



Statesville Thrives: A Housing Symposium Report

June 29th, 2023



CENTRALINA
REGIONAL COUNCIL

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SESSION OBJECTIVES & AGENDA

Centralina Regional Council worked with the Statesville Housing Authority (SHA), Iredell/Statesville Community Enrichment Corporation (ISCEC) and the City of Statesville to host a community forum. The goal of this event was to share ideas, gather community input, and determine actionable items to bolster a prosperous community. The findings from the event are prepared below to be shared with all participants and posted on the SHA, ISCEC, City of Statesville and Centralina website to support a continued conversation and actionable outcomes.

Event Objectives:

- 🔗 Thriving Communities
- 🔗 Collaboration and Fostering Partnerships
- 🔗 Regionalism
- 🔗 Affordable Housing
- 🔗 Community Development
- 🔗 Actionable Outcomes

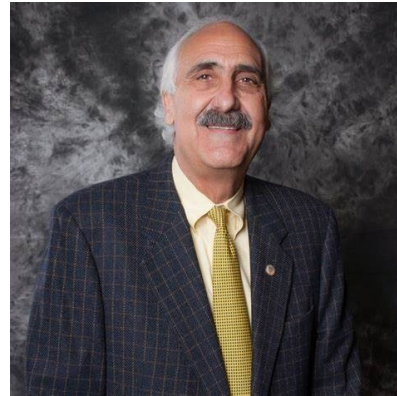
With hopes of aligning community development efforts, Statesville THRIVES was developed to assess community needs and challenges and to determine action items in supporting a prosperous community. The event consisted of an educational housing session tailored to Statesville, networking, service connection opportunities and an interactive facilitated conversations to determine both individual and communal action items that community members can take to support a THRIVING Statesville and region.

Agenda:

Opening remarks from the Statesville Housing Authority (SHA), the Iredell/Statesville Community Enrichment Corporation (ISCEC) and The City of Statesville



Darbah T. Skaf
CEO
SHA and ISCEC



Mayor Costi Kutteh
The City of Statesville



“As housing providers for people of low to moderate income, it is apparent we can no longer separate these issues of affordable community and social development- the starting poverty rate, the low income 66% and the need for enhanced services are interrelated and cannot be addressed with one common solution.” – Darbah Skaf

Housing + Community Development - Sarah Odio, UNC School of Government Development Finance Initiative (DFI)



Sarah Odio

Key Takeaways from this session:

- How can you help? Statesville first must prioritize, as a community, where to focus for ongoing affordability: availability, adequacy and accessibility.



Availability



Adequacy



Accessibility

Source: *Affordable Housing and the Local Government Role Slide Deck* from Sarah Odio, UNC School of Government DFI. This slide deck can be found in Appendix F.

Moderated Peer-to-Peer Learning Panel



Matthew Pierce
Asst. to the City Manager
The City of Statesville



Karen Dickerson
Infrastructure Grants Manager
The City of Hickory



Marla Newman
Housing Development Director
The City of Winston-Salem



Danny Wilson
Planning & Community
Development Director
The Town of Mooresville



Housing Authority Spotlight



Bruce Johnson
Board Chairman
Statesville Housing Authority



Kevin Cheshire
Executive Director
Housing Authority of Winston-Salem



“When we talk about housing, we’re talking about people. We’re talking about quality of life. We have to ensure that we’re also providing the right avenues and safe environments for our children and youth to grow and express themselves in the community.”

- Bruce Johnson

“Our Primary mission is to catch people before they hit rock bottom. We have been successful in this regard. But where we have fallen short is creating pathways for individuals to bounce back and improve their situations. Our goal is to not only preserve individuals’ well-being but also to help them grow and achieve self-sufficiency.”

- Kevin Cheshire



Interactive **THRIVES** Table Session & Action Challenge Report Out
More information can be found in the Key Takeaways section below.

- T**echnology access
- H**ousing mechanisms
- R**egionalism
- I**nfrastructure equity
- V**ibrant community
- E**ngagement & education
- S**ustaining partnerships



“Community is the people who invest in it.”

– Bonnie Harper, Statesville Thrives participant with Partners Health Management

“We certainly are better when we work in concert with one another... all of us big and small have the same problems. And we're all scratching our head with what the resolution to those problems might be.”

- Mayor Costi Kutteh



Closing remarks from Statesville City Manager Ron Smith.



Ron Smith
City Manager
The City of Statesville

The City of Statesville’s Vision & Mission

Statesville will be a vibrant regional center that provides a higher quality of life for ALL.

City of Statesville will serve with integrity, provide sound resource management, and equitably deliver high-quality public services.



KEY TAKEAWAYS

What one word comes to mind when you think about prospering Statesville?



Following the Peer-to-Peer Learning panel and the Housing Authority Spotlights, attendees broke off into groups to discuss how to support a community that **THRIVES**. Each letter of **THRIVES** represents a prompt: **T**echnology access, **H**ousing Mechanisms, **R**egionalism, **I**nfrastructure Equity, **V**ibrant Communities, **E**ngagement & Education, and **S**ustaining Partnerships. Please see a brief description, a blurb describing why the topic is important, action challenges, and participants for each topic in the pages to follow.

THRIVES Discussion

Technology Access:

Description: When local units consider increasing technology access, they must ensure that target populations such as low-income households, rural residents, older Americans, individuals with disabilities and racial or ethnic minority groups can benefit from high-speed internet, digital devices and digital inclusion projects that positively transform their communities and lives.

Why It Matters: Technology access becomes increasingly important as our society continues to shift into the new technological age. Digital Inclusion Plans, which include asset mapping, are important for each County to have established determining all responsible entities to enhance equitable broadband access. Increased technology access supports workforce development, public safety, economic resiliency and recovery.

Action Challenges

- Develop County-wide Digital Inclusion Plans that include local strategic partners and residents as part of the process.
- Conduct an Asset Map of all digital access and digital inclusion opportunities that includes all areas of the county.
- Implement educational forums that increase digital literacy for those that are not able to navigate the digital economy.
- Foster cross-sector collaboration by ensuring that all languages, ages, and socio-economic groups are included in the process.

Participants: David Pressly, Matthew Pierce, Latonya Graham, Shawn Rush, Allison Stutts, Tonya Reid, NaKayla Griffin, Sherry Ashley, Christina Danis.

Housing Mechanisms:

Description: As population increases shed light on housing shortages across the country, communities must develop actionable housing support strategies that support aging in place, housing preservation, housing innovation and housing affordability.

Why It Matters: Housing mechanisms are critical to preserve history, bolster aging in place, improve quality of life, economic mobility, serve those most in need and prepare for population growth.

Action Challenges:

- 🔄 Prioritize housing support strategies as part of the Statesville strategic planning process.
- 🔄 Ensure differing socio-economic and programming components are part of the comprehensive housing strategy.
- 🔄 Diversify housing support grant funds and capital investment opportunities to address gaps in meeting the communities' affordable housing needs.
- 🔄 Identify Statesville Thrives participants who are interested in continuing the housing conversation.

Participants:

- 🔄 Emily Kurfees, Sarah Odio, Miranda Bell, Marlene Scott, Tatia Seward, Sara Scheirer, Latasha Jackson, Zsuzsi Kadar.

Regionalism:

Description: The City of Statesville is geographically situated in a growing metro region, which places importance on regional partnerships to ensure preparedness for the demands of future residents and businesses and position the city as a dynamic and attractive regional center.

Why It Matters: Being intentional in becoming a regional hub is critical to enhancing inclusiveness, equality, quality of life and preparing infrastructure for anticipated population growth.

Action Challenges:

- 🔄 Cultivate collaboration among local municipalities (Council and management), taxpayers (Citizens and businesses), and County and State-level officials.
- 🔄 Support transportation and transit system improvements to aid in connectivity.
- 🔄 Examine opportunities to increase sewer capacity and digital internet access.
- 🔄 Pilot a feasibility study to identify regional limitations and priorities.

Participants:

- 🔄 Michelle Knapp, Malla Vue, Devin Alexander, Chris Younger, Jerry Campbell, David Addison, Kailey Patel, Michelle Nance.

Infrastructure Equity:

Description: Government units are aware of the cost burdens that may result for seniors, disabled residents and those with limited household incomes due to public utility infrastructure upgrades. Attendees work to identify what partnerships and strategies may assist the city in alleviating additional tax burdens or increased utility costs that disproportionately affect the quality of life for residents and the viability of small businesses.

Why It Matters: Infrastructure is key to preparing for growth, enhancing quality of life and neighborhoods and increasing personal investment and care.

Action Challenges:

- 🌀 Examine opportunities to alleviate public infrastructure investment tax burdens on vulnerable populations in the community such as seniors and disabled residents.
- 🌀 Conduct an infrastructure asset and inventory analysis to understand the relationship between utility capacity and existing land use conditions.
- 🌀 Involve citizens in infrastructure project approval processes to ensure transparency and equity of investments.

Participants:

- 🌀 Tamia Brown, Karen Dickerson, Tommy Simmons, Pamela Hinton, Brett Eckerman, Bruce A. Johnson, Shannon Viera, James Luster.

Vibrant Communities:

Description: Community leaders must effectively promote community vibrancy and revitalize downtown areas by implementing a multi-faceted approach that encompasses strategic design, planning concepts, attract diverse businesses and amenities, support local entrepreneurship, create engaging public spaces, bolster innovative partnerships, secure funding and work to complement future and planned initiatives.

Why It Matters: Enhances quality of life, bolsters economic mobility and workforce development, community preservation and equitable service delivery.

Action Challenges:

- 🔄 Conduct a Community Benefits Analysis.
- 🔄 Support opportunities for ongoing community forums and symposiums.
- 🔄 Participate in a Sister City field trip experience that may serve as a case study for best practice learning opportunities.
- 🔄 Promote inclusive conversations with all stakeholders.
- 🔄 Consider the creation of a Downtown Commission or Advocacy Group.

Participants: Rob Harris, Danny Wilson, Jody Taylor, Faith Triggs, Bonnie Harper, Sonya Leonard, Grace Van Den Berg, Karen Kidd, Kate Fersinger.

Engagement & Education:

Description: A successful community is committed to assisting residents understand how to access resources for improving quality of life and participate in the fabric of the community's well-being. To do so, local officials must consider how to effectively educate and share knowledge with their community members.

Why It Matters: Engagement and education among residents is important for local units to be aware of community needs, while also sharing knowledge of government services and programs. Enhanced engagement efforts support quality of life, growth opportunities, and diversity and inclusion efforts.

Action Challenges:

- 🔄 Facilitate regular informative and collaborative sessions between the public and the government.
- 🔄 Bolster social media practices to enhance community engagement and education efforts.
- 🔄 Establish more opportunities and pathways for personal connections with residents.
- 🔄 Leverage knowledge of folks who participate in engagement and education sessions.

Participants: Linda Wahlberg, Pamela Navey, Shelton Moore, Leon James, James Presley, Kimberly Gannon, John Holmes.

Sustaining Partnerships:

Description: Fostering collaboration is an important component to support a thriving community. Each community has a unique list of stakeholders and local officials must consider how to tap into community resources to support a thriving community.

Why It Matters: Collaboration is a critical component of a thriving community and ties all the above topics together. Utilizing partnerships and cross-sector collaboration supports improvements on quality of life, equal opportunity housing, equitable service delivery and enhanced social services. Everything comes back to collaboration!

Action Challenges:

- 🌐 Identify important actors to foster collaboration across multiple sectors and the region.
- 🌐 Develop protocol and processes that ensure strategic planning outcomes for all local and regional stakeholders.
- 🌐 Prioritize consistent community engagement channels to ensure public education as an outcome.
- 🌐 Continue to have forums like Statesville THRIVES on a regular basis.

Participants: Terri Blankenship, Christopher Hooper, Felicia Gaskin, Ron Smith, Doris Allison, Kimberly Wasson, Elisa Neal.

CONCLUSIONS & NEXT STEPS

The solutions we proposed as a community at the THRIVES event do more than solve immediate challenges; they pave the way for a future where equitable access to technology and safe, affordable housing are the cornerstones of our community.

It is crucial to acknowledge that the responsibility for the required response lies on the shoulders of local officials, community members, and city, county, state, and federal authorities. We firmly believe that creating lasting change requires the active involvement of each one of us.

Faith-based organizations and nonprofits, such as Habitat for Humanity of the Charlotte Region and other area-based Habitat for Humanity affiliates, possess incredible potential to contribute to these efforts. Private corporations, too, have a crucial role in addressing community problems. Partnerships with the Latino community are of particular significance. Through outreach efforts, engaging community leaders, creating dialogue platforms, and involving relevant organizations, we can establish enduring collaborations that embrace diversity, foster inclusivity and ensure that all voices and needs of the community are heard and valued.

We must continuously evaluate and improve our internal processes to foster a collaborative and holistic response. We will cultivate an environment where our shared goals can be realized by organizing community events, setting clear objectives through strategic planning, seeking community input, and maintaining open and consistent dialogue among partners.

As we embark on this transformative journey, let us never forget the power of collective action, the resilience of the human spirit and the unwavering belief that by working together, we can build a future where affordable housing, equitable technology access and economic mobility for all become the bedrock of our vibrant community.













































In conclusion, the Statesville Thrives Event successfully gathered community members to:

1. Reach a community consensus on what a THRIVING community looks like;
2. Assess and evaluate community tools and challenges;
3. Network with other community members and service providers;
4. Highlight the successes of peer communities;
5. Apply all learned skills to tailored scenarios with peers;
6. Develop action steps that can be taken on an individual and coordinated level to sustain a prosperous community.

The **next steps** taken will include:

1. Local and Regional collaboration across public-private sectors
2. Data-driven decision making
3. Continuance of conversations and partnerships
4. Support for cohesive action plans
5. Utilize the THRIVES playbook for communities of all sizes and backgrounds to create their own THRIVING community!

Thank You to all Statesville Thrives Partners!

-  Iredell/Statesville Community Enrichment Corporation
-  Statesville Housing Authority
-  City of Statesville
-  The Town of Mooresville
-  The City of Winston-Salem
-  Housing Authority of Winston-Salem
-  Centralina Regional Council
-  United Way of Iredell County
-  Diakonos, Inc. dba Fifth Street Ministries
-  Purple Hearts Homes
-  North Carolina Housing Finance Agency
-  Habitat for Humanity of the Charlotte Region
-  Iredell County EMS
-  Partners Health Management
-  Mooresville Reality
-  WeBuild Concord
-  Foundation of Hope Ministries
-  Mecklenburg County
-  Iredell County Area Transit System
-  The Salvation Army Iredell County
-  Statesville Police Department
-  Greater Statesville Chamber of Commerce
-  UNC School of Government Development Finance Initiative
-  Iredell Statesville Schools
-  East Spencer Housing Authority
-  Union County
-  NAACP
-  Mitchell Community College
-  Goodwill Industries of Northwest North Carolina
-  PQA Healthcare Inc.
-  Keller Williams Statesville
-  Blue Harbor Bank
-  Keepers of a Brother & Sisterhood
-  I-CARE Inc.
-  Better Paths Homes LLC
-  Hoops for Christ
-  L&M Construction of Blairs LLC
-  Southern Family Medicine
-  Pharos Parenting
-  JRN Development
-  OFFSITEK
-  Statesville Residents

APPENDICES

Appendix A..... Speaker Bios
Appendix B..... Moderated Panel Discussion Takeaways
Appendix C..... Interactive Group Discussion Takeaways
Appendix D..... Evaluation Survey Feedback
Appendix E..... Event Materials

**Appendix A
Speaker Bios**

Housing and Community Development Session

Sarah Odio

UNC School of Government | Development Finance Initiative,
Assistant Director



Sarah Odio joined DFI in 2016 as a graduate fellow while pursuing a Master's degree in City & Regional Planning at UNC Chapel Hill. Now, as an Assistant Director, Odio specializes in affordable housing, and has helped urban and rural communities across NC understand their housing needs and attract private investment to mixed-use and mixed-income developments. She also oversees projects that range from commercial adaptive reuse to neighborhood revitalization, and has advised communities on post-disaster downtown recovery. Prior to graduate school, she focused on community and economic development policy as an aide for a Miami-Dade County (FL) commissioner. Odio holds a B.A. from Vassar College and a Master's in City and Regional Planning from UNC Chapel Hill.

Fields of Expertise:

- Community Development
- Downtown Development
- Economic Development
- Redevelopment

Moderated Peer to Peer Learning Panelists

Danny Wilson **The Town of Mooresville, Planning & Community Development Director**



Danny earned bachelor's and master's degrees from Virginia Tech and is a certified planner and arborist. He has over 16 years of planning, design, economic development, community development, and land development experience in both the public and private sectors. Most recently, Danny owned a planning and land development consulting firm in VA, Newriverside Consulting, LLC. In March 2020, Danny started with the Town of Mooresville as the Planning and Community Development Director. The Department has three main focus areas: Planning, GIS, and Community Development.

Danny has worked on numerous community development initiatives in several states. He started affordable housing and neighborhood assistance programs for the Town of Bluffton, SC and, in that role, designed and built historically appropriate, affordable housing in the heart of the downtown historic district (which won several state awards and the Southern Living 2014 Best Community Revitalization Award).

With Mooresville, Danny has worked to expand community development efforts, which has included:

- Restructuring the department to increase dedicated staff time for community development activities
- Drafting a Community Development Program Framework, which was adopted by the Town Board
- Organizing a Community Development Advisory Committee, which was adopted by the Town Board
- Formalizing and expanding Community Development programs

Karen Dickerson

The City of Hickory, Infrastructure Grants Manager



Karen Dickerson is the Infrastructure Grants Manager for the City of Hickory. She joined the City as the Community Development Manager in March 2018. Karen is a native of Lenoir, North Carolina, and attended the University of North Carolina at Chapel Hill earning a BA in International Studies and a minor in Spanish. She also holds a certificate from the University of the South School of Theology in Education for Ministry.

Before working for the City of Hickory, Karen worked as a project manager in the healthcare consulting field and recruiting in the medical industry. She has many years of experience in project management, consultative sales, goal planning and implementation, and customer service. Karen serves on the Rules and By-Laws Committee for the NC Community Development Association board and numerous local boards and committees including the local Continuum of Care, the Western Piedmont Regional Transit Authority, and the NAACP Equity and Inclusion Housing Task Force. Karen serves as project liaison with JRN Development in constructing affordable single-family homes in the City of Hickory. To date, eight affordable homes have been built with another ten currently under construction.

Marla Newman

The City of Winston-Salem, Housing Development Director



Marla Newman is the Housing Development Director for the City of Winston-Salem, NC, where she oversees the development and preservation of mixed-income housing. She is the former Community Development Director for the City of Winston-Salem, NC, and was responsible for the City's Code Enforcement, Rehab and First-Time Homebuyer Lending, and Community Planning, Real Estate Development and Public Service grant programs, financed with both federal (HOME and CDBG) and local (Housing Assistance Finance Funds and General Obligation Bonds) funding.

Marla is the former Executive Director of the Louisiana Housing Alliance, Director of Economic Development for two Kansas City, MO-based nonprofits, and Program Officer with the Greater Kansas City Local Initiatives Support Corporation (LISC).

Marla holds a Doctor of Jurisprudence from the University of Texas School of Law, and Master's in Urban and Regional Planning from the University of New Orleans. She is licensed to practice law in Missouri, Texas, and Alabama, is certified by the National Development Council in Economic Development Finance and Housing Development Finance and is a member of the American Planning Association and the Urban Land Institute. Marla served on the Board of Directors for the National Low Income Housing Coalition (which she chaired from 2020-2022) and the National Alliance of Community Economic Development Associations. She is a former member of the Louisiana Clinical and Translational Science Center at the Pennington Biomedical Research Center and the Board of Commissioners with the Capital Area Transit System (Baton Rouge). Marla is a 2011 Fellow of the Louisiana Effective Leadership Program.

Housing Authority Spotlights

Kevin D. Cheshire Housing Authority of Winston-Salem, Executive Director



Mr. Cheshire received his undergraduate education at the University of North Carolina at Chapel Hill, where he graduated with Highest Distinction honors, earning membership in the Phi Beta Kappa society and a Bachelor of Arts degree in Economics and Public Policy Analysis.

Mr. Cheshire began his professional career in the financial services sector, developing payroll expense financial modeling and implementing an intradepartmental accounting system for a governmental information technology organization. He eventually returned to UNC-Chapel Hill, where he received his Juris Doctor degree from the UNC School of Law, serving as a staff writer for the First Amendment Law Review and authoring *Market-Based Planning Tools: An Overview of PDRs and TDRs* for the North Carolina Coastal Resources Law, Planning and Policy Center.

After approximately five years of private practice in the Raleigh-Durham market, Mr. Cheshire joined the Housing Authority of the City of Winston-Salem as in-house counsel, a role that eventually expanded to include oversight of the agency's real estate development strategy and staff.

In January of 2020, following a national search, the Housing Authority's Board of Commissioners tapped Mr. Cheshire as the agency's Executive Director. He currently serves as both Executive Director and Chief Legal Officer, overseeing three separate municipal corporations, a 501(c)(3) nonprofit corporation, multiple subsidiary LLCs, a budget of approximately \$50MM, and a staff of approximately 100.

Mr. Cheshire is married with two young children, both of whom join their father in supporting UNC athletics, but neither of whom share his newfound passion for the great sport of pickleball!

Bruce A. Johnson **Statesville Housing Authority, Board Chairman**



Bruce A. Johnson, Chair of the Board of Commissioners for the Statesville Housing Authority, is a distinguished academic and an advocate for affordable housing. Originally hailing from Dayton, Ohio, Johnson has a unique perspective on public housing, having grown up in these communities and becoming a first-generation college graduate.

Before completing his undergraduate studies at Central State University in Wilberforce, Ohio, Bruce gained valuable experience working in the City of Dayton's Department of Cultural Affairs. This firsthand exposure to local governance and community development solidified his commitment to making a positive impact on the lives of individuals by promoting cultural relevance and expanding worldviews related to wellness and community collaboration. Driven by a passion for education, Bruce A. Johnson completed graduate studies in applied mathematics at Virginia Tech University and is currently in the final phases of a doctoral degree program at Liberty University. His research and academic pursuits are focused on promoting science, technology, engineering and mathematics (STEM) success within underserved communities.

Since relocating to North Carolina in 2003, Johnson has resided in various towns, including Statesville, Ahoskie, and Mooresville. These diverse living experiences have further informed his understanding of the unique challenges faced by communities across the state. Recognized for his expertise and dedication to promoting growth, Bruce Johnson was selected as a Hunt Institute Fellow in the ElevateNC program, where he actively contributes to shaping innovative solutions for North Carolina communities. Bruce's commitment to bridging the gap between formal education and social mobility is reflected by his various board appointments and service.

Beyond his professional and academic accomplishments, Bruce Johnson finds fulfillment in his personal life as well. He is happily married to Sunny Johnson and is the proud parent of two sons, Corban and Harrison. During his leisure time, he enjoys boating on Lake Norman, engaging in friendly tennis matches and writing poetry.

Appendix B Moderated Panel Discussion Takeaways

In the **moderated panel discussion**, town leaders addressed these key takeaways and the corresponding next steps. By following this path, town leaders can foster collaborative, inclusive, and sustainable housing solutions that meet the needs of their communities. The following are their conclusions:

Housing policies must prioritize **equity** and **inclusivity**:

The panelists stressed the need for housing policies that prioritize equity, inclusivity, and fair housing practices.

Including inclusionary zoning policies, promoting mixed-income developments and addressing housing disparities were among the action steps discussed.

Due to regulatory limitations, it is critical for government units to diversify housing support grant funds and capital investment opportunities to address gaps in meeting the communities' affordable housing needs.

Next step: Conduct an **equity assessment** of current housing policies, revise policies to address inequities, and develop strategies to **promote inclusive housing** options for **all residents**.

Supportive services and **wraparound programs** enhance housing stability:

- The panelists highlighted the importance of providing supportive services and wraparound programs alongside affordable housing.
- Access to healthcare, education, job training, and social services were identified as key components for ensuring housing stability and improving residents' quality of life.

Next step: Foster partnerships with service providers, nonprofits, and government agencies to **offer comprehensive support** services at are readily able to support the residents of affordable housing.



Data-driven decision-making informs housing strategies:

- The panelists emphasized the significance of data in guiding housing strategies and decision-making processes.
- Data analysis helps identify housing needs, measure the impact of programs and track progress toward housing goals.

Next step: Invest in data collection, analysis, and reporting systems to **inform evidence-based decision-making** and improve the effectiveness of housing initiatives.

Funding **challenges necessitate innovative** financing **approaches:**

- The panelists acknowledged the challenges associated with securing funding for housing projects.
- They highlighted the need for exploring innovative financing models, such as public-private partnerships, tax incentives and grants.
- Leveraging multiple funding sources and identifying creative financing solutions will be crucial for overcoming financial barriers.

Next step: Conduct a comprehensive review of funding options, explore **new sources** of funding and develop strategies for **sustainable financing**.

Appendix C Interactive Group Discussion Takeaways

In the pursuit of addressing affordable housing challenges, the community engaged in an inspiring **interactive group discussion**, where action challenges were discussed. Several key areas of concern were identified, each representing an opportunity for transformative change. Let's delve deeper into these challenges and explore the creative solutions and next steps that emerged.

🌀 **Lack of access to technology:** Participants collaborated and recognized the gaps in technology access and the need for access points in residences, businesses and schools. It became evident that individuals, especially those with low incomes, may need help knowing where to go for computer or cell phone access. This realization sparked a vision for change that envisions every resident having the means to connect and thrive in the digital age.

Next step: Communities will actively map out access points throughout the region, ensuring all residents' equal opportunities. By identifying areas lacking access and securing the commitment of interested participants, we can bridge the technology gap and create a more inclusive and connected community.



📍 **Geographic disparities:** Equitable access to technology was highlighted as a pressing concern. The notion that technology is readily available in one area does not hold true for other communities. Our collective responsibility is to challenge this disparity and ensure that every corner of our community is empowered with the tools to succeed.

Next step: Through asset mapping, we will identify and address the gaps in technology access. By strategically deploying resources and involving local stakeholders, we can create a vibrant, connected community where equal opportunities abound.

"Where do you want those folks to stay? Not push them out but keep them in and build those relationships. That's housing mechanisms."

📍 **Language and special needs barriers:** Representatives recognized the importance of considering the needs of non-English speaking individuals, people with special needs and older adults. Ensuring these groups have equal access to technology and related resources is fundamental to building an inclusive and compassionate community.

Next step: We will develop comprehensive strategies and resources to support these groups. By working closely with community leaders, organizations and individuals, we can ensure that language barriers and special needs are not obstacles to accessing technology and the opportunities it brings.

The solutions discussed during the action challenge revealed our community's determination to drive positive change. Here are some of the inspiring ideas that emerged:

📍 **Government and nonprofit involvement:** It was unanimously suggested that the government and nonprofits play a pivotal role in providing access points and bridging the technology gap. By forming partnerships with the private sector and social services

and offering small business training, we can address this issue holistically, leaving no one behind.

"Use existing structures to get engagement, like nonprofit groups, neighborhood associations, and neighborhood beat meetings."



- ❖ **Asset mapping:** The power of asset mapping was recognized as a transformative tool in identifying gaps in technology access. By engaging community members and local organizations, we can locate areas lacking access and foster a sense of ownership and collective responsibility for resolving this pressing issue.
- ❖ **Education fair and awareness-building:** To empower our communities, an education fair was proposed as a platform for sharing information and resources regarding technology access. Public education meetings and awareness-building activities were seen as pivotal steps to inform individuals about the benefits and implications of technology access, igniting a spark of curiosity and opportunity.
- ❖ **Housing repair and remodeling:** Dedicated community leaders demonstrated their commitment to supporting vulnerable elderly individuals and preserving our shared history. The challenge of housing mechanisms focused on addressing the needs of adults

aged 62 and older through repairing and remodeling their homes. This initiative goes beyond bricks and mortar; it aims to foster relationships, preserve community heritage, and nurture a profound sense of belonging.

“Midterm and long-term, you can access those grants and tackle bigger and more problematic issues. Why is this important? Infrastructure is the key to quality of life and high-quality neighborhoods spark increased personal investment.”

- 🌐 **Collaboration and funding:** Building coalitions and alliances with local governments, real estate agencies, Rotary clubs and engaged voters emerged as a powerful strategy to address housing challenges head-on. By leveraging the expertise and resources of various stakeholders, we can undertake pre-bids, perform feasibility analyses and access funding from qualified census tracts to support our housing projects.

Appendix D Event Feedback

Average rating for the questions below:

Please Rate the Following On A Scale Of 1 To 5, 1 Being Poor And 5 Being Excellent

- 📍 **Housing Community Development Session with Sarah Odio – 4.76**
- 📍 **Catered Lunch with Guest Nonprofit Speakers – 4.76**
- 📍 **Moderated Peer to Peer Learning Panel – 4.62**
- 📍 **Interactive THRIVES Table Session – 4.81**
- 📍 **Action Challenge Report Out – 4.57**
- 📍 **Snacks Lunch and Beverages – 4.43**
- 📍 **Venue And Event Location – 4.62**

Please Rate the Following On A Scale Of 1 To 5, 1 Being Strongly Disagree And 5 Being Strongly Disagree

- 📍 **An annual THRIVES event is beneficial to me and my community – 4.76**
- 📍 **The timing and agenda of the event was appropriate – 4.57**
- 📍 **Statesville Thrives met my expectations – 4.38**
- 📍 **I would recommend the THRIVES event approach to a colleague in a different community – 4.71**
- 📍 **The topics covered were appropriate – 4.67**
- 📍 **I am leaving this event with an understanding about how to support Statesville to thrive – 4.43**
- 📍 **Overall, I found this event educational and beneficial – 4.62**

Responses from the question “In a few words, describe your plans and/or strategies to implement the THRIVES action items in your own community”:

- 📍 **“Continue to work with other nonprofit agencies to assist with the ever-growing/ongoing affordable housing struggle.”**
- 📍 **“Our overall goal is the help people remain in their housing. We now know with proper planning and preparation there are funds available to assist with affordable housing.”**
- 📍 **“I am going to contact city council to get more involved.”**

Other Note-Worthy Feedback:

- ❖ **Transportation and homelessness should have been included in this conversation.**
- ❖ **More networking and mingling opportunities would have been beneficial. Recommendation to include icebreakers with folks at tables.**
- ❖ **Vegetarian lunch options.**
- ❖ **The panels would have been more beneficial with more audience participation.**
- ❖ **Provide hard copies of the presentation.**
- ❖ **Local speakers and local-driven discussion are also necessary.**

Appendix E Event Materials

PDF of PPT will begin on the following page

SHA and ISCEC Welcome you to

Statesville

T · H · R · I · V · E · S



CENTRALINA
Community Economic
Development



Statesville Thrives

June 29, 2023

Affordable Housing and the Local Government Role

 | SCHOOL OF GOVERNMENT
Development Finance Initiative



Overview

- What is affordable housing?
- How can local governments help?
- Case studies

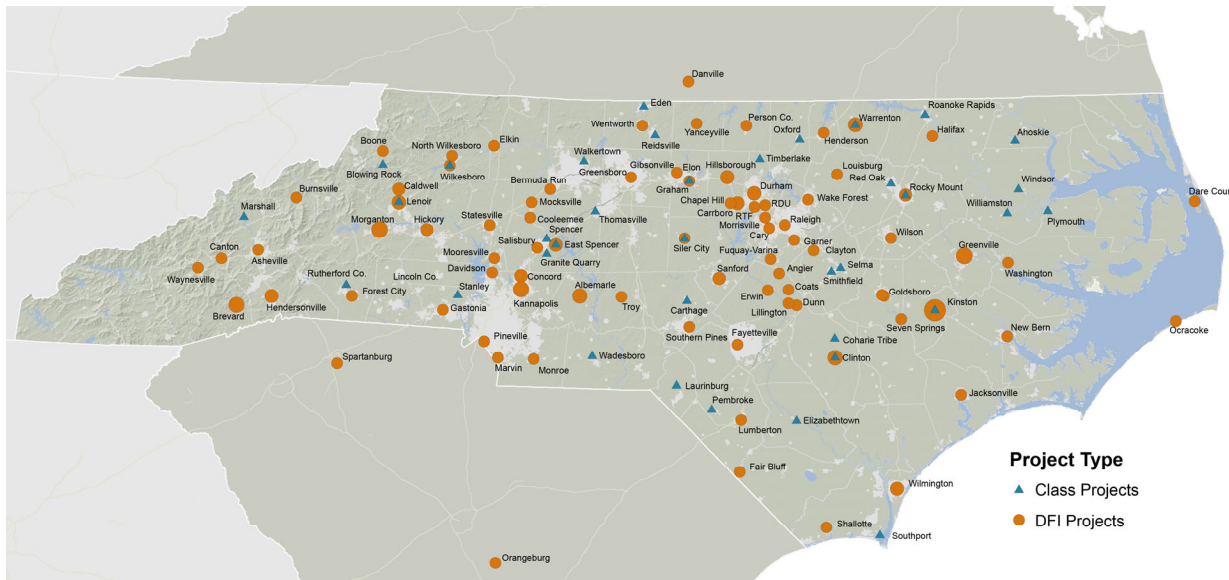


UNC School of Government



The University of North Carolina-Chapel Hill's School of Government is the largest university-based local government training, advisory, and research organization in the United States, and serves more than 12,000 public officials each year.

Development Finance Initiative (DFI)



As a program of the School of Government, DFI partners with local governments to attract private investment for transformative projects by providing specialized finance and real estate development expertise.

PROJECTS IN NORTH CAROLINA by community size

	2020	Overall
>50,000	3	30
<50,000	6	43
<20,000	9	73
<2,500	0	17

by Tier

Tier 1	4	48
Tier 2	7	63
Tier 3	7	52

by distress level

Severely distressed	9	105
Distressed	4	23
Not distressed	5	35

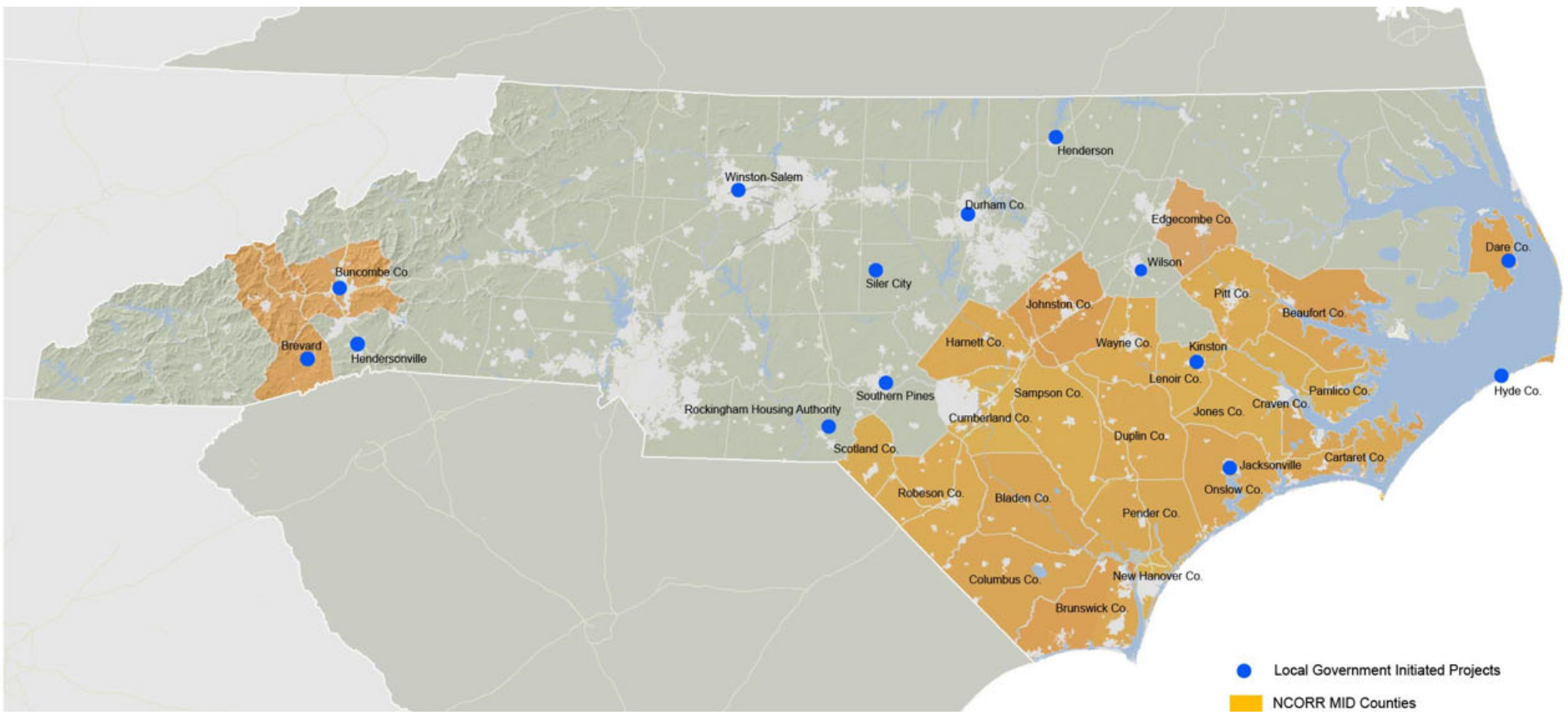
DFI Projects Since 2011



Project Year (start)

● 2011	● 2016
● 2012	● 2017
● 2013	● 2018
● 2014	● 2019
● 2015	● 2020
	● 2021

DFI Projects with Affordable Housing

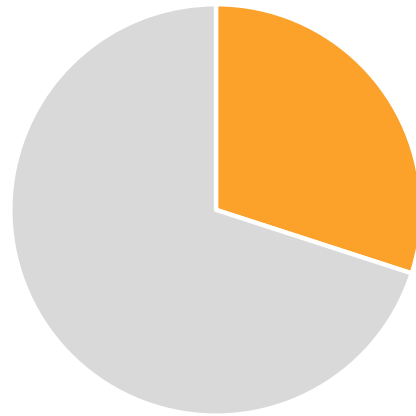


What is affordable housing?

Families are cost burdened when over 30% of their annual income is spent on **housing-related expenses**.

Housing expenses include rent plus utilities or mortgage, insurance and property taxes plus utilities.

Families living in affordable housing have more income than cost burdened households to cover other expenses like health care, transportation, or food.



Households spending more than 50% of income on housing in Iredell



Source: HUD CHAS 2015-2019

Who can local governments aid?

- Housing for “low income” or “poor”
- Serves a public purpose:
 - “only when the planning, construction, and financing of decent residential housing is not otherwise available”
 - Because “private enterprise is unable to meet the need”
- No authority to aid persons over 80% AMI (matches federal housing aid programs)
- No authority to aid unrestricted (market) units

Source: <https://ced.sog.unc.edu/2022/05/local-government-support-for-privately-owned-affordable-housing/>

Area Median Income (Family of 4): \$95,600




Household Size	1 Person	2 Person	3 Person	4 Person
Extremely Low-Income (30% AMI)	\$17,340	\$19,800	\$22,290	\$24,750
Very Low Income (50% AMI)	\$28,900	\$33,000	\$37,150	\$41,250
Low Income (60% AMI)	\$34,680	\$39,600	\$44,580	\$49,500
Low-Mod Income (80% AMI)	\$46,240	\$52,800	\$59,440	\$66,000

Who benefits from affordable housing?

County Area Median Incomes (AMI) (1-Person)			
30% AMI	40% AMI	50% AMI	60% AMI
\$17,340	\$23,120	\$28,900	\$34,680

How much can a single household afford?		
\$425	\$575	\$725

How much can a single household afford?		
\$850	\$1,150	\$1,450

Earning <60% AMI		
		
Food Prep, incl Fast Food	Pre-School Teacher	Nursing Assistant
\$24,000	\$32,300	\$33,140

Earning <100% AMI		
		
Construction Laborers	Dental Assistants	Secondary School Teacher
\$37,840	\$46,100	\$54,810

Source: MTSP Income Limits 2022, NC Department of Commerce

Affordable housing solutions focus on...



Availability

Are there sufficient options for households of each size and income level?

Are landlords accepting Housing Choice Vouchers?



Adequacy

Are affordable options in a reasonable state of repair and provide a reasonable degree of thermal comfort?

Do they provide enough space for the household size?



Accessibility

Are there sufficient options to accommodate elderly households, individuals with disabilities, veterans, etc.?

Do households experiencing homelessness have a path to stable housing?

Affordable housing is either...

Unsubsidized

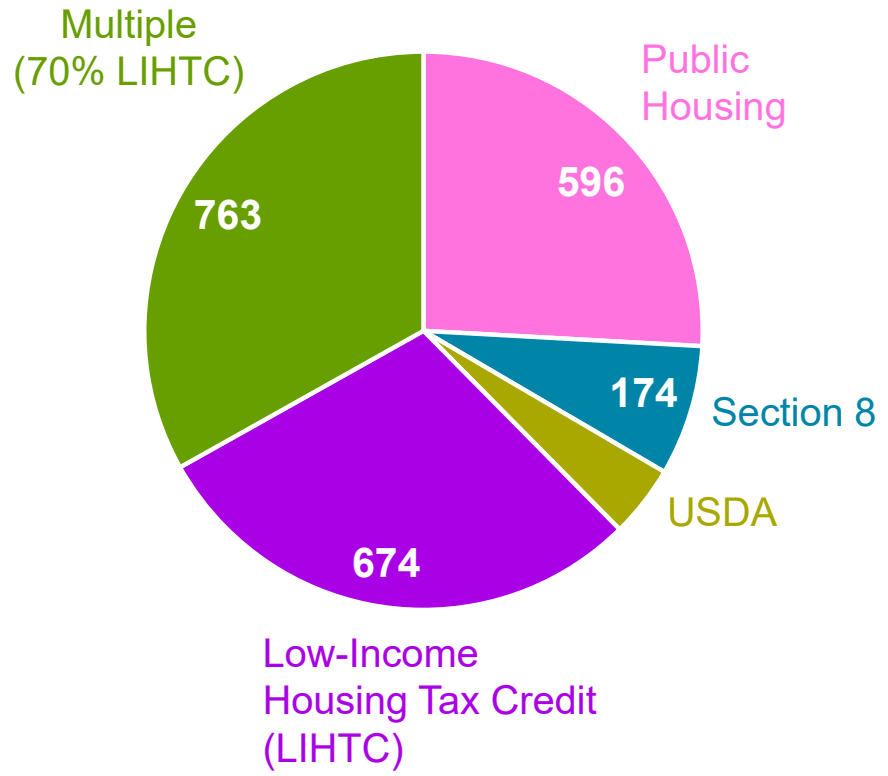
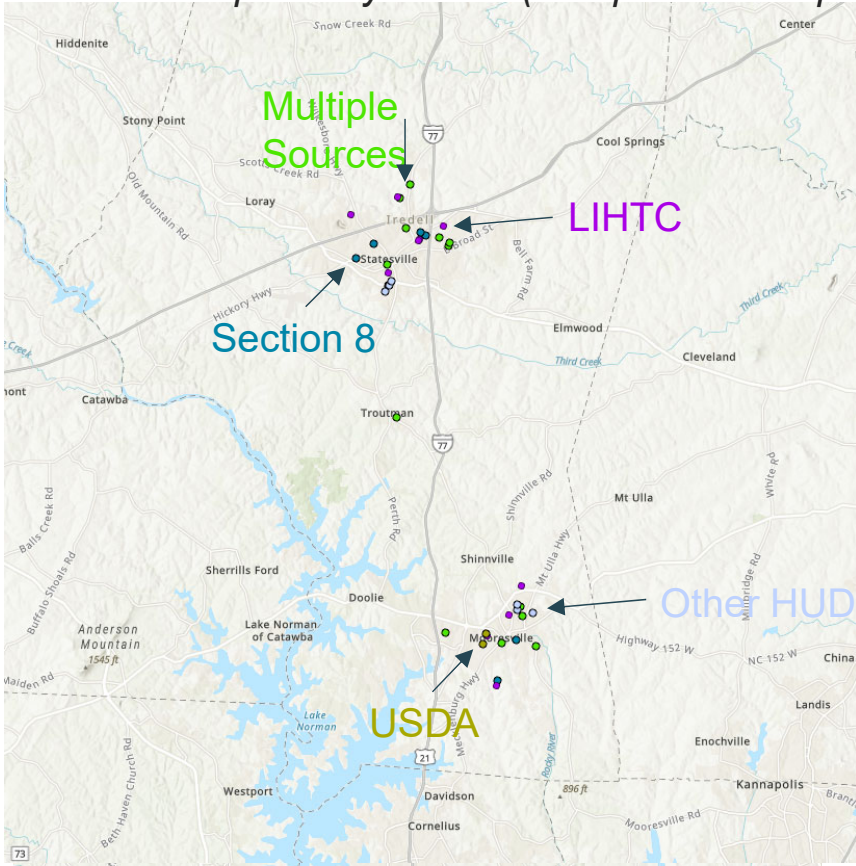
- Known as Naturally Occurring Affordable Housing (NOAH) or UAH
- Affordable due to quality or location
- Tenants vulnerable to changes in the market

Subsidized

- Affordability is restricted
- Publicly owned and managed
- *or* Privately owned and managed (with or without public participation)

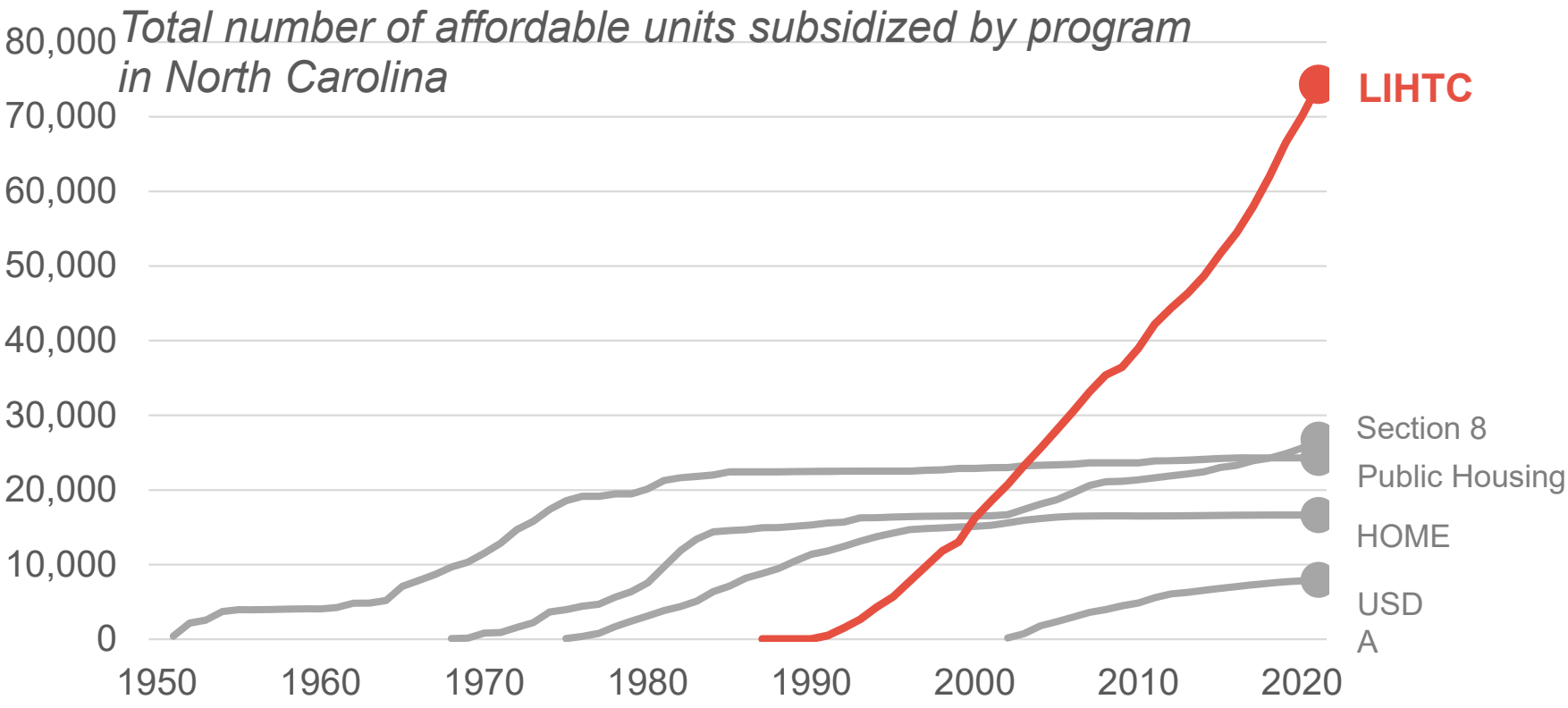
Iredell has 2,300 units with active subsidies

1,700 units are privately owned (non-profit or for-profit)



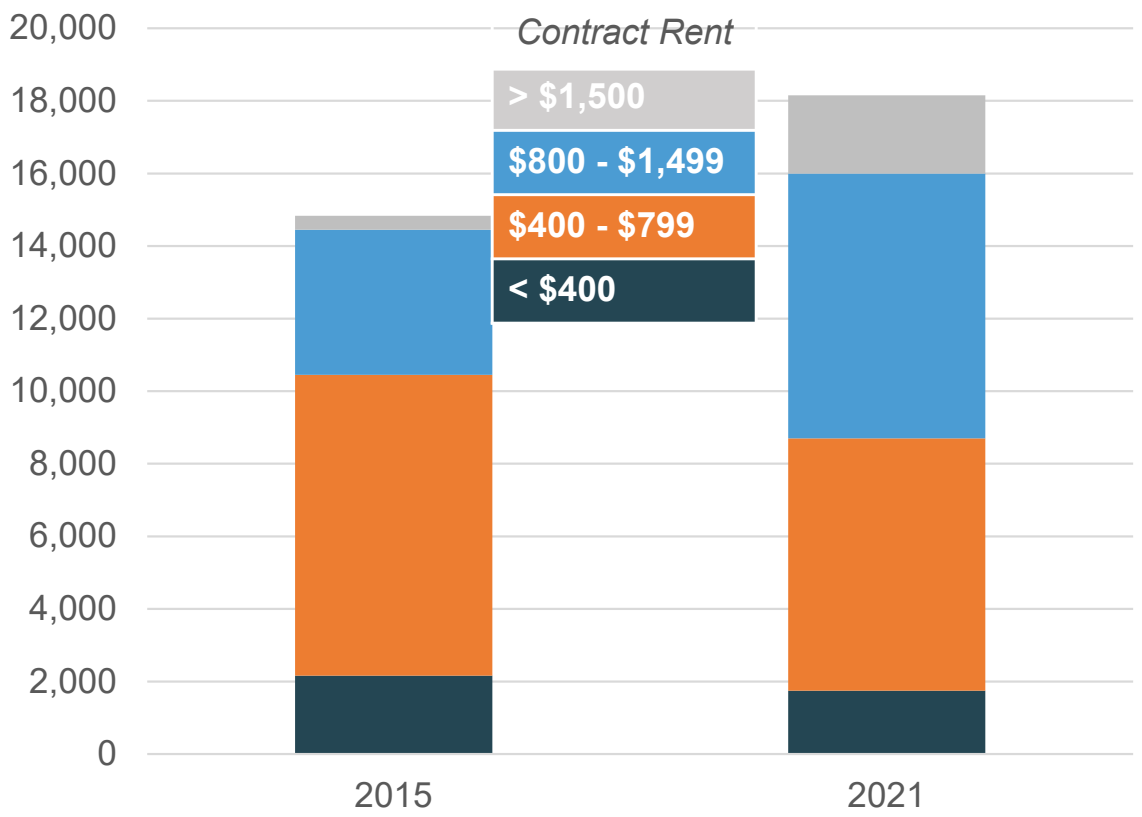
Source: National Housing Preservation Database

Low-Income Housing Tax Credits drives private development of subsidized housing



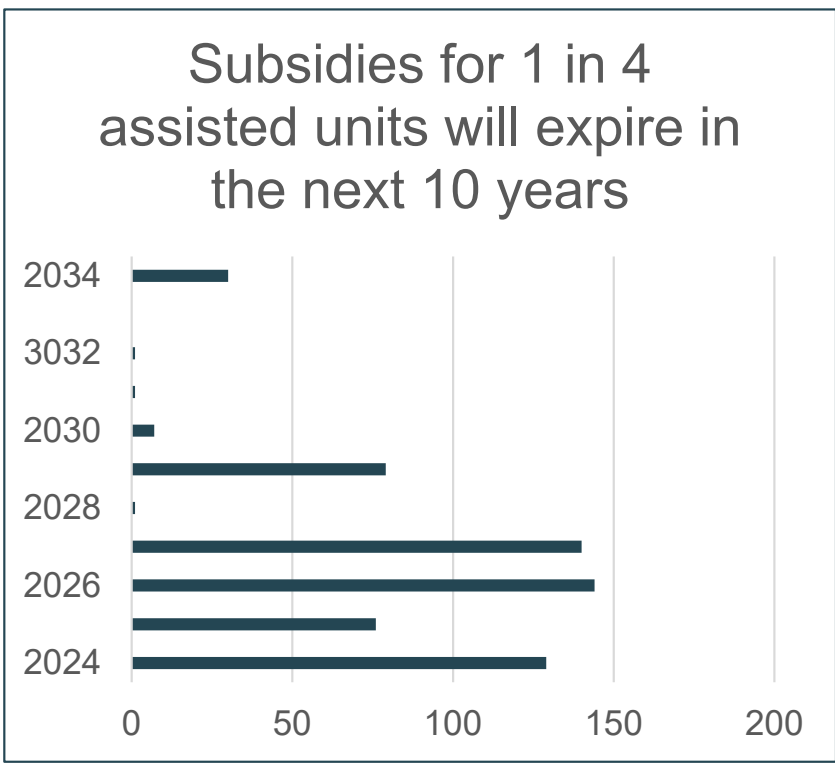
Source: National Housing Preservation Database

Although more than 3,300 rental units were added in Iredell, more than 1,700 existing units are no longer affordable to low-income households



Source: ACS, 2016-2021 (5-year estimates)

Subsidies for 1 in 4 assisted units will expire in the next 10 years



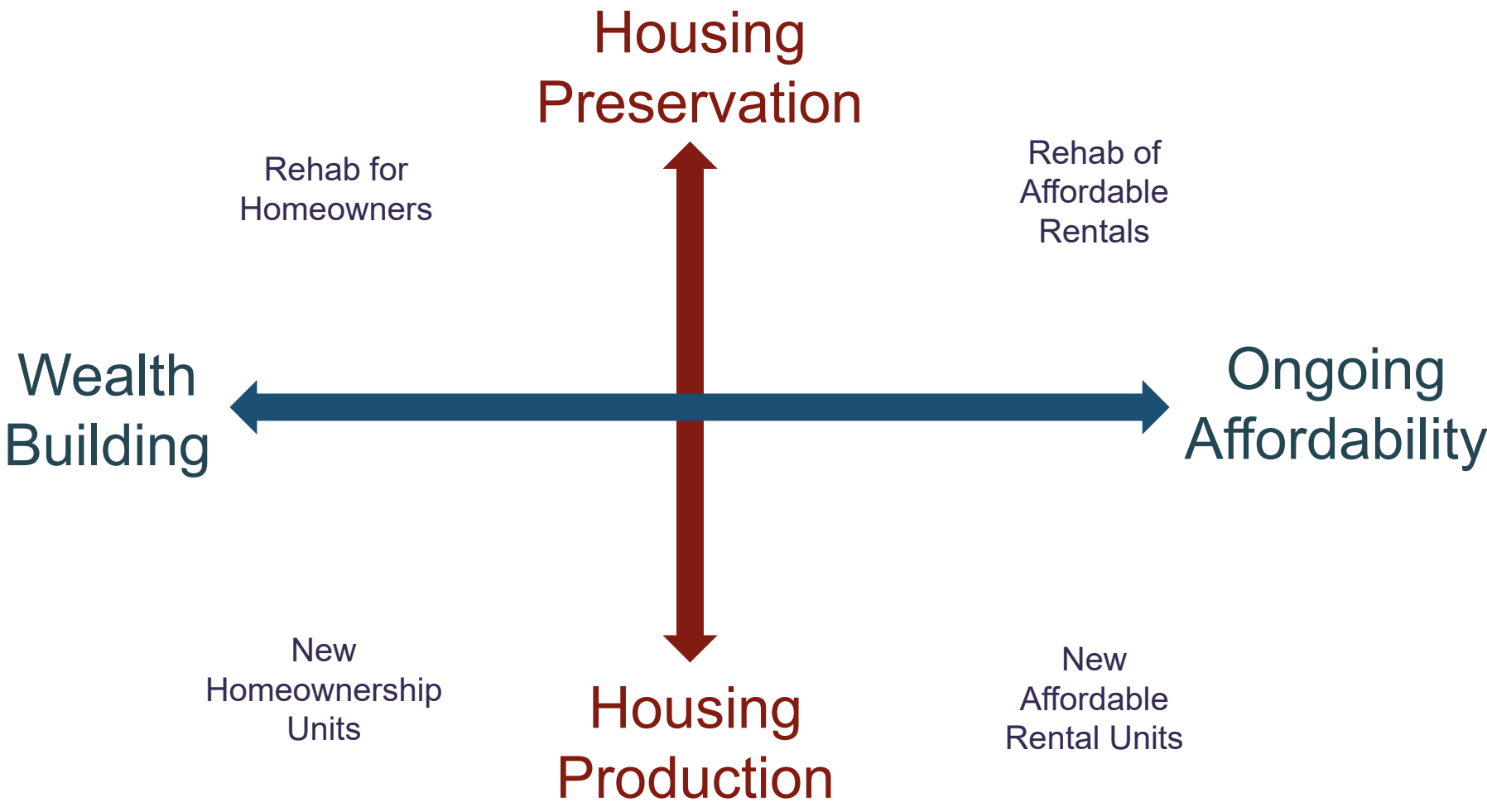
Source: National Housing Preservation Database

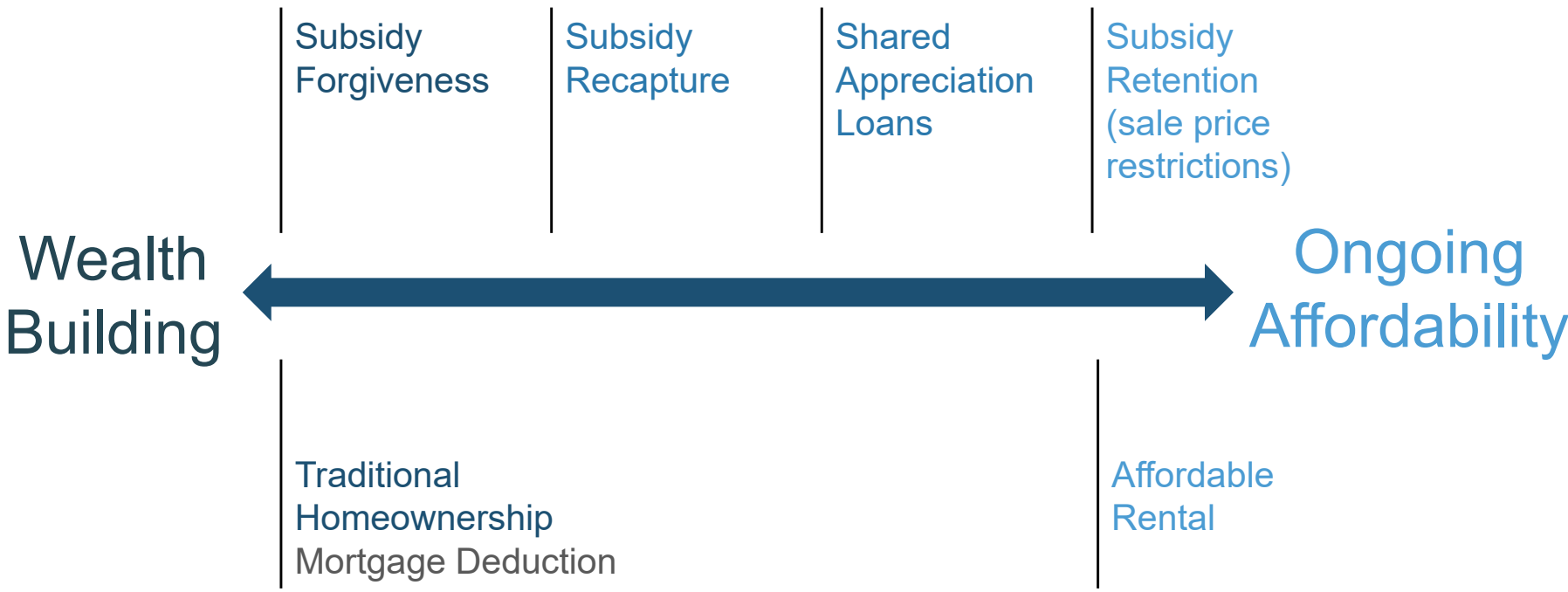
Challenges in high growth communities

- Rents and home sale values rising quickly, as growth puts pressure on existing stock
- Affordable housing development not keeping pace with household growth
 - Rising land costs and competition for labor make it more costly to build
- Naturally or unsubsidized affordable housing at greater risk of conversion to market rate
- Zoning and regulations typically do not allow for the density required to keep pace with demand
- Misconceptions about the nature of affordable housing

How can local governments help?







Housing
Preservation



Housing
Production

Supporting Preservation

- Older neighborhoods & historic districts
- Code enforcement
- Weatherization and energy efficiency
- Rehabilitation grants and loan programs
- Acquire expiring LIHTC apartment buildings

Supporting Production



Demand



Supply

Public

- Project-Based Vouchers
- Public housing

Public-Private

- Rental subsidy vouchers
- Credit repair
- Down payment assistance

- Low Income Housing Tax Credit (LIHTC)
- “Necessary” subsidy for private development of LI Housing
- Removal of barriers to production

Private

- Employer-sponsored homeownership programs

- Non-traditional loans
- “Mill” housing

Supporting Production



Demand



Supply

Public

Exclusively Wealth Building Tools

Public-Private

- Credit repair
- Down payment assistance

- “Necessary” subsidy for private development of LI Housing
- Removal of barriers to production

Private

Local government support of housing production for low-income households



Remove Costly Barriers to Production

- Address Zoning and Regulations
→ Multifamily location, density, height, parking requirements, etc.
- Expedite permitting and approval



“Necessary” Subsidy

- Reduce Costs
 - Land at below market rate (ground lease or sale)
 - Shared public infrastructure (i.e. parking, roads, etc.)
- Financing
 - Below market loans
 - Grants

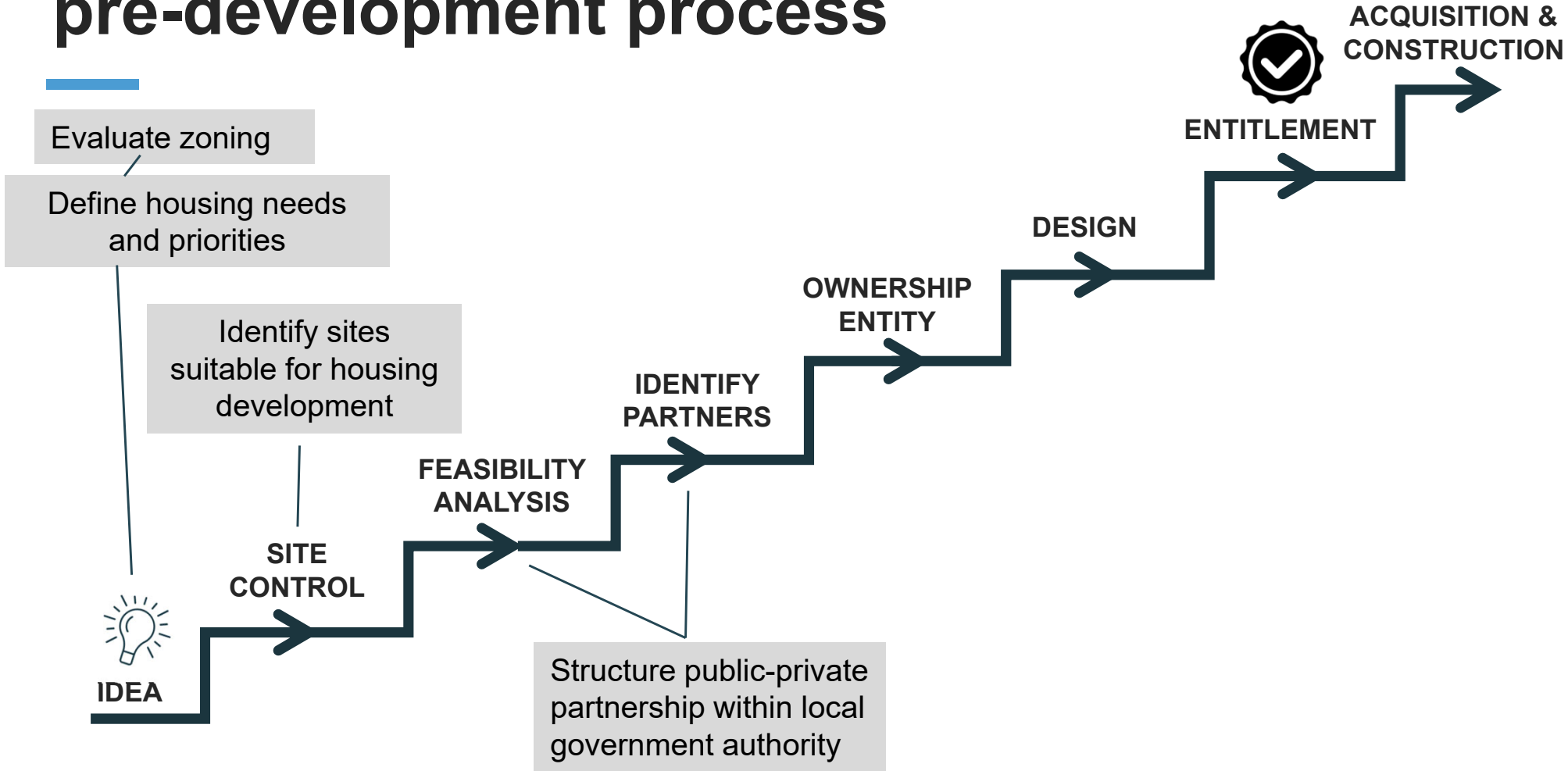
What about assistance for middle income households (80-120% AMI?)



Remove Costly Barriers to Production

- Address Zoning and Regulations
→ Multifamily location, density, height, parking requirements, etc.
- Expedite permitting and approval

Potential local government role in private pre-development process



Case Study: Town of Southern Pines

- Total Units (part of larger commercial plan): 16 or 48 units
- Tenure: Rental or Homeownership
- Target: Low-Income (60% AMI) Seniors **or** Low-Income and Moderate-Income+ (80-120% AMI)
- Private Sources: 9% LIHTC equity and HUD-guaranteed loan **or** traditional capital sources
- Public Participation:
 - For LIHTC senior rental:
 - Removal of barrier: property rezoned
 - “Necessary” subsidy:
 - None for 9% LIHTC;
 - Loan/Grant for 4% LIHTC
 - For homeownership:
 - “Necessary” subsidy: Sale of property below market value
 - *Demand-Side: Loans to low-income households*



Case Study: Durham County

- Total units: 310 affordable and 250 market rate units (plans also include commercial)
- Tenure: Rental
- Target: Extremely Low-Income (<30% AMI) to Moderate Income (<80% AMI)
- Private Sources: 4% LIHTC equity, HUD guaranteed-loan
- Public Participation (“Necessary” Subsidy):
 - Parking
 - Loan/ Grant
 - Ground lease of property at nominal cost



300 & 500 East Main Development

Solicitation for Development Partner Proposals



Durham, NC | Winter-Spring 2019

Upcoming SOG Trainings

- Affordable Housing Seminar: Tools, Strategies, and Case Studies for Local Government Leadership – October 6, 2023
- Community Development Academy – February 7-18, 2024

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SCHOOL OF GOVERNMENT

Development Finance Initiative

THE UNIVERSITY OF NORTH CAROLINA AT CHAPEL HILL

Interactive Table Discussions

Technology access

Housing mechanisms

Regionalism

Infrastructure equity

Vibrant community

Engagement & education

Sustaining partnerships

The City of Statesville Vision and Mission

Vision

Statesville will be a vibrant regional center that provides a higher quality of life for ALL.

Approved at 1/12 Council retreat

Mission

City of Statesville will serve with integrity, provide sound resource management, and equitably deliver high-quality public services.

Revised and approved at 3/20 Council session



THANK YOU

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