

Northern Kentucky

Housing Blueprint



Forward

This work builds upon ongoing initiatives by the Northern Kentucky Chamber of Commerce and its regional partners.

The 2023 Northern Kentucky Housing Data Study showed that the housing market has been unable to keep pace with job growth, resulting in a shortage of 6,650 units needed in the next five years. The 2025 Homes for All: Northern Kentucky Housing Strategies report provided a menu of 50 strategies to fill the gaps in the housing stock at attainable price points. The report included 10 top strategies for further research.

The **Northern Kentucky Housing Blueprint** takes the next step, providing an in-depth review of 4 top strategies and recommendations for their implementation. Each strategy includes an overview, an initial analysis to estimate new supply, implementation considerations and useful case studies.

This document, alongside prior initiatives, provides a clear pathway for Northern Kentucky to ensure that residents in every community have a home that meets their lifestyle – from young families seeking a starter home to empty nesters seeking to age in place.

Acknowledgements

This work was led by the Northern Kentucky Chamber of Commerce and made possible by the active participation of representatives from across the Northern Kentucky region, including elected officials, policymakers, nonprofits, community stakeholders and members of the real estate development community.



Northern Kentucky is the eight-county region of Boone, Campbell, Carroll, Gallatin, Grant, Kenton, Owen, and Pendleton counties.



The **Northern Kentucky Chamber of Commerce** (NKY Chamber) is the region's leading business organization, comprising a membership that includes small, mid-size, and large businesses.

The NKY Chamber offers a variety of programs, advocacy initiatives, marketing opportunities, and award-winning publications to support business growth and community engagement. It serves as the voice of the business community, connecting businesses with government, education, and nonprofits to foster a strong business climate.



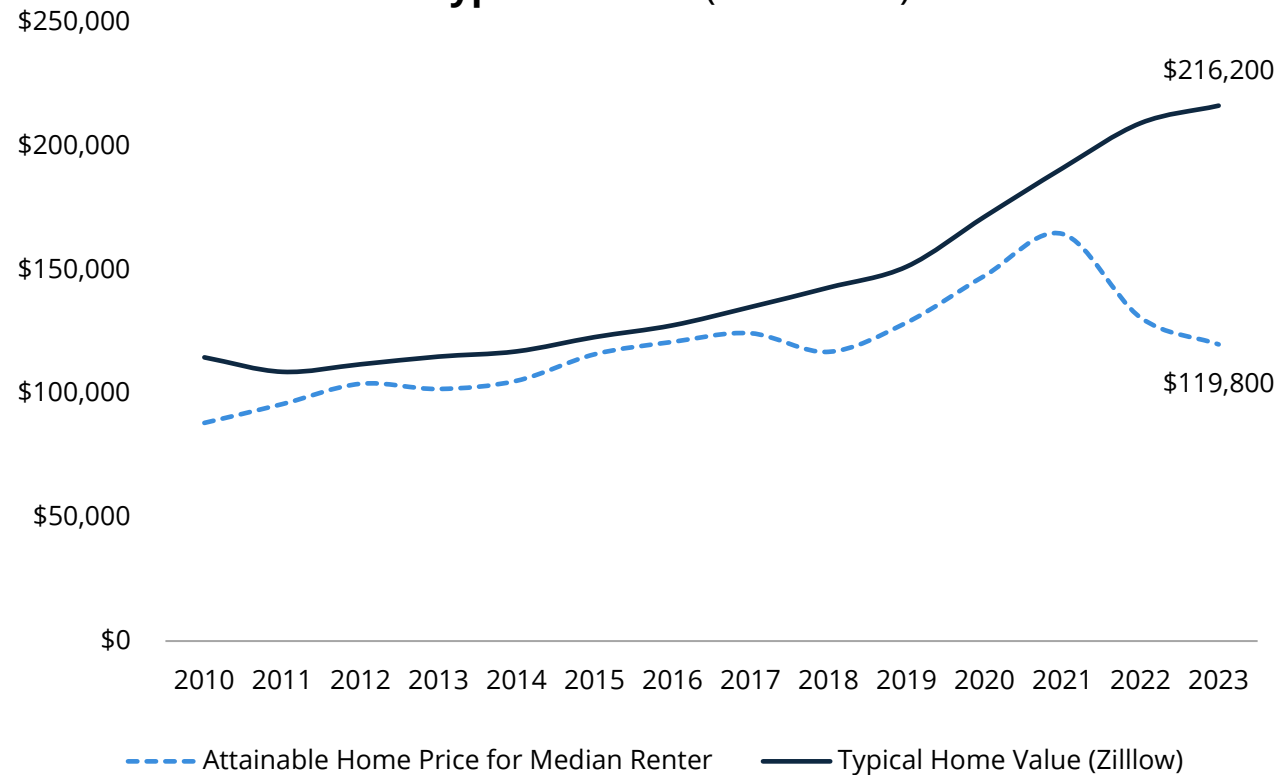
The **Northern Kentucky Area Development District** (NKADD) is a collaboration of local leaders and staff supporting and empowering communities by convening stakeholders and implementing quality services.



HR&A Advisors supported the analysis and documentation of the Northern Kentucky Housing Blueprint

State of Housing in Northern Kentucky

**Median Home Value vs. Attainable Home Price
for a Typical Renter (2010-2023)**



- NKY needs **6,650 new homes** to support economic development in the next 5 years
- Median home values have increased by **70%** since 2016, while median rents have grown by **47%**
- Single family homes make up **67%** of the housing stock, while buildings with 2-9 homes (duplexes, townhomes, etc.) are just **12%** of the housing stock
- Northern Kentucky must **increase the supply** of rental homes and smaller homeownership types
- Strengthening the local economy will require a greater investment in **workforce housing**

Source: American Community Survey 5 Year Estimates, Zillow Home Value Index, NKADD

Tools Overview

HR&A Advisors prepared a toolkit of information and resources for four key housing strategies aligned to the Homes for All Report's¹ "menu of housing strategies" to help address housing needs and create more housing options in Northern Kentucky.

1

Create a **Housing Fund** to support regional priorities

Housing funds are a flexible source of financing that offer gap financing to maintain existing housing product and support new development.

2

Explore innovative pilots like an **Employer-Assisted Housing Program**

Employers can provide programs to reduce their employees' housing costs, enabling employee retainment and attracting new talent to the region.

3

Add a variety of housing types by building **Missing Middle Housing**

Missing middle housing tools aim to offer a range of diverse housing types to encourage incremental and soft-density development.

4

Increase skilled labor through **Workforce Development**

Supporting workforce development by expanding trade and apprenticeship programs can increase the labor force for new housing construction.

Contents

This presentation contain information for a wide-range of stakeholders to learn more about four tools from the 'Home for All: Northern Kentucky Housing Strategies Report' that garnered further inquiry.

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Create a housing fund to support regional priorities

COST



YIELD



CAPACITY



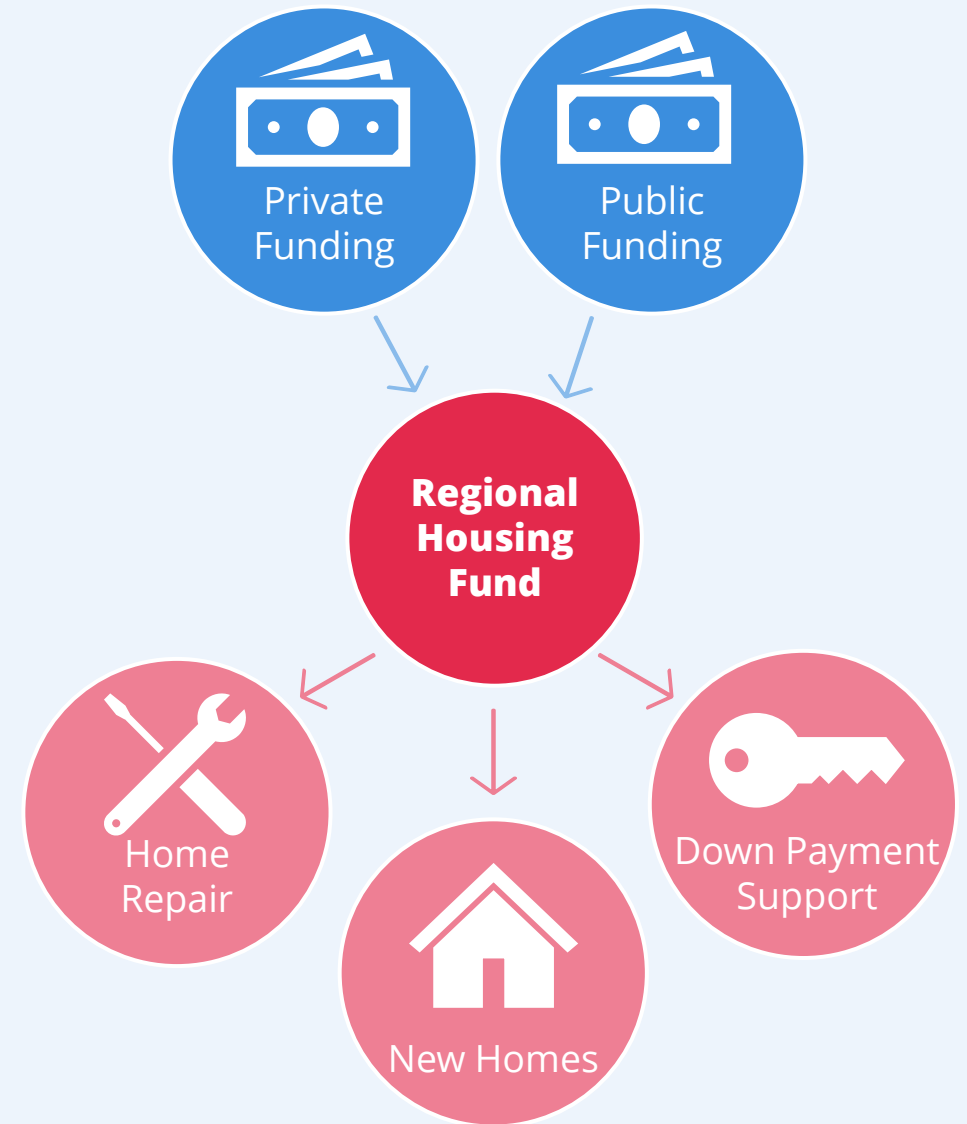
What is a housing fund?

A housing fund (HF) is a dedicated pool of funding aimed at tackling local housing challenges.

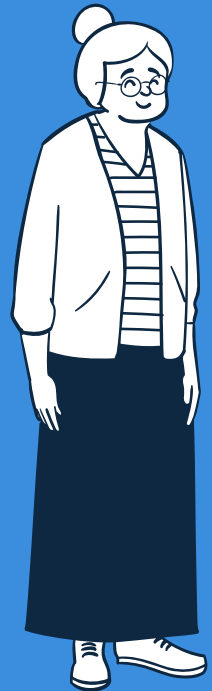
Funding typically comes from a mix of public, private or philanthropic sources.

The local nature of HFs allows communities to determine the priorities and programs that reflect the unique needs of their region. For Northern Kentucky, this could mean supporting new homes for local workers, down payments for first-time homebuyers, and utility assistance for elderly residents.

HFs are more efficient than state or federal funds, which come with more regulatory requirements and extended application processes.



What are the benefits of a housing fund?



DID YOU KNOW?

A housing fund can support weatherization assistance programs to improve the homes of elderly households and other vulnerable community members.

1. **Housing funds help communities access more funding.** They combine money from private, state, and federal sources.
2. **They reduce red tape.** Housing funds can avoid some of the complicated rules that come with state and federal funding, making them easier and faster to use.
3. **They are flexible and can serve almost anyone in need.** These funds can support a variety of programs to assist different groups, like young families, seniors, or local workers. Also, housing funds are flexible and can be designed to revolve program priorities over time.
4. **They can start small and grow over time.** Communities can begin with a simple program and expand as they receive more funding and build their capacity to operate programs.
5. **They encourage collaboration.** These funds allow communities to partner with state agencies, philanthropies, businesses, and nonprofits to maximize impact.
6. **They are community-focused.** Decisions about how the funds are used are made locally, ensuring they address the specific needs and priorities of the community.

How would a housing fund help residents of NKY?

DID YOU KNOW?

\$1 of HF = \$4 to \$8

from other public and private partners



A housing fund can provide funding to programs that create or maintain homes in the community. **In 5 years, a \$10 million a regional housing fund for Northern Kentucky could support:**



+1,000 new income aligned homes to increase options for families, young adults, and fixed-income seniors that might otherwise be priced out of right-sized homes.



+500 homes repaired through home upgrade programs to lower utility bills for working families, elderly and disabled home-owners.



+275 new homeowners through downpayment assistance to support families buying their first home.

 = 100 Fund-assisted homes

Assumes a 5% increase in annual funding amount, with 90% of funds supporting up to \$50K per new housing development, 10% of funds supporting up to \$10K per downpayment assistance applicant, and 10% of funds supporting up to \$5K per home weatherization update.

TOOL IN PRACTICE

Housing Funds in Kentucky

What do housing funds in KY look like?

The Kentucky Affordable Housing Trust Fund (AHTF), administered by the Kentucky Housing Corporation (KHC), is a key resource for promoting housing within the state. The fund's size and allocations can vary annually based on state appropriations and federal contributions. The AHTF is competitive, meaning organizations apply for funds or financing, and AHTF selects proposal based on current priorities and needs.

Though this state level fund can be leveraged to support Northern Kentucky, a regional fund can identify its own priorities that target local challenges. The regional fund can also ensure that local housing efforts are well-resourced, and not dependent on federal or state resources.



INSIDE THE FUND

Let's take a look at Kentucky's housing trust fund to understand what housing trust funds can do for Kentuckians:

- Homes must be designated for families earning **less than \$37K**, with a preference for those earning up to **\$19K**.
- Non-profit developers can use the funds for **building or updating rental homes**.
- Local governments and non-profits can use the funds to **build, update, or acquire single family homes**, and provide **down-payment assistance** to homebuyers.

The Catalytic Fund, Northern Kentucky

The Catalytic Fund executes high impact real estate development projects in Northern Kentucky's River Cities by connecting people, place, and product with capital and technical expertise. The Catalytic Fund is a privately funded, not-for-profit company CDFI certified by the U.S. Department of Treasury. As a CDFI, they bring non-traditional growth capital to communities in need of thoughtful investment in underutilized sites and buildings. Its innovative financing products, development services, and community advocacy efforts convert local revitalization plans into completed projects with lasting and measurable impact.

Since capitalizing the Investment Fund in 2013, the Catalytic Fund has deployed \$33,700,000 in the form of loans, grants, and equity investments and provided development services that executed or advanced over 90 projects.

Catalytic Fund projects have created 1,061 new residential units, delivered 871,000 square feet of tenant-ready commercial space. The Catalytic Fund has also preserved 91 underutilized historic buildings. As an established CDFI, the Catalytic Fund is well positioned to administer additional housing investment in Northern Kentucky.

Boone Block Lofts, Covington



Total Project Cost	\$3.29M
Catalytic Fund Contribution	Subordinate Bridge Loan & Development Services
Year Completed	2016
Units	9 for-sale townhomes

Philadelphia Infill Housing



Total Project Cost	\$875K
Catalytic Fund Contribution	Revolving Loan
Year Initiated	2019
Impact	Supports nonprofit developer constructing new infill housing on vacant lots in Covington

Explore innovative pilots like an employer-assisted housing program

COST



YIELD



CAPACITY



What is employer-assisted housing?

Employer-assisted housing programs allow employers to reduce their employees' housing costs and make housing more attainable.

Employer-assisted housing can be customized to meet the needs of the employer and the community. Assistance may be provided to defray ownership or rental costs near employees' workplace through loans, grants, monthly subsidies, or lease. These programs can help fund the creation of new housing, cover part of an employee's housing costs, or provide services to increase access to housing.

Employer-assisted housing programs are funded by a single employer or a consortium of employers. While public funding can be layered into a program, employer-assisted programs are an opportunity for the business community to address housing concerns and improve employee attraction and retention.



What are the benefits of employer-assisted housing?

DID YOU KNOW?

Employer-assisted housing program can provide housing opportunities to your community's essential workers such as teachers, healthcare workers and first responders.

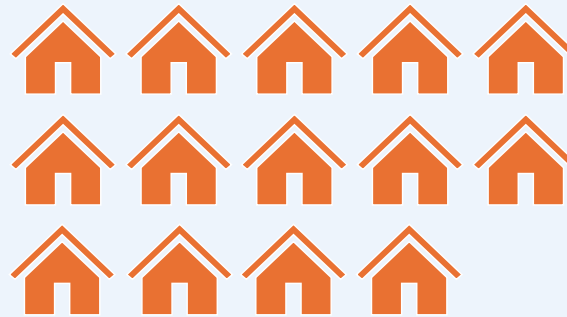
1. **Employer-assisted housing does not rely on public funding or a tax increase.** These programs utilize resources from the private sector rather than relying on the public sector's capacity and limited funding.
2. **Employer-assisted housing programs are a tool to recruit and retain talent.** Housing assistance programs give employers a competitive advantage and may reduce turnover rates.
3. **Employer-assisted housing is a flexible tool that can help renters and homeowners.** Employers can provide rental assistance, down-payment assistance, or upfront capital to build new homes offered to employees at a discount.
4. **Employer-assisted housing programs can support the community's overall economic development.** Programs with specific geographic parameters can target neighborhoods in need of revitalization by incentivizing employees to move into the area.

How could employers increase housing opportunities in NKY?

Employer-assisted construction would provide housing for local employees and their families. A **\$5M investment** by an employer would support hundreds of its employees with housing.



One-time, **\$5M investment** would provide homes for **+125 local employees' families**.



\$5M annually, for 5 years would add **+700 new homes** to support contributors to the local economy.



= 50 employer-assisted homes

Assumes \$40K employer contribution per apartment unit and a 5% increase in annual funding amount.

TOOL IN PRACTICE

Employer-Assisted Housing In Kentucky

What does employer-assisted housing in KY look like?

The University of Kentucky has designed and implemented an employer-assisted housing program to help university employees find housing in the neighborhoods surrounding campus in Lexington, Kentucky.



Forgivable Loans

- Loans made are 5% of the home purchase price, up to \$15,000
- Can be used for down payment, closing costs or renovations

Eligible Employees

To receive assistance, employee must...

- Be a regular, full-time faculty or staff member
- Have total assets below \$60,000
- Be purchasing a home, condo, townhouse or duplex within UK's designated neighborhoods
- Participate in a homeownership education program

Enable a variety of housing types by creating “missing middle” housing

COST



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TOOL OVERVIEW

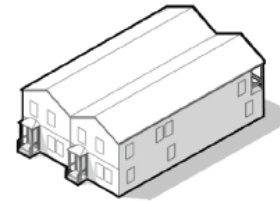
What are missing middle homes?

“Missing middle” housing is a term used to talk about a range of housing types that aim to provide more options to the local housing mix. Typically, this includes townhomes, duplexes and 3–4-unit buildings.

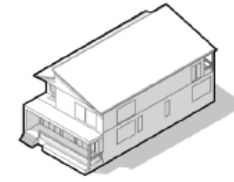
Over the past century, these housing types have largely been restricted in residential neighborhoods. Most communities lack homes between single-family residences and large multifamily apartment buildings, hence “missing middle.” In Northern Kentucky, single family homes make up most of the housing stock, between 60–70% depending on the county.

Allowing missing middle housing to coexist within single-family neighborhoods can diversify a community's housing stock, increasing housing supply and affordability to accommodate more families.

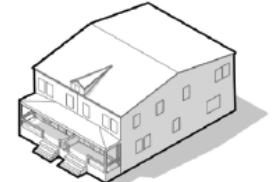
WHAT DOES MISSING MIDDLE HOUSING LOOK LIKE?



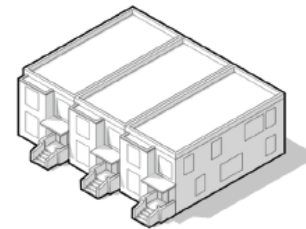
DUPLEX



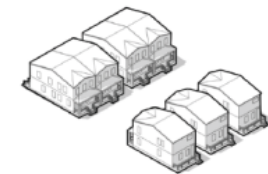
TRIPLEX



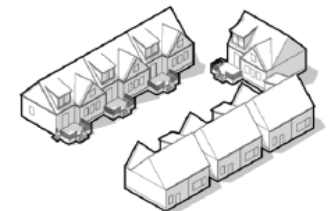
FOURPLEX



TOWNHOUSE



WALKING COURT



COTTAGE COURT

Source: [City of Louisville](#)

What are the benefits of missing middle housing?



DID YOU KNOW?

Missing middle housing (buildings with 2-9 homes) currently makes up 12% of the housing stock in Northern Kentucky.

1. **More homes without changing neighborhood character.** Missing middle homes, like duplexes, townhomes, and small apartment buildings, add gentle density - meaning more housing options without drastically altering the look and feel of a neighborhood.
2. **A smart way to fill in empty spaces.** These housing types work well for filling in empty lots or underused spaces within existing neighborhoods. They need less land than large apartment complexes and make use of existing roads, utilities, and services, unlike new subdivisions.
3. **Built by locals, for locals.** Missing middle homes can be built by local developers and homeowners, making them more accessible than big apartment developments. Plus, the cost per home is lower than building single-family houses, making them a practical investment.
4. **Stronger, more walkable neighborhoods.** These homes help create lively, walkable communities by making it easier for people to live near shops, schools, and public transit.

TOOL IMPACT

How can missing middle housing impact NKY?

In 2023, 148 units in duplexes, triplexes and fourplexes were permitted in Northern Kentucky, representing 32% all permitted units.

If production of middle housing increased by 10% in one year, **~15 new homes** would be added to the housing supply



If production of middle housing increased by 10% over the next 5 years, **~115 new homes** would be added to the housing supply.



 = 15 new homes

Source: HUD SOCDS Building Permits Data. Note: Permitted homes are not the same as constructed homes.

Missing Middle Housing in Kentucky



What programs already exist in Northern Kentucky to support missing middle housing development?

Small Multifamily Affordable Loan Program (SMAL)

Program Overview

Kentucky Housing Corporation (KHC)'s SMAL program was designed to make it easier for developers to build smaller multifamily complexes. It is catered to smaller “mom and pop” developers and focused on developments with lower cost barriers to entry.

The program is extremely flexible and can be combined with other KHC financing to reach lower income families. The program is funded through allocation of KHC's discretionary budget.

Eligibility Requirements:

- Apartment buildings cannot be larger than 11 units.
- Homes must be financially attainable to households at or below 120% of the area's median income and rents are capped at 30% of a tenant's income.
- For-profit developers, nonprofit developers and local governments are eligible to receive funding.

Impact

Over the course of its 26 years, the SMAL program has funded about 800 income-aligned homes. Since 2007, the program has funded 3 low-density developments for a total of ~\$817,000 in funding. In recent years, KHC has not marketed the program.

TOOL IMPACT

Missing Middle Housing in Kentucky

What programs already exist in Kentucky to support missing middle housing development?

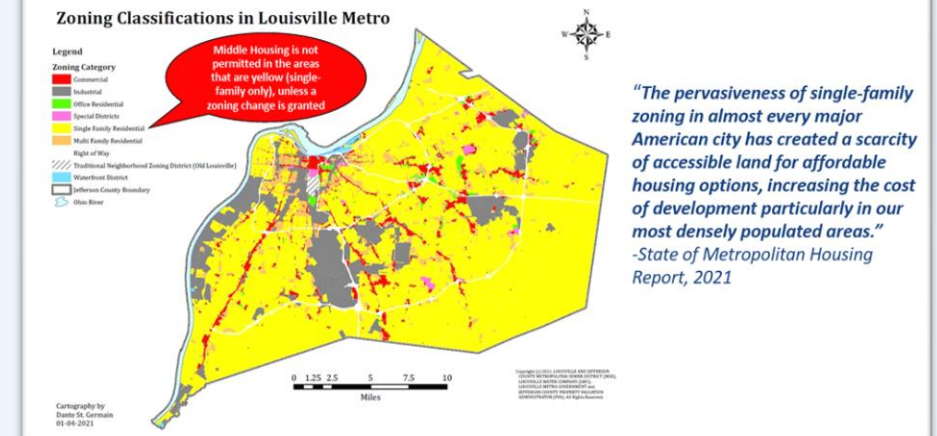
Louisville's Proposed Land Development Code Changes

Louisville's Office of Planning is currently proposing an amendment to their Metro Land Development Code (LDC) to allow middle housing types to be built in residential zoned districts in the Louisville Metro. The proposed changes include six different middle housing typologies: duplex, triplex, fourplex, townhouses, walking courts and cottage courts. The amendment also limits that no more than 60% of a block be for duplex, triplex or fourplex buildings.

The Office of Planning has created educational resources to teach the community and demystify missing middle housing in order to gain public support for the zoning amendment. However, the proposed changes face opposition. Through the Office of Planning's extensive community engagement, hundreds of public comments were collected between March 2024 and February 2025.



Where is Middle Housing Allowed?



Support Workforce Development Initiatives

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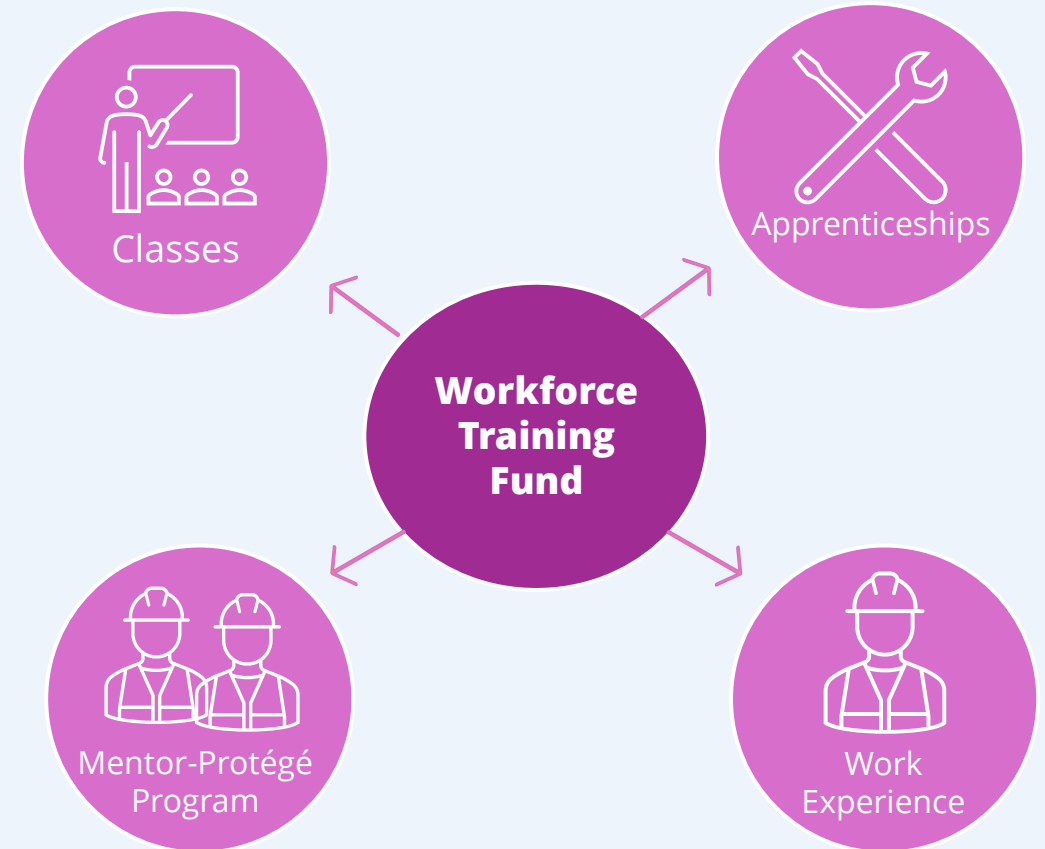
TOOL OVERVIEW

What is workforce development support?

Dating back to the Great Recession in 2008-2009, lack of sufficient workforce in residential construction drives up costs and the time to build new homes. The skilled trade shortage leads to project delays, rising labor costs and slowed development. A recent study published by the National Association of Home Builders suggests that the construction workforce shortage resulted in a reduction of about 19,000 single-family homes in 2024, nationwide.

Supporting workforce development in construction trades would result in well-paying jobs and would reduce one of the largest bottlenecks to homebuilding. Workforce development support requires considerable funding to support training in classrooms and on-the-job.

Tools like a Construction Workforce Training Fund would utilize state closing or construction permit fees to fund workforce training, addressing residential construction labor shortages.



Sources: [NAHB](#)

What are the benefits of workforce development?

DID YOU KNOW?

The U.S. Bureau of Labor Statistics (BLS) highlights a national shortage of skilled trades workers.

The BLS projects just a 4% increase in construction employment from 2019 to 2029.

- 1. Increases supply of skilled laborers:** As older generations retire, the need for skilled replacement increases and the gap between available jobs and trained individuals grows.
- 2. Lowers cost of homebuilding:** Increasing the amount of workers can result in more competitive wages, potentially driving down general contractor quotes.
- 3. Improves talent attraction and retention:** Through providing educational and training opportunities for our next generation of leaders, we ensure they stay in the region.
- 4. Accelerates housing production timelines:** A well-trained construction workforce shortens the time it takes to build new homes. Faster project delivery helps meet demand more quickly and reduces carrying costs for developers, contributing to lower home prices and rents.
- 5. Enables innovative and cost-efficient construction methods:** Workforce development programs that train workers in modular construction and energy-efficient technologies can reduce material waste and operational costs. These efficiencies help bring down overall housing costs.

Workforce Development Support in NKY

The Enzweiler Building Institute

The Enzweiler Building Institute, tracing its roots back to 1967, is dedicated to providing hands-on training and workforce development in the skilled construction trades. The institute offers a variety of programs in nine trades to equip individuals with the knowledge and certification needed to have a successful career in fields like electrical work, HVAC, plumbing and carpentry.

The program boasts 2,000 graduates in the trades, with students entering the workforce as highly-trained, licensed professionals.



Restoration of the Colonial Inn in Covington by the Enzweiler Building Institute and the Covington Academy for Heritage Trades. Photo from BIA NKY

Workforce Development Support in NKY

What does workforce development support look like in NKY?

The Northern Kentucky region has an established workforce development ecosystem that could be leveraged to specifically target construction and trade skills. With additional funding, this ecosystem can increase its impact.



ENZWEILER
BUILDING INSTITUTE

Additional Resources for Policymakers and Program Administrators

The following section provides additional resources for each of the four housing tools discussed in this document. These resources are meant to provide program administrators, policy designers, and local housing experts greater background and detail on each tool, including implementation steps, considerations, and pertinent case studies.

Additional Resources:

**Create a housing
fund to support
regional
priorities**

How do we create a regional fund in NKY?

A key step in creating a housing fund is determining funding goals, administration, and sources of funding.

The funding goals will guide the type of programs the fund prioritizes. For example, the housing fund can prioritize development loans if the goal is to build more homes, or it can provide funding for downpayment assistance if the goal is to support more homeowners. Goals should be based on housing needs data, community engagement, and long-term plans.

The fund's administrator will need to create governing bylaws with regional partners to lay out the roles, responsibilities, and terms to govern the housing fund. The Catalytic Fund could serve as an administrative partner, given its reputation as a trusted CDFI in Northern Kentucky.

Sources of funding can include one-time or annual investments from local and regional private and philanthropic partners, as well as contributions from municipalities.

CONSIDERATIONS

What sources will support the housing fund?

A housing fund will require initial, start-up funds as well as a steady stream of long-term funding sources to ensure sustainability of the fund.

Where will public dollars come from?

Consider if public funding is being sought through an existing or new source of funding, such as a contribution from new large-scale developments or a local community fund.

Where will private dollars come from?

Consider what existing or new partners can provide a one-time or annual contribution to the fund. Considerations should be made for social impact investors seeking a return on their funds.

Who has the capacity to administer the fund?

Establishing and managing a fund requires staff to oversee program funding, compliance, and monitoring throughout the day-to-day operations. This may require a higher upfront time commitment and technical cost to create an administrative and governance framework. The Catalytic Fund, as an established CDFI, may be well-positioned to help launch a regional housing fund.

How will community priorities be determined?

The housing fund must determine how to engage with the public, partners and stakeholders, and establish how programmatic priorities will be determined based on engagements and feedback.

How could the housing fund scale up over time?

Additional sources of funding may be needed to scale the capacity of the housing fund.

What are the elements of a housing fund?



Goals & Objectives

- What objectives will the fund prioritize and advance?
- How will success of the fund be measured?



Eligible Activities

- What uses or types of programs will be eligible to apply for and receive funding?
- How will funds be distributed to achieve policy goals?



Funding Sources

- Where will funding come from?
- What scale of funding will be available?



Governance & Management

- Who will ensure the fund is meeting its policy goals?
- How will annual priorities and budgets be set?
- Who will make funding decisions and track impacts?



Regional Considerations

- How does the program design address regional challenges?
- How do priorities change between local communities?
- What public engagement is needed to gain support for the fund?

Greenville Housing Fund, South Carolina

The Greenville Housing Fund (GHF) provides financing to support the production and preservation of workforce and income-aligned housing in Greenville, South Carolina. GHF's programs range from acquisition and gap financing, homeowner preservation, land banking. Recipients of funds and financing include city government, local housing developers, home-owners, philanthropic organizations, and community development financial institutions.

In January 2017, Greenville City Council appropriated \$2 million to establish the GFH. The fund launched in 2018 following a housing study commissioned by the City of Greenville. The report highlighted the shortage of low-cost and attainable homes, especially in neighborhoods facing gentrification pressures. GFH used these findings to outline residents' housing needs and develop programs and strategies using a Housing Fund to address these issues.

Sources: Greenville Housing Fund; City of Greenville [2024 - 2025 Annual Action Plan](#)

GOVERNANCE & MANAGEMENT

GHF is a subsidiary of Community Works, a 501(c)3 community development financial institution. The fund is managed by a seven-person staff and advised by an 11-member board. A coalition of members represent over 50 organizations in the housing sector: private and nonprofit developers, government and neighborhood leaders, and citizens.

FUNDING SOURCES

Major fund contributors include the City of Greenville, Greenville County Redevelopment Authority, the Hollingsworth Fund, and the United Way of Greenville County. The City of Greenville contributes a one-to-one matching of funds from non-city sources. The City leverages federal funding with other federal, state, and local resources including the SC State Housing Finance and Development Authority. In March 2023, Greenville's City Council voted to commit \$2.5 million annually to support GHF. This funding will be used to leverage over \$33 million through a bond program.

OVERALL IMPACT

GHF has supported the creation and improvement of over 800 homes in 2021 and over 1,000 homes in 2022.

TAKEAWAYS FOR NKY

- *Programs can be adjusted over time to reflect changes in community need*
- *Local governments can match contributions to increase impact*
- *Private capital can be leveraged through philanthropic organizations, employers, and financial institutions*
- *A regional housing fund will require knowledgeable staff and ongoing management to ensure its successful operations*

Greenville Housing Fund, South Carolina

GHF supports creation of homes through several programs that align with community need:

	Acquisition & Gap Financing	GHF finances the production and preservation of workforce homes through low-cost loans, subordinate financing, equity investments, tax abatements, and creative short-term investments. GHF provides loans of up to \$500,000 for the construction of new or rehabilitated low- to moderate-income homes.
	Impact Funding	Greenville Housing Impact Fund (GHIF) extends lending capacity to enable GHF to support the construction or preservation of homes. GHIF is a \$5 million “blind pool fund” of revolving investment committed in exchange for a small guaranteed return over a five-year term.
	Joint Ventures	In a co-developer role, GHF becomes an equity investor and long-term owner, with increased influence over program design and quality standards.
	Homeownership Preservation	The program provides funds to entities that offer rehabilitation services in target neighborhoods to existing homeowners with incomes lower than the area’s median.
	Land Banking	Land banking preserves fast-appreciating parcels in target neighborhoods until strong, intentional, neighborhood-centric development partnerships can be crafted. The GHF operates a land bank to hold these parcels for long-term housing by neighborhood-centric development partnerships.

Sources: Greenville Housing Fund; City of Greenville [2024 - 2025 Annual Action Plan](#)

TOOL CASE STUDY

Greenville Housing Fund, South Carolina



Sumlar Hall, Greenville, SC

Housing fund in Action: Sumlar Hall

Sumlar Hall is a 31-lot single-family home community located in the Nicholtown community, within the City of Greenville.

The Greenville Housing Fund, alongside the Nicholtown Neighborhood Association and the City of Greenville provided low-cost financing to ensure that nine of the homes were entry-level priced homes for sale to first-time homebuyers earning less than \$102,000.

Eligible Projects	Permanent affordable and workforce homes.
Eligible Borrowers	For-profit and non-profit developers, government entities, builders, and partnerships.
Loan Amount	Up to \$500,000 per project, payable at maturity (see repayment).
Loan Term	5-10 years
Interest Rates	Depends on project needs.
Repayment	Interest only, principal due at maturity.
Affordability Restrictions	20 years

Charlotte Housing Opportunity Investment Fund

The Charlotte Housing Opportunity Investment Fund (CHOIF) was launched in 2019 to address the city's housing shortage and leverage the City of Charlotte Housing Trust Fund (Charlotte HTF) to deepen the impact.

Foundation for the Carolinas started the privately financed CHOIF in 2018 with a \$5 million program-related investment. CHOIF is managed by LISC Charlotte, the local office of the Local Initiatives Support Corporation, one of the nation's largest community development organizations.

CHOIF offers developers low-interest capital through low-cost debt, housing vouchers, and private funding. The fund successfully raised \$53 million from private and philanthropic sources, surpassing its initial \$50 million goal at its launch.

Sources: [LISC Strategic Investments](#); [LISC Charlotte](#); [Foundation for the Carolinas](#)

GOVERNANCE & MANAGEMENT

CHOIF is managed by LISC Charlotte, the local office of the Local Initiatives Support Corporation, one of the nation's largest community development organizations. LISC Charlotte collects and reviews proposals from developers, ensuring that the housing stock is priced within an attainable range for renters or homeowners.

FUNDING SOURCES

Notable contributors include Wells Fargo, which contributed \$5 million to CHOIF. Bank of America, Barings, and Ally announced a combined \$70 million in land donations, grants, and reduced lending for income-aligned housing developers, with \$11 million of that investment pledged to CHOIF. BB&T, SunTrust, and SunTrust Foundation contributed a combined \$10 million to the fund, among other significant donations. CHOIF continues to find diverse funding sources for its continued efforts.

OVERALL IMPACT

CHOIF has created or preserved over 1,927 homes in Charlotte. CHOIF strategically leveraged public-private partnerships to drive \$343 million in total housing development citywide.

TAKEAWAYS FOR NKY

- *Public-private partnerships can be helpful in leveraging existing public funds to attract private investment*
- *Startup investment was needed for a dedicated management entity to oversee fund deployment*
- *A single application streamlines developers' request for funding or financing from both CHOIF and the City's HTF*

TOOL CASE STUDY

Charlotte Housing Opportunity Investment Fund

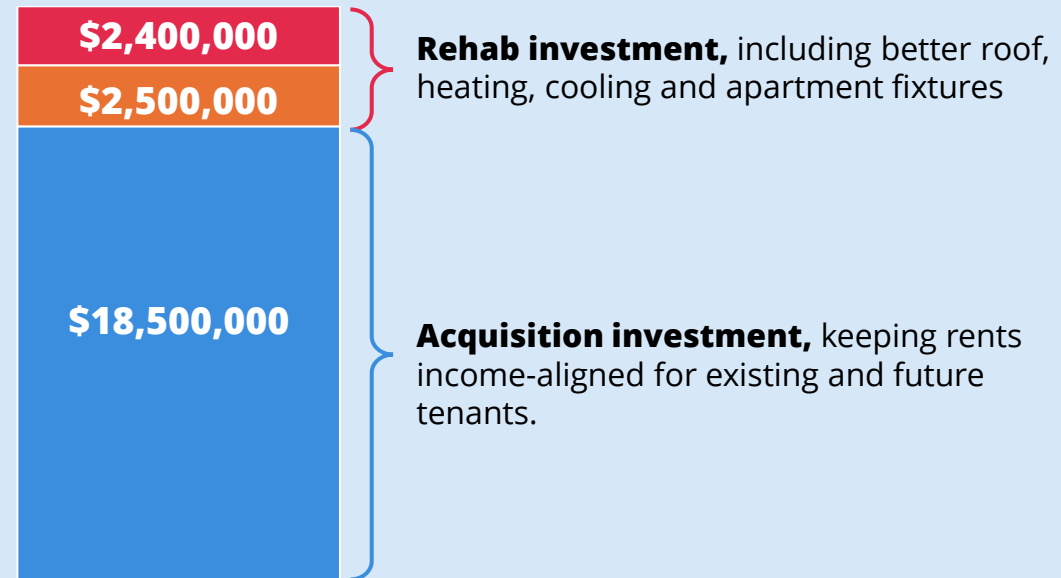


Lake Mist Apartments, Charlotte, NC

Housing fund in Action: Lake Mist

Lake Mist is a 19-building, garden-style community with 144 apartment homes, nearby to light rail, a grocery store, and other amenities. A \$2.5 million CHOIF loan and equity investment helped repair its foundation, roof, water and sewer lines, and other systems; fix up apartments as they turn over; and add a playground and soccer field.

The community will keep rents income-aligned for the next 20 years for families earning \$80,000 and below, and no residents will be displaced.



■ Housing Impact Fund ■ CHOIF ■ Housing Trust Fund

Barnes Housing Trust Fund, Tennessee

The Barnes Housing Trust Fund (or the Barnes Fund) was created in 2013. Created by Mayor Karl Dean and the Metro Council, the Barnes is Metro Nashville's first housing trust fund. The fund offers grants to nonprofit housing developers to increase housing options for Nashvillians. Grants include funding for preservation and creation of homes for rental and ownership.

In addition to awarding funds to nonprofit developers, the Barnes Fund donates Metro-owned property to nonprofit applicants. To apply for Metro-owned properties, developers must also apply for financial support during a competitive funding round.

Rental proposals must be attainable for renter households' incomes at or below 60% of the median family income based on family size. Home-buyer and homeowner rehabilitation proposals must be attainable to households with incomes at or below 80% of the median family income adjusted for family size.

Sources: [Government of Nashville and Davidson County](#); [WPLN News](#); [Barnes Fund Annual Report](#); [Metro Nashville-Davidson County Barnes Fund Grant Policy](#)

GOVERNANCE & MANAGEMENT

The Metropolitan Housing Trust Fund Commission governs the Barnes Fund to award funds that provide quality housing options. The seven-member commission is appointed from various municipal agencies and meets monthly. In 2023, the Barnes fund has increased staffing by hiring an analyst, a new Barnes Manager, and a Barnes Compliance Monitor.

FUNDING SOURCES

The Metropolitan Nashville and Davidson County operating budget allocates annual funding to the Barnes Fund at the discretion of the Mayor and Metropolitan City Council. Each year, the Metropolitan Council allocates a budget comprised of operational dollars and a percentage of short-term rental tax revenue to the fund. The Metro Council may allocate other funds to the Barnes Fund, such as American Rescue Plan Act (ARPA) dollars. The Housing Trust Fund Commission determines the amount allocated to each annual 'round' of funding.

OVERALL IMPACT

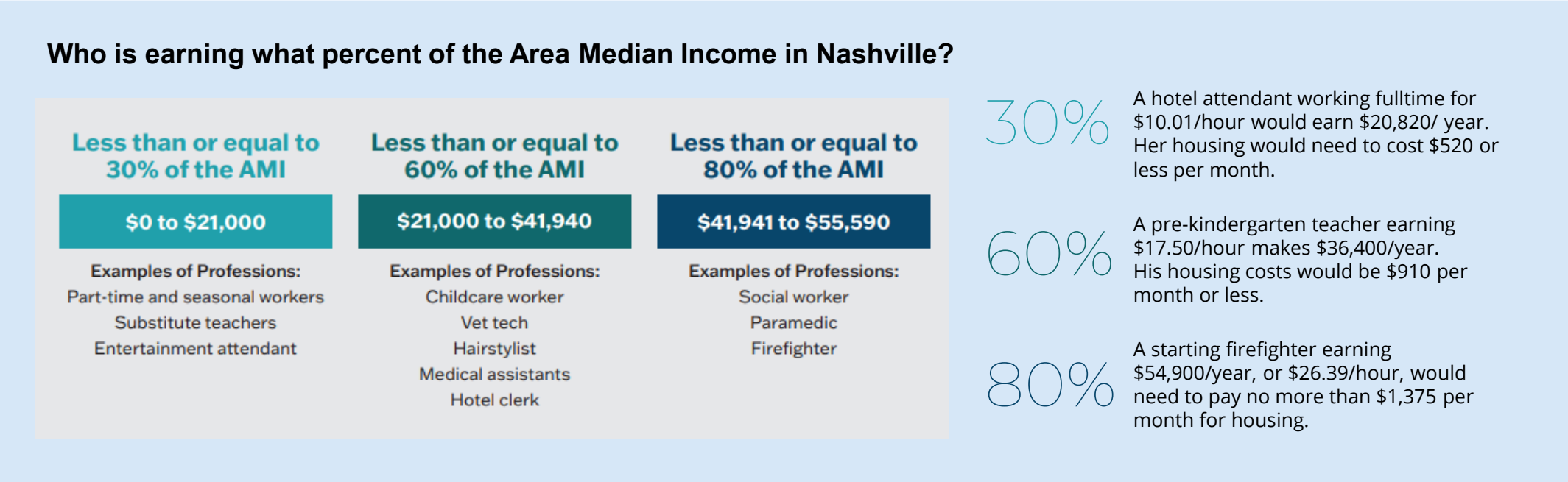
BHT has invested more than \$108 million in housing creation and preservation and has leveraged over \$1 billion of federal and private funding (a 9:1 leverage ratio) to construct more than 4,700 homes in Metro Nashville.

TAKEAWAYS FOR NKY

- *The fund uses graphics and informational images to educate the public on area median income by equating an area median income bracket to local and essential occupations and professions*
- *The fund has targeted its allocation to specific organizations, such as women-led or BIPOC-owned, to ensure a diverse awardee pool*

Barnes Housing Trust Fund, Tennessee

The Barnes Fund uses images and graphics to help illustrate housing context to community members:



Sources: [Government of Nashville and Davidson County](#); [WPLN News](#); [Barnes Fund Annual Report](#); [Metro Nashville-Davidson County Barnes Fund Grant Policy](#)

Additional Resources:

**Explore innovative
pilots like an
employer-assisted
housing program**

How do we create an employer-assisted housing program in NKY?

The critical step in creating an employer-assisted housing program is getting buy-in from employers. Once an employer or group of employers is identified, the employer-assisted housing program can be tailored to the employer's and community's specific needs.

Northern Kentucky has the advantage of a robust business and workforce development ecosystem of organizations.

Large employers in NKY include CVG Airport, as well as logistics operations for national companies like Wayfair, DHL and Amazon. As the region's leading business organization, the NKY Chamber of Commerce also has access to a breadth of local stakeholders. This ecosystem can be utilized for stakeholder engagement in the design process as well as to market and implement the final program.

CONSIDERATIONS

How do partnerships and policies support employer-sponsored housing? *Employer-sponsored housing initiatives can be expanded through strategic partnerships and supportive policy. Employers should be given incentives to co-invest in regional housing development, leveraging public-private partnerships for land use and infrastructure support, and offering incentives such as TIFs and tax benefits that can accelerate the delivery of both temporary and permanent workforce housing near job centers.*

Communities should support policies that empower nonprofit and religious organizations – similar to Ky. Senate Bill 59 proposed in 2025 – which would allow development of affordable housing with local approval.

What would be the most effective program structure? *Program structure should target either homeownership or rental assistance and seek to balance impact with efficiency.*

What would the eligibility requirements be? *Tenure length, income, and asset limits need to be considered.*

What happens when an employee leaves the company? *Employers must also consider if a reclamation or repayment is necessary when employees quit or get fired.*

What is the required capital to meet the workforce need of the employer and to reach the affordability needs of potential program recipients? *Employers should evaluate the gap between their employees' average wages and how much income is required to buy a home in Northern Kentucky.*

TOOL BENEFITS & CONSIDERATIONS

What factors should be considered in designing an employer-assisted housing program?



Goals & Objectives

- *What is the objective and goal of an employer assisted housing program in Northern Kentucky?*



Employer Sponsors

- *Who are potential employer-sponsors?*
- *Who are other key partners?*
- *What is the required capital to meet the workforce need of the employer and to reach the affordability needs of employees?*



Program Structure

- *What would be the most effective program structure in the NKY context?*
- *What would the eligibility requirements be?*
- *Will additional services be included?*



Management & Marketing

- *How will the program be managed?*
- *What legal questions need to be answered?*
- *How will the program be marketed?*



Scalability & Impact

- *How would an employer-assisted program be scaled over time?*
- *How will impact be measured over time?*
- *How should impact be balanced with efficiency?*

Audible Down Payment Assistance

Audible, an online audiobook and podcast service company, recently launched a down payment assistance (DPA) program for their employees in the city of Newark. Eligible employees each receive a one-time grant of \$25,000 to be applied to down payment costs.

Eligibility criteria:

- 1) full-time employee in good standing with a tenure of at least 2 years
- 2) being a first-time homebuyer
- 3) earn a base salary maximum of \$95,000 at the time of application.

Applicants must also complete housing counselling through a HUD-Certified Housing Counselor. The assistance is stipulated on identifying a home for purchase and a mortgage lender.

GOVERNANCE & MANAGEMENT

Audible partners with the Housing and Community Development Network of New Jersey to manage the process related to the DPA program such as applications, vetting, and housing counseling. This ensures that Audible does not have access to their employee's personal financial information.

RESIGNATION CONSIDERATIONS

Audible reserves the right to receive back 100% of the funds if the employee resigns less than six months after payment. If the resignation occurs less than one year from when the payment was made, Audible reserves the right to receive 50% of the total assistance.

FUNDING SOURCE

DPA is a single-employer program, meaning the funding for this program is solely committed by Audible. However, income level was strategically chosen so that employees could be eligible for additional grant programs from the City of Newark or local lenders.

OVERALL IMPACT

With this program, Audible seeks to significantly increase the homeownership rate in Newark which lags the state and country. The DPA program increases monthly household residual income by almost \$500.

TAKEAWAYS FOR NKY

- *Crucial to create buy-in amongst large employers*
- *DPA programs can be a long-term investment in wealth building, absent a claw back when an employee resigns. When conducting initial outreach, the Chamber of Commerce should poll employers on their comfort with forgivable loans without claw backs.*

Atlanta Police Foundation – Private Rent Voucher

The Community Safety Housing Program subsidizes in-city residency for Atlanta's first responders (Police, Fire Rescue and Department of Corrections). In addition to reducing housing costs for first responders, the program also seeks to facilitate neighborly and voluntary interactions between first responders and community members with the goal of increased trust and public safety.

Program Details:

- \$850/month rental subsidy for up to 12 consecutive months
- Rental subsidies calculated on base salary criteria
- Rental residence must be located within the city limits of Atlanta, Georgia

GOVERNANCE & MANAGEMENT

The program is managed by the Atlanta Police Foundation. The Atlanta Police Foundation is an independent nonprofit organization that engages in strategic planning and programming designed to support Atlanta public safety.

FUNDING SOURCE

Funding for the program is provided by the City of Atlanta. As of July 2024, the Atlanta City Council has authorized a total of \$500,000 for the Community Safety Housing Program. The program had previously been funded through a city donation of American Rescue Plan Act (ARPA) funds.

OVERALL IMPACT

In its previous iteration, the program offered \$500 monthly, for a total of \$6,000 in annual assistance. With the initial round of subsidy, the Atlanta Police Foundation expected to serve 150 officers over next 3 years. With \$500,000, the Atlanta Police Foundation can be expected to serve at least 50 first responders.

TAKEAWAYS FOR NKY

- NKY can consider essential workers as a key demographic for EAH program
- EAH programs can have a greater impact when there is a recurring funding source such as a large private employer contributing.

University of Vermont Health Network – Master Lease Agreement

The University of Vermont (UVM) Health Network deployed a master-leasing strategy to address rising housing costs and a shortage of workers in Burlington, Vermont. UVM is partnered with Snyder-Braverman Development to invest in new construction permanent and temporary housing for their workforce. UVM helps finance the building and retains control over the rental rates on these properties through a Master Lease. To date, UVM has provided project financing for 2 apartment buildings. UVM owns 49% of each building and holds a 10-year master lease on the apartments with an option to renew.

New and existing full-time employees are eligible for housing and will be prioritized for the buildings' first 10 years. Apartments are available for up to 24 months and rent is subsidized for households earning 80% or below for the county's area median income. Subsidized rents are determined by combined household income and household size, based on VHFA criteria. Program recipients also gain access to services and training offered by United Way's Working Bridge program.

GOVERNANCE & MANAGEMENT

UVM provides financing and partners with a developer and property manager. The first two apartment buildings have been a joint venture with Snyder-Braverman Development Company, a local developer. UVM partners with Redstone for property management.

FUNDING SOURCES

UVM has invested \$9 million in project financing for the two apartment buildings constructed thus far ([VHFA](#)).

OVERALL IMPACT

UVM identified both housing and childcare as key barriers to recruiting and retaining a talented health care workforce. Opened in April 2023, UVM's first apartment building at 303 Market St includes 61 apartment units, ranging from studio to 3-bedrooms. In Spring 2024, UVM added a second building at 112 Garden Street with 120 apartment units. The building at 112 Garden Street also includes a childcare center with capacity for 75 children.

The program has also contributed positively to UVM's reputation in the community.

TAKEAWAYS FOR NKY

- *A master lease EAH program could help add to the multifamily housing stock*
- *UVM model requires high contribution amount from employer and is limited by the high cost of housing development and construction*
- *New construction also may delay the on-the-ground impact of a program*

TOOL CASE STUDY

UVM Health Network Master Lease Agreement

Did you know?

UVM Health Network has helped finance 180 apartment units and a childcare center for healthcare workers in Burlington, Vermont

303 Market Street



Total Project Cost	\$8.8M
UVM Contribution	\$2.8M (32%)
Opening	April 2023
Units	61 units, ranging from studio to 3-bedrooms

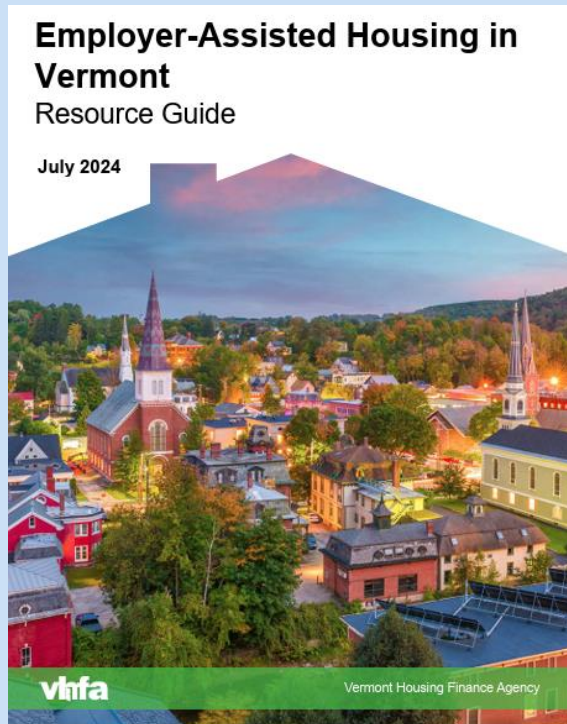
112 Garden Street



Total Project Cost	\$21.7M
UVM Contribution	\$6.2M (29%)
Opening	Spring 2024
Units	120 units
Services	Childcare center for 75 children

TOOL CASE STUDY

UVM Health Network Master Lease Agreement



RESOURCES & TOOLS

Employer-assisted housing programs benefit when best practices and case studies are shared across a regional context.

The Vermont Housing Finance Agency published a resource guide that reviews options for employers and includes Vermont-specific case studies.

Resource guides are also valuable education tools to introduce the topic of employer-assisted housing to local employers.

Additional Resources:

Enable a variety of housing types by creating “missing middle” housing

How can NKY add more missing middle homes?

Municipalities have adopted various combinations of the following to promote missing middle housing development:



Zoning Code Updates

- Allow 2-4 units by-right where single-family allowed, as appropriate
- Reduce lot size requirements
- Increase the number of units allowed per lot
- Reduce parking and setback requirements
- Increase allowable building area and Floor Area Ratios (FAR)



Streamline Development Process

- Provide pre-approved design plans
- Reduce impact fees for new missing middle developments
- Expedite permitting processes for missing middle projects



Support Community-Based, Small-Scale Developers

- Create user-friendly guides about missing middle housing types
- Provide technical assistance to small developers



Gap Financing

- Provide local sources of funding for missing middle housing developments
- Educate local lenders about importance of missing middle housing
- Create an incentive or gap financing program for small, multifamily developers

Pre-Approved Plans in South Bend, IN

In 2022, the City of South Bend began offering a set of pre-approved plans for several building types at no cost. The resource, a “Sears Catalog,” includes high quality architectural plans for stacked duplexes, carriage houses, and six-plex apartments. The catalogue also matches the home type with the city’s zoning districts, creating more clarity in an often-onerous permitting process.

The catalogue aims to support neighborhood infill and economic opportunities for local developers by reducing barriers to construction. In addition to the pre-approved plans, South Bend has a [handbook](#) for small-scale developers.

South Bend encourages missing middle housing development through other mechanisms as well. Prior to introducing the pre-approved plans, South Bend passed zoning reforms in 2019 that allowed for more middle housing development. South Bend also offers \$20,000 sewer lateral reimbursement grant for new infill construction up to 5 dwelling units.

GOVERNANCE & MANAGEMENT

Pre-approved plans were vetted specifically for South Bend. The resource guide and other technical assistance are provided by the City’s Planning Department.

OVERALL IMPACT

Providing pre-approved plans reduces soft costs for developers. Soft costs usually comprise about 30 percent of total homebuilding expenses.

Since 2022, about 25 completed or in progress complexes have used the pre-approved plans. According to the city’s Director of Planning and Community Resources, there are 95 developments in the pipeline that will use the pre-approved plans. completed or are in progress have used pre-approved plans.

Between 2010-2019, only 71 2-9 unit homes were built in South Bend, just 3.9% of the new construction. In 2020s thus far, 45 2-9 unit homes (23%) have been built.

TAKEAWAYS FOR NKY

- *Pre-approved plans can be an important to increase middle missing housing as it is a housing type that many developers are unfamiliar with*
- *Prior to creating pre-approved plans, it is integral that zoning allows for 2-9 units in single-family residential areas.*

TOOL CASE STUDY

Pre-approved Plans

In exchange for significant time and cost savings, the buildings must be built to detailed specifications with only minor variations permitted.

South Bend Neighborhood Infill | Stacked Duplex

The Stacked Duplex

The Stacked Duplex provides two identical 2-bedroom units that support a slight increase in density and the development on the city's most narrow infill lots with affordable housing options. The massing and elevation options fit within the scale and vernacular character of South Bend's oldest urban neighborhoods. An optional basement could provide storage or expansion of the ground floor unit.



ZONING DISTRICTS ALLOWED



Option A



Option B



Option C



Ground Floor



Second Floor

Building Type Overview

Building Dimensions	
Building Height	2 story
Building Width	22'
Building Depth (incl. porch)	48'
Program	
Unit Configuration	2 bed / 1 bath
Unit Size (finished gross)	1,760 sq. ft.
Basement (unfinished)	880 sq. ft.
Porch (unconditioned)	176 sq. ft.
1st Floor	880 sq. ft.
2nd Floor	880 sq. ft.
Lot Standards	
Lot Width (min.)	32'
Lot Width (max.)	70'
Cost Assumptions	
Preliminary Construction Estimates ^a	\$320,000 - \$370,000
Financing Options	30-yr mortgage

^a Numbers shown are for basic estimation purposes only. Pricing is based on Fall 2021 cost assumptions and are subject to future market variations.

South Bend Neighborhood Infill | Side-by-Side Duplex



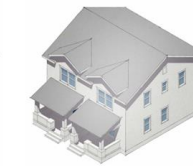
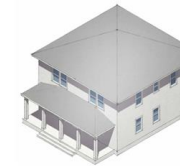
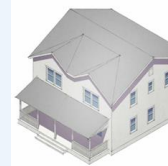
Option A



Option B



Option C



South Bend Neighborhood Infill | Six-plex Apartment

The Six-plex Apartment
The Six-plex Apartment offers a multi-family infill building housing 6 units. It maintains a 2-story massing, simple facade compositions, and a narrow width that can fit into most urban neighborhoods, particularly well suited for corner lots. The modest building provides a decrease in critical density that can support more available environmental and affordable housing options.

Building Type Overview	
Building Dimensions	2 story
Building Height	40'
Building Width	40'
Building Depth (incl. porch)	72'
Program	
Unit Configuration	4 1 bed / 1 bath 2 2 bed / 2 bath
Building Size (finished gross)	4,800 sq. ft.
Basement (unfinished)	None
1st Floor	2,400 sq. ft.
2nd Floor	2,400 sq. ft.
Lot Standards	
Lot Width (min.)	50'
Lot Width (max.)	80'
Cost Assumptions	
Preliminary Construction Estimates	\$600,000 - \$700,000
Financing Options	Commercial

ZONING DISTRICTS ALLOWED



Ground Floor



Second Floor

The architecture and scale of each building was carefully designed to fit the existing residential neighborhoods.

Expanding Housing Choices in Durham, NC

In 2019, the City of Durham passed a set of reforms – collectively, “Expanding Housing Choices (EHC),” that aimed to reduce barriers to missing middle housing development in the city’s urban tier. Reforms included:

1. End of Single-Family Only Zoning

- Allowed building of duplexes by right on all standard residential lots in Durham’s urban tier
- ADUs allowable on lots with duplexes, upzoning from one unit to 3 possible units on a single lot

2. Creation of Small Lot Code

- Reduced minimum lot size for a new home from 5,000 to 2,000 square feet, contingent on the home meeting the below standards
 - Max. livable space of 1,200 square feet with 800 sq foot footprint
 - Max. 25 feet tall

3. Introduction of Reduced-Pole Flag Lots

- Reduced minimum pole width for flag lots from 20 feet to 12 feet as long as remaining parcel is still 35 feet wide

OVERALL IMPACT

The Expanding Housing Choices (EHC) reforms were created, in part, to help kickstart neighborhood-scale development. However, development activity as a direct result of EHC was relatively moderate. From October 2019 to October 2023, Durham approved 365 EHC permits.

During that timeframe, EHC resulted in 95 ADUs, accounting for 40.9% of all ADU permits in Durham. As of October 2023, EHC led to 19 new duplexes. Duplexes remain a small portion of Durham’s overall housing stock, just 3 percent. 36 new flag lots were permitted.

The most impactful measure of EHC was allowing smaller lots. Between October 2019 and October 2023, 215 new small lots were permitted. These smaller lot homes offered lower price options for Durham residents. The median home sales price in the urban tier for traditional single-family homes is \$605,000 while small lot homes sold for a median price of \$348,000.

According to city data, EHC had a higher uptake in lower wealth areas.

TAKEAWAYS FOR NKY

- *Banning single-family zoning are not the only land use regulation changes that can be made to jumpstart missing middle housing*
- *Small homes on small lots reduce the cost of development and encourages developers to build within existing neighborhoods*

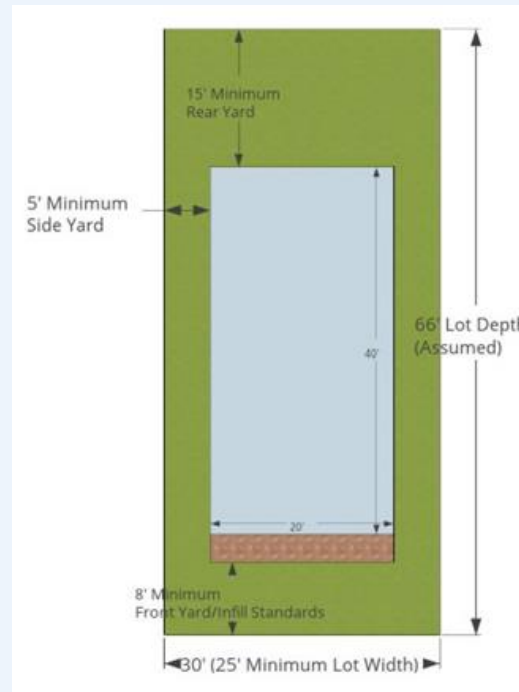
TOOL CASE STUDY

Small House / Small Lots

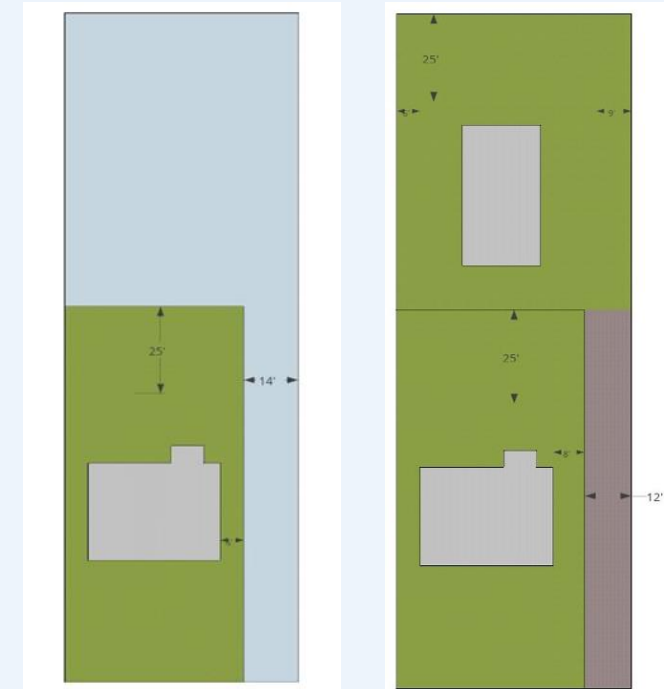
Durham's changes to their Unified Development Ordinance allow for larger lots to be subdivided into smaller parcels, and the city intentionally created a new building code - "Small Lot Code" to be utilized on these smaller lots.



Examples of small lot homes.



Small Lot Code still sets parameters around width and setbacks.



The reduced-pole flag lots allows small homes to be sited behind existing homes. This type of model can be utilized for micro-subdivision development.

Vermont's Homes for All Toolkit

In March 2024, Vermont's Department of Housing and Community Development launched the Homes for All Toolkit. The 'Design & Do' aims to reintroduce missing middle housing into Vermont's home production.

The comprehensive toolkit includes:

- **Missing Middle Homes Design Guides** that mirror Vermont's current architectural character
- **Neighborhood Infill Design Case Studies**
- **Builder's Workbook** provides a roadmap for first-time real estate development
- **Training Resources** for regional and local planning and community development leaders

The toolkit was informed by several rounds of community engagement. In addition to the toolkit, the Department of Housing and Community Development shares sample pro formas.

EDUCATIONAL RESOURCES

Vermont Homes for All Toolkit

A 'Design & Do' Toolkit for Small-scale Home Builders, Investors, and Community Leaders




VERMONT
 AGENCY OF COMMERCE & COMMUNITY DEVELOPMENT
 DEPT. OF HOUSING & COMMUNITY DEVELOPMENT

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Place & Design

The physical, legal, cultural, and environmental parameters of a site and the community where it is located. [Chapter 6](#) is your home base for this topic.

Community & Neighborhood

You will likely start with a conceptual location in a community or neighborhood you are familiar with, or with a site you already own.

Site & Scale

In Phase 2, engaging with site and place will likely look like a loose sketch drawing of development concepts simply to test the feasibility of an idea and explore how that idea interacts with a particular site's context in terms of function and scale.

Full Design

By the time you reach Phase 3, you should be working with a real site for which you have real purchase options. By this point you should be working with one or more design professionals.

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to create a

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parcel

of land can be purchased and the focus will shift towards managing the construction process.

- See [Chapter 2](#) on identifying development-ready sites.
- See [Chapter 7](#) on permitting and construction.

Make it easier to build backyard cottages and accessory homes

COST



YIELD



CAPACITY



How could more accessory homes increase supply in NKY?

New Accessory Dwelling Units (ADUs) can increase the total number of homes in NKY while **maintaining the overall aesthetic of each community**:

If **1%** of single-family homeowners in NKY built an ADU, **+1,000 new homes** would be added to Northern Kentucky, about **19 new units per city or town** in the eight-county region.



 = 50 new ADU homes

Note: assesses 1% of Northern Kentucky's 118,000 owner-occupied single-family homes.

What are the ways to promote ADU adoption?

Municipalities have adopted various combinations of the following to promote ADU development in their localities:



Zoning Code Updates

- Allow ADUs by-right where single-family is allowed, as appropriate
- Pilot ADUs in select neighborhoods to provide real examples
- Adjust additional zoning regulations that would enable ADU development



Community Awareness

- Create jargon-free materials that introduce ADUs and explain how they add homes to the community
- Listen to community concerns and ensure ADUs comply with local regulations



Pre-Approved Designs for ADUs

- Make pre-approved ADU designs available to reduce development costs for homeowners
- Make some pre-approved designs free
- Leverage existing ADU designs or adopt designs suited to specific localities



Expedited Permitting

- Fast application processes online can simplify approval process for homeowners
- Expedite permits and licenses needed to build and lease an ADU



Subsidies & Financial Incentives

- Public subsidies can lower costs of ADU development
- Partnerships with local banks and financing institutions can provide low-interest lines of credit for homeowners

Additional Resources:

**Increase skilled
labor through
Workforce
Development**

How do we support workforce development?

1. Support the creation of a Construction Workforce Training Fund
2. Advocate for federal legislation supporting training programs, such as allowing 26-week programming for apprenticeships to qualify for federal financial aid.
3. Expand trade school and apprenticeship programs
4. Incentivize employers to support training and certification

CONSIDERATIONS

What types of trade programs can be included?

Funding for workforce development programs can include a number of trades, including carpentry, electricity, facility maintenance, HVAC, masonry, plumbing and welding – all integral to building and repairing homes.

How can we incentivize residents to opt-in to trade schools?

Classroom instruction can be combined with paid apprenticeships to help students build careers without incurring student-loan debt. Aligning new programs with available scholarships, employer tuition support, veteran assistance, and payment plans can also ease financial barriers.

Success depends on reliable student commitment and job placements. Support services (e.g., career counseling, soft-skills training) and strong employer partnerships are vital.

How can workforce development grow in NKY?

Ongoing funding is critical to maintain quality, equipment, and expansion. Continuous local, state, and private support remains essential.

The geographic location of trade programs matters – expanding transportation support for students should be considered to ensure all interested residents can participate in training programs.

TOOL BENEFITS & CONSIDERATIONS

How can NKY grow workforce development support?

The state and municipalities can encourage the private sector to engage in more workforce development by:



Dedicated State Funding

- Ongoing funding from the state to invest in apprenticeship and training programs
- Support existing nonprofits and educational institutions committed to workforce training and development
- Likely requires legislative action



Procurement Requirements & Incentives

- State and municipality construction RFPs could require or incentive contractors to include mentor-protégé and apprenticeship structures
- Relys on established construction firms
- Leverages existing funding



Partner with Private Sector

- Philanthropy and corporate giving can expand the impact of existing programs
- Trade associations may already lead some training programs
- Retaining and training the workforce is important to local businesses and the community

Colorado Workforce Innovation Funding

In 2021, the Colorado State Legislature passed HB21-1264, establishing the Work Force Innovation Act. The Act allocated \$35 million for workforce innovate funding. Of these funds,

- \$17.5 million allocated to Local Workforce Boards to compete out to eligible entities
- \$13.3 million for statewide initiatives
- \$4.2 million for evaluation, implementation and administration

Statewide initiatives includes grants for career navigation and coaching, trade association and training programs, regional sector partnership staffing support and small business apprentice support.

Homebuilder and construction associations like Colorado Springs Home Builders Association and Colorado Contractor's Association utilized the grant funding to expand their pre-professional and upskill programs. Specifically, Colorado Springs Home Builders Association worked with 46 high schools to provide exposure to careers in construction and pre-apprenticeship certifications. Colorado Contractor's Association provided training through their Civil Construction Academy, offering three industry-recognized credentials and three safety-focused construction courses.

GOVERNANCE & MANAGEMENT

The Colorado Workforce Development Council (CWDC), a governor-appointed, public-private partnership, served as the administrator. CWDC solicited RFPs and made final grant decisions.

FUNDING SOURCE

HB21-1264, of which the Work Force Innovation Act was a small part, allocated \$200 million of the state's American Rescue Plan Act of 2021 (ARPA) and \$25 million from the state's general fund.

Colorado Springs Home Builders Association and Colorado Contractor's Association received one-time grants of ~\$300,000.

OVERALL IMPACT

Colorado successfully leveraged federal COVID-19 recovery dollars to address workforce shortages, upskill unemployed and underemployed residents and introduce the next generation to construction and skilled labor careers.

Over 900 students completed the Colorado Springs Home Builders Association program. 300 students were placed into summer jobs and another 88 gained employment on their own.

TAKEAWAYS FOR NKY

- *Dedicated funding from the state can leverage and expand the impact of existing, private workforce development programs*
- *Funding can be flexible to meet a variety of goals and target industries*
- *Even without federal funds, state funding can make a large impact for these training programs, allowing them to reach more individuals*