are charged as part of the development review and approval process. Consider waiving or reducing the review and approval costs for WFH. Impact Fees are also cost to development which by state law may not be waived but could be subsidized by a Fund or the Town to reduce costs.	Beaufort County helps to offset impact fees for affordable housing. (impact fees must be paid) Polk County, FL: offers permit waivers and impact fee rebates. Fees are reimbursed once AH units are complete.	Local				
Fee in Lieu of (Inclusionary Zoning) Voluntary or Mandatory	Developing a unit for incentives or paying a fee into a fund. Some IZ programs also allow developers to “buy out” of the obligation of dedicating affordable housing units within their properties by contributing a set amount to fund a dedicated to producing affordable housing. <i>(this is not ideal since the cost to produce one unit within a developer is less than a stand-alone but is an option).</i>	City of Charleston allows this but just readjusted the amount to a higher fee, too many developers were opting out.	Local				

Attachment 1

REVENUE PILLAR							
TOOL OR STRATEGY	DESCRIPTION	EXAMPLE	LOCAL or STATE POLICY	TIME FRAME	TOWN ROLE	RECOMMENDATION	ACTION STEPS
Local Tax Abatement (or exemption) process for WFH	Local jurisdictions can adopt various types of tax incentives to encourage the development of new affordable housing or to incentivize owners to preserve the affordability of existing subsidized and unsubsidized affordable rental homes. Tax incentive programs often work by freezing or lowering the real estate tax assessments or tax rate or rebating back all or a portion of the property tax amount, for properties that preserve affordability over a designated period of time.	Spartanburg offered 50% abatement for a mixed income project on Northside project. In SC nonprofit developers can be designated tax exempt properties if they meet certain state rules.	Local (may require other parties to approve, school district, county etc.)				
Property Tax reduction for Affordable Rental Housing	In SC Homeowners pay 4%, Rental Properties pay 6%, consider a reduced rate for units that serve AH or WFH (could model after homestead exemption as well for single family)	Berkeley CA: rebates for LMI residents and properties	State				
Bond Financing (Revenue and or Local General Obligation Bond Revenues)	Open a dialogue on bonding options A bond passed by the voters at the municipal or county level to fund local infrastructure needs, including affordable housing. General Obligation (GO) Bonds are issued by a jurisdiction generally to pay for community improvement projects such as infrastructure, schools and other capital projects, though communities have used GO bonds to finance affordable housing. Unlike revenue bonds, projects funded by GO Bonds do not have to have a revenue source that repays the debt. Rather the GO Bonds are paid off as part of the local jurisdiction’s general expenditures on interest and debt.	City of Charleston had two approved bonds for AH.	Local (may require other local participation, county etc.)				
Explore a dedicated mileage	Commit a % of local taxes or increase a % of taxes to WFH.	Denver, New Orleans	Local				
Impact Investment Fund (Preservation and or Property Acquisition)	Work with private investors, philanthropy, and banks To support housing preservation, Naturally Occurring Affordable Housing (NOAH), etc. Impact Funds typically capitalized through a combination of public, private and philanthropic investors to support the financing of the quick acquisition of existing properties than can	Greenville Housing Fund Charlotte Housing Fund	Local (requires private investors)				

Attachment 1

REVENUE PILLAR							
TOOL OR STRATEGY	DESCRIPTION	EXAMPLE	LOCAL or STATE POLICY	TIME FRAME	TOWN ROLE	RECOMMENDATION	ACTION STEPS
	be preserved for affordable housing. (i.e. Naturally Occurring Affordable Housing or NOAH) or vacant property for future development.						
Real Estate Transfer Fees Document Recording Fees	A real estate transfer tax, also called a documentary stamp tax or real estate excise tax, assesses a tax based on the value of real property at the time of sale or transfer. A share or set fee at transfer of real estate.	Columbus, OH SC State Housing Trust Fund is funded through .10 cents from deed recording fees in SC.	State				
Sales Tax Revenue	A share of an existing or new sales tax assignment.	St Petersburg: Penny for Pinellas for AH Land acquisition. Washington State allows local governments to impose 0.1% sales tax or use tax for AH, 60% of revenue must be used to construct AH (no longer needs a local voter approval, as long a state approves) Twin Cities, MN metro area, .25% sales tax for AH	State and Local (need to verify for SC)				
Sales Tax Rebates	Developers receive a rebate or credit for materials purchased for affordable housing	Florida’s recent Live Local Act S102 allows for developers to receive sales tax rebates for AH materials.	State and Local (need to verify)				
Tax Increment Financing	In many states, jurisdictions are permitted to bond against the “incremental taxes that are created when a vacant or underutilized property is redeveloped.” A portion of the TIF funds can be set aside for housing. Usually through a “community benefits agreement” Tax increment financing (TIF) has become a popular source of revenue for economic development projects in many communities but can also be leveraged for the development of below-market-rate housing. The local jurisdiction defines a TIF district and allocations of real estate property tax revenue are frozen at baseline levels. The additional tax revenue generated as the value of properties in the district increase is allocated to projects in the TIF district.	Other cities with CBA/CBD’s include Atlanta, Denver, Milwaukee, Minneapolis, New Haven, New York City, Philadelphia, Pittsburgh, San Diego, San Francisco, San Jose, Seattle, Syracuse, Washington, D.C., and Wilmington.	Local (legislation was passed some time ago allowing for TIF proceeds to fund AH)				

Attachment 1

REVENUE PILLAR							
TOOL OR STRATEGY	DESCRIPTION	EXAMPLE	LOCAL or STATE POLICY	TIME FRAME	TOWN ROLE	RECOMMENDATION	ACTION STEPS
Commercial and Residential Developer Impact Fees “linkage fees”	A fee assessed on new residential or commercial development (Ex. of \$1,500 per unit/use).	Denver Telluride					
Settlement Money	Percent of funds from legal action.	During the 2008 Housing Crisis, funds were made available to state for housing efforts. Local lawsuits also may generate funds that may be a housing nexus.	State or Local				
External “third party funding sources”	Support developers and or partner in accessing outside funds and or tax credits that help WFH projects come to fruition, by providing advocacy, support letters and or connections.	State Housing Finance Agency (Federal and State Tax Credits) Housing Trust Funds (BJHT, SHTF) US HUD (LCOG) USDA Federal Home Loan Bank Financial Institutions Tax exempt Bonds (HA) CDFIs (CW)	Federal, State, Local (LCOG) Private				

Attachment 1

MANAGEMENT PILLAR							
TOOL OR STRATEGY	DESCRIPTION	EXAMPLE	LOCAL or STATE POLICY	TIME FRAME	TOWN ROLE	RECOMMENDATION	ACTION STEPS
Commit to staffing the housing action efforts.	To include at least one staff person focused on implementing the housing action plans and playing the lead advocate for the Town’s efforts. Currently recruiting for a Chief Housing Officer. (new Job description) Affordable housing development is a complex process that requires technical competency and the ability to navigate difficult conversations. A dedicated housing staff familiar with development processes who can mediate among the private sector, funding partners, and regulatory bodies can function as the spokesperson for the local government in order to communicate with external and internal partners in an effective and constructive manner.	Most local communities that have a robust Housing Plan have dedicated staff and or departments.	Local Policy	Ongoing	Lead		
Explore external housing development capacity.	Through an existing Island organization, an outside organization OR standing up a new one, such a Redevelopment Authority, which is typically set up by a local government to meet housing and community economic development goals with ties to the local government, or a Community Development Corporation (CDC), which is typically a separate 501 c 3 organization with a mission to serve a housing and or community development purpose.	Redevelopment Authorities: Charleston County Redevelopment Authority Greenville County Redevelopment Authority There are over 30 CDCs in South Carolina, the Coastal CDC is the newest CDC in HHI and Bluffton.					
Employer Assisted Housing Programs (EAHP)	EAHP provide a channel through which employers can help their employees with the cost of owning or renting a home, typically in neighborhoods close the workplace. Assistance may be provided in a variety of ways, including down payment assistance grants or loans that are forgiven, rental subsidies and in some cases direct investment in the construction of rental housing for employees.	There are lots examples in SC, local ones below. City of Beaufort in partnership with CommunityWorks Beaufort Memorial Hospital in partnership with CommunityWorks.					
Land Banks	Land Banks are typically public authorities or non-profit organizations created to acquire, hold and manage and	Center for Community Progress is a National organization that maps and supports Land Banks across the country.					

Attachment 1

MANAGEMENT PILLAR							
TOOL OR STRATEGY	DESCRIPTION	EXAMPLE	LOCAL or STATE POLICY	TIME FRAME	TOWN ROLE	RECOMMENDATION	ACTION STEPS
	sometimes redevelop property in order to support existing and future affordable housing goals. Land ownership can help support longer term affordability and sometimes land banks are paired with Community Land Trust once properties are developed to enable affordability in perpetuity.	Chatham County/City of Savannah Greenville Housing Fund, created a land bank in partnership with the City of Greenville to hold properties for future development. The City of Charleston banks their own land.					
Local Voucher/Rental Assistance (Grant Program)	Like the Federal Housing Choice Voucher program, a local housing voucher/grant program provides assistance to households to enable them to rent housing in the private market. A local housing grant program using local resources could offer priority to individuals who hold jobs in the community	City of Greenville previously had a “tenant based rental assistance program” (TBRA) Table 301 in Greenville provided rental subsidy to restaurant workers.	Local Policy		Town created and funded Or Employers might create		

Sources:

- Previous Town of HHI Research and Analysis
- 2019 Town of Hilton Head Island Workforce Housing Strategic Plan
- 2022 Town of Hilton Head Island Workforce Housing Framework
- HUDs Increasing the Supply of New Affordable Housing Primer
- National Multifamily Housing Council, The Housing Affordability Toolkit, developer in partnership with HR&A Advisors
- Affordable Housing Strategic Toolkit for the City of Denton Tx created by The Reinvestment Fund and Atria Planning
- Google
- Together Consulting



TOWN OF HILTON HEAD ISLAND

Housing Action Committee

TO: Housing Action Committee
FROM: Nichte Barrientos, Planner- Economic Development
VIA: Tammie Hoy Hawkins, Together Consulting
VIA: Missy Luick, Director of Planning
VIA: Shawn Colin, Assistant Town Manager- Community Development
DATE: December 13, 2023
SUBJECT: Discussion of Anti-Displacement and Support Plan

BACKGROUND:

The Housing Action Committee (HAC) was formed by Town Council as a part of priorities defined within the 2022 Workforce Housing Framework *Finding Home*, adopted by Town Council November 2022.

As a priority item the Committee will develop and review an Anti-Displacement and Support Plan. The Anti-Displacement and Support Plan is a comprehensive strategy designed to guide the Town and community partners in addressing housing-related issues, particularly the prevention of displacement and the preservation of affordable housing on the Island. Its main purpose is to prevent the displacement of existing residents and to ensure the availability of affordable workforce housing.

At the October 4, 2023, HAC meeting members received an overview from Town staff and Town consultant on the purpose and the key components of an Anti-Displacement and Support Plan.

The goal is the HAC will help to develop and recommend a plan that will include at a minimum the following components and objectives:

Components of an Anti-Displacement Strategy and Support Plan:

The Final Plan should include the following Categories of Action:

1. Prevention
2. Early Intervention
3. Response Preparedness
4. Response

Within each of the above Categories the following Action Items will be defined:

1. Trigger: Action Step

2. Communication: Action Step
3. Response: Action Step
4. Primary Lead: Action Step
5. Primary Partner (s): Action Step
6. Secondary Partner (s): Action Step
7. Resource/Funding: Action Step

Anti-Displacement and Support Plan also requires:

A. Town Anti- Displacement and Support Team (define leads and backups)

1. Town Response Lead: (a defined internal team) for identification of potential displacement and initial Town responses working with Response Leads (example defined housing manager and other defined planning and or community development staff) engage other leadership as needed. This team also focuses on preventative and early intervention planning strategies.
2. The Town should define a “Primary Internal Trigger Response Team” (housing, planning and community development etc.) and engage Community Partners (a “Community Response Team”)
3. The Town will also include Public Information/Communication team as needed (Communications Director etc.)

B. Community Response Team “Primary External Response Team”

1. The Response Team includes: Lead organizations, nonprofit and for profit community based organizations and would include the activities they are responsible for (temp. shelter, food, funding, moving support, long term housing plan, case management etc.) (Include community partners, local business community, hotels, faith community, schools, etc.)
2. Asset Map: Develop an Asset Map and chart out organizational capacities and resources to support Responses necessary within the Anti-displacement and Support Plan.

C. Organizational Chart (Response Activities)

1. Shows Primary Response Team (including Town and Community Partners and how they interact depending on when and how certain triggers occur)
2. Add Role and Responsibilities for Town staff and Community Partners (along with each trigger and define leads and primary and secondary community partners)

D. Funding Allocation Plan (Resource Planned or Needed)

1. Outlines public and private funding resources that could and would be made available to implement various aspects of the Anti-Displacement and Support Plan.
2. Includes eligible funding activities (including requirements) and what partner(s) are responsible for providing said funding.

SUMMARY:

HAC will discuss and outline initial steps (along with a timeline) necessary for the development of the Town's Anti-Displacement and Support Plan. Next steps for consideration should include but are not limited to following:

- Verify external partners from the Asset Map/List (shared at the October 4 meeting), make any additional recommendations and or suggestions.
- Plan and Host a Community Partner meeting that includes those organizations, agencies and partners that would eventually form the **“Community Response Team” (Primary External Response Team). (The Asset Map list would be the starting point for an invite.)** The purpose of this initial meeting is to provide an overview of the purpose of the Anti-Displacement Plan, share key components included in a plan, overview of potential action steps for both Town staff and external partners depending on the displacement situation or trigger and discuss resources available or needed to respond.
 - The goal would be to leave that meeting with a list of community partners that commit and can work with HAC and the Town to develop the full plan to prepare for the necessary responses in the event of a displacement situation.
- Inventory all existing rental properties (including apartment complexes, scattered site single family and/or condo/villa rentals and short-term rentals where feasible).
 - A market study approach to this Inventory analysis should be considered to best understand “actual” existing Hilton Head Island rents, location, restrictions on properties if any, and any properties that might be Naturally Occurring Affordable Housing (NOAH) and at risk of redevelopment.
 - As part of this Inventory analysis, HAC and the Town will also be able to build stronger relationships with property owners and management companies to be a part of the planning process, a resource for future tenants and new developments opportunities.

ATTACHMENTS:

1. Components of an Anti-Displacement Support Plan
2. Asset Map

DRAFT OVERVIEW

Components of an Anti-Displacement and Support Plan:

The Anti-Displacement and Displacement Support Plan is meant to act as a guide and strategy to focus combined resources to support both preventive measures as well as proactive policy efforts to support existing and future housing needs on the Island.

The Purpose of the Plan:

The purpose of this document is to outline the collective action that will be provided by local government and community partners to both prevent displacement of existing residents and to preserve and produce affordable workforce housing wherever possible for these residents. In addition to policy and strategy recommendations to prevent displacement, this document will 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. In this case, the plan includes **triggers, actions, defined lead partners, roles and responsibilities of each partner, contact information of key partners and other pertinent** information helpful to those anticipating or responding to an affordable housing and/or naturally occurring affordable housing acquisition property which may cause displacement or evictions of existing tenants.

In the event of a threat or actual displacement or eviction:

Although Displacement Prevention through increased housing preservation and production is ideal, it will **not eliminate** all displacement activities. Private property owners have significant investments in both unsubsidized rental apartments and short-term rentals which cannot be directly controlled by local and or state government. To that end, private property owners may decide to redevelop, transfer, or sell their property which may **trigger displacement** of existing residents. Local governments can work together with key community partners to get ahead of this type of displacement through strategies that include but not limited to:

- Inventory all existing rental properties and staying in touch with owners on eventual disposition of the property (if any).
- Rental registration, which helps the Town better manage the rental inventory on the Island.
- Short term rental registry, which again helps the Town better inventory the number and location of these units.
- Connect and collaborate with neighborhood associations, nonprofit service providers, school districts, and faith organizations to better understand potential economic hardships for renters or homeowners to get ahead of evictions or foreclosures. Collectively these organizations can provide financial support and emergency funding programs that help renters and or homeowners stay in their homes as they work through economic challenges. These same organizations and partners can also help support families through a relocation process if that becomes necessary.

Primary Response Team:

The Town will help to coordinate, community partners and resources through an **interagency working group** on anti-displacement policies and action items. This group would be the **Primary Response Team** in the event of a Displacement Triggering Incident. **(See Triggers and Response Charts for Action Items)**

An Anti-displacement Strategy and Support Plan should include the following four (4) Main Strategies:

- **Plan** ahead to identify the neighborhoods (or other areas) where action may be needed (or at risk) to preserve affordable housing opportunities for low- and moderate-income households.
- **Protect** long-term residents from the adverse effects of rising rents and home prices.
- **Preserve** existing affordable workforce housing.
- **Produce** additional dedicated workforce affordable housing for low- and moderate-income households.

Why develop an anti-displacement strategy?

A key goal of an anti-displacement strategy is to maximize existing residents' choices about when, whether and under what circumstances to move, preserving families' ability to stay in their homes and neighborhoods if they wish to do so. By creating an anti-displacement strategy, localities can ensure that they have the necessary tools and systems in place to anticipate and respond to displacement pressures from rising rents and home prices in a timely manner, with a goal to support existing residents' ability to stay in the community.

An anti-displacement strategy provides public officials and staff, practitioners, and community advocates with a **roadmap** to ensure residents have more control over decisions to move from or remain in a neighborhood experiencing rising housing costs. By preserving and expanding the availability of affordable housing, an anti-displacement strategy can also help ensure that other low- and moderate-income households can find housing in affected neighborhoods.

Overall, the primary goal of the Plan is to help the Town of Hilton Head Island to identify and prioritize concrete anti displacement measures to incorporate into sustainable community policy, and ultimately to generate deeper knowledge on policy effectiveness for mitigating displacement. Secondly, the goal of the Plan is to establish a **Response and Action Plan** if a major eviction or displacement event occurs. Housing displacement hurts both displaced residents and the community at large. An important step in addressing the community's housing needs outside of meeting the existing demand for affordable workforce housing is also understanding the community's risk factors for existing resident displacement.

Description

An anti-displacement strategy is a multi-pronged effort that plans ahead to anticipate where rising rents and home prices may jeopardize the ability of low- and moderate-income households to afford to live there, protects long-term residents, preserves existing affordable housing, and produces additional dedicated affordable housing for low- and moderate-income households.

Components of an Anti-Displacement Strategy and Support Plan:

The Final Plan should include the following Categories of Action:

1. Prevention
2. Early Intervention
3. Response Preparedness
4. Response

Within each of these Categories the following Action Items will be defined:

1. **Trigger: Action Step**
2. **Communication: Action Step**
3. **Response: Action Step**
4. **Primary Lead: Action Step**
5. **Primary Partner (s): Action Step**
6. **Secondary Partner (s): Action Step**
7. **Resource/Funding: Action Step**

Anti-Displacement and Support Plan also requires:

A. Town Anti- Displacement and Support Team (define leads and backups)

1. **Town Response Lead:** (a defined internal team) for identification of potential displacement and initial Town responses working with Response Leads (example defined housing manager and other defined planning and or community development staff) engage other leadership as needed. This team also focuses on preventative and early intervention planning strategies.
2. The Town should define a **“Primary Internal Trigger Response Team”** (housing, planning and community development etc.) and engage Community Partners (a **“Community Response Team”**)
3. The Town will also include Public Information/Communication team as needed (Communications Director etc.)

B. Community Response Team “Primary External Response Team”

1. **The Response Team includes:** Lead organizations, nonprofit and for profit community based organizations and would include the activities they are responsible for (temp. shelter, food, funding, moving support, long term housing

Attachment 1

plan, case management etc.) **(Include community partners, local business community, hotels, faith community, schools, etc.)**

2. **Asset Map:** Develop an Asset Map and chart out organizational capacities and resources to support Responses necessary within the Anti-displacement and Support Plan.

C. Organizational Chart (Response Activities)

1. Shows Primary Response Team (including Town and Community Partners and how they interact depending on when and how certain triggers occur)
2. Add Role and Responsibilities for Town staff and Community Partners (along with each trigger and define leads and primary and secondary community partners)

D. Funding Allocation Plan (Resource Planned or Needed)

1. Outlines public and private funding resources that could and would be made available to implement various aspects of the Anti-Displacement and Support Plan.
2. Includes eligible funding activities (including requirements) and what partner(s) are responsible for providing said funding.

Attachment 2

Community Asset Map

Organization	Address	Program Descriptions	Service Area	Contact	Links
Able Foundation	100 Clear Water way Beaufort, SC 29906	Economic Assistance for Disabled	Beaufort County	843-255-6300 William Krebs, krebsb29@gmail.com	www.ablefoundationbc.org
Affordable Housing Coalition of SC	P.O. Box 1623 Columbia, SC 29202	Advocacy, membership organization for statewide affordable housing issues	Statewide	803-808-2980 info@affordablehousingsc.org	www.affordablehousingsc.org
Beaufort County Alliance for Human Services	PO Drawer 1228 Beaufort, SC 29901	Human services	Beaufort County	843-470-2819	
Beaufort County Black Chamber of Commerce	711 Bladen Street Beaufort, SC 29902	Housing Counseling, Homeowner support, also micro business lender	Beaufort County	Larry Holmes, ED	
Beaufort County Disabilities and Special Needs	100 Clear Water Way Beaufort, SC 29906	support for persons and families with disabilities	Beaufort County	Bill Love, ED 843-255-6300 wlove@bcgov.net	
Beaufort County Human Services Department	PO Box Drawer 1228 Beaufort, SC 29901	Human Needs	Beaufort County	843-521-3150	
Beaufort County Government	Post Office Drawer 1228, Beaufort SC 29901-1228	Planning and Community Development,	Beaufort County	843-255-2140	https://www.beaufortcountysc.gov/

Attachment 2

Organization	Address	Program Descriptions	Service Area	Contact	Links
	100 Ribaut Road, Room 115, County Administration Building, Beaufort SC	overall government services			
Beaufort Jasper Economic Opportunity Commission	1905 Duke St, Beaufort, SC 29902	Rental and Home Improvement Assistance	Beaufort and Jasper Counties	Andray Holmes, aholmes@thebjeoc.org	www.thebjeoc.org/services/thebjeoc.org/hpg/thebjeoc.org
Beaufort Housing Authority	1009 Prince St. Beaufort, SC 29902	Affordable housing developer, owner, management, vouchers are 50%, 60% and 80% or below	Beaufort County	Angela Childers, Executive Director 843.525.7059 achilders@beaufortha.com	www.beaufortha.com Beaufort Housing Authority Rental Properties https://www.beaufortha.com/locations/list
Beaufort Veterans Affairs	100 Clear Water Way Beaufort, SC 29906	Veterans Support	Beaufort County	Carl Wedler, Officer	
Bluffton Community Soup Kitchen	PO Box 993 21 Boundary St Bluffton, SC 29910	Food and emergency support, rental assistance etc.	Bluffton	Constance Martin-Witter, Director 248-390-1798 sesconnie@gmail.com	
Bluffton Self Help	39 Sheridan Park Circle Bluffton, SC 29910	Rental Assistance	Bluffton	Courtney Hampson, Barbara Bowers, courtney@blufftonselfhelp.org 843-757-8000	www.blufftonselfhelp.org Basic Needs - Bluffton Self Help
City of Beaufort	1911 Boundary Street Beaufort, SC 29902	Community Development, overall City government services	City of Beaufort	Curt Freese, Director cfreese@cityofbeaufort.org 843-525-7012	www.cityofbeaufort.org/155/Community-Development

Attachment 2

Organization	Address	Program Descriptions	Service Area	Contact	Links
Circle of Hope Ministries, Inc.	PO Box 554 Beaufort, SC 29901 612 Robert Smalls Parkway Ste D Beaufort, SC 29906	Veterans housing and homeless services; Developing Hope Village Inn for transitional housing needs (Burton, SC)	Beaufort	Rev John Dortch 843-376-9955	
Coastal Community Foundation	2015 Boundary Street, Ste 215 Beaufort, SC 29902	Funding and support partner	Regional	Vernonia Hemingway, Southern Lowcountry Director Veronica@coastalcommunityfoundation.org 854-222-3468	https://coastalcommunityfoundation.org/
Consumer Credit Counseling Services	69 Robert Smalls Parkway Suite 3-E Beaufort, SC 29902	Credit Counseling, financial management support, financial literacy training	Beaufort County and Jasper County	John Wills / Kim Mungin, john@cccassav.com kim@cccassav.com (843) 379-2227 Phone: (912) 691-2277 Toll-Free: 800-821-4040	www.cccsavannah.org
Community Foundation of the Lowcountry	4 Northridge Drive, Suite A Hilton Head Island, SC 29926	Funding and support partner	Regional (mainly Bluffton and Hilton Head) Beaufort County	Scott Wierman, CEO swierman@cf-lowcountry.org	https://cf-lowcountry.org/
Crossroads Community Support Services, Inc.	35 Indigo Plantation Rd Okatie, SC 29909	Poverty elimination	Regional	843-645-6303	
Department of Housing and Urban Development, SC Field Officer	1835 Assembly Street, 13th Fl Columbia, SC 29201	Lead Affordable Housing Agency (Federal/State)	Statewide	Kristine Foye, Field Officer Director (803) 765-5592	

Attachment 2

Organization	Address	Program Descriptions	Service Area	Contact	Links
Family Promise of Beaufort	181 Bluffton Rd. D101, Bluffton, SC 29910	Temporary Shelter	Beaufort County	Michelle Harp, Executive Director 843-815-4211 edfpbc@gmail.com jenniferfamilypromise@gmail.com	www.familypromisebeaufortcounty.org g Shelter Program - Family Promise of Beaufort County familypromisebeaufortcounty.org
First Presbyterian Church PIN Ministry	540 William Hilton Pkwy, Hilton Head Island, SC 29928	Rental Assistance and home repairs	Hilton Head Island	Barbara Edwards, 843-681-3696 barbedwards61866@gmail.com	
Fresh Start Healing Heart	Port Royal SC 29935	Emergency Housing for Human Trafficking Survivors		Sheila Roemeling, director@freshstarthealingheart.org Work Phone: 843-338-8896 healingheartstart@gmail.com	www.freshstarthealingheart.org
HELP Beaufort	502 Charles St. Port Royal, SC 29935	Rental and emergency Assistance	Beaufort County	Lori Opozda, ED 843-524-1223 helpbeaufort@gmail.com	www.helpofbeaufort.org
Helping Hand Center	1263 Cohen Pineland, SC 29934	Home Repair for Elderly and Disabled. Resources for the elderly and disabled citizens living in rural communities of Jasper and Hampton county.	Hampton and Jasper Counties	Nancy Morgan, ED 843-726-2167 nm76940@gmail.com	
Hilton Head Island Deep Well Project	80 Capital Drive Hilton Head Island, SC 29926	Home Repair and Rental Assistance Programs	Hilton Head Island	Sandy Gillis, ED 843-785-2849 deepwellprojecthhi@gmail.com	www.deepwellproject.org/livable-housing www.deepwellproject.org
Hilton Head Island Safe Harbour	PO Box 5337 4 Northridge Drive, Suite C Hilton Head Island, SC 29938	Support residents to stay in their homes through transportation and services support	Bluffton Hilton Head	Angie Brown 843-671-7233 asb@hargray.com	https://www.hhisafeharbour.org/

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Organization	Address	Program Descriptions	Service Area	Contact	Links
Hilton Head Regional Habitat for Humanity	21 Brendan Lane, Bluffton, SC 29910	Affordable housing developer, homeownership	Southern Beaufort County and Jasper County	Brenda Dooley, CEO 843-681-5864 brendadooley@habitathhi.org info@habitathhi.org	www.habitathhi.org https://www.habitathhi.org/do-i-qualify
HILTON HEAD STEWARDSHIP PROGRAM	10 Office Way Ste 103 Hilton Head, SC 29928	Housing? (verify)	Hilton Head	Stephanie Mellott 843-715-0490 seasideserviceshhi@outlook.com	
Home of Hope	3 Dunegan Street Greenville, SC 29611	Affordable Housing Developer Nonprofit	Statewide (Actively looking to do project in the region)	Don Oglesby, CEO DOglesby@HomesofHope.org (864) 546-4637	https://homesofhope.org/
Hopeful Horizons	Beaufort Office: 1212 Charles Street Beaufort, SC 29902 Bluffton Office: 10 Pinckney Colony Road, Suite 101 Bluffton, SC 29909	Emergency Shelter for Domestic Violence	Regional	Kristin Dubrowski, CEO dubrowskik@hopefulhorizons.org 24-Hour Support Line: 843-770-1070 or 800-868-2632 Business Number: 843-524-2256 Fax: 843-524-0597	www.hopefulhorizons.org
Humanities Foundation	Charleston SC	Nonprofit Affordable Housing Developer (tax credit developer)	Statewide (actively looking to do a project in the region)	Tracy Doran, CEO TDoran@humanitiesfoundation.org	https://humanitiesfoundation.org/
Jasper County Government	358 3 rd Avenue Ridgeland, SC 29936	Local Government serving Jasper County Community	Jasper County	Lisa Wagner, Director Planning and Building lwagner@jaspercountysc.gov (843) 717-3650	https://www.jaspercountysc.gov/planning-building/home

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Organization	Address	Program Descriptions	Service Area	Contact	Links
Jasper County Council on Aging	PO Box 641 444 Wise St. Ridgeland, SC 29936	Support senior programs and services	Jasper County, Ridgeland and Hardeeville	Lila Resh, ED 843-726-5601 jccoalila@gmail.com	https://www.jaspercountycouncilonaging.com/
Jasper County Disabilities and Special Needs	1512 Grays Highway Ridgeland, SC 29936		Jasper	Deborah Walsh, ED	
Jasper County Veterans Affairs	PO Box 1536/651 Grays Hwy Ridgeland, SC 29936	Veterans Support	Jasper County	Alton Jenkins, Director 843-726-7727	
Jasper County Neighbors United	37 Main Street Hardeeville, SC 29927	Affordable Housing Development	Jasper County	Ted Moyer, ED 843-784-7172 jcunited@hargray.com	Application Forms Mysite (jaspercountyneighborsunited.com) www.jaspercountyneighborsunited.com
Joyful Community Services, Inc.	277 Nelsons Ct. Hardeeville, SC 29927	rental assistance support	Regional? (verify)	Jacqueline Scott, Founder 843-368-2697 jspraisehim9@aol.com	
Love Abound CDC	115 Foster Street Varnville, SC 29944	Emergency Housing Assistance	Hampton County	George Mungin, Pastor 803-942-7203 groundtiller@gmail.com	
Lowcountry Continuum of Care	8084 Rivers Ave, Ste200 Charleston, SC 29406	Homeless and housing services and funding	Regional	Heather Carver, COC Program Manager hcarver@lowcountrycoc.org	
Lowcountry Community Action Agency	Main Office, 319 East Washington Street, Walterboro, SC Satellite Office, 102 Ginn	Emergency services and assistance, case management, supportive services to support alleviation of poverty	(verify service areas) Regional		www.lowcountrycaa.org

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Organization	Address	Program Descriptions	Service Area	Contact	Links
	Altman Avenue, Hampton, SC				
Lowcountry Council of Governments	PO Box 98 Yemassee, SC 29945	Housing funding programs and services	Regional	Sabrena Graham, ED sgraham@lowcountrycog.org Barbara Thoman, Housing 843-473-3990	
LowCountry Habitat for Humanity	701 Carteret Street Beaufort, SC 29906	Affordable Housing Development	Beaufort	Barbara Thomas, ED 843-522-3500 barbara@lowcountryhabitat.org	www.lowcountryhabitat.org
Lowcountry Homeless Coalition	3710 Landmark Drive Columbia, SC 29204	Homeless Advocacy and support	Regional	Amy Wilson, Chief Compliance Officer 803-726-6350 awilson@one80place.org	
Lowcountry Legal Volunteers	PO Box 2496 Bluffton, SC 29910	Housing Legal Matters including but not limited to probate, wills, evictions, tenant matters, consumer protections	Regional	Anne Caywood, ED 843-815-1570 executivedirector@lclv.org	https://lowcountrylegalvolunteers.org/
Native Island Business & Community Affairs Association	539 William Hilton Parkway Hilton Head, SC 29926	Provide support and resources for and about native islanders	Hilton Head Island	Natashia Aiken, 843-255-7303 naiken@nibcaa.org	https://www.facebook.com/NIBCAA/
NHE	Greenville SC	For profit Affordable Housing Developer (tax credit)	Statewide (has a tax credit project application in for Beaufort)	Taylor Davis, CEO tdavis@nhe-inc.com	https://nhe-inc.com/
Osprey Village	PO Box 3155 Bluffton, SC 29910	Developing housing project for adults living with disabilities	Regional	David Green, Business Development 843-422-6099 info@ospreyvillage.org	

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Organization	Address	Program Descriptions	Service Area	Contact	Links
Partners in Transition Inc	PO Box 465 Ridgeland, SC 29936	Homelessness support, ex offenders with housing and support needs	Jasper County	Cathleen DeCourcy, ED 843-970-3320 cdecourcy@verizon.net	
Resource Foundation for Jasper County Disabilities and Special Needs	PO Box 747 1512 Grays Highway Ridgeland, SC 29936	Provides support and resources for persons with disabilities	Jasper County and surrounding areas	Deborah Walsh, ED 843-726-4499 dwalsh@jcbdsn.com	https://www.facebook.com/jaspercountyRF/?ref=page_internal
Salvation Army of the Lowcountry	2505 N Street Beaufort, SC 29902	Rental and utility assistance	Regional		https://southernusa.salvationarmy.org/north-south-carolina/
Sandalwood Community Food Pantry	PO Box 5061 Hilton Head, SC 29938	Provide support for the hungry and the needy	Hilton Head Island	Nannette Pierson, Director 843-715-3583 nononannette@gmail.com	https://www.sandalwoodfoodbank.com/
Society of St. Vincent de Paul Holy Family Conference	24 Pope Avenue Hilton Head, SC 29928	Home repairs	Hilton Head Island	Margaret Tomczak, President 843-785-2895 x222 m_tomczak@roadrunner.com	
South Carolina Coastal Community Development Corporation	PO Box 206 St Helena Island, SC 29920			Mary A. Dawson, Director sccoastalcdc@gmail.com	
South Carolina State Housing and Finance Development	300-C Outlet Pointe Blvd. Columbia, SC 29210	State agency that finances and supports affordable housing opportunities for South Carolina	State of South Carolina	Bonita Shropshire, ED 803-896-9011 (Main phone number) bonita.shropshire@schousing.com	www.schousing.com
South Carolina Regional Housing	10938 Ellenton Street Barnwell, SC 29812	Housing Authority for Jasper area, provides traditional public housing units	Serves Jasper County	Robert Thomas, ED 803-259-3588 rthomas@scrha3.com http://scrha3.org/	https://www.scrha.net/

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Organization	Address	Program Descriptions	Service Area	Contact	Links
Authority Region 3		and private rental units, voucher programs, lease purchase programs, case management and support services			
Town of Bluffton	20 Bridge Street, Bluffton, SC 29910	Community development, affordable housing, neighborhood assistance program and overall government services	Town of Bluffton	Victoria Small, Workforce and Affordable Housing Program Manager vsmalls@townofbluffton.com 843-706-7826	https://www.townofbluffton.sc.gov/
Town of Hardeeville	205 Main Street Hardeeville, SC 29927	Planning and Development, and overall government services	Town of Hardeeville	843-784-2231	https://hardeevillesc.gov/
Town of Hilton Head Island	1 Town Center Court, Hilton Head Island, SC 29928	Planning, Community Development, workforce housing program, and overall government services	Hilton Head Island	843-341-4757	https://www.hiltonheadislandsc.gov/
Town of Yemassee	101 Town Circle, Yemassee, SC 29945	Planning and overall government services	Town of Yemassee	843-589-2565	https://www.townofyemassee.org/
Under One Roof	2735 Depot Road, Unit C Beaufort, SC 29901	Home repairs improvements	Beaufort County	Richard Drake, Director 843-781-6770 rdrakeco@aol.com	Under One Roof - Application (underoneroofsc.org)
United States Catholic Conference	Franciscan Center P.O. Box 682	Support vulnerable populations	Hilton Head, Bluffton Area, St Helena Island	Sister Marcine Klocko	

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Organization	Address	Program Descriptions	Service Area	Contact	Links
	St Helena Island, SC 29920				
United Way of the Lowcountry	P.O. Box 202 Beaufort, SC 29901	Local Funding partner	Regional	Dale Douthat, ED 843-982-3040 DDouthat@uwlowcountry	

Asset Map Link

<https://experience.arcgis.com/experience/9a3274ccf3b24203849351d1b066d45f/page/Page/>

