



MEMORANDUM

To: John Connet, City Manager, City of Hendersonville
From: Marcia Perritt, Director, Development Finance Initiative
Date: May 7, 2024
Re: Proposal to Provide Opportunity Site Identification Services for Affordable Housing Development

UNC-Chapel Hill Development Finance Initiative

The UNC Chapel Hill School of Government (SOG) established the Development Finance Initiative (DFI) in 2011 to assist local governments and their partners in North Carolina with achieving their community economic development goals. The SOG is the largest university-based local government training, advisory, and research organization in the United States. DFI partners with communities to attract private investment for transformative projects by providing specialized finance and real estate development expertise.

Request for Technical Assistance

The City of Hendersonville requested technical assistance from DFI in April 2024 in evaluating opportunities to increase its supply of affordable housing for low- and moderate-income households and further its community economic development goals. To that end, DFI is able to assist the City of Hendersonville with the identification and prioritization of sites that present viable opportunities for affordable housing development. DFI will carry out high level pre-development activities—parcel analysis, site analysis, and financial feasibility—to identify and prioritize key sites for development.

Scope of Services

The following Scope of Services outlines the activities that DFI would conduct in the City of Hendersonville (the “Project Area”) to identify and prioritize sites that present viable opportunities for affordable housing development:

1. Conduct a community scan, which is an analysis of market-relevant demographic and socioeconomic data, as well as a review of current and historic plans, local and

regional affordable housing stakeholders, visioning documents, studies, research, development proposals, conceptual renderings, notes from public input sessions, and other materials relevant to affordable housing development within the Project Area;

2. Conduct a housing needs assessment of the Project Area to identify the scale of demand for specific housing types at various income levels. The assessment includes an evaluation of primary demand drivers such as growth and employment trends, as well as an in-depth analysis of the existing housing supply;
3. Conduct small group community engagement activities (approximately 3 to 6 one-on-one conversations, informed by the community scan and guidance from City staff) as it relates to stakeholder interests within the Project Area;
4. Establish affordable housing priorities for site identification in collaboration with the City of Hendersonville;
5. With an emphasis on publicly owned properties, identify up to **four sites** (each a “Study Site”) that meet the City’s housing priorities, including sites suitable for Low-Income Housing Tax Credit (LIHTC) development as defined by the NC Housing Finance Agency’s Qualified Allocation Plan (QAP). LIHTC is the largest affordable housing finance program in the country, incentivizing the acquisition, construction, and rehabilitation of private rental housing for low-to-moderate income households;
6. For each Study Site, collect and analyze relevant data for a parcel analysis to understand current conditions (sales trends, vacancy, land use, ownership, and underutilization) immediately surrounding the Study Site and changes over time;
7. Conduct a high-level site analysis for each Study Site, examining publicly available data regarding topography, hydrology, infrastructure, etc. to gain a general understanding of development opportunities and constraints;
8. Conduct a high-level financial analysis for each Study Site in order to make a general determination about the feasibility of affordable housing development on each site; and
9. Identify and prioritize **up to two** Study Sites and make recommendations related to those sites.

This Scope of Services does not include services that require a licensed broker, a licensed real estate appraiser, or licensed attorney to perform. In addition, the scope does not include tasks associated with site planning expertise from architects or engineers, nor does it include site preparation expenses such as land survey, soil samples, and environmental testing (if such services are required, DFI will advise the City to obtain such services from third parties).

The fee accounts for efficiencies gained from utilizing virtual meeting tools rather than in-person meetings. The above Scope of Services and associated fee includes two (2) in-person site visits.

Deliverables

Deliverables include presentations, summaries, and other documentation intended by DFI to be delivered to the City regarding the above Scope of Services.

Timeline

The timeline for completing Activities 1-9 (Phase 1) is estimated to be 5 months from commencement.

Fee

The flat fee for the above Scope of Services is \$61,650. The flat fee is payable over two installments of \$30,825 each, if desired.

Potential for Future Phase 2: Solicitation of a Private Development Partner

In Phase 2, following the City of Hendersonville obtaining site control for the Study Site, DFI is able to conduct additional site-specific pre-development analysis and assist the City in identifying experienced private developers to execute an affordable housing development project. Following the selection of a development partner, DFI will then support the City of Hendersonville in negotiating key deal points in a development agreement with its selected partner. Phase 2 services would require a separate contract and fee.