

ATTACHMENT A

**A RESOLUTION ENDORSING THE ORANGE COMMUNITY HOUSING AND
LAND TRUST NEW MISSION STATEMENT, GUIDING PRINCIPLES,
AND ORGANIZATIONAL GOALS
Resolution No. 58/2003-04**

WHEREAS, the Orange Community Housing and Land Trust receives an annual allocation of funds in the amount \$20,000 from the Town of Carrboro to assist with the provision of affordable housing in Carrboro; and

WHEREAS; the Town of Carrboro was instrumental in establishing the Orange Community Housing and Land Trust; and

WHEREAS, the Town has a representative on the Orange Community Housing and Land Trust Board of Directors.

NOW THEREFORE BE IT RESOLVED; that the Board approves of the newly developed mission statement, guiding principles and goals for the Orange Community Housing and Land Trust.



Board of Directors

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Funding provided by

Town of Chapel Hill

Orange County

Town of Carrboro

Town of Hillsborough



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Date: September 15, 2003

To: Orange County Board of Commissioners
Chapel Hill Town Council
Carrboro Board of Aldermen
Hillsborough Town Board

From: Wayne Kuncl, Board President of Orange Community Housing and Land Trust

The board of directors of Orange Community Housing and Land Trust (OCHLT) has approved the attached Mission Statement, Guiding Principles and Organizational Goals. **We would like each of the local governments to formally endorse these organizational tenets, in order to establish shared expectations.** We are particularly interested in each local governing board approving our Organizational Goals, which define who we are.

The staff and board devoted considerable time to this document because it's important as we plan for future development activities. The board considered opinions that were expressed by several elected officials whom we met with earlier this year. The specific questions that we discussed were the following:

- I. **Should OCHLT continue to develop housing?** It has been suggested that we focus our efforts on marketing the affordable homes built by private sector developers rather than develop homes ourselves. It is the Board's opinion that the organization should continue to *pursue both strategies*. The Town of Chapel Hill's policy of asking private sector developers to produce affordable housing for the Land Trust has proven an effective way to rapidly increase the county's permanently affordable housing stock. We feel strongly that this strategy should be pursued at every opportunity, and, in all planning jurisdictions.

However, depending upon the private sector may preclude us from certain opportunities (such as participating with Habitat for Humanity on the Sunrise property). We believe that it will be important for OCHLT to be able to serve as an independent, non-profit developer that can flexibly meet affordable housing needs that are not addressed by the private sector. Also, OCHLT strives to produce high quality homes that will be attractive, energy efficient, and affordable to maintain over time. The Board believes that OCHLT should continue to produce this type of durable, quality construction, rather than simply market homes that are produced by the private sector.

- II. **Should OCHLT shift its emphasis from producing homeownership opportunities to producing rental and special needs housing?** We are clearly not experts in the needs of special needs populations.

However, we can partner with agencies that serve these populations to provide/develop housing. In this respect, it would make sense for those agencies to first identify their clients' housing needs, and then partner with OCHLT to develop that housing.

The Board recognizes affordable rental housing has already been identified as a pressing need in the county. We would be eager to participate in another tax credit rental development, but the right opportunity has not come along. It should be noted that we lack the capacity to manage many rental units, so the management function would need to be out-sourced.

- III. Should OCHLT focus more on renovating older homes?** During the past five years we have become more skilled in developing new properties than in renovating existing homes. Our staff does not possess the construction expertise necessary to be successful with renovation work. In addition, our experiences with older homes have caused us to become cautious about becoming involved with homes needing extensive work. These homes often entail greater risk for the organization (as with the home on Milton Avenue that we recently purchased that has foundation problems) that can become very costly. As a result, we intend to limit the scope of our rehab work to just newer homes, like those in Culbreth Park in Chapel Hill. There are other organizations that are better able to renovate older properties.

We want to serve the local governing boards in a way that serves each of your needs. However, we must be mindful that with a five person staff, our capacity is limited. Naturally, we will be happy to be present when each board discusses this matter, so please inform us of the date.

Thank you again for your continued support.

Wayne Kuncel / RD

Copies to:

John Link, Jr. Orange County
Cal Horton, Town of Chapel Hill
Eric Peterson, Town of Hillsborough
James Harris, Town of Carrboro

Orange Community Housing and Land Trust Mission, Guiding Principles and Goals

Mission:

To create permanently affordable housing and preserve land for the benefit of our community.

Guiding Principles:

RIGHT TO DECENT HOUSING: We recognize the universal right to safe, decent and secure housing for people of all income levels. We strive to provide rental and homeownership opportunities that offer dignity and security to residents.

PERMANENT AFFORDABILITY: By keeping our lands and homes permanently affordable, we break the cycle by which real estate prices escalate beyond the reach of low-to-moderate income people. We seek to strike a balance between individual and community needs.

QUALITY: We develop housing that is durable, attractive, healthy to live in and economical to maintain over the long run. Our homes are built to serve generations.

ENVIRONMENTAL SENSITIVITY: We are good environmental stewards of our land and strive to balance the need for affordable development with environmental responsibility.

COMMUNITY VOICE: We give the community a voice in the use and management of Land Trust properties by drawing our board and membership base from local residents.

STEWARDSHIP: We will strive to ensure that Land Trust properties are well maintained over time, because we own the land in perpetuity. As our community evolves, our ownership of the land will allow us to meet changing land use needs. In time, our lands may be used for non-housing facilities and spaces if it is in the community's best interests.

INCLUSIVITY: We believe that strong communities are economically, ethnically and culturally diverse. In providing access to affordable housing, we seek to promote and sustain community diversity.

WORK ENVIRONMENT: We strive to create a respectful workplace where all employees and volunteers are treated with dignity, openness and fairness. We recognize the importance of maintaining decent wage, benefit and training opportunities in order to attract and retain dedicated staff.

Organizational Goals:

1. Create permanently affordable homeownership opportunities for households earning 80% or less of the Area Median Income.
2. Create affordable rental opportunities for households earning 60% or less of the Area Median Income.
3. Educate the community about the housing needs of low and moderate-income people, and promote strong programs that meet those needs.
4. In conjunction with local governments, develop partnerships with private sector developers to include affordable housing units in all new housing developments in Orange County.
5. Collaborate with other non-profit affordable housing providers to generate new, innovative housing opportunities.
6. Build a "land bank" for future Land Trust projects.
7. Increase awareness and knowledge of the Land Trust among residents of Orange County.
8. Increase Land Trust membership and member involvement.
9. Diversify funding sources by increasing our donor base and establishing a strategic fundraising program.