

Opening



Doors



# How did we get here?

## **Spring 2022 - How we approached our housing crisis**

**Short term - Continue supporting current housing programs**

**Short term - Hired more staff to focus on housing**

**Short term - Put together coalition of community partners**

**Long Term - What do we need to create a long-term plan that meets the moment for housing in our community?**

# ***We needed to find the best strategies to...***



**Leverage existing resources**



**Build partnerships**



**Target households with the greatest need**




**Increase the supply of affordable housing to the greatest extent possible**

# ***Before we allocated millions of dollars, we needed to better understand...***

- The data trends driving the housing crisis
- The experiences of our citizens most affected by the housing crisis
- The barriers to affordable housing in our community
- The most effective resource strategies for Bethlehem and the regional market

# Where we are today



**Continuation of  
homelessness and  
AH services**



**Significant  
Financial  
Resources**




**Housing crisis  
data from  
citizens**




**Vulnerable  
population  
services  
mapping**



**Market specific  
affordable housing  
strategies**



**Opening Doors  
Implementation  
Plan**



**Immediate Progress  
on Opening Doors  
Implementation Plan**



**A permanent  
structure of  
community partners**



Opening



Doors

**Part One: Strategies to Reduce Homelessness**



Unsheltered | Sheltered | Supportive Housing

High Market Rental | Homeownership

Public Housing | Section 8 Vouchers

Homeownership Assistance | Resident Ownership |  
Cooperative Ownership | Community Land Trusts

Naturally Occurring Affordable Housing | Low Market Rental | Workforce Housing

# *The Challenge*

- With growing housing insecurity, homeless service providers need more stability and support.
- The future of Bethlehem Emergency Sheltering's current location was uncertain.
- Is a privately-operated, year-round permanent homeless shelter feasible?



# Major Considerations

- **Must be a multi-site, regional approach**
- **Must strengthen existing services**

- **Affordable housing helps both prevent homelessness and transition individuals out of it.**

# *What we did*

**In 2022, the City initiated the Strategic Plan to Address Homelessness.**

**We wanted to know if a built solution was feasible.**

**Interviewed 21 internal and external partners to understand existing services.**

**107 individuals experiencing homelessness shared their lived experiences.**

**Our regional roundtable on homelessness drew 18 municipalities, service providers, institutions and elected officials.**

**We studied the Lehigh Valley's homelessness services pipeline to identify the best role for the City.**

# **The Plan and** **Recommendations**

# What we learned

**What the ideal Bethlehem shelter would look like.**

**The capital and operating costs of different built solutions.**

**The best locations based on service mapping.**

**Potential funding sources and project phasing.**

# ***The Ideal Year-Round, Permanent Shelter***

**At least 50  
non-congregate rooms**

**10 family-sized units**

**25 congregant emergency  
shelter beds**

**Single-stall showers**

**Laundry facilities**

**Commercial kitchen**

**Full-sized lockers**

**Day-time drop-in center**

**Office space for support services**

## **Estimated Operational Costs for a Year-Round Shelter**

<b>Expense Description</b>	<b>Cost Estimate Range (\$/Year)</b>
Staffing (Salaries; benefits; training; taxes)	\$305,500 to \$427,700
Administrative Costs	\$106,700 to \$149,380
Utilities	\$41,700 to \$58,380
Maintenance	\$46,200 to \$64,680
<b>Total</b>	<b>\$500,100 to \$700,140</b>

# Capital Cost Projections

	<b>New Construction</b>	<b>Rehab Shell</b>	<b>Rehab Existing Community Building</b>	<b>Rehab Hotel/Motel</b> <i>(i.e., structure with existing infrastructure)</i>
<b>Demolition</b>	N/A	\$10/sq. ft.	\$5/sq. ft.	\$2/sq. ft.
<b>Acquisition &amp; Capital Construction</b>	\$322/sq. ft.	\$292/sq. ft.	\$401/sq. ft.	\$256/sq. ft.
<b>Operations &amp; Maintenance</b>	\$10k/bed/year	\$10k/bed/year	\$10k/bed/year	\$10k/bed/year

# Available Shelter Funding



\$2 million allocated in City Budget



\$1.4 million approved by U.S. Department of Housing and Urban Development from HOME-ARP



We will need to raise additional funding from these potential sources:

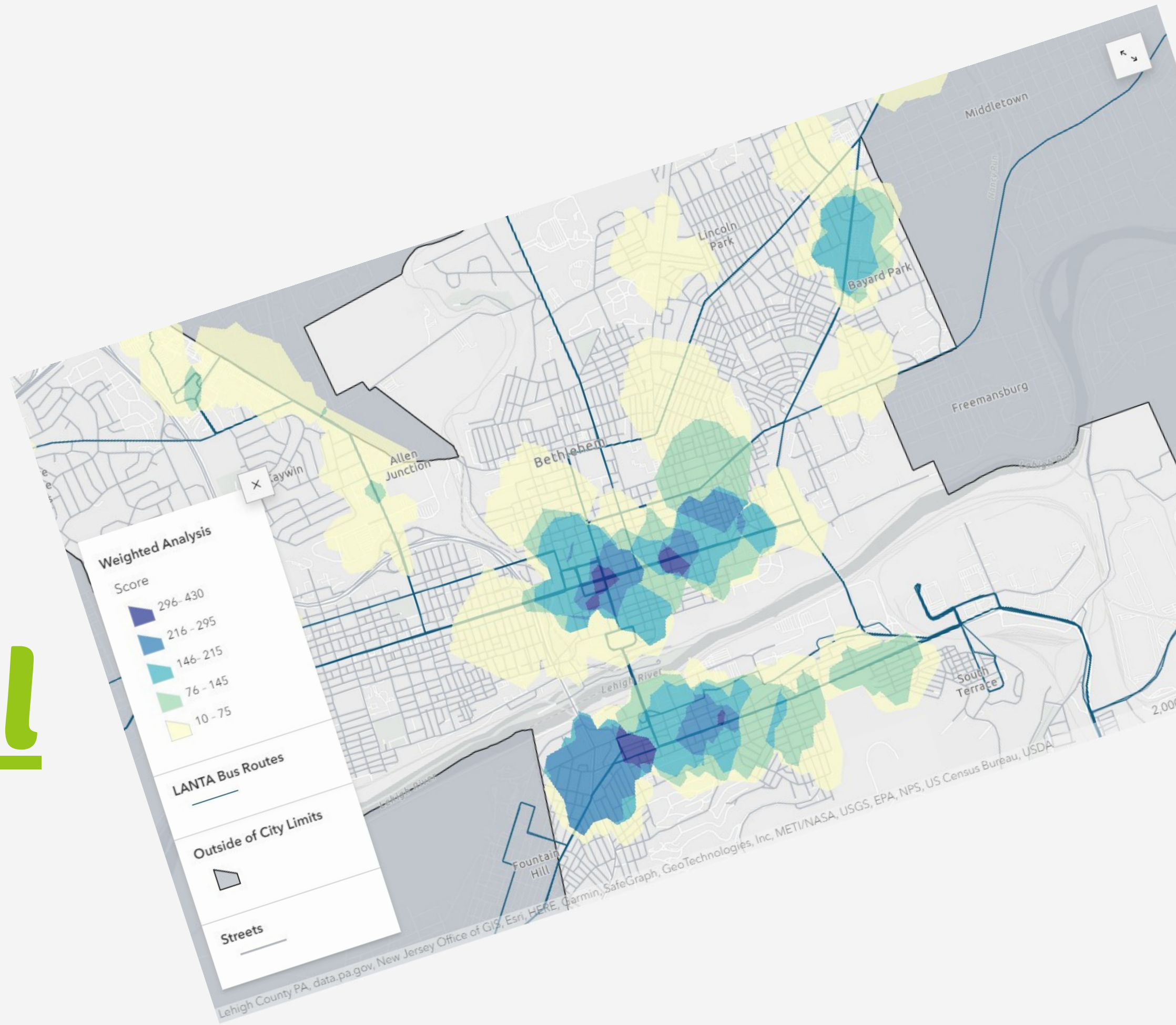
- CDBG
- Continuum of Care
- Section 108 Loan Guarantee Program
- PHARE
- Home4Good
- Private, institutional, and philanthropic
- Operator contributions to capital and operations



# Potential Project Phasing

	Phase 1	Phase 2	Phase 3	Phase 4	Phase 5
PHASE DESCRIPTION	Acquisition	Bids for Design, Engineering, Construction & Formalize Operator Agreement	Rehabilitation & Construction	Operator Ramp Up	Launch All Operations
ARPA Funds (2023 Budget)	●				
HOME-ARP Funds (2023 Budget)	●	●	●		
CDBG (inclusive of future CDBG, HOME allocations)		●	●		●
Section 108 Loan (HUD)	●	●	●		
Continuum of Care Funds				●	●
PHARE				●	●
Home4Good				●	●
Private Funding (inclusive of health networks, institutions, local philanthropy)				●	●
Operator Funding				●	●

# Site- suitability analysis tool



# **Where we are now**

- **Ongoing collaboration with Bethlehem Emergency Sheltering and other service providers.**
- **Evaluating potential sites for a permanent, year-round emergency shelter.**

- **Working with an architect on site feasibility analysis and cost estimating.**
- **Staying creative to meet congregate, non-congregate and family sheltering needs.**