

PULASKI COUNTY HOUSING STRATEGY

IMPLEMENTATION PLAN

2023

PULASKI COUNTY, IN



IN PARTNERSHIP WITH



HOUSING RESOURCE HUB
WWW.YOURHOUSINGRESOURCE.ORG/PULASKI

TABLE OF CONTENTS

Housing Task Force	3
Housing Strategy Process "How it Works"	4-10
Housing Optimization Strategic Planning Guide	11
Housing Optimization Planning Workshops Recaps	12 - 14
Housing Market Potential Analysis Results	15 - 17
Virtual Listening Tour Results	18-20
Marketing Empowerment Plan	21-22
Communication Plan	23 - 33
Marketing Toolkit	34 - 47
Catalyst Project Pipeline	48 - 50
Implementation Plan	51 - 57

PULASKI COUNTY HOUSING TASK FORCE

The Pulaski County Housing Strategy was commissioned by the Community Foundation of Pulaski County. It has been led by a Task Force comprised of key stakeholders. We thank the following individuals for their input and direction.

Bill Champion - Owner of FRATCO

Adam Collins - Plant Manager at Galfab

Andrew Fritz - Farm Landowner / Producer

Sheila Jimenez - Pulaski County Public Library Director

Lisa Malchow - Realtor

Gregg Mallet - CFO of Pulaski Memorial Hospital

Dan Murphy - Retired Attorney

Vicki Overseer - President of the Community Foundation of Pulaski County

Holly Galbreath - Alliance Bank Loan Originator

Elizabeth Price - Four County Counseling

Wendy Rose - Former ED of the Community Foundation of Pulaski County

Chezem Dara - Eastern Pulaski Community Schools

Amy Beechy - Project Matters, LLC

Leeann Wright - ED of the Community Foundation of Pulaski County

Nathan Origer - ED of the Pulaski County Community Development Commission

WWW.YOURHOUSINGRESOURCE.ORG/PULASKI

HOW IT WORKS

HOUSING OPTIMIZATION, MARKET
EMPOWERMENT PROCESS

***"HOUSING IS ECONOMIC
DEVELOPMENT"***

- HEATHER PRESLEY-COWEN

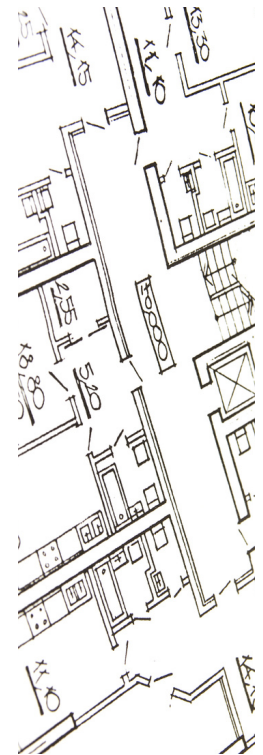


HOUSING RESOURCE HUB

Housing Optimization through Market Empowerment

Housing Optimization happens when communities seek to build enough of the housing that buyers seek to buy and renters seek to rent, at the price points they can afford, as their housing strategy. This work is most effective when a community treats existing residents with as much care and concern as it endeavors to attract new residents.

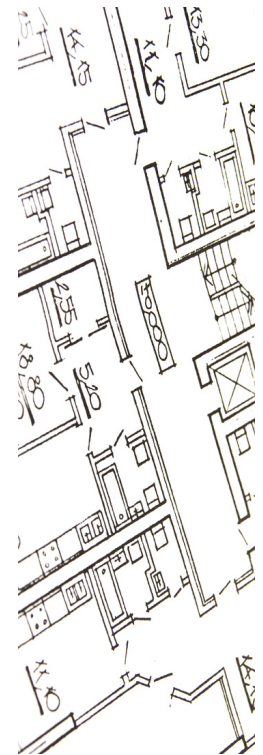
Market Empowerment happens when communities know what they want, are willing to do what it takes to make it happen and refuse to settle for less. Without Market Empowerment the private sector - lenders, developers, builders and buyers - are powerless to accomplish a community's housing goals.



#Swagger

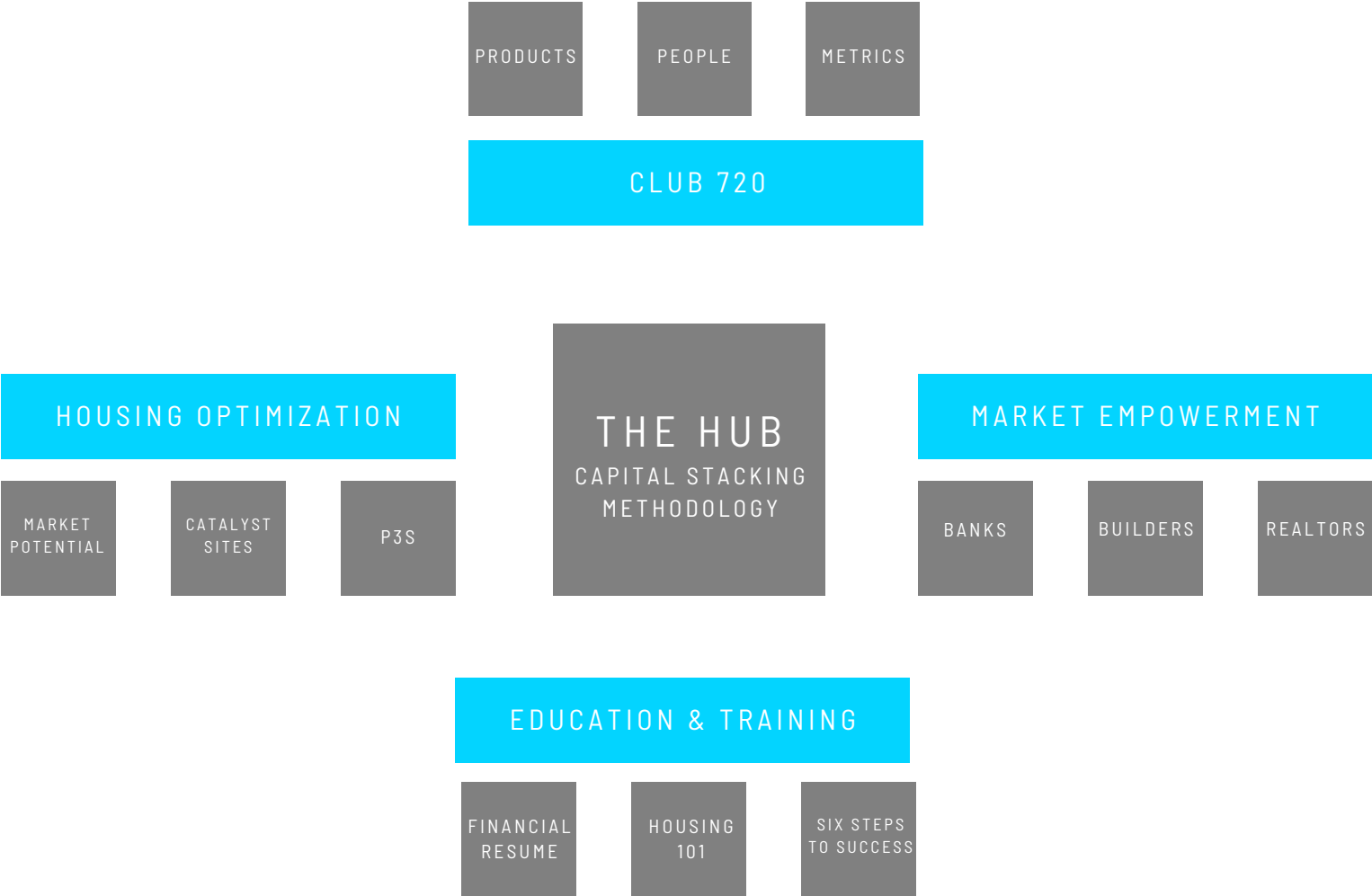
When Housing Optimization happens alone, side effects can include unintended consequences, such as a completed document that is placed on a shelf and never put into action. Market Empowerment addresses the unseen market forces that are keeping housing market potential from being realized. It ensures that the gaps that exist in the housing market, such as appraisal gaps and affordability gaps, are minimized and eradicated.

The H.O.M.E. Method is designed with the high performance community leader in mind. This type of leader tends to take matters into their own hands and fearlessly endeavors to create their own success, rather than relying solely on one-size-fits-all tools of states and Federal governments. This type of leader knows that Housing is economic development and that it is most definitely a key aspect of the local infrastructure. To put it another way, this type of leader has "Swagger".



The H.O.M.E. Method:

Housing Optimization through Market Empowerment



Measuring Progress

The H.O.M.E. Method establishes a sustainable regional housing delivery system that produces tangible results. Communities with SWAGGER seek housing solutions. They are looking for more than just to study and/or document them. Many "housing studies" look back at past trends as an indicator of future housing market performance. They can be excellent tools for making applications for Federal and State funding streams, but high performance leaders are typically not looking to simply ask for funding. They want a tool to help them make good decisions about how to jumpstart their own local housing initiatives, with or without outside funding streams and the restrictions that come with them. The H.O.M.E. Method begins with the end in mind by determining a community's optimal housing market position and then builds a strategic plan for addressing key variables that are interacting in the market, that are preventing this from occurring.

Key Indicator	Activity / Project	Data / Outcome
New housing units developed or underway	Housing Strategies	<ul style="list-style-type: none"> • Optimum market position • Capacity to undertake complex housing projects (swagger)
Homebuyers assisted and/or supported	Local Government Homebuyer Initiative	<ul style="list-style-type: none"> • Reduced worker commute time • Employer engagement
New investment attracted (\$)	Catalyst Housing Development Projects	<ul style="list-style-type: none"> • Income taxes • Real Estate taxes

Project Phases

This process takes approximately 18 - 24 months to complete.

01

Project Initiation

- Formalize Steering Committee
- Select communities to be included in market potential analysis
- Establish Communication Homebase

02

Set the Baseline

- Prepare Communication Plan
- Report on Housing Market Potential
- Release RFI for Catalyst Sites
- Launch Community Housing Needs Survey

03

Engage Stakeholders

- Hold Housing Symposium
- Select Catalyst(s)
- Establish Community-Based Development Teams
- Design Housing Program

04

Implement Housing Strategy

- Launch Club 720 Home Buyer Initiative
- Complete Site Due Diligence on Catalyst Sites & Assemble Development Team
- Launch Six Steps to Success

05

Execute Housing Strategies

- Complete Project-Specific Capital Stacking
- Build Homebuyer Pipeline
- Small-Scale Developer Initiative
- Establish Regional Housing Production Pipeline

Housing Strategy Roadmap

Housing Optimization Market Empowerment



Housing Strategy Starts Here!

Communication Planning Workshop

Kick Off with the Task Force

Market Potential Analysis Results

Program Planning Workshop

Build a Project Pipeline

Housing Symposium

Housing Fair



WWW.YOURHOUSINGRESOURCE.ORG/PULASKI

PULASKI COUNTY

HOUSING OPTIMIZATION STRATEGIC PLANNING GUIDE



THE JOURNEY

Table Setting Meeting: Six Steps to Success

To prepare the guiding coalition for the Housing Strategy, which included representatives from the Community Foundation and County government, the Hub reviewed the 6 Steps to Success for a community to undertake a housing initiative, focusing heavily on the importance of leadership. This led to a discussion about who should be included on the Pulaski County Housing Task Force. It was recommended that leaders from the following sectors be included: employers, government, realtors, lenders, non-profit. Wendy and Nathan agreed to take the lead in creating a list of potential Task Force members.

Kick Off Meeting

The Task Force met at Winamac First United Methodist Church. The session was designed to prepare task force members on key roles and methods for championing a Housing Strategy. The meeting included the following discussion items:

1. Introduction to Housing Resource Hub and its role as an "Optimizer" for the implementation and execution of the Housing Strategy
2. Overview of the Housing Strategy Process
3. Vital role of leadership in achieving success (Leadership Inventory)
4. Roles for various stakeholder groups, including realtors, lenders, developers, builders, governments, employers
5. Prioritization of communities to be included in the Housing Market Potential Analysis & preview of site selection process for catalyst housing development

THE JOURNEY

Catalyst Project Informational Meeting for Governments

The Housing Resource Hub hosted an in-person meeting in Winamac for local government leaders to learn more about how they can take action on the Market Potential Analysis data by identifying a catalyst housing development site. The Housing Resource Hub would then serve as the market potential optimizer for communities interested in developing a catalyst site by leading pre-development, which would result in the creation of a development concept, engagement of a high capacity developer, and understanding of the project sources and uses. The Hub would also lead capital stacking with the community to ensure that the project is completed.

Market Potential Analysis Results Meeting

The Pulaski County Housing Task force convened virtually to learn the results of the Market Potential Analysis completed by Zimmerman Volk Associates. The Market Potential Analysis revealed the quantity, price point and type of housing that the market will support. This information was used to inform the efforts of the Task Force as they led housing strategy implementation. Task Force members engaged in discussion about the Market Potential Data and how to interpret and communicate it to various stakeholders.

Pulaski County Housing Symposium

On July 22, 2022, the Pulaski County Housing Task Force hosted a housing symposium.

PULASKI COUNTY HOUSING SYMPOSIUM

The Pulaski County Housing Task Force and leaders from all around the county gathered to discuss the growing potential of the community, identify workforce housing obstacles, and identify the next steps to jumpstart the housing market potential for Pulaski County.

AS AN ESSENTIAL COMMUNITY LEADER, WE NEED YOU!

Housing is vital for community and economic development. Lack of housing is holding us back!

The Community Foundation of Pulaski County and Community Development Commission are working to address this challenge. Join us for this pivotal event that will jumpstart housing development in our community!

Ryan Chasey and the team at the Housing Resource Hub, our nonprofit partner that is under contract to implement housing strategies in Pulaski County, will lead attendees through discussion of:

- Why housing is vital for community growth
- Results of the Pulaski County housing study
- What types of housing we need most
- Barriers we need to address
- Ways to move forward



40+

COMMUNITY LEADERS ATTENDED

"AMAZING HOUSING SYMPOSIUM!"

"WE'VE RECEIVED NUMEROUS COMMENTS AND POSITIVE FEEDBACK."

FEEDBACK

"IT EXCEEDED A LOT OF EXPECTATIONS FROM GUESTS!"

PULASKI COUNTY HOUSING MARKET - CURRENT STATE

PULASKI COUNTY POPULATION OVERVIEW 2021

POPULATION: 12,348

HOUSEHOLDS: 4,959

1 & 2-PERSON HOUSEHOLDS: 64%

MEDIAN HOUSEHOLD INCOME: \$55,000

HOUSING UNITS: 5,941

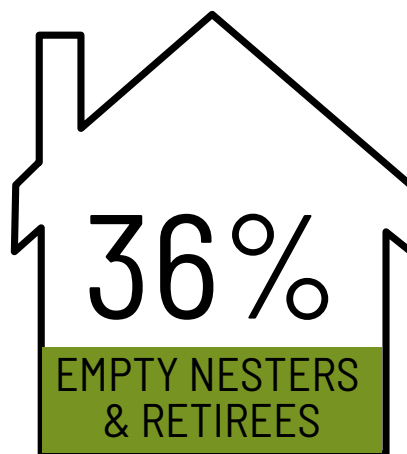
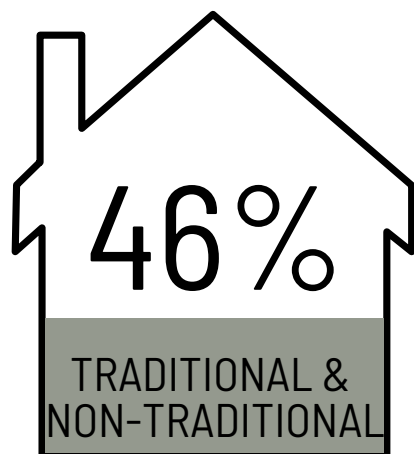
OWNER-OCCUPIED: 79%

SINGLE-FAMILY DETACHED: 79%

MEDIAN HOUSING VALUE: \$135,400



HOUSEHOLD LIFESTAGE



PULASKI COUNTY HOUSING MARKET POTENTIAL

WHERE DOES THE POTENTIAL MARKET FOR THE COUNTY LIVE NOW?

PULASKI COUNTY: 43.4%
STARKE COUNTY: 9.3%
REGIONAL DRAW AREA: 14.0%
BALANCE OF THE U.S.: 33.3%

645

HOUSEHOLDS OF ALL INCOMES HAVE THE POTENTIAL TO MOVE TO PULASKI COUNTY EACH YEAR!



TRADITIONAL & NON-TRADITIONAL FAMILIES
39%

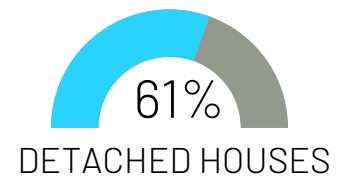
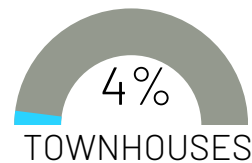
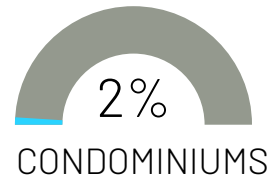
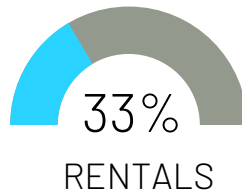


YOUNGER SINGLES & COUPLES
36%



EMPTY NESTERS & RETIREES
23%

TENURE TYPES & ABSORPTION ESTIMATES



Municipality	Annual Potential Market Rentals		Condominiums		Townhouses		Single Family	
		20% Capture	25% Capture	20% Capture	25% Capture	20% Capture	25% Capture	10% Capture	15% Capture
Pulaski County	465	29	to 37	3	to 4	5	to 6	29	to 42
Winamac (65% of total)	304	24	to 30	3	to 4	5	to 6	18	to 27
Franceville (19% of total)	59	5	to 7	n/a	to n/a	n/a	to n/a	6	to 8
Medaryville (13% of total)	61	n/a	to n/a	n/a	to n/a	n/a	to n/a	4	to 5
Monterey (3% of total)	14	n/a	to n/a	n/a	to n/a	n/a	to n/a	1	to 2
	465 households	29	to 37 dwelling units	3	to 4 dwelling units	5	to 6 dwelling units	29	to 42 dwelling units

The full Pulaski County Market Potential Analysis can be found on the Pulaski County Housing Strategy web page. Please visit www.yourhousingresource.org/pulaski.

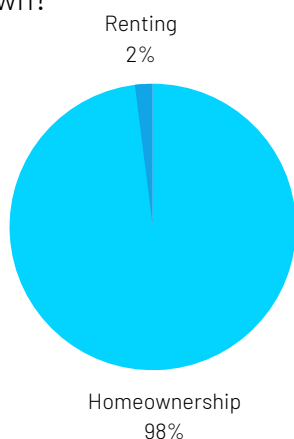
Pulaski County Public Preferences

Data collected from the 2022 County-wide
Community Housing Needs Survey

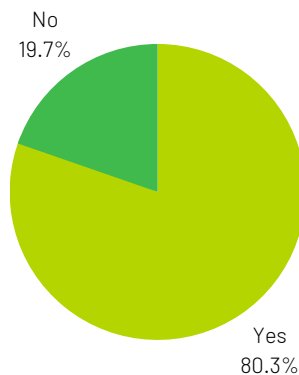
32.1%

MENTIONED HOUSING AS A
MISSING COMPONENT TO
PULASKI COUNTY

Do you prefer to rent
or own?



Are you aware of homeowner
programs like down payment
assistance?



Top 3 Wants for Pulaski County

1. Housing
2. Entertainment/ Shopping
3. Progressive Leadership

Preferred Area of Living

- 57.1% Acreage
- 24.5% Suburban
- 18.4% Near an Active Downtown

6.3%

ARE CONSIDERING
MOVING TO THE COUNTY

14.3%

WORK BUT DO NOT LIVE
IN PULASKI COUNTY

20.4%

PLAN TO BUY A HOME IN
THE NEXT 2 YEARS

Reasons to Love Pulaski County

Data collected from the 2022 County-wide Community Housing Needs Survey

Winamac town park, state park, library, panhandle pathway

A moderate pace of life, the State Park and bike trails, a smaller community that knows one another

Admittedly, our primary reason for relocating to Pulaski county is proximity to family. We left the Northwest Indiana area and do enjoy living in a rural community, but it is fair to say that in our time here we haven't noticed much progressive change. The beauty, nature, safety.

I love the balance we have in this county- we have nature and beauty, but also row crops and ag; we have space and tranquility, but also modern convenience and connectivity.

I love knowing my neighbors and the sense of community.

The quiet and peaceful country life. A county not overrun with city influxes from other states.

Rural lifestyle

Family oriented nature, rural

I love our schools, parks (town park and state park), Panhandle Pathway. I also love that our community takes care of others who are going through a rough time.

Safe, small town, good location

The unique rural environment

Small community feel

I enjoy the low cost of living coupled with a low crime rate. It's a great place to raise a family.

I love the pace, the natural resources, and the familiarity.

More Reasons to Love Pulaski County

Data collected from the 2022 County-wide Community Housing Needs Survey

I reside in Winamac and have lived here my whole life. I love our community and the positive changes that are being made in many of the communities.

Small town. Good neighbors. Safe living. Fiscally solid. Its slower pace of life, incredible outdoor-recreation opportunities, and the untapped potential for strong and measured growth.

The relaxed neighborly feel that exists in the county.

The low tax rate.

The ability to have natural activities like hiking, floating, etc.

THE RELATIVE SAFETY OF THE COMMUNITY

Pulaski County is close enough to the bigger towns and cities but we get that small town, country living feel. I also love that I can go out to eat and then walk to the movie theater to see a first run movie without breaking the bank! Small community at it's best!

The rural views and farming aspect of our community.

The people who truly care about the county. The quiet nature of our communities.

Rural Feel, yet some higher end amenities, such as the library in Winamac. Also some nice recreation options like the TIPPECANOE River, State Park and the bike trails. Lots of history.

I like the sense of community. Having lived in a very large city, it's nice to come "home" to Pulaski County.

Clean, friendly people, good roads

Low cost of living

The remote safe close knit community. Being able to raise my children in such a close community has been wonderful.

WWW.YOURHOUSINGRESOURCE.ORG/PULASKI

PULASKI COUNTY

MARKET EMPOWERMENT GUIDE



HOUSING RESOURCE HUB

Pulaski County Market Empowerment Plan

Main Goal: Empower the Community

With the housing production wheels in motion, Phase II is Market Empowerment. This strategy is designed to enhance the community's economic stability and prosperity through increased homeownership and reduced employee commutes. By focusing on the talent that local employers are seeking to attract and retain as targeted buyers and renters of housing, this approach blends community attachment with employer/employee engagement.

The project is composed of three high-level tasks:

- **Program Design:** This phase kicks off with a program planning workshop designed to identify and prioritize projects/areas targeted for (re)development and to create a program plan for reaching and supporting homebuyers and renters seeking new housing opportunities.
- **Fund Development:** Employers, banks, lenders, etc. are the focus of this step. With Club 720 as a lead tool for program delivery, a workforce housing toolkit is developed from available community development grants & loans, employer assistance programs and other forms of assistance.
- **Program Delivery:** Employees are the focus of this step. With a "Homeownership Is Possible" webinar, a pipeline of interested buyers for new homes under construction is built. The webinar walks participants through the process of understanding what's available to help them to become a homeowner and where to apply for available resources, such as down payment assistance.

WWW.YOURHOUSINGRESOURCE.ORG/PULASKI

PULASKI COUNTY

COMMUNICATION PLAN



HOUSING RESOURCE HUB



Key Audiences

- General Public
- City + County Leaders
- Lenders + Banks
- Builders + Developers
- Employers
- Realtors
- Homebuyers / Commuters
- School System

Project Messaging

The first step in executing an effective Communication Plan is to address the desired outcome.

Outcome: Implement a comprehensive workforce-focused housing production strategy that systematically bridges the gap between the existing housing market conditions that are preventing new housing starts and those who want to make our community their home.

It is also important to consider the VIPs of this initiative, which include the groups you identified in the communication planning workshop and are listed on the previous page. The outreach must be personalized to each group but the outcome must remain the same.

Here are a few points to consider including in your messaging:

- The Housing Strategy is focused on the full range of housing.
- Beginning with the end in mind, we will first understand who wants to live in here, whether they want to buy or rent and how much they can afford.
- Actual housing units will be developed within close proximity to existing infrastructure and amenities, including downtowns & employment centers.
- Traditional private sector partners - developers, builders, realtors, banks, etc. - will be encouraged to participate, as the Hub works with communities to accomplish community goals while eliminating barriers to their participation.
- A homebuyer pipeline will be developed using a mobile app, called Club 720, which will provide access to various grants and affordable loans offered by and through local employers, banks and lenders to prospective buyers.



Levels of Participation

INFORM: to provide Stakeholder Group with balanced and objective information to assist them in understanding the problem, alternatives, opportunities and/or solutions

CONSULT: to obtain Stakeholder Group feedback on analysis, alternatives and/or decisions

INVOLVE: to work directly with Stakeholder Group throughout the process to ensure that public concerns and aspirations are consistently understood and considered

COLLABORATE: to partner with Stakeholder Group in each aspect of the decision including the development of alternatives and the identification of the preferred solution

EMPOWER: to place final decision making in the hands of the Stakeholder Group

Local Gov't. Decision Makers

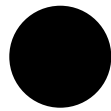
Level of Participation



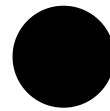
Inform



Consult



Involve



Collaborate



Empower

Outcome of Communication

We want to empower this group to fully understand the initiative and how to jumpstart housing development within their communities.



Methods of Communication



- Invite leaders to Housing Symposium to engage in an exciting conversation about housing opportunities in their communities
- Invite leaders to identify and secure potential catalyst sites in partnership with the Hub
- Equip communities with sample social media posts that direct viewers to Pulaski's page on Hub website
- Deliver Capital Stacking 101 webinar

General Public

Level of Participation



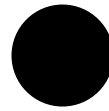
Inform



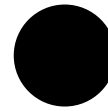
Consult



Involve



Collaborate



Empower

Outcome of Communication

We want everyone to see this as a countywide project where everyone has a chance to get involved.



Methods of Communication



- Share updates on Pulaski County's housing strategy webpage located on Hub website
- Local social media posts (provided by the Hub) directing viewers to Hub website for updates
- Request participation in the Community Housing Needs Survey

Homebuyers

Level of Participation



Inform



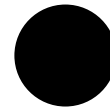
Consult



Involve



Collaborate



Empower

Outcome of Communication

We want to build a pipeline of ready buyers for homes currently available and being developed.



Methods of Communication



- Press Release: Introduce the Strategy and how to get involved
- Invite buyers to attend local Housing Fair to showcase available housing options and resources
- Invite buyers to a Homeownership is Possible webinar to build the homebuyer pipeline via Club 720

Employers

Level of Participation



Inform



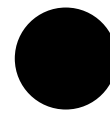
Consult



Involve



Collaborate



Empower

Outcome of Communication

We want to collaborate in efforts to spread the word about local housing opportunities because we know that recruitment and retention require housing production.



Methods of Communication



- Invite employers to Housing Symposium to hear about the Strategy
- Equip employers with a break room flyer announcing:
 - the Community Housing Needs Survey via Hub website
 - Homebuyer Pipeline Builder (Club 720 QR code)
- Host an employer-assisted housing webinar to showcase examples of ways for them to get involved

Realtors

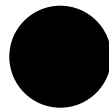
Level of Participation



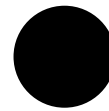
Inform



Consult



Involve



Collaborate



Empower

Outcome of Communication

We want to better understand the barriers of homeownership from the realtor perspective and invite them to spread awareness about the housing opportunities.



Methods of Communication



- Invite realtors to Housing Symposium to learn about the housing initiative
- Invite realtors to Housing Fair to connect with ready homebuyers
- Present housing strategy to local Realtors' Association

Builders + Developers

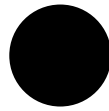
Level of Participation



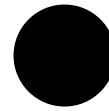
Inform



Consult



Involve



Collaborate



Empower

Outcome of Communication

We want to share details of the initiative with this group in efforts to encourage them to build and develop housing and resources based on the community's needs.



Methods of Communication



- Invite this group to Housing Symposium to hear about the Strategy
- Equip builders/developers with a model home flyer inviting buyers to find financing options via the Homebuyer Pipeline Builder (Club 720 QR code)
- Co-host a virtual open house to display housing options to Club 720 buyers

Banks + Lenders

Level of Participation



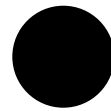
Inform



Consult



Involve



Collaborate



Empower

Outcome of Communication

We want to empower this group to both participate in catalyst site development projects, and create and provide loans, grants, and services that can be easily accessed by buyers via Club 720.



Methods of Communication

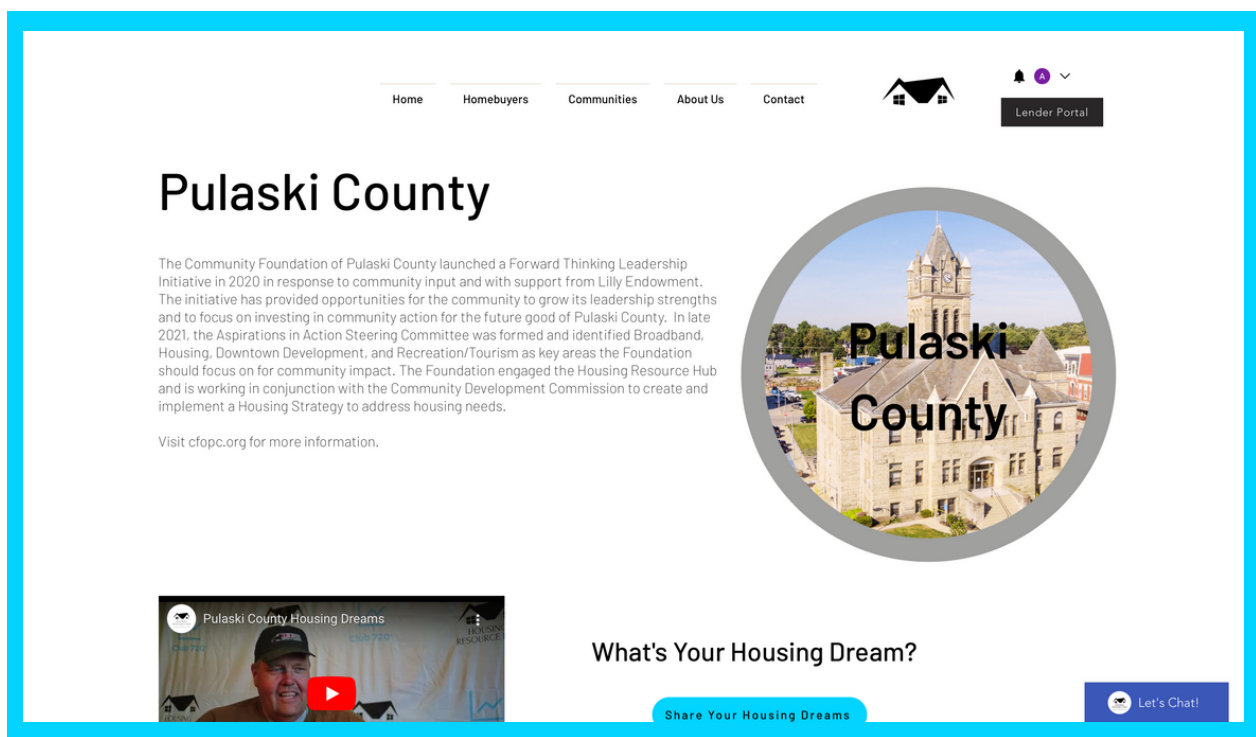


- Invite this group to Housing Symposium to hear about the Strategy
- Invite this group to sponsor and participate in the Housing Fair to connect with prospective buyers
- Invite banks and lenders to offer programs and products on Club 720

Marketing Toolkit



Pulaski County Housing Strategy Community Page



Here, the Hub will host the Community Housing Needs Survey for the general public, the current state of the market, the market potential, and updates on the Housing Strategy.

Caption: A Housing Strategy is being conducted for Pulaski County by the Housing Resource Hub to create a comprehensive workforce housing program that bridges the gap between the existing housing market & local housing market potential. We know that this can't be done right without your voice. We're asking you to provide input about your housing dreams in order to shape the development of the housing program for our community. Visit www.yourhousingresource.org/Pulaski and tell us your housing dream!

#Pulaskicountyhousing #housingmarket #housingiseconomicdevelopment



FOR IMMEDIATE RELEASE

As a New Housing Initiative Begins, ENTITY Wants to Hear from You

Pulaski County, IN - Pulaski County has the ability to absorb up to X new housing units over the next five years, according to a recently released market potential analysis that was commissioned by the ENTITY in partnership with the Housing Resource Hub.

The community is asked to participate in a Community Housing Needs Survey and provide input about their housing dreams in efforts to shape the development of a housing program community leaders are designing. Individuals can learn more about the housing strategy, view the housing market potential results and share their housing dreams and ideas for the county by visiting www.yourhousingresource.org/Pulaski.

The market potential analysis information.

Using this insight, ENTITY is beginning to fulfill the potential and engage local leadership and influencers, like banks, realtors and developers, to support implementation of the housing initiative.

QUOTE from ENTITY leadership.

For more information about this effort, please visit www.yourhousingresource.org/Pulaski.

###

Community Housing Needs Survey

Do you currently rent or own your home?

- Rent
- Own

As a lifestyle choice, do you prefer renting or homeownership?

- Renting
- Homeownership

Do you plan to rent or buy a home within the next two years?

- Rent
- Buy
- Not Applicable

If you answered 'yes' or 'maybe' to the previous question, would you be interested in any of the following?

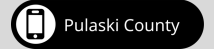
- Grants and/or Matching Funds to help you purchase the asset(s)
- Online education on consumer credit, how to improve your credit, financial goal planning, etc.
- Group coaching for goals you have set
- 1:1 coaching for goals you have set

Are you planning to do any of the following in the next five years? (Select all that apply.)

- Buy a home
- Fix/Renovate your home
- Buy a vehicle for work
- Get further job training/education
- None of the above



**SCAN HERE
TO LEARN
MORE!**



PULASKI COUNTY HOUSING INITIATIVE!

OUR ULTIMATE EMPLOYEE BENEFIT



- Find available housing programs and products
- Learn about the new housing coming to town
- Access wealth building tools like down payment assistance & credit builder loan products
- Access online financial education courses
- Join a virtual homebuyer community
- Get this all for free through our sponsorship!

Follow the Housing Initiative and join the
homebuyer pipeline by visiting
www.yourhousingresource.org/Pulaski



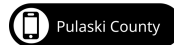
Pulaski County Housing Strategy



Workforce Housing Solutions Here:

The Housing Resource Hub is a regional housing non-profit focused on helping communities put the 'workforce' back into the workforce housing equation. In 2020, the Hub began work alongside local units of government, economic development professionals, community leaders, banks/lenders, builders, employers, and other key stakeholders to develop strategic and actionable housing solutions.

How to get involved:



Scan the QR Code to learn more about the Pulaski County Housing Strategy and how to get involved!



Catalyst Projects

We build a housing production pipeline. We help local government leaders explore multiple sites as a possible solution(s) to the current housing situation, build a development and take action to jumpstart the market.



Capital Stacking

We work with local leadership to explore and pursue traditional and non-traditional funding avenues to accomplish their housing dreams.



Homebuyer Pipeline

We build a homebuyer pipeline with Club 720, a free mobile app that connects homebuyers to local resources, through optimized marketing to homebuyers identified in the market potential analysis.

Want to learn more?



hello@yourhousingresource.org



www.yourhousingresource.org/pulaski

We'd Like to Help Your Workforce Live Closer to Work!

Hello!

A Housing Strategy is currently underway for Pulaski County to complement your ongoing talent attraction and retention efforts. We invite you to attend a webinar focused on employer-assisted housing where you'll learn ways you, too, can be involved in this initiative.

Employers are encouraged to get involved in this initiative by:

- offering Club 720 as a free ultimate employee benefit tool
- learning the housing issues and preferences of their employees through a Community Housing Needs Survey
- developing employee housing assistance programs

Please join us on (insert date and time) to attend this session. [Click here to register.](#)

Hope to see you there!

You're Invited to the Pulaski County Housing Symposium!

Hello!

You're invited to join an important conversation focused on housing throughout Pulaski County. In partnership with the Housing Resource Hub, we have launched a Housing Strategy to create a comprehensive workforce housing program that bridges the gap between the existing housing market & local housing market potential.

At the Housing Symposium, we will share the housing market potential analysis results for Pulaski County, the Community Housing Needs Survey results and ways your workforce can turn their dream of homeownership into a reality.

As your local champion for this project, please join us on (insert date and time).

Hope to see you there!

You're Invited to the Pulaski County Housing Symposium!

Hello!

You're invited to join an important conversation focused on housing throughout Pulaski County. In partnership with the Housing Resource Hub, we have launched a Housing Strategy to create a comprehensive workforce housing program that focuses on breaking down the barriers of homeownership between our existing housing market and our local housing market potential.

At the Housing Symposium, we will share the results of the housing market potential analysis, results from our Community Housing Needs Survey and ways you can participate even further to turn your clients' dreams of homeownership into a reality.

As your local champion for this project, please join us on (insert date and time).

Hope to see you there!

Get Ready to Connect with Local Homebuyers!

Hello!

You're invited to attend a Housing Fair for Pulaski County on DATE at VENUE.

Join us for a chance to connect with willing and ready homebuyers as they learn more about new local housing programs and developments and how to get started on the path to homeownership now!

As your local champion for this project, we hope to see you there!

Join Us at the Pulaski County Housing Fair!



DATE
TIME



LOCATION

Join us for a chance to connect with willing and ready homebuyers as they learn more about new local housing programs and developments and how to get started on the path to homeownership now!

Got Products to Offer? Join the Conversation!

Hello!

You're invited to attend a workshop -- sponsored by various Pulaski community leaders and its housing consulting partner, the Housing Resource Hub -- about our local housing initiative.

Join us to learn more about our local housing market potential, participate in a community credit needs analysis and learn about Club 720 -- a CRA tool every bank should be using.

The workshop will be held on DATE, TIME at LOCATION. Please tell us about the products you're excited to offer and register here.

As your local champion for this project, we hope to see you there!

Get a Housing Development Deal Done in Your Community!

Hello!

You're invited to attend the Housing Resource Hub's Capital Stacking 101: A webinar designed to introduce local decision makers, like you, to the action steps community leaders can take to jumpstart their housing markets.

Topic areas include:

- Donated Sites & Other Impact Investments
- Density & Other Residential Development Financing Tools
- Down Payment Assistance & Employer-Assisted Housing Programs
- Regional Housing Loan Funds

Join us on DATE & TIME for a chance to connect with other local leaders and continue learning ways to improve and meet the needs of our community.

As your local housing champion, we hope to see you there!

WWW.YOURHOUSINGRESOURCE.ORG/PULASKI

PULASKI COUNTY

CATALYST PROJECT PIPELINE



HOUSING RESOURCE HUB

Catalyst Project Roadmap

Strategic Housing Development



Housing
Development
Starts Here!

Execute MOU for
Pre-Development
Services

Community
Vision &
Priorities

Establish Site
Control

Finalize Capital
Stack

Complete Pre-
Development
Work

Assemble
Development
Team

Go - No - Go
Decision



THE JOURNEY: WHERE TO BEGIN

Site Prioritization Workshop

The Housing Task Force discussed details of potential catalyst sites such as adequate acreage, proximity to downtown, commute to major employers, easily accessible utilities, and ability to be obtained in order to strategically prioritize development projects in the community.

Site	Issues	Priority
County Owned Farm: County owned farm land - Single Family detached homes.	<ul style="list-style-type: none">• Needs utilities• Needs annexed• Close proximity to a cemetery and recycling plant - will need to keep in mind during design.	High - This is a community-backed project and will be the main focus of the initiative that will hopefully lead to a pipeline of other developments.
Kocher Property: 30 to 40 acres for single family detached homes. Very close to the school.	Privately-Owned : May be difficult to obtain.	Medium
Willow Creek: Beautiful property, single family detached homes	Substantially built out: Not much land available for development	Low
Belaire: 15 lots with additional land available	Substantially built out: Not much land available for development	Low

Implementation Plan



UNLOCKING MARKET POTENTIAL

Objective: Pulaski County will be empowered to unlock its local housing market potential. Working alongside Community Champions, the Housing Resource Hub will guide every step of the way, turning the vision of accessible workforce housing for all into a reality.

1	ESTABLISH PHASE II CHAMPIONS: Establish and onboard champions for the Implementation Strategy. Unlike Phase I, which focused on understanding the market potential, Champions will be focused on the role of capital stacking for both housing development and housing affordability.
2	AWARENESS AND ONBOARDING: Create awareness about the ongoing Housing Strategy & how local governments can get involved. Reach out to local leaders, conduct virtual workshops, and employ targeted marketing strategies to help communities understand the benefits of offering Hoosier Homes, a self-funded down payment assistance program for homebuyers earning a wide range of incomes.
3	LOCAL PARTNERSHIPS: Establish strong relationships with local nonprofits, banks, and credit unions. These partnerships will be key to providing affordable loans and credit products to offer their FDIC-supported (or equivalent) products and services on Club 720.
4	COMPLETE AT LEAST ONE CATALYST SITE: Once a site has been selected, champion the work of the Housing Resource Hub as it conducts due diligence, site planning, and capital stacking to fill identified and underwritten development financing gaps.
5	CLUB 720 LAUNCH: With the catalyst site in place, advertise Club 720 as a way to build a pipeline of ready homebuyers. Work closely with local HUD-certified housing counseling agencies to ensure the success of this phase.

PHASE II CHAMPIONS: HOUSING UNIT PRODUCTION

By performing these roles effectively, the Committee can ensure the housing production pipeline is successfully established and the resulting housing is effectively absorbed by the community.

Ensure Effective Communication:

The Committee should act as a bridge between the different stakeholders involved, ensuring everyone stays informed about the project status, including challenges and achievements.

Partnership Engagement:

Establish and maintain relationships with local non-profit housing market optimizers, local banks and credit unions, HUD-certified housing counseling agencies, and potential investors. Their involvement is crucial to meet the financial and technical requirements of each project.

Oversight and Review:

The Committee should regularly review the progress of each project, ensuring it stays on track in terms of the schedule, budget, and quality standards.

Risk Management:

Identifying potential risks and devising strategies to mitigate them is a key function of the Committee. This might include market fluctuations, regulatory changes, or community resistance.

PHASE II CHAMPIONS: HOMEBUYER CULTIVATION

Marketing and Outreach:

The Committee plays a critical role in ensuring the created housing units are absorbed by the right buyers and renters. This involves developing and implementing a marketing strategy to attract potential buyers and renters, with a focus on affordability and community benefits.

Homebuyer Program and Credit Product Implementation:

Promote the county-wide authorization of the Hoosier Homes Program, a down payment assistance program for homebuyers earning a wide range of incomes. Work closely with the local banks and credit unions to implement the homebuyer program and affordable credit products. This helps to make homeownership accessible and affordable.

Supportive Programs Coordination:

Coordinate with local HUD-certified housing counseling agencies to provide housing coaching. This ensures potential buyers and renters understand their rights and responsibilities, the buying or renting process, and the support available to them.

Community Engagement:

The Committee should maintain a strong connection with the community. This might include regular updates on progress, involvement in decision-making where appropriate, and addressing any concerns or issues the community might have.

PROGRAMS & POLICY TOOLKIT

By implementing these recommendations, community leaders can create a more vibrant, prosperous community, ensuring that housing development aligns with the Analysis of Housing Market Potential.

Incentivize Housing Development:

- Offer local incentives or grants to developers building housing units that align with the housing market potential analysis.
- Facilitate a streamlined zoning and permit approval process for affordable housing projects.

Adapt Zoning Regulations:

- Reevaluate and modify zoning codes to allow for a mix of housing types that cater to greater housing densities.
- Consider updating the existing comprehensive plan, as needed.

Strengthen Public-Private Partnerships:

- Encourage collaboration between local government, private developers, and non-profits.
- Establish revolving funds to assist developers in financing housing projects that align with the market potential analysis.

Invest in Amenities:

- Enhance downtowns, community facilities, parks, and public spaces to improve the quality of life.
- Provide improved transit options to connect housing with employment centers.

PROGRAMS & POLICY TOOLKIT

Foster Neighborhood Revitalization:

- Invest in targeted neighborhood improvement programs.
- Create incentives for rehabilitating existing housing stock, making it more energy-efficient and accessible.

Support Homeownership and Renting Education

- Collaborate with HUD-certified Housing Counselors and Club 720 coaches to offer homeownership and renting education.
- Implement first-time and repeat homebuyer assistance programs.

Monitor and Evaluate Policies:

- Establish clear metrics to track the success of housing policies.
- Create a transparent reporting system that allows community input and adjustment as needed.

Leverage Technology for Accessibility:

- Utilize Club 720 to connect buyers and renters with available units.
- Enhance online permitting and application processes for developers and residents.

Thank You!



