HOMELESSNESS & INCREMENTAL HOUSING TOOLKIT
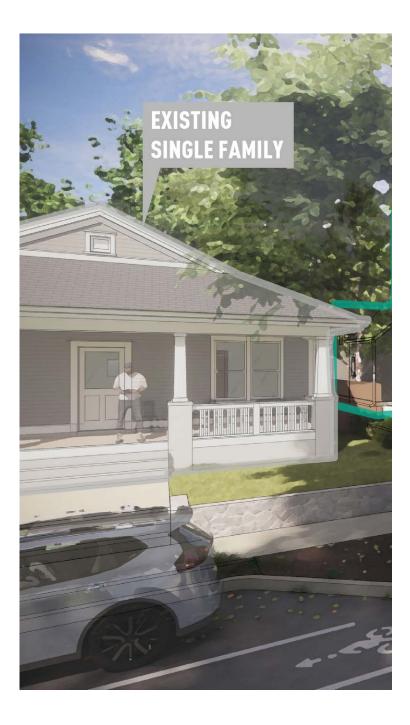
CHATTANOOGA, T N
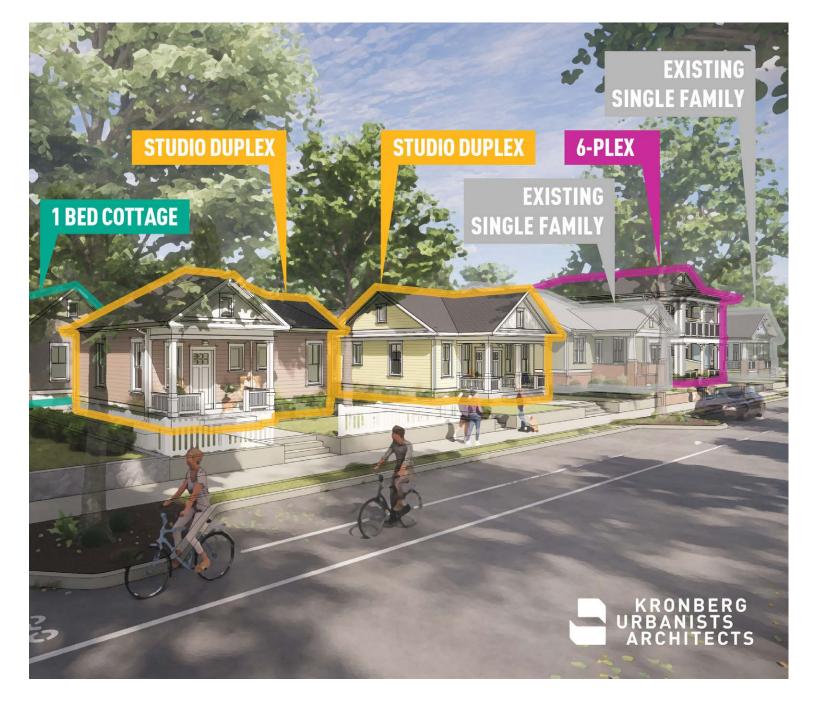
KRONBERG
URBANISTS
ARCHITECTS

JANUARY 2024

HOMELESSNESS & INCREMENTAL HOUSING TOOLKIT

The following toolkit aims to provide a resource for the City of Chattanooga and Hamilton County to address issues surrounding homelessness. Like many cities and regions across the country, Chattanooga is facing a housing crisis. While wages and incomes remain relatively stagnant, the cost of housing continues to rise exponentially. As more people become housing cost burdened, the number of people struggling to find stable, long-term housing will continue to grow.

While homelessness is a complex issue, it is at its core a housing problem. This toolkit takes a housing-first approach, with a goal of providing attainable and incremental housing prototypes that can fit seamlessly into existing neighborhoods. The report concludes that attainable housing must be **small, proximate, private,** and **dignified.** An incremental approach allows infill at a manageable and discreet scale, while also avoiding concentrations of poverty. If more attainable housing can be provided city-wide, fewer people will fall into the traumatic experience of homelessness. And less people experiencing homelessness means more dedicated resources for those with the most needs.

PARTNERS

CNE believes the future of Chattanooga is rooted in the vibrancy of all our neighborhoods and the prosperity of all our people. CNE is a comprehensive nonprofit organization dedicated to the revitalization of distressed urban neighborhoods in Chattanooga through multifaceted initiatives.

The Chattanooga Regional Homeless Coalition strives to lead the community in making homelessness rare, brief, and nonrecurring. CRHC organizes funding, tracking, guidance and the annual point-in-time count for southeast TN.

Kronberg Urbanists + Architects is a multidisciplinary design studio that utilizes expertise in architecture, urban design, policy making, and real estate development to make neighborhoods better. Our goal is to help small businesses, nonprofits, private developers, and municipalities visualize and realize neighborhood redevelopment projects to achieve financial, social, and environmental success.

The Lyndhurst Foundation envisions a Chattanooga region where all people experience healthy, dignified, and fulfilled lives, and cultivate meaningful and enduring connections to others and the natural world around them.The Lyndhurst Foundation invests in collaborative endeavors that improve the well-being and vitality of people, places, and natural systems in the Chattanooga region through strategies that support equitable, inclusive, and sustainable outcomes. This report was made possible by the generous funding from the Lyndhurst Foundation.

TOOLKIT CONTENTS

SOURCES

CRHC
Chattanooga Regional Homeless Coalition
The Chattanooga Regional Homeless Coalition strives to lead the community in making homelessness rare, brief, and nonrecurring. CRHC organizes funding, tracking, guidance and the annual point-in-time count for southeast TN.
https://www.homelesscoalition.org/

CHA
Chattanooga Housing Authority
The Chattanooga Housing Authority (CHA) opened their doors in 1938 to provide public housing and urban development programs to residents in Chattanooga and Hamilton County.
https://www.chahousing.org/

CHATT FOUNDATION
CHATT Foundation
40 years ago, the CHATT Foundation started as the Chattanooga Community Kitchen, and fed the hungry each year by the hundreds of thousands. Over that time, they also added other services for the homeless, like shelter and clothing and counseling.
https://chattfoundation.org/

HELP RIGHT HERE
Help Right Here Chattanooga
Help Right Here Chattanooga delivers survival support and housing assistance where needed most. Their hope is that by offering these services to Hamilton County's most vulnerable citizens, empathy and engagement will evolve and grow from other sectors of the population.
https://www.helprighterechattanooga.org/

OHSH
Office of Homelessness and Supportive Housing
The City of Chattanooga's Office of Homelessness and Supportive Housing (OHSH) works to both prevent homelessness as well as rapidly house residents experiencing homelessness through street outreach services, community partnerships, a rapid re-housing program, as well as provide emergency services when needed.
https://chattanooga.gov/ohsh

CASPEH REPORT
The California Statewide Study of People Experiencing Homelessness
Designed to be representative of all adults 18 years and older experiencing homelessness in California, the CASPEH report includes nearly 3,200 administered questionnaires and 365 in-depth interviews with adults experiencing homelessness in eight regions of the state. In partnership with a wide array of community stakeholders, the UCSF BHHI team collected data between October 2021 and November 2022. The CASPEH report was funded by UCSF BHHI, the California Health Care Foundation, and Blue Shield of California Foundation.
https://homelessness.ucsf.edu/our-impact/our-studies/california-statewide-study-people-experiencing-homelessness

2018 ACTION PLAN
2018 Homelessness Action Plan for the Chattanooga Community
To end homelessness in Chattanooga, the community must embrace a plan that moves people experiencing homelessness into housing and provides support to keep people housed. The community needs creative solutions to the challenges of obtaining housing for people experiencing homelessness and maintaining housing for those at-risk of becoming homeless.

The community understands that services and resources must shift from managing the discomforts associated with homelessness to ending homelessness through permanent housing.
https://connect.chattanooga.gov/wp-content/uploads/2018/12/CICH_Draft-Report.pdf

2023 HOUSING ACTION PLAN
The Housing for One Chattanooga Action Plan
The Housing for One Chattanooga Action Plan will serve as a guide to the City and its partners as they work together to make this a city where every Chattanoogan has an affordable place to call home.
https://chattanooga.gov/images/citymedia/economic-development/HAPAugust2023.pdf

HUD EXCHANGE
CoC Program Components Overview
This binder contains information and guidance that recipients can use to ensure understanding of the purpose and requirements related to Section 578.37 of the CoC Program Interim Rule and program components.
https://www.hudexchange.info/homelessness-assistance/coc-esg-virtual-binders/coc-program-components/coc-program-components-overview/

WASHINGTON STATE LEGISLATURE
Revised Code of Washington (RCW)
The Revised Code of Washington (RCW) is the compilation of all permanent laws now in force. It is a collection of Session Laws (enacted by the Legislature, and signed by the Governor, or enacted via the initiative process), arranged by topic, with amendments added and repealed laws removed. It does not include temporary laws such as appropriations acts.
https://apps.leg.wa.gov/rcw/default.aspx?cite=59.18

INITIAL RESEARCH

Initial research for the toolkit relied on the expertise of existing studies and organizations. Because the toolkit uses a unique vocabulary, the report starts with definitions to help clarify the discussion surrounding homelessness and housing. Various data points were pulled from national reports, as well as from the Chattanooga Regional Homeless Coalition and the Chattanooga Housing Authority to better understand the context of homelessness and housing in the region.

TERMINOLOGY

This report focuses on deriving a variety of housing to respond to a spectrum of needs related to homelessness. Experiences of homelessness and housing options vary greatly. Clarifying the following terms helps target specific problems with specific solutions.

FROM THE CASPEH REPORT

People Experiencing Homelessness
People Experiencing Homelessness is a human-centered alternative to the term homeless, people experiencing homelessness centers the person and their experience with housing.

Homeless
Homeless refers to the circumstances of not having a permanent indoor place to sleep.

Unhoused
Unhoused refers to not having a permanent indoor place to sleep.

Unsheltered
Unsheltered refers to living in an area not meant for human habitation such as a sidewalk, a park, or a car.

FROM HUD EXCHANGE

Chronically Homeless
A homeless individual with a disability as defined in section 401(9) of the McKinney-Vento Assistance Act (42 U.S.C. 11360(9)), who:
  » Lives in a place not meant for human habitation, a safe haven, or in an emergency shelter, and
  » Has been homeless and living as described for at least 12 months* or on at least 4 separate occasions in the last 3 years, as long as the combined occasions equal at least 12 months and each break in homelessness separating the occasions included at least 7 consecutive nights of not living as described.

An individual who has been residing in an institutional care facility for less, including jail, substance abuse or mental health treatment facility, hospital, or other similar facility, for fewer than 90 days and met all of the criteria of this definition before entering that facility**; or

A family with an adult head of household (or, if there is no adult in the family, a minor head of household) who meets all of the criteria of this definition, including a family whose composition has fluctuated while the head of household has been homeless.

*A "break" in homeless is considered to be 7 or more nights.
**An individual residing in an institutional care facility does not constitute a break in homelessness.

Transitional Housing
Transitional Housing provides temporary housing with supportive services to individuals and families experiencing homelessness with the goal of interim stability and support to successfully move to and maintain permanent housing. Transitional Housing projects can cover housing costs and accompanying supportive services for program participants for up to 24 months. Participants in a Transitional Housing project must have a signed lease, sublease, or occupancy agreement with the following requirements:
  » An initial term of at least one month
  » Automatically renewable upon expiration, except by prior notice by either party
  » A maximum term of 24 months

Permanent Housing
Permanent Housing is a community-based housing model, the purpose of which is to provide housing without a designated length of stay. Permanent Housing program participants must be the tenant on a lease (or sublease) which must:
  » Have an initial term of at least one year
  » Be renewable for a minimum term of one month
  » Be terminable only for cause

Permanent Supportive Housing (PSH)
Permanent Supportive Housing is permanent housing in which housing assistance (e.g., long-term leasing or rental assistance) and supportive services are provided to assist households with at least one member (adult or child) with a disability in achieving housing stability

Point-In-Time (PIT) Count
The Point-in-Time (PIT) count is a count of sheltered and unsheltered people experiencing homelessness on a single night in January. HUD requires that CoCs conduct an annual count of people experiencing homelessness who are sheltered in emergency shelter, transitional housing, and Safe Havens on a single night. CoCs also must conduct a count of unsheltered people experiencing homelessness every other year (odd numbered years). Each count is planned, coordinated, and carried out locally.

Continuum of Care
A Continuum of Care (CoC) is the group organized to carry out the responsibilities prescribed in the CoC Program Interim Rule for a defined geographic area. A CoC should be composed of representatives of organizations including: nonprofit homeless providers, victim service providers, faith-based organizations, governments, businesses, advocates, public housing agencies, school districts, social service providers, mental health agencies, hospitals, universities, affordable housing developers, law enforcement, organizations that serve homeless and formerly homeless veterans, and homeless and formerly homeless persons. Responsibilities of a CoC include operating the CoC, designating and operating an HMIS, planning for the CoC (including coordinating the implementation of a housing and service system within its geographic area that meets the needs of the individuals and families who experience homelessness there), and designing and implementing the process associated with applying for CoC Program funds.

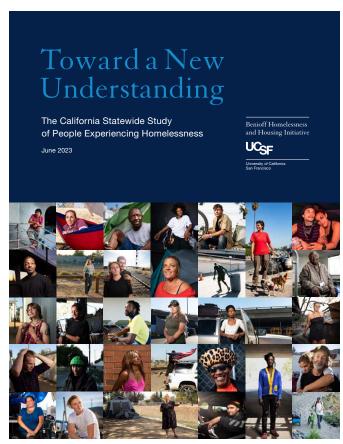## FROM WASHINGTON STATE LEGISLATURE

Permanent Supportive Housing
Permanent Supportive Housing is subsidized, leased housing with
  » No limit on length of stay
  » Prioritizes people who need comprehensive support services to retain tenancy
  » Utilizes admissions practices designed to use lower barriers to entry than would be typical for other subsidized or unsubsidized rental housing, especially related to rental history, criminal history, and personal behaviors.
Permanent supportive housing is paired with on-site or off-site voluntary services designed to support a person
  » Living with a complex and disabling behavioral health or physical health condition who was
  » Experiencing homelessness or was at imminent risk of homelessness prior to moving into housing to retain their housing
  » Be a successful tenant in a housing arrangement,
  » Improve the resident's health status
  » Connect the resident of the housing with community-based health care, treatment, or employment services.

CASPEH REPORT SUMMARY

Toward a New Understanding

The California Statewide Study of People Experiencing Homelessness

June 2023

Benioff Homelessness and Housing Initiative

UCSF
University of California
San Francisco

The California Statewide Study of People Experiencing Homelessness, or CASPEH, aims to clarify the experience of homelessness for those over the age of 18 in the state of California. The Benioff Homelessness and Housing Initiative (BHHI) at the University of California San Francisco, organized nearly 3,200 administered questionnaires and 365 in-depth interviews collected between October 2021 and November 2022, including from urban, rural, and suburban areas.

CONSIDERATIONS

Centering Racial Equity
Minoritized racial groups are disproportionately represented in homeless populations. Because they have experienced multiple forms of discrimination throughout their lives, services must be aligned with best practices to build trust and reduce harm. CASPEH Report findings recommend strengthening anti-discrimination policies and enforcement mechanisms as well as lowering housing barriers for those with criminal justice system records.

Demographics
Almost all CASPEH participants report making below 30% AMI prior to becoming homeless. Only 33 units of housing are affordable and available for every 100 extremely low-income households (those who make less than 30% of the area median income) in the United States. Housing affordability target needs to be below 30% AMI.

BARRIERS

Lack of Inclusive Housing
One in five (20%) reported using a mobility aide, such as a cane, crutches, walker, or wheelchair; such use was more common in those 50 and older (33%). Many participants reported that mobility challenges hindered visits to prospective housing units & their ability to live there.

Lack of Healthcare Services
50% of participants experienced significant depression, 51% experienced significant anxiety, 13% experienced hallucinations, and 33% experienced trouble understanding, concentrating, or remembering. They described how homelessness worsened their mental health symptoms through a variety of mechanisms, including inability to maintain medications that had kept them stable, lack of sleep, experiences of violence, and experiences of shame and stigma associated with homelessness. 11% reported wanting substance use treatment but were unable to receive it.

Lack of Attainable Housing
57% of participants said housing they could afford was too far away or unsafe. Half of participants (50%) indicated that transportation to or from the workplace hindered their ability to work.

Lack of Childcare
8% of all participants reported that caretaking responsibilities interfered with work, but 51% of adults in families did. Pregnancy is common: 25% of those assigned female at birth ages 18-44 experienced pregnancy at some point during their homelessness.

Common Reasons for Leaving Last Housing
Many listed economic reasons such as a loss of income and high housing costs. Common social reasons included conflict among residents and not wanting to impose on hosts or roommates. Participants also said they left their last housing because of health complications from illnesses and substance use. Lastly, many people cited needing their own space. 19% of CASPEH participants entered homelessness from an institutional setting, 67% of those participants were homeless before the institutional setting.

Conditions for Housing
CASPEH Participants noted that they would accept a permanent place to live, provided that:
- » (a) the unit was accessible to public transportation, employment, medical care, and/or their social networks;
- » (b) the property owner would accept pets, romantic partners, and/or friends and family members as roommates; and
- » (c) the regulations were no more restrictive than those found in the general housing market (i.e., they were not asked to accept restrictions that people who are not homeless agree to accept).

POLICY RECOMMENDATIONS
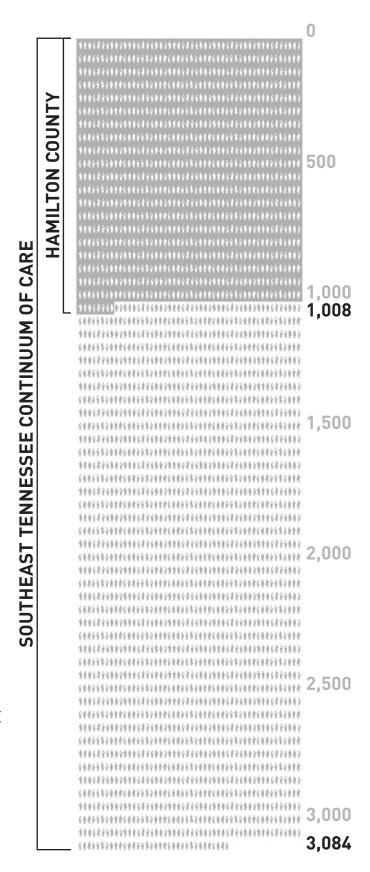
1. **Increase affordable housing options available to households making less than 30% AMI**
2. **Increase homelessness prevention**
3. **Facilitate swift exits from homelessness**
4. **Increase access to services to match clients' physical and behavioral health needs**
5. **Address the criminal justice to homelessness cycle**
6. **Increase opportunities for earned income and benefits utilization**
7. **Support those impacted by domestic violence**
8. **Increase outreach to those experiencing unsheltered homelessness**
9. **Center racial equity**

DEMOGRAPHICS // PIT COUNT
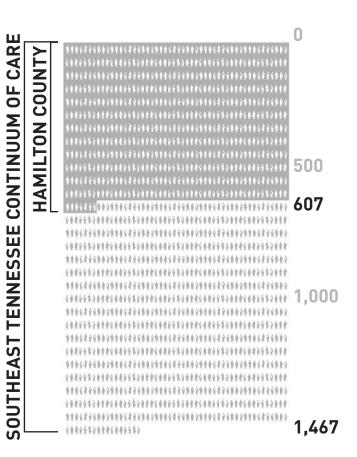
IN **2022** THERE WERE **3,084** UNSHELTERED INDIVIDUALS IN THE SOUTHEAST TENNESSEE CONTINUUM OF CARE.

1,008 OF THOSE UNSHELTERED INDIVIDUALS WERE IN HAMILTON COUNTY.

IN **2023** THERE WERE **1,467** UNSHELTERED INDIVIDUALS IN THE SOUTHEAST TENNESSEE CONTINUUM OF CARE.

607 OF THOSE UNSHELTERED INDIVIDUALS ARE IN HAMILTON COUNTY.
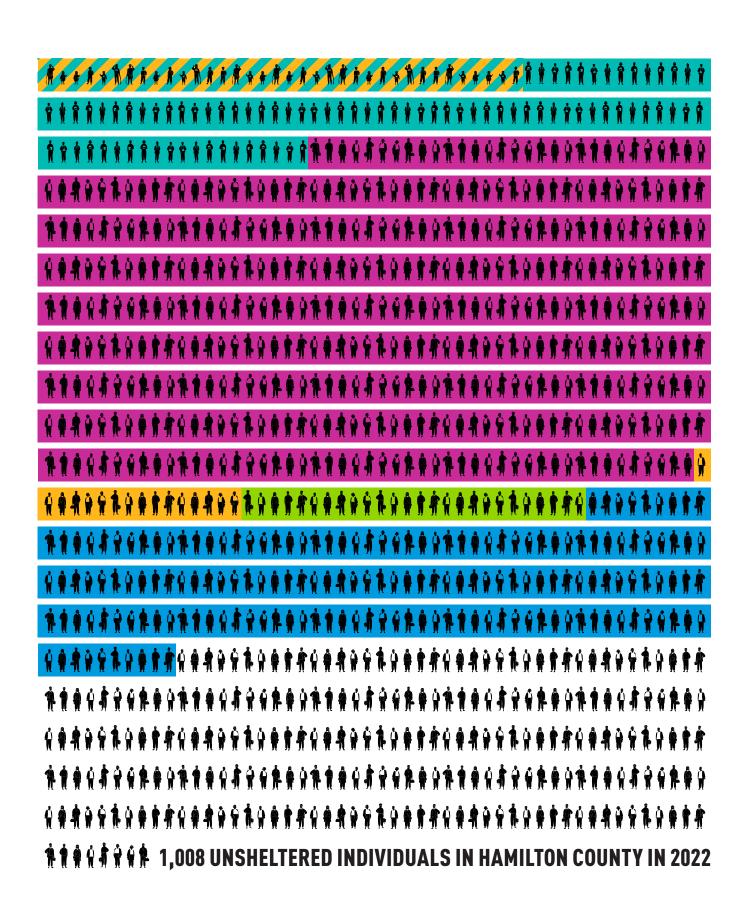
SOUTHEAST TENNESSEE
CONTINUUM OF CARE
HAMILTON COUNTY

HAMILTON COUNTY

SOUTHEAST TENNESSEE CONTINUUM OF CARE

0

500

1,000
1,008

1,500

2,000

2,500

3,000
3,084

HAMILTON COUNTY

SOUTHEAST TENNESSEE CONTINUUM OF CARE

0

500

607

1,000

1,467

DEMOGRAPHICS // HAMILTON COUNTY

1,008 UNSHELTERED INDIVIDUALS IN HAMILTON COUNTY IN 2022

12%
120 YOUTH & YOUNG ADULTS
CHATTANOOGA REGIONAL HOMELESS COALITION (CRHC);
LA PAZ;
PFCA

43%
429 CHRONICALLY HOMELESS INDIVIDUALS
OHSH;
VBHCS - RAPID REHOUSING (RRH);
VBHCS - RURAL RRH

5%
52 PEOPLE IN FAMILIES
HAMILTON COUNTY SCHOOL DISTRICT (HCS);
PFCA;
CHATTANOOGA ROOM IN THE INN (CRITI);
OFFICE OF HOMELESSNESS & SUPPORTIVE HOUSING (OHSH)

3%
28 VETERANS
VA - SUPPORTIVE SERVICES FOR VETERAN FAMILIES (SSVF);
VA - VETERANS AFFAIRS SUPPORTIVE HOUSING (VASH)

17%
+/- 170 SENIORS
PARTNERSHIP FOR FAMILIES, CHILDREN, AND ADULTS (PFCA);
VOLUNTEER BEHAVIORAL HEALTH CARE SYSTEM (VBHCS)

23%
+/- 230 ADULTS
WITHOUT DEDICATED SERVICES OR FUNDS

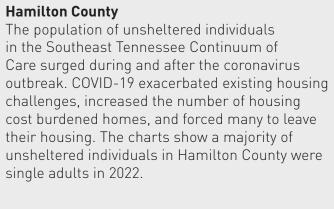## DEDICATED SERVICES

CRHC Sub-Populations
The PIT Count in 2022 reflected a significant increase in unsheltered individuals in Hamilton County post-pandemic. There are funds and services available to aid people who fall into specific categories like youth and young adults, chronically homeless individuals, families, veterans and seniors. The organizations providing services are listed under each sub-population to the left. Coverage of these organizations with dedicated funds and, or services, is represented by the bars of color behind the silhouettes. When these categories are cross-referenced with demographics provided from the 2022 PIT Count and 2022 census data, about 230 unsheltered adults remain without dedicated services. Many adults who are unhoused but not chronically homeless do not demand additional services and simply need affordable housing. For clarity, this graphic assumes that the chronically homeless, veterans and adults with children noted in the CRHC PIT Count are all 25-65 and that there is no overlap between them. The PIT Count did not include a count of people over the age of 65. Seniors have been factored out of the +25 age group count by applying 2022 census data for the City of Chattanooga.

2022 PIT Count for Hamilton County, CRHC.
2022 Census Data for the City of Chattanooga, Census.gov

2022 DEMOGRAPHICS
HAMILTON COUNTY, TENNESSEE

IN 2022 CRHC TRACKED **1,008** UNSHELTERED INDIVIDUALS IN HAMILTON COUNTY. THAT'S A **177%** INCREASE FROM 2021.

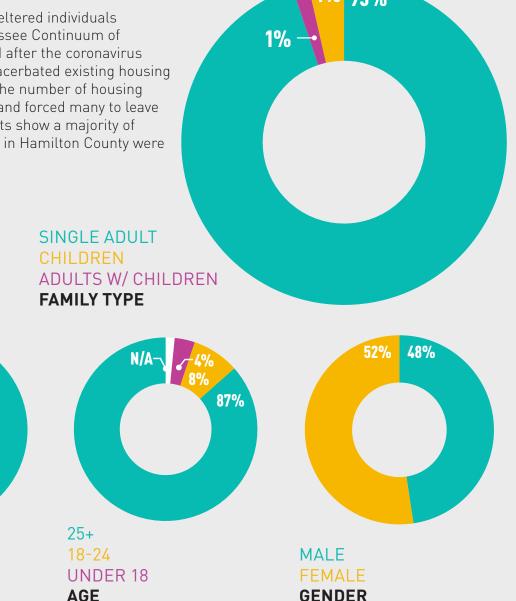**95%** OF THE TRACKED POPULATION IN HAMILTON COUNTY WERE SINGLE ADULTS.

Hamilton County
The population of unsheltered individuals in the Southeast Tennessee Continuum of Care surged during and after the coronavirus outbreak. COVID-19 exacerbated existing housing challenges, increased the number of housing cost burdened homes, and forced many to leave their housing. The charts show a majority of unsheltered individuals in Hamilton County were single adults in 2022.

4%
1%
95%

SINGLE ADULT
CHILDREN
ADULTS W/ CHILDREN
FAMILY TYPE

6%
37%
57%

WHITE
BLACK
LATINO/X
ETHNICITY & RACE

N/A
4%
8%
87%

25+
18-24
UNDER 18
AGE

52%
48%

MALE
FEMALE
GENDER

2023 DEMOGRAPHICS
SOUTHEAST TENNESSEE CONTINUUM OF CARE

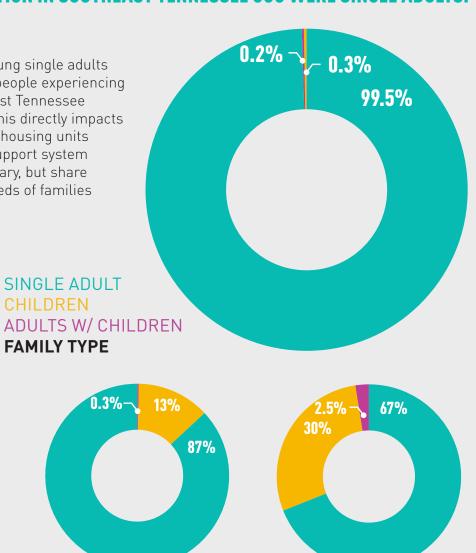Chattanooga Regional Homeless Coalition
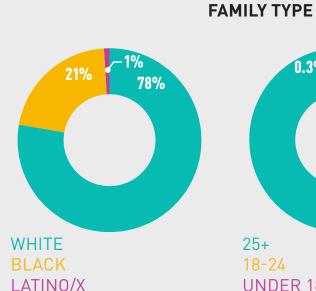
IN 2023 CRHC TRACKED **607** UNSHELTERED INDIVIDUALS IN HAMILTON COUNTY. THAT'S A **40%** DECREASE FROM 2022.
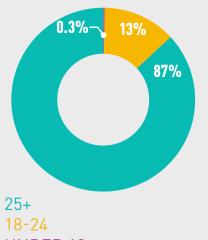
99.5% OF THE POPULATION IN SOUTHEAST TENNESSEE COC WERE SINGLE ADULTS.
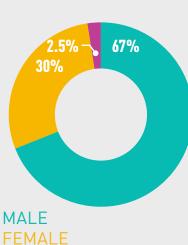
Southeast Tennessee CoC
The charts here show that young single adults still make up the majority of people experiencing homelessness in the Southeast Tennessee Continuum of Care in 2023. This directly impacts the size, type, and quantity of housing units that are needed to create a support system of housing. Individual needs vary, but share more similarities than the needs of families experiencing homelessness.

0.2%
0.3%
99.5%

SINGLE ADULT
CHILDREN
ADULTS W/ CHILDREN
FAMILY TYPE

21%
1%
78%

WHITE
BLACK
LATINO/X
ETHNICITY & RACE

0.3%
13%
87%

25+
18-24
UNDER 18
AGE

2.5%
30%
67%

MALE
FEMALE
NONBINARY
GENDER

INTERVIEW SUMMARIES

In August of 2023, representatives from Kronberg Urbanists + Architects, Chattanooga Neighborhood Enterprise and the Lyndhurst Foundation met with various groups to ask questions, verify assumptions and gather information from local housing experts. Interviews were conducted online and in-person with representatives from the Chattanooga Housing Authority, Chattanooga Regional Homeless Coalition, Help Right Here, CHATT Foundation, and Office of Homelessness and Supportive Housing.

INTERVIEW SUMMARIES

Peeples Street Camp

![Chattanooga Housing Authority logo]

1. CHATTANOOGA HOUSING AUTHORITY

We met with Mike Sabin, Director of Public Housing to discuss the process of housing Chattanooga residents and the available subsidized housing stock at CHA.

Housing Allocation
The CHA manages a total of 2,300 units. They utilize a wait list to fill these units. Sabin explained that this wait list is not a great indicator of the demand for housing because the number of applicants on the list depends on when it is opened or closed. Applicants qualify for units based on the number of bedrooms they require. "Two heartbeats per bedroom" is the general rule, although some exceptions and qualifiers exist. For example, there are some exceptions for live-in aids. Additionally, a 13 year old boy couldn't share a room with a 12 year old girl; the situation would require an additional bedroom.

The unit type with the highest demand is a one bedroom unit. CHA is unable to meet the demand.

These one bedroom units are mostly designated for seniors, or those 62 and up.
CHA is also unable to meet the demand for accessible units. While 2% of CHA's housing stock is mobility accessible and 3% is visually accessible, Sabin stated that most need "flat units," or units without any stairs barring entry.

Housing Qualifiers
Typically it is a two-week process from accepting an application to move-in. A part of this two-week process is a background check required by the public safety department. Applicants with a history of violent crime or drug use are denied. If an applicant is rejected for this reason, there is an appeals process that allows certain individuals to still be admitted.

CHA doesn't maintain a family definition to restrict who can apply as a household. Applicants can request a unit as roommates. There are many households living together that would likely prefer their own units. For example, multi-generational households will group into a single unit when they may have preferred separate individual units.

One of the biggest challenges for CHA is the high turnover rate. Family sites have the highest turnover, about 25-30% of households per year.

Unit turnovers happen for a variety of reasons; some due to the success of tenants who are moving into non-subsidized housing, some tenants secure vouchers to live elsewhere, some due to evictions, and some tenants transfer to more suitable units. CHA can't allow residents to stay after non-payment because of various investors and stakeholders. This includes the board, insurance providers, tax collectors, HUD, etc. Sabin noted most evictions are due to non-payment rather than a criminal issue. There is a five year bar for re-application after a tenant is evicted. Many end up returning after that period.

Wraparound Services
The CHA manages a resident services team of case managers and social workers. CHA services don't include mental healthcare, but the resident service team will connect tenants with outside services. Resident services also organized a shuttle to connect tenants with medical services.

Amenities
Most housing authority residential sites are served by bus service, but most tenants use cars. A majority of tenants own cars, with the exception of seniors, and many sites do not provide enough parking to meet demand.

CHA does not provide childcare, although there are some summer programs available that are run by residents or non-profits. Family sites have playgrounds and recreation courts.

Many of the newer residential sites provide laundry in unit. Older units and high rise sites have shared laundry or laundry services.

Development of New Units
CHA follows the national trend towards managing property rather than developing new residential sites. This is partially because funding for housing authorities to develop new housing is extremely scarce. Funding is mostly comprised of LIHTC, some HOME, and some Choice Grants. Most LIHTC funding is geared towards senior housing. This year 6 out of 9 Chattanooga LIHTC applications were for senior developments. CHA sites College Hill and East Lake Courts are hopefully on the path to redevelopment with Choice Grants. CHA does not have much vacant land in their portfolio for redevelopment; some smaller infill lots, but they are mostly out of small projects to do.

Housing First Program (HFP)
HFP is an admissions preference program organized to give applicants referred through the program a higher position on the CHA wait list. Applications and referrals need to come through one of CHA's partner agencies. The referring agency provides 12 months of case management for the HFP tenants. Tenants who are successful in their first year can remain in CHA housing. There are a certain number of slots available at each site. For example, there are 25 at one, 50 at another. Currently CHA houses dozens of tenants through this program and has never maxed out the available slots. The existing barriers to filling these slots include the limited capacity of partner agencies and in particular their ability to provide 12-month case management.

Existing Attainable Housing

Existing Attainable Housing

![CRHC logo](Chattanooga Regional Homeless Coalition)

2. CHATTANOOGA REGIONAL HOMELESS COALITION

Next, we met with Mackenzie Kelly, the Acting Director and Deputy Director of the Chattanooga Regional Homeless Coalition. CRHC is an administrative office for homeless services in Hamilton and the ten surrounding counties. Their focus includes funding, tracking for services, managing the point-in-time count and providing guidance to people experiencing homelessness. Other than youth programs, they do not provide direct services. CRHC organizes a joint application for federal funding on behalf of housing providers in these ten counties. Additionally, federally funded housing providers are required to use a coordinated entry system to house tenants. CRHC manages this coordinated entry through a uniform housing assessment that catalogs cases and prioritizes potential residents.

Currently, the coalition is working in partnership with the City of Chattanooga to build an action plan to end homelessness. CRHC has worked with the City OHSH (Office of Homelessness and Supportive Housing) and Kelly remarks they are well resourced, have a good relationship with CHA, and have a robust housing navigation team as well as good relationships with landlords. Their strategy is to make targeted approaches for each of the sub-groups of people experiencing homelessness; veterans, downtown chronically homeless, families, youth and young adults. CRHC would like to create an action team for each sub-group that can address the group's specific needs.

Biggest Barriers
The biggest barriers for CRHC are a lack of affordable and low barrier housing, a high turnover in the case worker community, as well as social and political stigma. Kelly estimates that about 20%, or about 200 people experiencing homelessness require more wraparound services. The other 80% just need attainable housing. Many are unable to attain housing because they cannot pass a background check and there is a lack of low barrier housing. Kelly says they help a lot of young mothers resolve their cases by connecting them with a flexible housing voucher. Another service CRHC uses to combat homelessness for 18-24 year olds in need of funds is the Hamilton County Kinship Stipend. The stipend is $350 per month and can be raised to $700 for placements longer than 6 months.

Additionally, CRHC struggles with a high turnover rate of caseworkers. Due to a lack of funding, case workers are not paid enough. Neighbor push back due to stigma is a significant hindrance in moving along permanent supportive housing projects. Kelly noted, "People's minds go to the worst of the worst, but that's a minority of the homeless population." Political movement on these projects is not always incentivized as it only helps people who do not vote and angers people that do.

Permanent Supportive Housing (PSH)
Not only is more PSH necessary, but also attainable options for folks moving into non-supportive housing. Although hindered by neighbor push back, the city is currently attempting to convert an existing hotel into 80 units of permanent supportive housing. Kelly believes, if this conversion is successful, one additional PSH project could feasibly house the entire population of people experiencing chronic homelessness.

Potential Avenues to Provide PSH
The circumstances of neighbor push back require strategies to make PSH more palatable to communities. Mixed-income housing or distributed, un-parked micro units are less likely to raise flags for adjacent neighbors. Chattanooga has also recently allowed attached and detached ADUs up to 700 square feet.

Another strategy would be to increase the number of ADUs allowed on church property. Kelly noted a few units here and there on church property would be reasonable politically. This strategy could provide dignified housing in tandem with existing services from the congregation. Durham, NC is in the process of moving legislation that allows unlimited ADUs on church properties.

A third strategy would be to use a shared housing model. Shared housing looks like a typical single family home, but contains many bedrooms or suites. A local organization, LaunchPad, has seen success with this model. LaunchPad provides sober transitional housing for women experiencing homelessness. While the shared housing model has been effective for LaunchPad, a recent attempt to rezone for a commercial component has raised red flags.

Young Adults Aging Out of Foster Care
In a later meeting with Jon Berestecky, the Director of Development at CRHC, we discussed his past experience housing young adults at risk of homelessness. The program was organized to specifically assist young adults who were aging out of foster care. Berestecky started out managing a few duplexes, and as funding allowed, was able to incorporate three six-plexes. Single eighteen-year-olds were in one bedroom units while young adults with children were placed in two bedroom units. Berestecky noted that the program avoided doubling up residents in the same unit in order to avoid the potential for conflict (He noted that most of the

residents had significant trauma history, which exacerbated this potential). One of the units was converted into a lounge and office space where tenants could congregate and meet privately with case managers and therapists. Evening and weekend staffing was added to host social programming to include movie nights, craft nights and other group activities. Berestecky explained that while many tenants did participate, there were always some that preferred to keep to themselves. Residents generally preferred having private entries and porches with the option of participating in a shared space. It was critical that the hired case managers were experienced and consistent. They had a higher success rate if they had a higher degree of trust with the residents. High-quality, trauma informed case management led generally to better client outcomes. Case managers were on site weekdays during business hours, and trained support staff were present at night (opposed to security guards who would have been less equipped to de-escalate during high-stress situations). Berestecky said that while there is no hard rule, they found that clustering 18 residents into a series of three six plexes would require on-site staffing to ensure safety and promote prosocial behaviors. Cameras were installed outside the buildings and weekly room checks were instituted. Berestecky would check for prohibited substances like alcohol, but the primary goal was to maintain general cleanliness of kitchens, bathrooms and bedrooms. Berestecky stressed the importance of maintaining strong rapport with residents and of making residents feel a sense of freedom and agency while still having mechanisms for accountability.

While Berestecky never had any serious issues with neighbors, he did explain that he gave out his phone number to be a point of contact if anything came up. The housing was transit accessible and Berestecky noted that this was critical. Ideally, supportive housing would be transit accessible, and close to a grocery, he

noted. The six-plexes were on a bus line and adjacent to a dollar general and a Walgreens, but staff would also organize regular van trips to the grocery store. While parking was limited and insufficient, only about a third of tenants had their own cars.

Peeples Street Camp Garden

3. HELP RIGHT HERE AND THE PEEPLESSTREET CAMP

We met with Anne-Marie Fitzsimmons, Director of Help Right Here Chattanooga at the Peeples Street Camp. The camp is located in a fenced-off parking lot near 11th Street. The site is organized with different areas for different services.

At the entrance we are greeted by colorfully painted welcome signs and a community garden fashioned from recycled tires and raised bed planters. Residents say hello and their pet dogs bring us toys to play fetch. Further into the camp there is a large tent, donated by the city, that houses a kitchen, pantry, dining area and living room with couches. The large tent also provides a much needed shaded area. Adjacent to the tent is a bike storage and workshop area. Fitzsimmons says that some residents have taken on the responsibility of managing the bike shop and garden. A small area with portable toilets and sinks lines the perimeter fence; there is a chance that Help Right Here will get funding for

a composting toilet. Beyond lies a series of camping tents raised on leveled palettes. Fitzsimmons says residents generally set up their tents like homes and value their privacy. She is in the process of getting an order-ready temporary shelter with locking doors approved by the city, but has yet to find a model that meets their requirements. The continued existence of the camp is also in flux as the City will be removing the tents from the area and putting in small individual shelters. The installation of off-the-shelf shelters are an effort by the city to formalize the informal amenities and living format that is currently on the site.

Unit Requirements
Fitzsimmons explains that transitional housing needs to be durable as well as provide private space for eating, sleeping and bathing. She suggests suites with full, but compact kitchens, private bathrooms, and a small area for a bed. The suite can be quite small in footprint, she says.

Services
The critical service to consider with PSH is proximity to public transit. Not only is this critical for residents' access to healthcare services, but also so that residents are able to maintain social networks and community connections. Fitzsimmons has worked with residents at Peeples Street Camp that have been placed in housing inaccessible by the bus who have ultimately returned to the camp due to isolation. We discussed the ideal grouping of units to provide case management. Fitzsimmons suggested that while 6 single units would work for weekly visits from an off site case manager, 18 would be too many for a single manager and would require a dedicated office space for supportive services.

Individual Shelters

Peeples Street Camp Kitchen

Patten Parkway - Downtown Chattanooga

4. THE CHATT FOUNDATION

During our meeting with the CHATT Foundation we spoke with Baron King, CEO, Traci Hefner, Director of Case Management, and Rebecca Harkins, Shelter Director. The CHATT Foundation mostly provides services for people who are chronically experiencing homelessness.

Housing
78% of CHATT Foundations managed cases are single adults. The foundation is experiencing a demand for more one bedroom and studio units. There is a surplus of two bedroom units, but a single housing voucher won't cover the cost of two rooms.

The CHATT Foundation manages a few different housing sites internally; a 12-family facility, two shared houses for men, and one shared house for women. Special use permits are required for running the housing service, but Hefner says they have no trouble obtaining or renewing them. The family facility has 12 units, each providing a large room with a single and double bed bunk. The facility focuses on Category 1 families, these are families that are already homeless or families that have no other option. Harkins says they receive 15-20 calls a day asking about availability. The three shared houses share a large yard and a grill. One houses 9 men with shared bathrooms and a kitchen. Another houses 4 men with private bathrooms and a shared kitchen. The last houses 4 women with private bathrooms and a shared kitchen. Although all have private bedrooms, the situation is not ideal, says Hefner. Many people exiting homelessness, particularly those that have experienced chronic homelessness, are dealing with trauma and therefore value having their own space.

Case Management
At a total of 17 people across the three houses, the CHATT Foundation organizes for 3 case managers to visit a few times a week. Hefner explained that this is a maximum concentration of people for their case managers. Generally managers should have 12 cases maximum and while it is best to have them on site in a dedicated office space, managers can visit weekly and meet in a quiet common space or a home office. Finding housing is the easiest part of the job for CHATT Foundation. The case management for

each individual's needs is the taxing component. Because of this, they keep caseloads relatively low so that they can provide intensive case management. The biggest challenge for case managers to house someone is funding the unit. Housing providers require deposits, first and last month's rent, and other fees that are difficult for people experiencing homelessness to come up with on short notice. Additionally, Hefner says, finding and maintaining case management staff is hard on its own.

Privacy & Trauma
A majority of the people CHATT Foundation assists want their own space. The traumas people experience while unsheltered can make living with strangers disorienting and frightening. This makes dignity and privacy the highest priority amenities to consider for PSH.

Amenities
Privacy is the most preferred amenity. Private bathrooms and living spaces are more important than private kitchens. A kitchenette in the unit can supplement a shared full kitchen. At its most essential a unit kitchenette will include a microwave, hot plate and compact refrigerator. Parking is not a priority, as car ownership generally decreases as the time one spends unhoused increases. Harkins says about 80% of family tenants have one car and that single adult tenants rarely have cars. PSH will have to accommodate a pet agreement as many tenants have pets that are considered family.

Permanent Supportive Housing Strategy
The consensus of the group was that PSH needs to work like a series of stepping stones. A spectrum of attainable housing needs to be incentivized by state and local governments in order to address people's varying experiences of homelessness. This begins with low barrier shelters and ends with workforce housing,

containing different degrees of low-income housing in tandem with support services in between. The goal is for as many people as possible to 'graduate' out of the system into private sector housing to clear the way for others that need assistance.

5. OFFICE OF HOMELESSNESS AND SUPPORTIVE HOUSING

Casey Tinker has been the director of OHSH since Tim Wolfe stepped down this past April (2023). We met with him to discuss the city's initiatives to help their unhoused residents. Chattanooga's program to prevent and eliminate homelessness has several approaches. OHSH manages a rapid re-house program, street outreach specialists and community partnerships with CRHC, the Chatt Foundation, CHA, Help Right Here and others. OHSH also provides emergency services during housing emergencies.

Rapid Re-House
OHSH's rapid re-house program prioritizes housing first. The goal is to house applicants within 90 days. Tinker says OHSH has a fund to assist with rental deposits and first month's rent at the moment, but expects it will only last a few years. After the resident is housed, they are provided with one year of case management with visits once per month. Tinker explained that historically, OHSH was originally created to provide assistance to veterans. They were not organized to have a high capacity to help the chronic population which requires more intensive case management post-housing. This year, OHSH hired a case manager with experience helping people who are chronically unhoused or unsheltered. However, currently, there are only six case managers for the 778 cases housed this

year. Typically OHSH will partner with another organization, like Council for Alcohol & Drug Abuse Services (CADAS), for case management that requires additional services like substance use and mental health treatment.

Crisis Management
Tinker estimated that the city needs about 250 beds to house the chronic sub-population of people experiencing homelessness. He also explained that part of their efforts are to prevent unhoused residents from becoming chronically homeless, which is defined, in part, by the number of years they have been unhoused. Part of this initiative is the in-progress low barrier shelter. The 164-bed shelter will be open 24/7 and serve immediate housing needs. Tinker mentioned that if the police need to relocate someone who is unsheltered late at night, as of now there is nowhere they can take them. OHSH is waiting on the final word for a few different potential sites. When they have confirmation on the location, they will release the plans. The low-barrier shelter is a critical initial step in moving people who are experiencing homelessness towards permanent housing. OHSH is also working to get 80 more units of permanent supportive housing online within the next 16 months.

Ideal Paths to Permanent Housing
Ideally, Tinker says, there would be a spectrum of housing options to move people experiencing homelessness from being unhoused to permanent housing. The initial step is a shelter. Next would be permanent supportive housing. PSH generally supports people who need wrap around services in order to maintain housing. This includes 24/7 staff on site and intensive case management suited to varying needs. Some may need substance use rehabilitation, mental healthcare or therapies to assist with

Existing Attainable Housing

pre-existing trauma as well as traumas from experiencing homelessness. When graduating out of PSH, residents can move on to transitional housing. Transitional housing is more geared towards people who episodically experience homelessness; housing would include visits from a case manager a few times a week to collect documents, help apply for jobs, provide budgeting education, etc... The final step is permanent housing. It is important to note that there are different versions of permanent housing; while some may move on to independent living, some may always need additional services and support included with their housing. This ideal path is flexible, some may even move directly from a shelter to independent permanent housing.

Desired Housing Stock
Tinker says a majority of the cases OHSH takes on are single adult males. He explained that if he had access to a hundred single bedroom units, he could fill every one of them. Initially, OHSH attempts to help everyone who can get a housing voucher get one as quickly as possible. Tinker estimated that over 90% of people they help are able to get one. However, CHA units are usually full and the number of private landlords that accept vouchers are limited. A majority of the housing stock that a voucher gives people

access to ranges from duplexes, to single family homes, to three bedroom units. Tinker also expressed the desire to avoid concentrating poverty. Shelters, PSH and transitional housing with high unit counts require constant on site management. A mixed-income housing site would inherently be less management as it would not be as concentrated. A functioning solution to create a stepping stone on the path to permanent housing would be to have affordable one bedroom units in mixed-income developments.

City-wide Plans
In addition to the Housing Action Plan released August, 2023, the city of Chattanooga has OHSH currently working with CRHC and third party Home Base on updating the 2018 Homelessness Action Plan. This will include a 3-5 year strategic plan to prevent and reduce homelessness. Tinker says the plan will be done in November.

OVERALL THEMES

Political Feasibility
Everyone we spoke with was facing barriers in their efforts to provide housing. The challenges cited include a lack of appropriate unit types, insufficient affordable housing stock, and not enough low barrier entry residences. Additionally, all agreed there was a lack of funding to pay one-time move in fees and to maintain case management staff. The shortage in attainable housing is in part due to zoning. Without political support to change it, efforts to design permanent supportive housing must navigate existing restrictive zoning. This extra step is compounded with resistance from neighbors.

The policy recommendations from the CASPEH report and zoning amendments are a great place to start. However, until there is political support, PSH will have better success packaged as incremental infill and mixed-income housing.

Housing to Meet Demands
Housing must be coordinated to meet demand. Different experiences of homelessness require different types of housing. A spectrum of housing must be developed and located in response to

existing needs. There is large unmet demand for studios and one bedroom units. There is also some demand for three bedroom units for families. Privacy and dignity must be prioritized. PSH must be located in walkable or transit supported areas. Units must be grouped in numbers manageable by case workers, and provide additional meeting spaces when necessary. Depending on the sub-population of people experiencing homelessness targeted, different wraparound services should be accounted for in space planning.
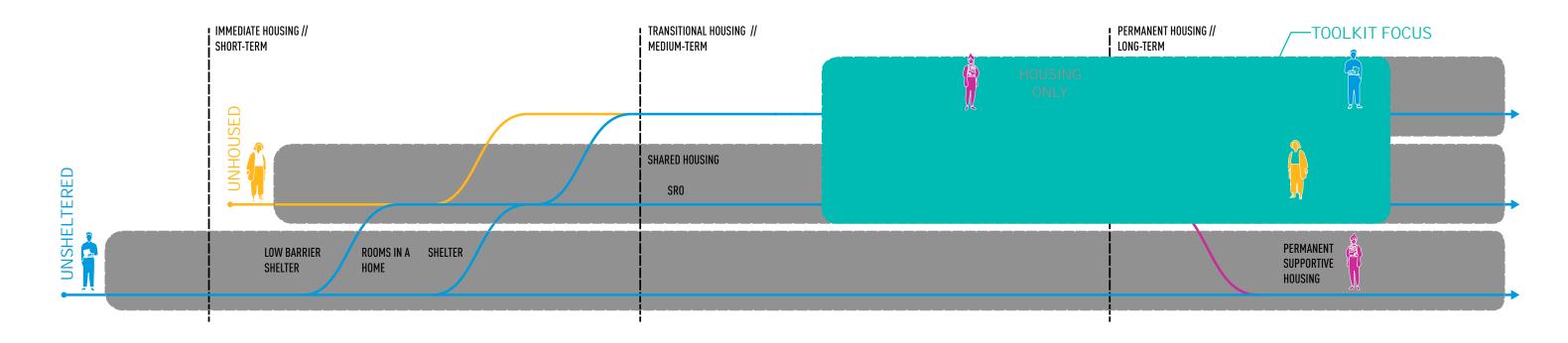
Leveraging Existing Efforts
We met and discussed with many people doing thoughtful work and there are many more ongoing efforts in Chattanooga and elsewhere already providing aid. Additional efforts should collaborate with local and national programs to maximize on existing infrastructures. PSH should incorporate existing services to provide in tandem with attainable housing. This includes cooperating with CHA and their partner agencies, coordinating with CRHC's action plan development for the city and making decisions based on what we have learned from the shared experience of Help Right Here and the CHATT Foundation.

HOUSING STRATEGY

While the issues surrounding homelessness can be complex, a housing strategy need not be complicated. At the most basic level, our solution is to provide more attainable housing options. Through our initial interviews and research, we found that a majority of people experiencing homelessness are singles living alone with minimal support needs. While there will always be people that do not fit this description, a housing strategy that focuses on the majority can free up more resources for the minorities with the greatest needs (families and those with long-term support needs). Our housing strategy provides a series of prototypes that can flexibly adapt to local conditions and needs in Chattanooga. No matter the type, all of our housing aims to meet the following criteria: small, proximate, private and dignified.

HOUSING STRATEGY // PATHS

IMMEDIATE HOUSING //
SHORT-TERM

TRANSITIONAL HOUSING //
MEDIUM-TERM

PERMANENT HOUSING //
LONG-TERM

TOOLKIT FOCUS

HOUSING ONLY

UNHOUSED

UNSHELTERED

SHARED HOUSING

SRO

LOW BARRIER SHELTER

ROOMS IN A HOME

SHELTER

PERMANENT SUPPORTIVE HOUSING

Paths

When we think of the spectrum of attainable housing, we need to remember that there are a variety of individuals with a variety of needs and levels of support. We also need to keep in mind that people are entering the contiuum of care from different experiences. While the unsheltered population has immediate needs and generally requires a high level of support, the unhoused population may have less upfront and long-term needs. Regardless of the starting point, the ultimate goal is to move as many people as possible out of short and medium-term solutions to long-term, or permanent, solutions.

Short-Term Housing provides immediate relief for those experiencing a crisis. Examples include low barrier shelters (shelters with limited or no entry requirements), general and religious shelters (shelters with entry requirements), and rooms in an existing home (either as a temporary guest, or a roominghouse). All of these generally

provide a higher level of support services. Short-term housing may help an individual avoid being unsheltered temporarily, but it is not a permanent solution. Some shelters provide assistance with moving into more permanent housing situations.

Transitional Housing provides medium-term solutions for people transitioning to more stable, long-term housing. While levels of support may vary, these are generally small or shared units that most residents intend to move on from, as incomes allow. Examples include shared housing (roommates with shared kitchens and baths), guest suites (micro units attached to an existing home), SROs (Single Room Occupancy apartments or dormitories), smaller cottages (microunits), and Multiplexes (small apartment buildings). Incorporated support services, when provided, are aimed at moving people experiencing homelessness into or maintaining permanent housing.

Permanant Housing, like transitional housing, is available with different levels of support. Some individuals will always need some level of support to maintain housing; permanent supportive housing (PSH) is a necessary component to serve these individuals. Permanently subsidized housing (such as CHA) is necessary for those who may not always need other services, but do need financial assistance with housing costs. For people who do not need any level of support but are experiencing homelessness due to a lack of housing that meets their needs, attainable housing types must be provided and, or expanded. Attainable housing includes many of the same, smaller housing solutions found in Transtional Housing, including guest suites, smaller cottages, cottage courts, and multiplexes.

It is also important to note that there are many different paths through this matrix of housing. Some people may always need a combination

of housing and support, while others may move directly to attainable housing without support. Conditions beyond control may hold an individual back from moving into permanent housing. For these reaons, it is vital to have a robust collection of housing tools to effectively prevent people from experiencing homelessness.

Strategy

Attainable housing should be small, proximate, private, and dignified. Housing should be designed to have small efficient units geared towards single adults. Housing should also be proximate to transit and walkable, resource rich areas. Many people who have experienced homelessness have experienced trauma; housing should be private with minimized obligatory shared spaces. Finally, housing must be dignified; the design should reflect the neighborhood character of Chattanooga so that it can fit seamlessly into existing neighborhoods.

HOUSING STRATEGY

Housing should be:

SMALL

Efficient units geared toward single adults

Because a majority of people in the Chattanooga region experiencing homelessness are adults living alone, a majority of our housing types are designed for one person. Additionally, housing is expensive to build. The larger the home, the higher the cost. For this reason, the units are designed to be compact and efficient, providing an average of 210-360 SF per person. The studios and one-beds are also all one-story, providing grade-level access for mobility impaired. Each unit has a dedicated porch, allowing for additional low-cost living space.

PROXIMATE

Close to transit and walkable, resource rich areas

No matter the housing type, the housing location matters. Because most people experiencing homelessness do not own a car, they rely on walking, biking or public transportation to access goods and services. For this reason, attainable housing is best located near transit and in areas that are walkable and bikeable. Additionally, many people experiencing homelessness do not want to be removed from their community. Having access to friends is as important as access to resources like jobs, grocery stores, and medical facilities.

PRIVATE

Minimized obligatory shared spaces

Many people experiencing homelessness are experiencing an intensely stressful period of life. For this reason, minimizing shared space (and thus minimizing potential stressful conflicts with roommates) is highly preferred. Each unit is designed to have its own kitchenette and bathroom, allowing privacy and independence.

DIGNIFIED

Embraced by residents and neighbors

Dignified housing is important for two reasons. First, the occupants deserve to feel respect and humanity in their living situation. A dignified home can create stability and foster pride, helping to minimize stress for residents and also ensure care and upkeep of the home. Second, dignified housing is a welcome addition to most communities. Housing that fits in with the local character of a neighborhood will not only be well received, it will not stand out, thus reducing the stigma associated with affordable or subsidized housing.

HOUSING STRATEGY // PROXIMITY

RESOURCE RICH AREAS

Concentrated Services
Because a majority of unhoused individuals do not have access to cars, housing should be located in proximity to necessary services. A majority of services are located downtown; the circle on the map locates a 2-mile radius around downtown. Not only this the most walkable district, it also provides the highest concentration of transit and bike lanes.

Bus Walksheds
On-site discussions confirmed the importance of locating attainable housing proximate to public transit. Most bus lines run anywhere from every 30 minutes to every 2-3 hours. The #4 line is the most used and runs every 15 minutes from downtown Chattanooga to Hamilton Place Mall. For most, a trip to a medical facility would require a transfer. While bus transit in Chattanooga under-delivers, it can be the only viable option for residents without cars to make necessary trips to the grocery store, pharmacy and healthcare providers.

Bike Routes
Bikes are an affordable alternative to cars and can supplement the bus for able-bodied individuals. Dedicated bike lanes improve bike accessibility and safety.

- 2 MI RADIUS OF CONCENTRATED SERVICES
- 1/4 MI TRANSIT RADIUS WALKSHED
- BIKE ROUTES
- BUS ROUTES
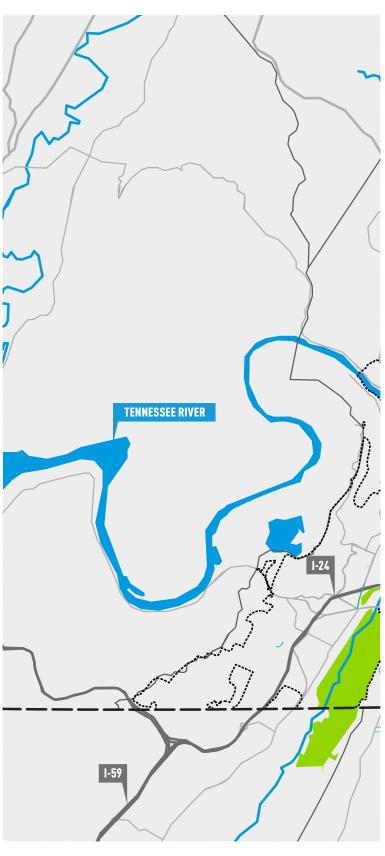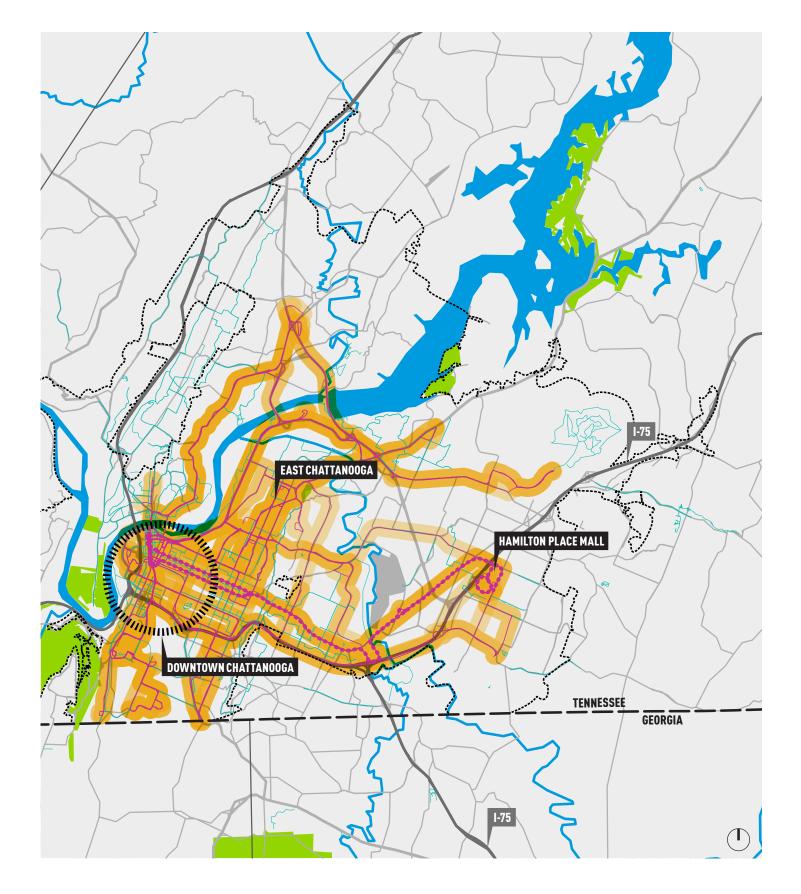- #4 BUS
- CITY OF CHATTANOOGA
- ROADS

TENNESSEE RIVER

I-24

I-59

EAST CHATTANOOGA

I-75

HAMILTON PLACE MALL

DOWNTOWN CHATTANOOGA

TENNESSEE
GEORGIA

I-75

HOUSING STRATEGY // AREAS OF FOCUS

FAMILIES
+/-5%

SINGLE ADULTS
+/-95%

Household Spectrum
A majority of people experiencing homelessness are single adults. In 2022 only 5% of the unsheltered population in Hamilton County were people in families. For this reason, a majority of the housing toolkit focuses on single adults, with a handful of options included for families or larger households.
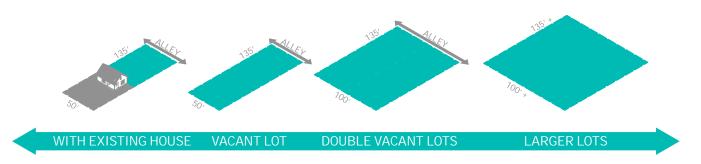

WITH EXISTING HOUSE   VACANT LOT   DOUBLE VACANT LOTS   LARGER LOTS

Lot Spectrum
Chattanooga's residential lots are typically 50' wide and 135' deep, and many lots are served by rear alleys and streets that can accomodate on-street parking. Whether the site includes an existing structure, a single vacant lot, or multiple adjacent lots, our focus is to provide a selection of housing prototypes that can adjust to each condition.

WRAP AROUND SERVICES
+/-20%

HOUSING + LIMITED WRAP AROUND SERVICES

HOUSING
+/-80%
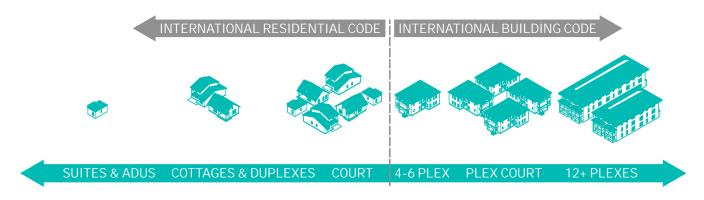
Needs Spectrum
A majority of people experiencing homelessness just need attainable housing and some degree of limited wrap around services. Because of this, the focus is on providing attainable housing with limited wrap-around services (such as offices for case management services). For housing that includes case management services, it is recommended to not exceed 12 units. This keeps the case load reasonable for case managers and avoids concentration of poverty.

INTERNATIONAL RESIDENTIAL CODE   INTERNATIONAL BUILDING CODE

SUITES & ADUS   COTTAGES & DUPLEXES   COURT   4-6 PLEX   PLEX COURT   12+ PLEXES

Housing Spectrum
A series of housing prototypes can respond to existing circumstances and needs. These prototypes can be scattered and grouped in different ways to avoid concentrating poverty and to contribute to healthy, mixed-income neighborhoods. An important consideration is the number of attached units as it relates to building codes. The IBC requires increased fire protection for 3+ attached units, which adds significant cost. Larger multifamily buildings also face higher infrastructure and permitting costs, as well as increased political opposition.

HOUSING STRATEGY // BUILDING CODES

INTERNATIONAL BUILDING CODE

The International Building Code (IBC) covers multifamily and commercial buildings, and increases project costs and timelines.

» Includes all multifamily, starting with a triplex
» Requires sprinklers
» Commercial stormwater requirements
» Commercial permitting requirements
» Complex engineering requirements

Triplex

INTERNATIONAL RESIDENTIAL CODE

The International Residential Code (IRC) covers single-family buildings, and is generally less expensive than IBC projects.

» Includes single-family, duplexes, townhomes, and accessory structures not more than 3 stories above grade
» Does not require sprinklers
» Residential stormwater requirements
» Simpler permitting for building and site
» Simpler engineering requirements
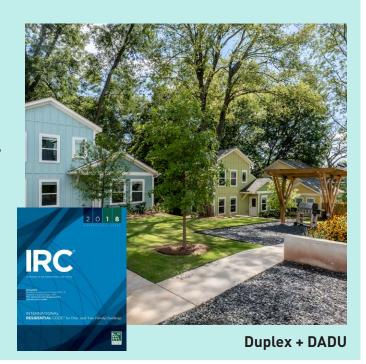

Duplex + DADU

IBC Minimums

» IBC regulates housing size by dictating the minimum size of "habitable" rooms. For instance, a studio apartment requires a 190-square-foot living room. Additionally, the IBC mandates that a kitchen, a bathroom, and a storage closet be provided. Combining those elements with the code-required circulation and accessibility clearances, a studio apartment's minimum size usually ends up at about 300 square feet.
» The Uniform Building Code, the predecessor to the IBC we use today, was first published in 1927. About two decades later in 1946, it introduced minimum room sizes, including an 80-square-foot living room. In 1964 the requirement grew to 90 square feet. In 1973, the requirement suddenly more than doubled to 220 square feet. **These arbitrary increases have big cost implications.**

Takeaway

While the homes in the photos above appear similar in scale, one is much more expensive to build. A triplex, considered multifamily, is governed by the IBC. A duplex with a detached ADU (DADU) would be governed by the IRC, thus not requiring sprinklers or commercial stormwater (both very costly to provide).

Small format duplex cottage courts are the most cost effective way to provide density, as they can be built under IRC. They can also fit more seamlessly with neighborhood fabric and character than a larger IBC apartment.

HOUSING STRATEGY // IMPLEMENTATION

MORE UNITS IN
ONE PLACE

12 UNITS+

4-12 UNITS

1-2 UNITS

DENSITY AXIS

NO
SERVICES

ASSISTANCE AXIS

MORE
SERVICES

TOOLKIT AREA OF FOCUS

LESS UNITS IN
ONE PLACE

AXES OF DIFFICULTY

Barriers
The two major barriers to providing attainable housing are financial barriers and political barriers. Housing is expensive to provide, period. More units, particularly more units in one building, equates to more cost (largely due to building codes). More support services also equates to higher upfront and ongoing costs. Fewer, smaller units with less support services are the most cost effective.

Politically, there are a number of real and percieved barriers. While there is usually an understanding that supportive housing projects are deeply needed, there is commonly neighborhood opposition to affordable housing and supportive services being provided in a community. Often cited reasons include fear of decreased property values and fear of increased crime. These NIMBY ("Not-In-My-Backyard") attitudes typically translate to political opposition to supportive or attainable housing projects. Because of this, target sites are often identified as far from neighborhoods as possible, in industrial and/or remote areas. This reactive siting strategy typically means the location is inconvenient to services, transport, and the supportive community of other unhoused individuals.

Further, zoning ordinances typically require special approvals via rezoning or conditional use permits to allow supportive housing in most places. These special approvals tend to trigger neighborhood opposition. Larger projects with more services tend to be more strongly opposed.Fewer, smaller units with less support services will be more welcome in resource rich communities.

Approach
For these reaons, the toolkit focuses on the most cost effective and politically acheivable types of projects. Larger, denser projects with more support services will be the most difficult to achieve. Even small projects with a high level of support services may prove difficult. While small projects with no support services are the most achievable, these will have the lowest impact. Therefore, the toolkit focuses on projects with moderate density (no more than 12 units that require supportive services). Supportive services are limited to shared spaces for case management and other similar services.
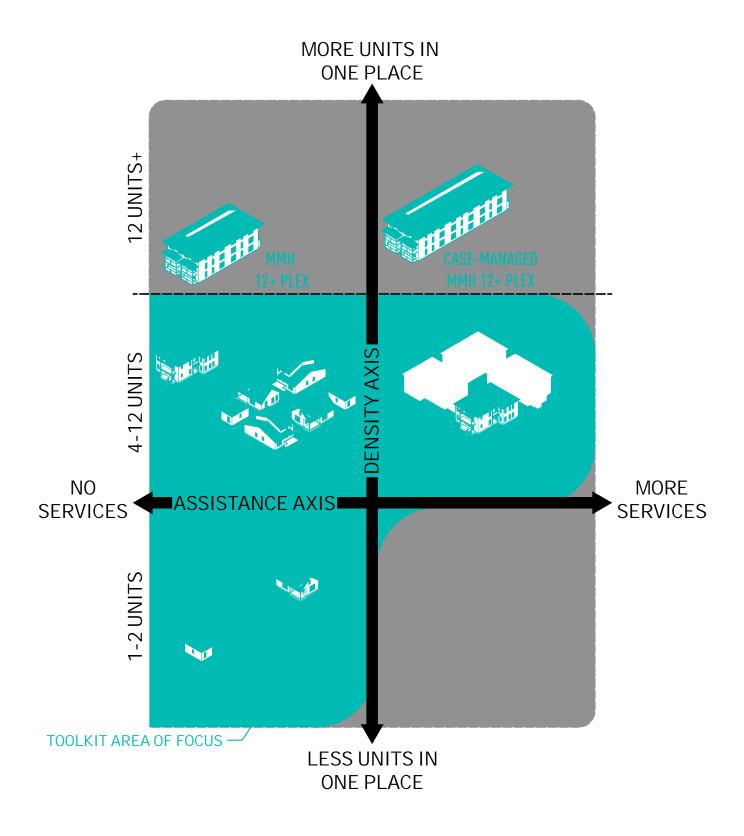
Note that zoning reform may be necessary to allow certain types of housing without extra approvals, such as guest suites, accessory dwelling units, small cottages, and cottage courts.

Feasibility Zone
Areas shown in blue in the diagrams are those that are the least obstructable by neighborhood and related political opposition, and therefore are the most feasible to deliver.

HOUSING STRATEGY // IMPLEMENTATION

MORE UNITS IN ONE PLACE

12 UNITS+

MMH 12+ PLEX

CASE-MANAGED MMH 12+ PLEX

4-12 UNITS

DENSITY AXIS

NO SERVICES ← ASSISTANCE AXIS → MORE SERVICES

1-2 UNITS

TOOLKIT AREA OF FOCUS

LESS UNITS IN ONE PLACE

FEASIBLE PROJECT TYPES

Feasibility Zone
The least difficult housing types to provide are small, cottage homes and guest suites or accessory dwelling units (ADUs). These types of housing are allowed by-right and can fit seamlessly within neighborhood fabric. However, this scattered site approach has a lower impact and requires more property.

Smaller house-scale apartments (4-6 units) and scattered cottage court projects, potentially located on faith institution land, can focus on rehousing those that need little to no support without triggering a zoning approval requirement (a special or conditional use permit). Similarly, including attainable rental units (4-12) within a larger housing development can be a strategy to lessen the concentration of density and potential opposition. The expectation is that these units require some support, but a minimal amount. The management and support would be targeted to ensure the occupants are supported without being disruptive to the larger rental community and the surrounding neighborhood. In all of these cases, the maximum amount of supported units is 12. This decreases concentration of poverty and supports healthy, mixed income communities.

InFeasibility Zone
The most difficult housing types to provide are those with the most support services, and those with the largest concentration of supported residents. These include apartments larger than 12 units, shared housing with case management such as a roominghouse or group home, single room occupancy (SROs) and shelters. Because of the financial and political barriers to these types of housing, the toolkit does not focus on them.

PROPOSED HOUSING TYPES

The proposed building designs focus on how small, private, & dignified supportive housing can be provided effectively in buildings that respect and compliment the residential character of Chattanooga's neighborhoods. In line with our conclusion that supportive housing models need to be relatively small, building designs contain primarily studio units and 1 bed units, and are laid out to minimize the amount of shared spaces and facilities to ensure adequate privacy. Building types are mostly 1-story, and are all traditional in nature to ensure they respect the scale & character of existing Chattanooga neighborhoods.

WHAT DOES SMALL, PROXIMATE, PRIVATE, & DIGNIFIED HOUSING LOOK LIKE?

To provide effective permanent supportive housing that is small, proximate, private, & dignified, building designs must be calibrated accordingly.

REQUIREMENTS

Small
Small units, such as studios, are capable of meeting residents' needs while keeping building sizes in line with neighboring properties.

Proximate
Small foot prints can easily fit into dense, resource rich neighborhoods. Small units also enable an appropriate density on typical residential lots, meaning that individual sites or buildings can accommodate proximate on-site services, thus ensuring that residents have continuous access to whichever services they need.

Private
By including facilities such as kitchens and restrooms within each unit, residents will be able to enjoy their own privacy, and each resident's specific needs can be met more effectively.
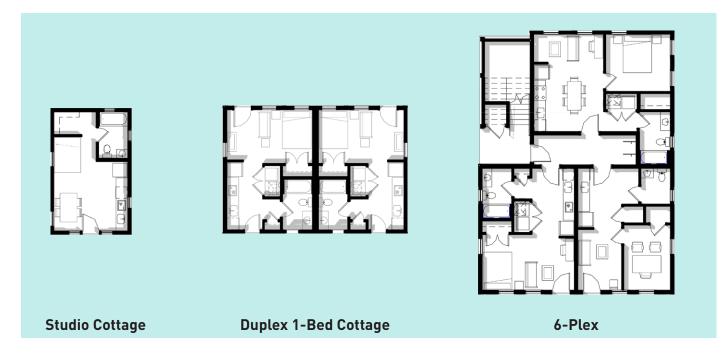
Dignified
Lastly, by ensuring that buildings are aesthetically in-line with their neighbors, supportive housing can even enhance or compliment the dignified nature of traditional residential neighborhoods.

A SPECTRUM OF HOUSING OPTIONS

Just as individuals experiencing homelessness have a diverse spectrum of needs which must be met, successful supportive housing must exist in a spectrum of different scales and types of buildings. Rather than assuming that one size fits all, supportive housing must be able to accommodate living spaces of various shapes and sizes, which can be selected as needed to fit the constraints of any typical residential site. Where small sites may preclude the use of larger buildings, small units can be provided effectively as stand-alone cottages. Where larger sites may present opportunities to house more residents proximate to their service providers, larger buildings should be considered.The unit types shown here are all intended to be flexible in how they are deployed. The following pages offer a glimpse into how the units can be integrated into buildings both large and small.

Studio Cottage   **Duplex 1-Bed Cottage**   **6-Plex**

KRONBERG
URBANISTS
ARCHITECTS
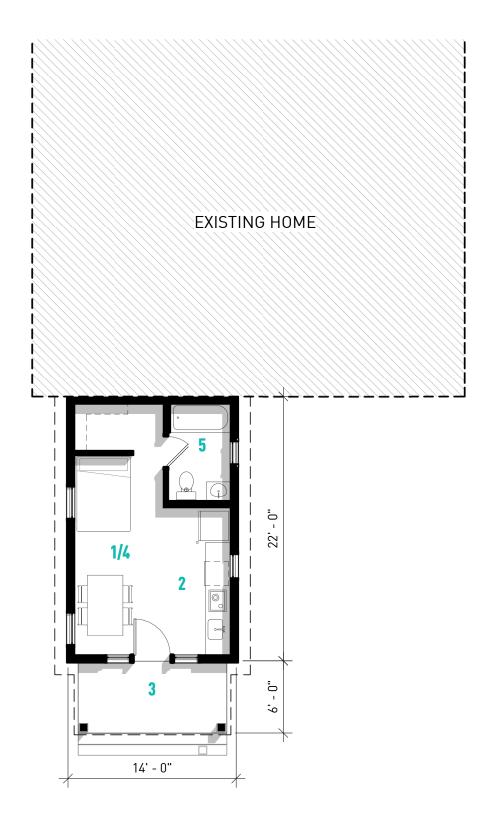
STUDIO COTTAGE
ATTACHED

UNITS: 1
BEDROOMS: 0
BATHROOMS: 1
STORIES: 1
BUILDING FOOTPRINT: 310 SF PER UNIT

EXISTING HOME

1/4

5

2

3

22' - 0"

6' - 0"

14' - 0"

1 LIVING
2 KITCHEN
3 PORCH
4 BEDROOM
5 BATHROOM

1/8" = 1'-0"

0'   4'   8'   16'   24'

KRONBERG
URBANISTS
ARCHITECTS
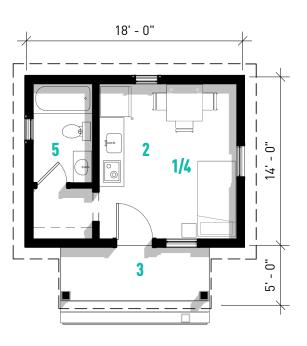
STUDIO COTTAGE
MICRO

UNITS: 1
BEDROOMS: 0
BATHROOMS: 1
STORIES: 1
BUILDING FOOTPRINT: 250 SF

18' - 0"

14' - 0"

5' - 0"

5

2

1/4

3

FLOOR PLAN

1 LIVING
2 KITCHEN
3 PORCH
4 BEDROOM
5 BATHROOM

1/8" = 1'-0"

0'   4'   8'   16'   24'

KRONBERG
URBANISTS
ARCHITECTS

STUDIO COTTAGE
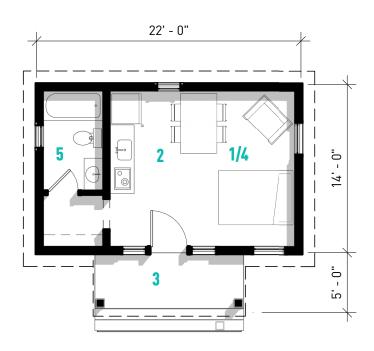
UNITS: 1
BEDROOMS: 0
BATHROOMS: 1
STORIES: 1
BUILDING FOOTPRINT: 310 SF

FLOOR PLAN

22' - 0"   5' - 0"
14' - 0"

5
2
1/4
3

ALTERNATE PLAN

22' - 0"
14' - 0"

5
2
1/4
5' - 0"
3

1 LIVING
2 KITCHEN
3 PORCH
4 BEDROOM
5 BATHROOM

1/8" = 1'-0"

0'   4'   8'   16'   24'

KRONBERG
URBANISTS
ARCHITECTS
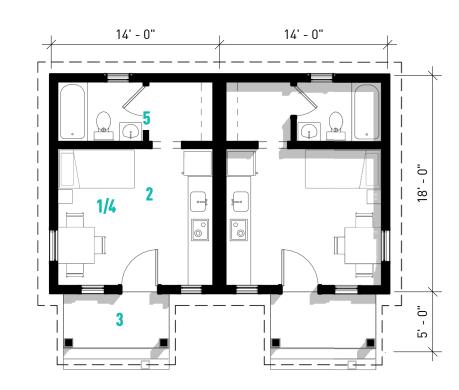
STUDIO COTTAGE
MICRO DUPLEX

UNITS: 1
BEDROOMS: 0
BATHROOMS: 1
STORIES: 1
BUILDING FOOTPRINT: 250 SF PER UNIT

14' - 0"   14' - 0"

18' - 0"

5' - 0"

1 LIVING
2 KITCHEN
3 PORCH
4 BEDROOM
5 BATHROOM

1/8" = 1'-0"

0'   4'   8'   16'   24'

KRONBERG
URBANISTS
ARCHITECTS
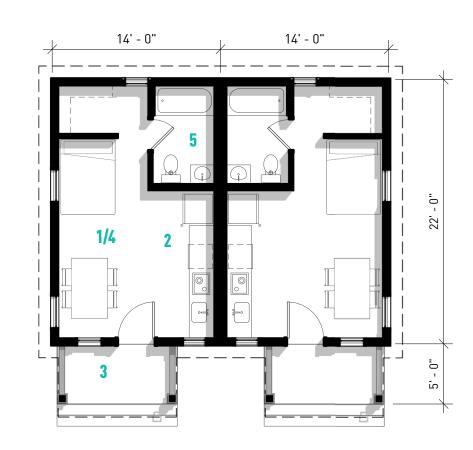
STUDIO COTTAGE
DUPLEX

UNITS: 1
BEDROOMS: 0
BATHROOMS: 1
STORIES: 1
BUILDING FOOTPRINT: 310 SF PER UNIT

14' - 0"   14' - 0"

22' - 0"

5' - 0"

1/4   2

5

3

1 **LIVING**
2 **KITCHEN**
3 **PORCH**
4 **BEDROOM**
5 **BATHROOM**

1/8" = 1'-0"

0'   4'   8'   16'   24'

KRONBERG
URBANISTS
ARCHITECTS

STUDIO COTTAGE
LONG DUPLEX

UNITS: 1
BEDROOMS: 0
BATHROOMS: 1
STORIES: 1
BUILDING FOOTPRINT: 250 SF PER UNIT

14' - 0"

44' - 0"

6' - 0"

5

1/4

2

3

1 LIVING
2 KITCHEN
3 PORCH
4 BEDROOM
5 BATHROOM

1/8" = 1'-0"

0'   4'   8'   16'   24'

KRONBERG URBANISTS ARCHITECTS

STUDIO COTTAGE
LARGE DUPLEX

UNITS: 1
BEDROOMS: 0
BATHROOMS: 1
STORIES: 1
BUILDING FOOTPRINT: 352 SF PER UNIT

1 LIVING
2 KITCHEN
3 PORCH
4 BEDROOM
5 BATHROOM

1/8" = 1'-0"

0'   4'   8'   16'   24'

KRONBERG
URBANISTS
ARCHITECTS
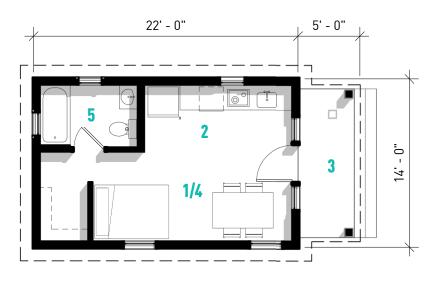
STUDIO COTTAGE
4-PLEX

UNITS: 1
BEDROOMS: 0
BATHROOMS: 1
STORIES: 1
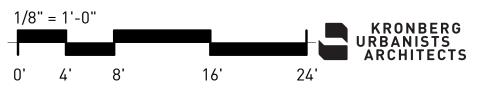BUILDING FOOTPRINT: 1,232 SF

28' - 0"

5' - 0"

47' - 0"

5' - 0"

5

1/4

2

3

1 LIVING
2 KITCHEN
3 PORCH
4 BEDROOM
5 BATHROOM

1/8" = 1'-0"

0'   4'   8'   16'   24'

KRONBERG
URBANISTS
ARCHITECTS

CNE INC. IN PARTNERSHIP WITH KUA

1 BED COTTAGE

UNITS: 1
BEDROOMS: 1
BATHROOMS: 1
STORIES: 1
BUILDING FOOTPRINT: 430 SF

28' - 0"

15' - 6"

5' - 0"

5

4

2

1

3

FIRST FLOOR PLAN

1 LIVING
2 KITCHEN
3 PORCH
4 BEDROOM
5 BATHROOM

1/8" = 1'-0"

0'   4'   8'   16'   24'

KRONBERG
URBANISTS
ARCHITECTS

1 BED COTTAGE
DUPLEX

UNITS: 1
BEDROOMS: 1
BATHROOMS: 1
STORIES: 1
BUILDING FOOTPRINT: 430 SF

OPTION TO DO LONG
DUPLEX INSTEAD

28' - 0"
5' - 0"
15' - 6"
15' - 6"
5' - 0"

1 LIVING
2 KITCHEN
3 PORCH
4 BEDROOM
5 BATHROOM

1/8" = 1'-0"

0'   4'   8'   16'   24'

KRONBERG
URBANISTS
ARCHITECTS
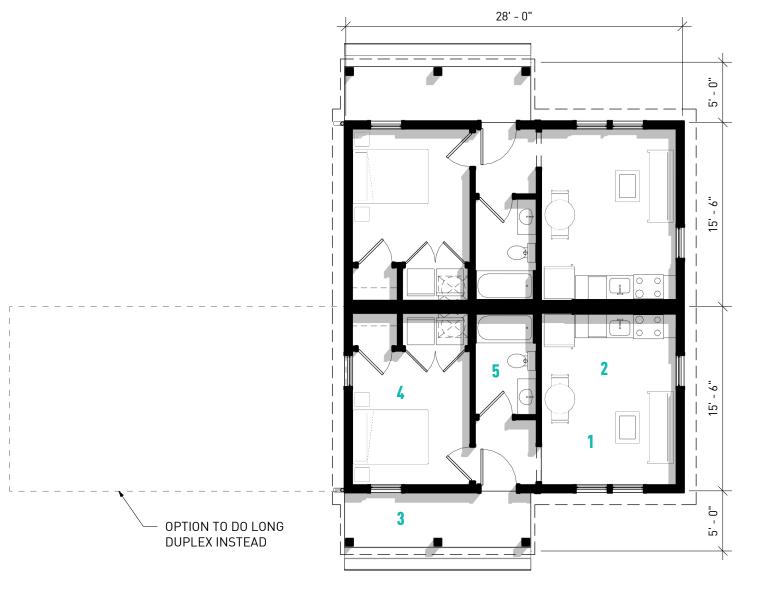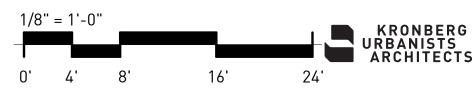
1 BED COTTAGE
2-STORY

UNITS:	1
BEDROOMS:	1
BATHROOMS:	1
STORIES:	2
BUILDING FOOTPRINT:	290 SF

SECOND FLOOR PLAN

6' - 0"   18' - 0"

16' - 0"

FIRST FLOOR PLAN

ALTERNATE ENTRY LOCATION

1 LIVING
2 KITCHEN
3 PORCH
4 BEDROOM
5 BATHROOM

1/8" = 1'-0"

0'   4'   8'   16'   24'

KRONBERG URBANISTS ARCHITECTS
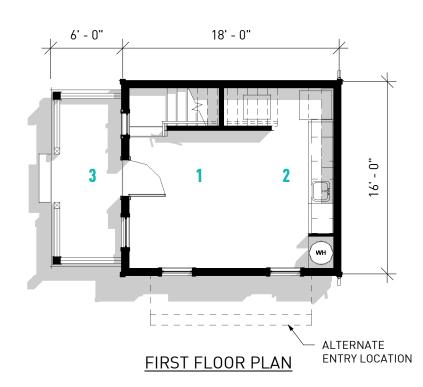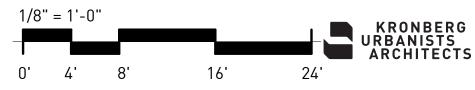
1 BED DUPLEX
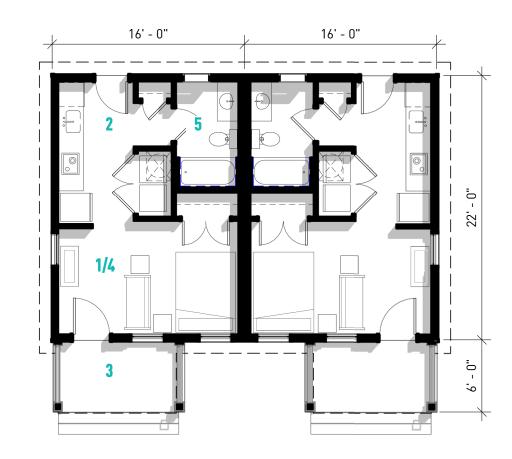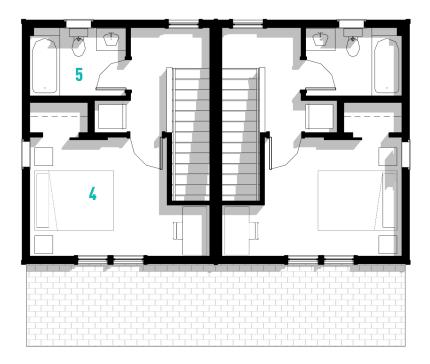
UNITS: 2
BEDROOMS: 1
BATHROOMS: 1
STORIES: 2
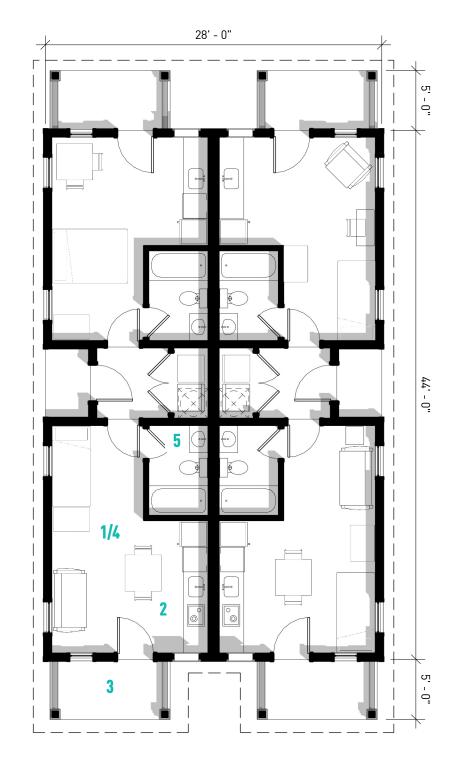BUILDING FOOTPRINT: 320 SF
                               PER UNIT
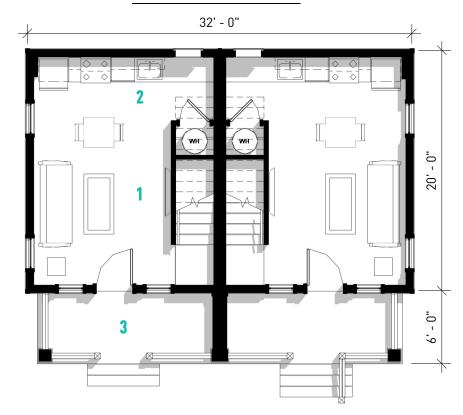
SECOND FLOOR PLAN

32' - 0"

20' - 0"

6' - 0"

FIRST FLOOR PLAN

1 LIVING
2 KITCHEN
3 PORCH
4 BEDROOM
5 BATHROOM

1/8" = 1'-0"

0'   4'   8'   16'   24'

KRONBERG
URBANISTS
ARCHITECTS

CNE INC. IN PARTNERSHIP WITH KUA
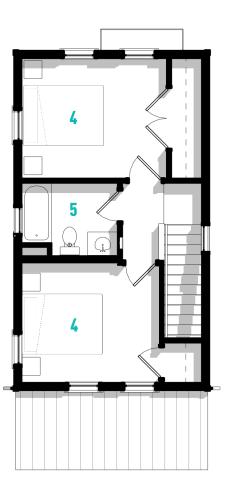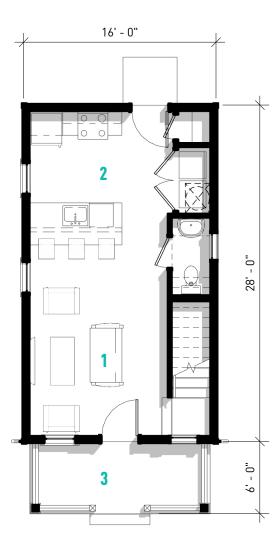
2 BED COTTAGE

UNITS: 1
BEDROOMS: 2
BATHROOMS: 1.5
STORIES: 2
BUILDING FOOTPRINT: 450 SF
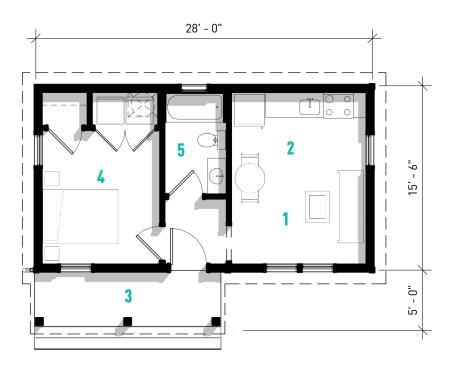

1 LIVING
2 KITCHEN
3 PORCH
4 BEDROOM
5 BATHROOM

1/8" = 1'-0"

0'   4'   8'   16'   24'

KRONBERG
URBANISTS
ARCHITECTS
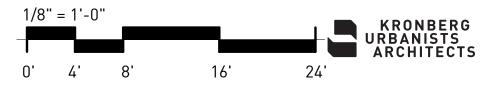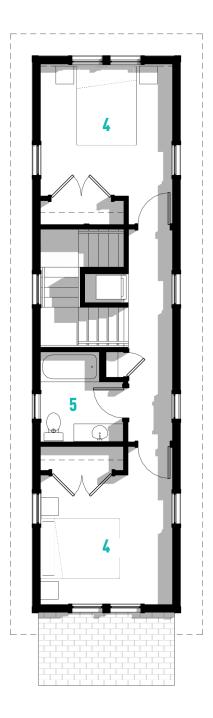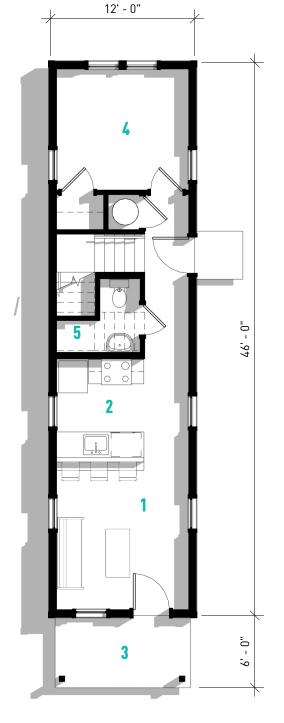
3 BED COTTAGE

UNITS:	1
BEDROOMS:	3
BATHROOMS:	1.5
STORIES:	2
BUILDING FOOTPRINT:	550 SF

12' - 0"

46' - 0"

6' - 0"

SECOND FLOOR PLAN

FIRST FLOOR PLAN

1 LIVING
2 KITCHEN
3 PORCH
4 BEDROOM
5 BATHROOM

1/8" = 1'-0"

0'   4'   8'   16'   24'

KRONBERG
URBANISTS
ARCHITECTS

6-PLEX

UNITS: 6 *
* 5 UNITS IF OFFICE INCLUDED
STUDIOS - UNIT A: 4 @ 380 SF
1 BEDROOMS - UNIT B: 2 @ 480 SF
STORIES: 2
BUILDING FOOTPRINT: 1,350 SF
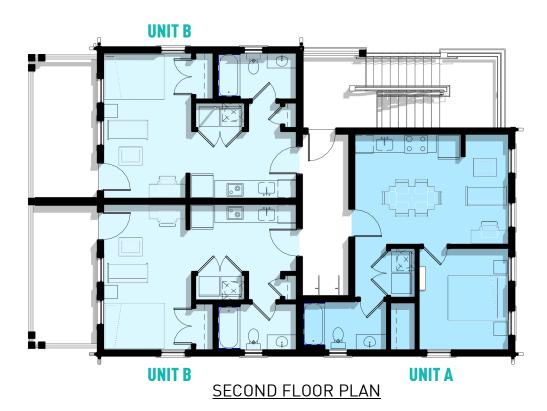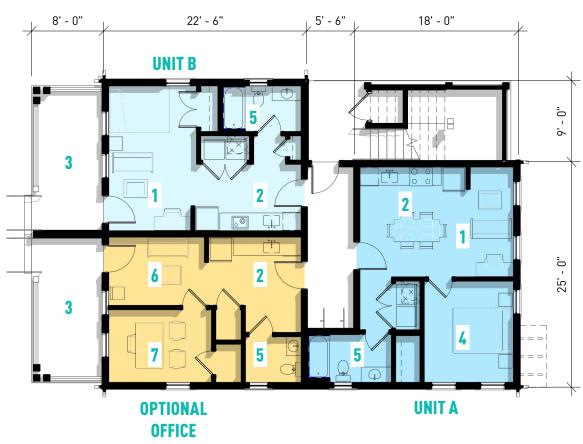
UNIT B

UNIT B   UNIT A

SECOND FLOOR PLAN

8' - 0"   22' - 6"   5' - 6"   18' - 0"

UNIT B

9' - 0"

3

3   25' - 0"

OPTIONAL
OFFICE   UNIT A

FIRST FLOOR PLAN

1 LIVING   5 BATHROOM
2 KITCHEN   6 WAITING   3/32" = 1'-0"
3 PORCH   ROOM
4 BEDROOM   7 OFFICE   0'   4'   8'   16'   32'

KRONBERG
URBANISTS
ARCHITECTS

8-PLEX

UNITS: 8 *
* 7 IF OFFICE INCLUDED
1 BEDROOMS: 8 @ 360 SF
STORIES: 2
BUILDING FOOTPRINT: 1,930 SF
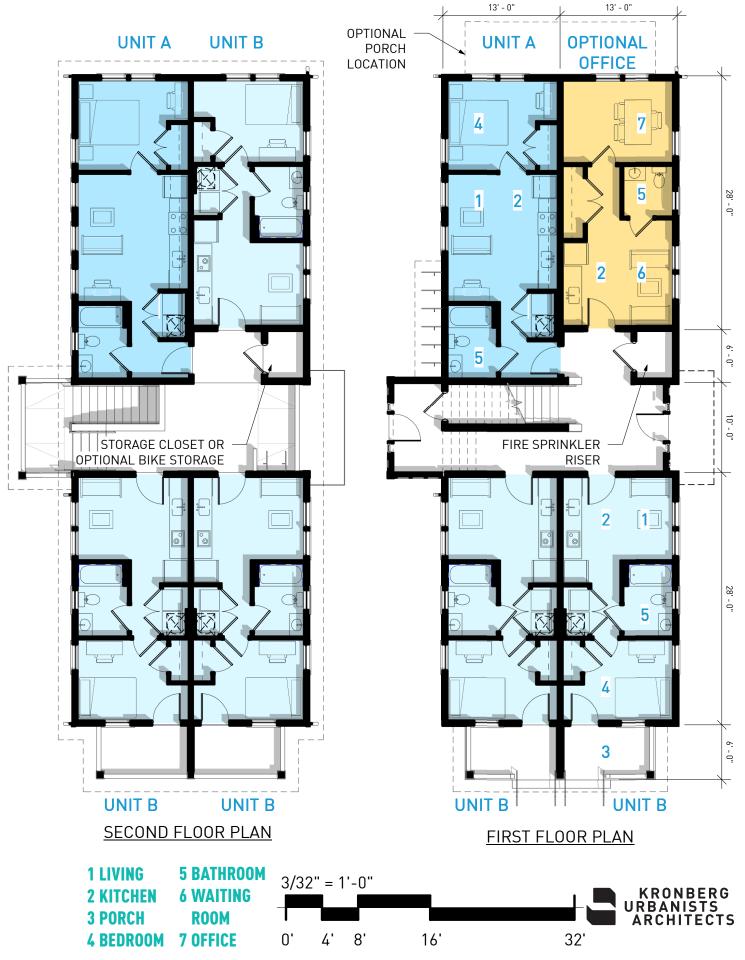
UNIT A   UNIT B

OPTIONAL
PORCH
LOCATION

13' - 0"   13' - 0"

UNIT A   OPTIONAL
OFFICE

STORAGE CLOSET OR
OPTIONAL BIKE STORAGE

FIRE SPRINKLER
RISER

UNIT B   UNIT B

UNIT B   UNIT B

SECOND FLOOR PLAN

FIRST FLOOR PLAN

1 LIVING   5 BATHROOM
2 KITCHEN   6 WAITING
3 PORCH   ROOM
4 BEDROOM   7 OFFICE

3/32" = 1'-0"

0'   4'   8'   16'   32'

KRONBERG
URBANISTS
ARCHITECTS
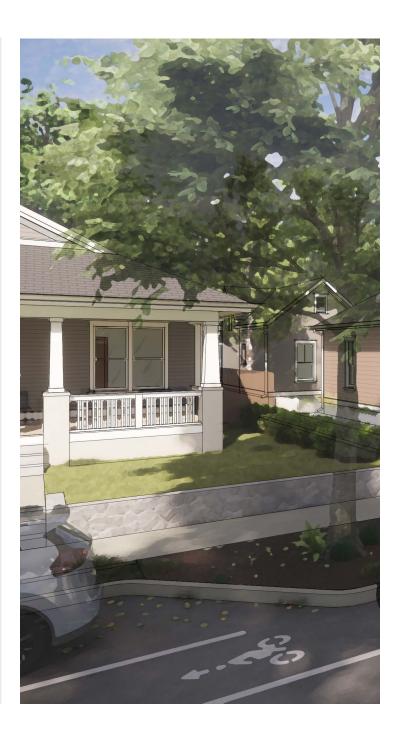
SITE STRATEGIES

The following site studies explore how the selected building types can be integrated into the existing fabric of Chattanooga's most central and walkable residential neighborhoods. These examples are based on increments of the city's typical 50' wide by 135' deep residential lots, and demonstrate how small, private, & dignified housing can be integrated into neighborhoods which are proximate to resources and opportunities. In most cases, these lots adjoin a 10' wide public alleyway which extends behind each property for shared parking & access to each property's rear yard from the street. Careful attention is paid to pedestrian circulation, active street and courtyard frontages, efficient parking (on-street and alley loaded), shared amenities (bike parking, discreet trash areas, courtyards), and landscaping. For the multi-lot sites, a mixed income approach is recommended, with no more than 12 units of supportive housing per site.

SITE STRATEGIES

URBAN DESIGN STRATEGIES
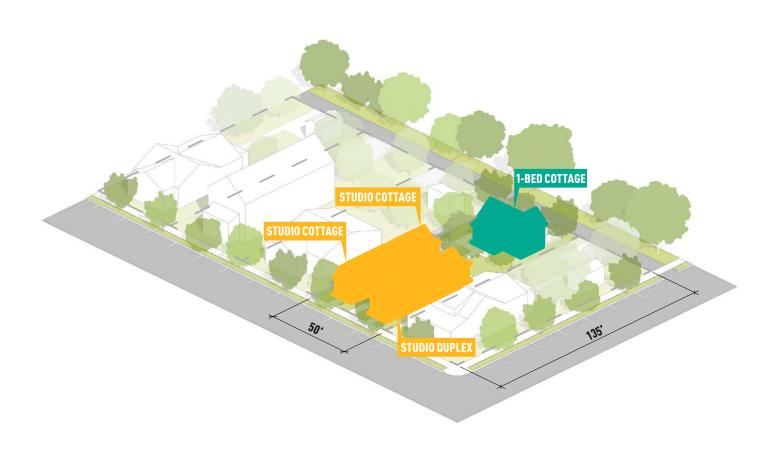
» Include a nice streetscape that matches the existing block. A typical streetscape includes a 5' planting zone and a 6' sidewalk zone.

» Plant street trees at 30' on center.

» Provide a minimum front yard setback of 15' from the curb. In most cases, it is best to match the typical front yard setback along the block face.

» Provide 5' side and rear yard setbacks. Rear setbacks can be taken from the centerline of alley.

» Utilize alleys and streets to provide parking, minimizing the amount of on-site parking. Provide no more than 0.5-1 parking space/unit.

» Provide 10' between buildings to avoid fire rating requirements.

» Provide a 3'-5' sidewalk to each unit.

» Provide front porches or stoops for all units, with a minimum 5' depth. Porches should face streets or shared open spaces where possible.

» Locate areas for mail kiosks and trash storage on-site, in areas that are accesible to all units.

» Consider providing shared, covered bike parking on-site.

» Organize dwellings around shared open spaces when possible.

» Plant new mid and over-story trees as space allows.

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ARCHITECTS
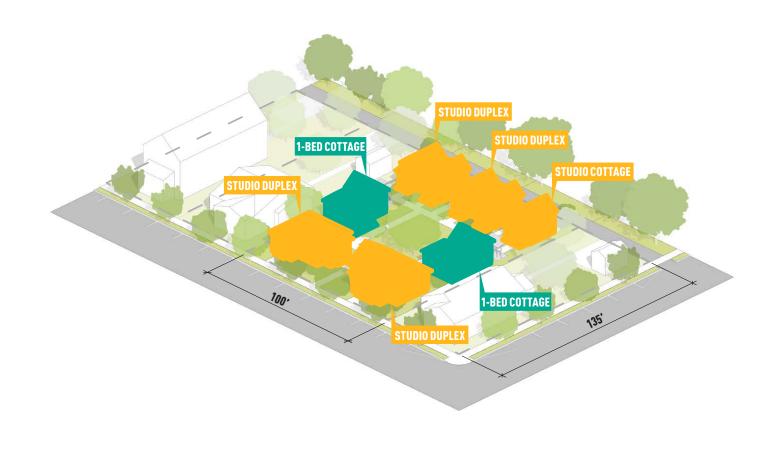
SINGLE LOT SITE STUDY

DOUBLE LOT SITE STUDY
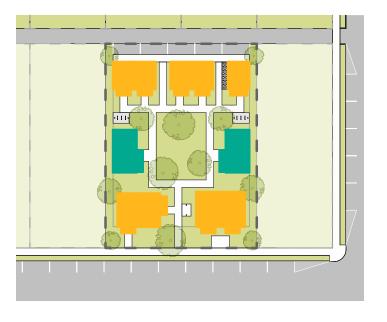
STUDIO COTTAGE

STUDIO COTTAGE

1-BED COTTAGE

STUDIO DUPLEX

50'

135'

STUDIO DUPLEX

1-BED COTTAGE

STUDIO DUPLEX

STUDIO DUPLEX

STUDIO COTTAGE

STUDIO DUPLEX

1-BED COTTAGE

100'

135'

UNIT COUNT
- (4) STUDIOS   4 UNITS
- (1) 1-BEDROOM   1 UNIT

TOTAL   **5 UNITS**

UNIT COUNT
- (9) STUDIOS   9 UNITS
- (2) 1-BEDROOMS   2 UNITS
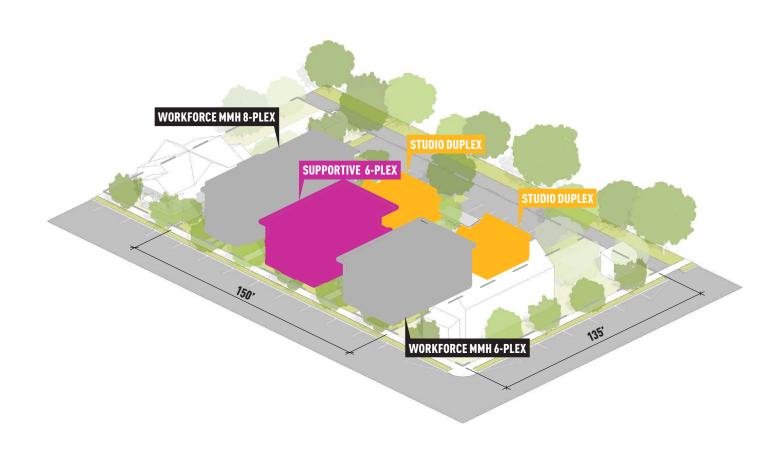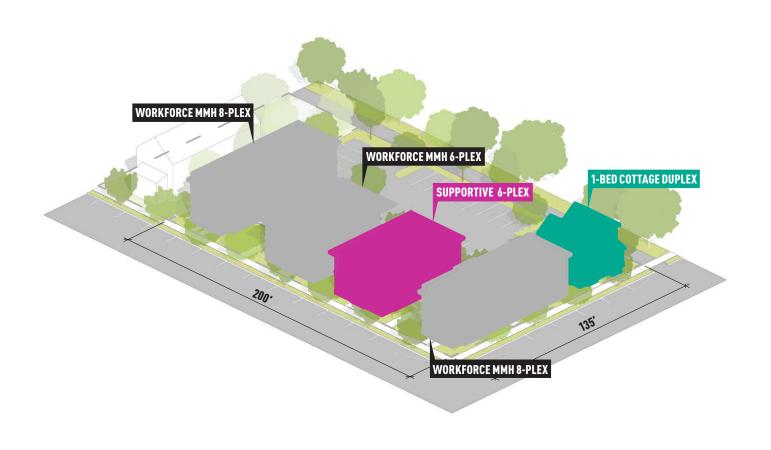
TOTAL   **11 UNITS**

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ARCHITECTS

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MULTI-LOT SITE STUDY

WORKFORCE MMH 8-PLEX
STUDIO DUPLEX
SUPPORTIVE 6-PLEX
STUDIO DUPLEX
150'
135'
WORKFORCE MMH 6-PLEX

UNIT COUNT
- (4) STUDIOS — 4 UNITS
- (2) MMH 6-PLEX — 12 UNITS
- (1) MMH 8-PLEX — 8 UNITS
- **TOTAL** — **24 UNITS**

CNE INC. IN PARTNERSHIP WITH KUA

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MULTI-LOT SITE STUDY

WORKFORCE MMH 8-PLEX
WORKFORCE MMH 6-PLEX
SUPPORTIVE 6-PLEX
1-BED COTTAGE DUPLEX
200'
135'
WORKFORCE MMH 8-PLEX

UNIT COUNT
- (2) 1-BEDROOMS — 2 UNITS
- (2) MMH 6-PLEX — 12 UNITS
- (2) MMH 8-PLEX — 16 UNITS
- **TOTAL** — **30 UNITS**

KRONBERG
URBANISTS
ARCHITECTS

APPENDICES

Appendix A // Precedents
This section illustrates several recent policis and projects that have aimed to provide supportive housing at various scales & in various contexts. Some projects are included for overall organizational or site design strategies, while others offer a more detailed look at building and unit interiors.

Appendix B // Supplemental Drawings
Appendix B includes a comparative spread showing all building types illustrated in this report, site plans showing the layouts used in our three-dimensional site studies, as well as 2023 CHA demographics diagrams. Site plans are for reference only, and do not correlate to actual specific locations in Chattanooga.

POLICY PRECEDENTS

YES IN GOD'S BACKYARD
Based upon Durham, NC

This proposed legislation grants as-of-right permissions for Places of Worship to add accessory dwelling units as a permitted accessory use.

Key Provisions
- ADUs are limited by underlying zoning lot coverage, but not by total number of units
- ADUs shall not be counted in square footage/ floor area ratio limitations of base zoning
- No Conditional or Special Use Permit required
- No parking requirements for ADUs
- Optional affordability requirement to permit ADUs, but this creates regulatory compliance burdens for place of worship and municipality.

ADUS FOR TYPICAL ZONING DISTRICTS
Fayetteville, AR; Others

Many jurisdictions have expanded existing permissions for enhanced ADU options.

Key Provisions
- Permit both attached (AADU) and detached (DADU) ADUs as-of-right
- Limit amount of ADUs provided to a gross SF instead of a unit cap
- Recommend 1,400 SF as SF cap
- Recommend permitting one AADU and up to two DADU
- Permit DADUs to be provided in duplex format to minimize site impact
- Optional affordability requirement to permit ADUs here, but this creates regulatory compliance burdens for owners

PATTERN ZONES
Bryan, TX

In Bryan, TX, the City leads the role of providing as-of-right zoning for city-owned lots for desired infill.

Key Provisions
  Legalize what is desired:
- If 6-8 plexes are desired, then legalize this.
- If 5-8 Unit Cottage Courts are desired, then legalize this.
- City led rezoning can be paired with Pattern Zoning which limits building types to pre-approved plans.
- Pattern Zoning can be expanded to pre-approved site plans; storm water compliance likely to require site specific engineering.
- Optional affordability requirement to permit ADUs here, but this creates regulatory compliance burdens.

PRE-APPROVED PLANS
South Bend, IN; Kalamazoo, MI; Groveland, FL

Many jurisdictions have pre-approved infill building plans grant expedited permitting to a set of pre-designed plans that are architecturally-appropriate for a specific community. They are designed to promote new construction by limiting the time and expense associated with the city's plan review process.

Key Outcome
- Lowering the bar to entry for those who want to build a home within an existing neighborhood.
- Reintroducing of traditional building and missing-middle housing types otherwise not offered by production builders.
- Streamlining the approval process to reduce municipal involvement so people can start building faster and focus investment into physical improvements in a community, and not on the approval process.
- Encouraging development in the community and neighborhoods otherwise overlooked and allows the private sector to lead with investment.
- Providing an obtainable and realistic vision for the community in both unit types and architectural style.

PRECEDENTS

ROSA F. KELLER BUILDING - NEW ORLEANS, LA
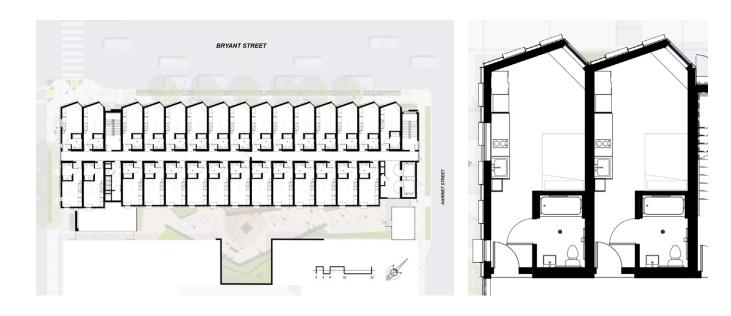
PROJECT FACTS
- (60) 765 SF STUDIO UNITS WITH PRIVATE KITCHEN & BATH
- ON SITE SERVICES FOR FORMERLY HOMELESS, DISABLED PERSONS, AND LOW-INCOME WORKERS
- ENERGY-EFFICIENT UNITS
- TEN UNITS SPECIALLY OUTFITTED FOR MOBILITY-IMPAIRED TENANTS
- 24-HOUR STAFFED FRONT DESK, LARGE INTERNAL COURTYARD, FITNESS ROOM, COMPUTER LAB, MUSIC REHEARSAL ROOMS

KEY TAKEAWAYS
- RENOVATION OF EXISTING BUILDING STAFFED
- PORTION OF UNITS ARE ADA

TAHANAN SUPPORTIVE HOUSING - SAN FRANCISCO, CA
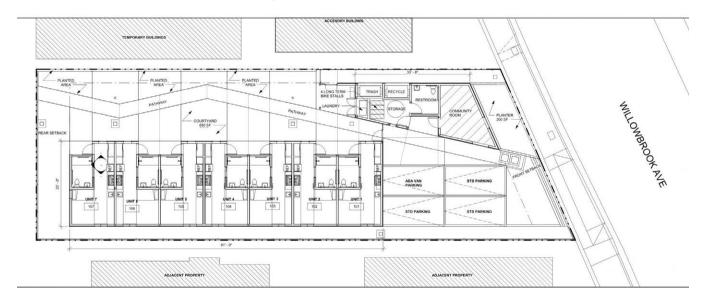
PROJECT FACTS
- (145) 260 SF STUDIO UNITS
- PRIVATE BATH, KITCHENETTE
- ENTRY FROM HALL
- SHARED FULL KITCHEN, DINING AREA, OFFICES, LAUNDRY, COURTYARD

KEY TAKEAWAYS
- LARGER NUMBER OF SMALLER UNITS
- EXTENSIVE SHARED AMENITY SPACES

PRECEDENTS

WILLOWBROOK - LOS ANGELES, CA

PROJECT FACTS
- (7) 300 SF STUDIO UNITS
- PRIVATE ENTRY, KITCHEN & BATH
- SHARED LAUNDRY, COMMUNITY ROOM, BIKE STORAGE & COURTYARD
- PARKING
- GEARED TOWARDS VETERANS

KEY TAKEAWAYS
- SMALLER SCALE INFILL
- STUDIO UNITS
- SMALL SCALE SHARED AMENITIES

COMMON MELROSE - LOS ANGELES, CA

PROJECT FACTS
- AFFORDABLE ALTERNATIVE TO TRADITIONAL LIVING ARRANGEMENTS
- 24 BEDROOMS WITH 4 SHARED KITCHENS AND COURTYARD SPACES
- 8 BEDROOMS WITH PRIVATE BATH, 16 SHARING FULL BATH BETWEEN 2 BEDROOMS
- NO PRIVATE ENTRY
- SHARED COURTYARDS

KEY TAKEAWAYS
- HIGHER INCOME TARGET TENANTS
- LESS PRIVACY THAN OTHER PRECEDENTS
- MORE PEOPLE PER UNIT

PRECEDENTS

BLUE CO-HOUSING - DENVER, CO

PROJECT FACTS
- 8 UNITS: 2 IDENTICAL SETS OF 2 HOUSES
- 1 HOUSE WITH 3 STUDIOS, SHARED KITCHEN & LIVING ROOM
- 1 ADU STUDIO WITH KITCHENETTE & FULL BATH
- DESIGNED AROUND SHARING THE GATHERING SPACES OF THE LARGER HOUSE
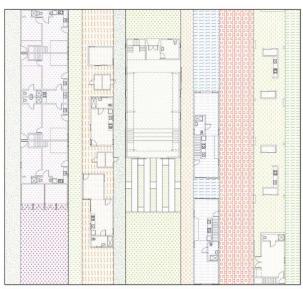
KEY TAKEAWAYS
- GOOD INFILL STRATEGY
- LESS PRIVACY THAN OTHER PRECEDENTS

CASA FAMILIAR - SAN YSIDRO, CA

PROJECT FACTS
- HOUSING UNITS DESIGNED FOR SMALL FAMILIES
- HOUSING UNITS FOR LARGER FAMILIES WITH PRIVATE UNITS FOR EXTENDED FAMILY
- LIVE WORK DUPLEX FOR ARTISTS
- ACCESSORY BUILDINGS FOR ALTERNATIVE HOUSING
- SHARED COMMUNITY & CULTURAL GATHERING SPACES
- COLLECTIVE KITCHENS, MOVABLE FURNITURE, COMMUNITY GARDEN
- SUPPORTIVE OF SITE-INTERNAL ECONOMIES

KEY TAKEAWAYS
- MICRO-URBANISM
- VARIETY OF LIVING ARRANGEMENTS
- FLEXIBLE GATHERING SPACES

PRECEDENTS

SQUAREONE VILLAGES - EUGENE, OR

PROJECT FACTS
- 160-288 SF STUDIO MICRO HOMES WITH LOFTED AREA
- PRIVATE ENTRY, KITCHEN & BATH
- COMMUNITY CLUBHOUSE GATHERING AREA, COMMUNITY KITCHEN, LAUNDRY, RESTROOM, AND STORAGE OF COMMON RESOURCES LIKE TOOLS AND OTHER APPLIANCES

KEY TAKEAWAYS
- TINY HOMES
- PRIVATE LIVING ARRANGEMENTS
- LARGER SHARED AMENITIES

COTTAGES ON VAUGHN - CLARKSTON, GA

PROJECT FACTS
- 8 TINY HOMES ON A HALF ACRE
- PRIVATE ENTRY, KITCHEN & BATH
- SHARED GREEN & PARKING
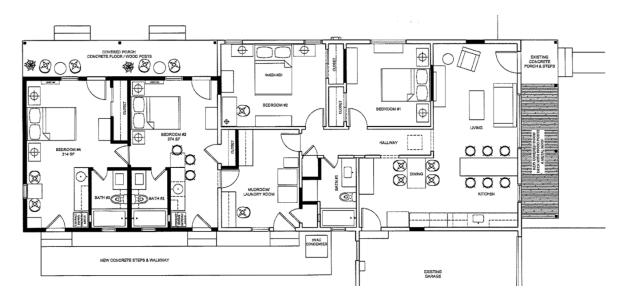
KEY TAKEAWAYS
- TINY HOMES ON A SMALL SITE
- NOT IN A HOUSING DENSE AREA
- LESS SHARED AMENITIES

PRECEDENTS

ROOMMATE HOUSE - DALLAS, TX
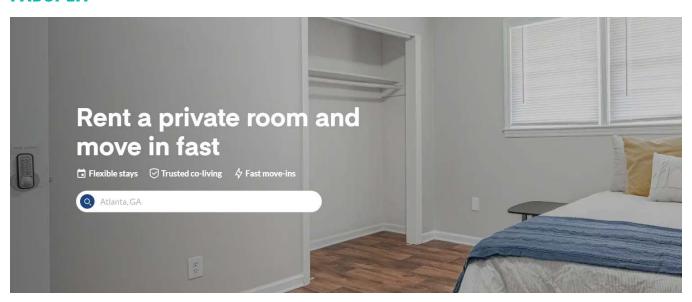
PROJECT FACTS
- (2) ONE-BEDROOM SUITES WITH PRIVATE BATHS AND KITCHENETTES
- (1) TWO-BEDROOM UNIT WITH A SHARED KITCHEN AND BATH
- SHARED LAUNDRY AND OUTDOOR SPACE
- PROJECT COST $110/SF - $143,000 TOTAL

KEY TAKEAWAYS
- TWO RENTABLE UNITS ADDED TO AN EXISTING HOUSE EACH WITH PRIVATE ENTRIES
- FLEXIBILITY TO SHARE THE KITCHEN OF THE MAIN UNIT

PADSPLIT
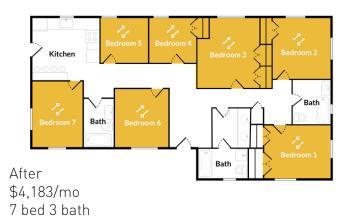
PROJECT FACTS
- PADSPLIT LEVERAGES HOUSING AS A VEHICLE FOR FINANCIAL INDEPENDENCE
- OFFERS CLEAN, FURNISHED ROOMS FOR RENT TO COMMUNITY MEMBERS
- AFFORDABLE WEEKLY FEE
- OFTEN IN TRADITIONAL HOUSES

KEY TAKEAWAYS
- ADJUSTS EXISTING HOMES
- LIVING UNITS AT AFFORDABLE RATES
- WEEKLY RENTAL FEES

Before
$1,649/mo
4 bed 3 bath

After
$4,183/mo
7 bed 3 bath

PRECEDENTS

VAINOLA SUPPORTED HOUSING UNIT - ESPOO, FINLAND

TAIPALETALO - PORVOO, FINLAND

PROJECT FACTS
- SUPPORTED HOUSING
- 33 APARTMENTS (35 TENANTS)
- OPENED 2014
- BUILT BY Y-FOUNDATION
- LEASED TO CITY OF ESPOO
- SUPPORT PROVIDED BY
- SALVATION ARMY
- STAFF OF 11 SOCIAL & HEALTHCARE PROFESSIONALS

KEY TAKEAWAYS
- THE CITY LEASES THE UNITS TO THE SALVATION ARMY
- WHO THEN SUBLEASES TO RESIDENTS
- STAFFED

PROJECT FACTS
- 23 FLATS, ~400 SQFT
- 24/7 SUPPORTED, ENHANCED SERVICE HOUSING FOR PEOPLE UNDERGOING MENTAL HEALTH REHABILITATION
- ROOM FOR SERVICES
- 7 FLATS, ~800 SQFT, FOR SOCIAL RENTAL HOUSING
- THE HOUSING GOALS ARE AGREED INDIVIDUALLY WITH THE RESIDENT
- A PURCHASE SERVICE AGREEMENT FOR HOUSING IS MADE WITH THE MUNICIPALITIES THAT PURCHASE THE SERVICES
- COMPLETED IN 2010
- COMMON AREAS HAVE A SHARED KITCHEN, DINING AND SOCIALIZING SPACE, AS WELL AS A SAUNA AND LAUNDRY FACILITIES

KEY TAKEAWAYS
- SHARED FACILITIES; KITCHEN, LAUNDRY
- MIXED INCOME UNITS
- 24/7 STAFFING

SPECTRUM OF HOUSING

Studio
250 SF
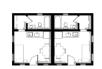
Studio
310 SF

(2) Studio units
500 SF total

(2) Studio units
620 SF total
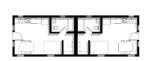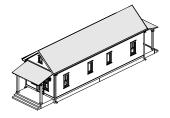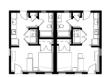
(2) Studio units
620 SF total

(2) Studio units
700 SF total

1 Bed
430 SF

(2) 1 Bed units
860 SF total

1 Beds
580 SF

(2) 1 Bed units
1,280 SF total

2 Beds
900 SF

3 Beds
1100 SF

1 Bed
500 SF

Studio
380 SF

1 Bed
440 SF
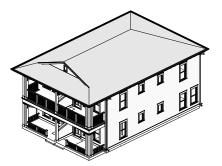
1 Bed
360 SF
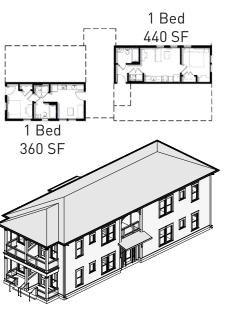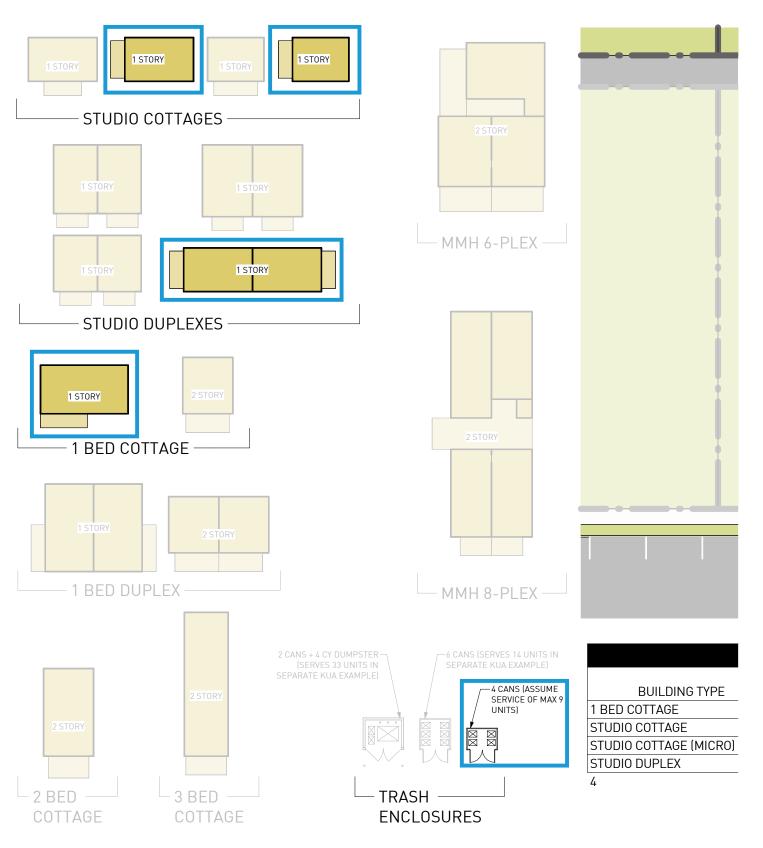
(4) Studios + (2) 1 Beds
2,700 SF total

(6) Studios + (2) 1 Beds
3,070 SF total

0'   16'   32'   64'   96'

SUPPLEMENTAL DRAWINGS

1 STORY (×2 in blue box) — STUDIO COTTAGES

1 STORY, 1 STORY (blue boxes), 1 STORY — STUDIO DUPLEXES

1 STORY (blue box) / 2 STORY — 1 BED COTTAGE

1 STORY / 2 STORY — 1 BED DUPLEX

2 STORY — 2 BED COTTAGE

2 STORY — 3 BED COTTAGE

2 STORY — MMH 6-PLEX

2 STORY — MMH 8-PLEX

TRASH ENCLOSURES

2 CANS + 4 CY DUMPSTER (SERVES 33 UNITS IN SEPARATE KUA EXAMPLE)

6 CANS (SERVES 14 UNITS IN SEPARATE KUA EXAMPLE)

4 CANS (ASSUME SERVICE OF MAX 9 UNITS)

Site Plan

COVERED BIKE PARKING 6 SPACES

1 BED COTTAGE 1 STORY

STUDIO COTTAGE (MICRO) 1 STORY

STUDIO COTTAGE 1 STORY

STUDIO DUPLEX 1 STORY

MAILBOXES

35' - 6"

135' - 0"

10' - 0"

41' - 6"

5' - 0" SIDE SETBACK, TYP

12' - 0"

23' - 0"

FRONT SETBACK

50' - 0"

BUILDING TYPE
1 BED COTTAGE
STUDIO COTTAGE
STUDIO COTTAGE (MICRO)
STUDIO DUPLEX
4

SITE PLANNING BUILDING BREAKDOWN

	# STORIES	COMBINED AREA	UNIT COUNT	AVG AREA PER UNIT	COMMENTS
1 BED COTTAGE	1 STORY	434 SF	1	434 SF	
STUDIO COTTAGE	1 STORY	308 SF	1	308 SF	
STUDIO COTTAGE (MICRO)	1 STORY	252 SF	1	252 SF	
STUDIO DUPLEX	1 STORY	616 SF	2	308 SF	
		1610 SF	5		

PARKING COUNTS

TYPE	COUNT
CAR PARKING	
PARALLEL @ ALLEY	2
PARALLEL @ STREET	3
COVERED BIKE PARKING	
BIKE RACKS @ GRADE	6
11 TOTAL PARKING SPACES	

KRONBERG URBANISTS ARCHITECTS

SUPPLEMENTAL DRAWINGS

STUDIO COTTAGES

STUDIO DUPLEXES

1 BED COTTAGE

2 BED COTTAGE

3 BED COTTAGE

MMH 6-PLEX

MMH 8-PLEX

TRASH ENCLOSURES

2 CANS + 4 CY DUMPSTER (SERVES 33 UNITS IN SEPARATE KUA EXAMPLE)

6 CANS (SERVES 14 UNITS IN SEPARATE KUA EXAMPLE)

4 CANS (ASSUME SERVICE OF MAX 9 UNITS)

STUDIO DUPLEX (MICRO) 1 STORY

STUDIO COTTAGE (MICRO) 1 STORY

COVERED BIKE PARKING

COVERED BIKE PARKING 6 SPACES

1 BED COTTAGE 1 STORY

1 BED COTTAGE 1 STORY

STUDIO DUPLEX 1 STORY

STUDIO DUPLEX (LARGE) 1 STORY

COVERED MAIL KIOSK

135' - 0"

27' - 0"

13' - 0"

23' - 0"

FRONT SETBACK

8' - 0"   24' - 0"   8' - 0"

100' - 0"

BUILDING TYPE	# STORIES	COMBINED AREA	UNIT COUNT	AVG AREA PER UNIT	COMMENTS
1 BED COTTAGE	1 STORY	868 SF	2	434 SF	
STUDIO COTTAGE (MICRO)	1 STORY	252 SF	1	252 SF	
STUDIO DUPLEX	1 STORY	616 SF	2	308 SF	
STUDIO DUPLEX (LARGE)	1 STORY	736 SF	2	368 SF	
STUDIO DUPLEX (MICRO)	1 STORY	1008 SF	4	252 SF	
7		3480 SF	11		

SITE PLANNING BUILDING BREAKDOWN

PARKING COUNTS

TYPE	COUNT
CAR PARKING	
PARALLEL @ ALLEY	5
PARALLEL @ STREET	6
COVERED BIKE PARKING	
BIKE RACKS @ GRADE	12
23 TOTAL PARKING SPACES	

KRONBERG URBANISTS ARCHITECTS

SUPPLEMENTAL DRAWINGS

STUDIO COTTAGES

1 STORY
1 STORY
1 STORY
1 STORY

STUDIO DUPLEXES

1 STORY
1 STORY
1 STORY
1 STORY

1 BED COTTAGE

1 STORY
2 STORY

1 BED DUPLEX

1 STORY
2 STORY

2 BED COTTAGE

2 STORY

3 BED COTTAGE

2 STORY

2 STORY

MMH 6-PLEX

2 STORY

2 STORY

MMH 8-PLEX

TRASH ENCLOSURES

2 CANS + 4 CY DUMPSTER (SERVES 33 UNITS IN SEPARATE KUA EXAMPLE)

6 CANS (SERVES 14 UNITS IN SEPARATE KUA EXAMPLE)

4 CANS (ASSUME SERVICE OF MAX 9 UNITS)

COVERED BIKE PARKING

COVERED BIKE PARKING

135' - 0"

STUDIO DUPLEX 1 STORY

STUDIO DUPLEX 1 STORY

14' - 0"

12' - 0"

MMH 8-PLEX 2 STORY

MMH 6-PLEX

MMH 6-PLEX 2 STORY

20' - 0"

20' - 0"

23' - 0"

FRONT YARD

150' - 0"

BUILDING TYPE					
MMH 6-PLEX					
MMH 8-PLEX					
STUDIO DUPLEX					
5					

SITE PLANNING BUILDING BREAKDOWN

	# STORIES	COMBINED AREA	UNIT COUNT	AVG AREA PER UNIT	COMMENTS
MMH 6-PLEX	2 STORY	5410 SF	12	451 SF	
MMH 8-PLEX	2 STORY	3224 SF	8	403 SF	
STUDIO DUPLEX	1 STORY	1232 SF	4	308 SF	
		9866 SF	24		

PARKING COUNTS

TYPE	COUNT
CAR PARKING	
ADA SPACE	1
PARALLEL @ STREET	9
STANDARD SPACE	11
COVERED BIKE PARKING	
BIKE RACKS @ GRADE	30
WALL-MOUNT RACKS @ BLDGS	9

60 TOTAL PARKING SPACES

KRONBERG URBANISTS ARCHITECTS

SUPPLEMENTAL DRAWINGS

STUDIO COTTAGES

1 STORY · 1 STORY · 1 STORY · 1 STORY

STUDIO DUPLEXES

1 STORY · 1 STORY · 1 STORY · 1 STORY

1 BED COTTAGE

1 STORY · 2 STORY

1 BED DUPLEX

1 STORY · 2 STORY

2 BED COTTAGE

2 STORY

3 BED COTTAGE

2 STORY

MMH 6-PLEX

2 STORY

MMH 8-PLEX

2 STORY · 2 STORY

TRASH ENCLOSURES

2 CANS + 4 CY DUMPSTER (SERVES 33 UNITS IN SEPARATE KUA EXAMPLE)

6 CANS (SERVES 14 UNITS IN SEPARATE KUA EXAMPLE)

4 CANS (ASSUME SERVICE OF MAX 9 UNITS)

COVERED BIKE PARKING

COVERED BIKE PARKING

STANDARD SPACE 9

STANDARD SPACE 4

STANDARD SPACE 9

COVERED BIKE PARKING

ADA SPACE 1

1 BED DUPLEX

MMH 8-PLEX

MMH 8-PLEX 2 STORY

MMH 6-PLEX 2 STORY

MMH 6-PLEX 2 STORY

COVERED MAIL KIOSK

FRONT YARD

7' - 0"

10' - 0"

11' - 0"

23' - 0"

135' - 0"

15' - 0"

24' - 0"

200' - 0"

SITE PLANNING BUILDING BREAKDOWN

BUILDING TYPE	# STORIES	COMBINED AREA	UNIT COUNT	AVG AREA PER UNIT	COMMENTS
1 BED DUPLEX	2 STORY	1152 SF	2	576 SF	
MMH 6-PLEX	2 STORY	5410 SF	12	451 SF	
MMH 8-PLEX	2 STORY	6448 SF	16	403 SF	
5		13010 SF	30		

PARKING COUNTS

TYPE	COUNT
CAR PARKING	
ADA SPACE	1
PARALLEL @ STREET	15
STANDARD SPACE	22
COVERED BIKE PARKING	
BIKE RACKS @ GRADE	24
WALL-MOUNT RACKS @ BLDGS	12
	74 TOTAL PARKING SPACES

KRONBERG URBANISTS ARCHITECTS

DEMOGRAPHICS // CHATTANOOGA HOUSING AUTHORITY

IN MARCH OF **2023**, CHA MANAGED **2,131** HOUSEHOLDS.

MORE THAN **50%** OF THE HOUSEHOLDS WERE SINGLE PERSON HOUSEHOLDS.

AGE

10%
30%
38%
2%
12%
5%
5%

75+
70-75
62-70
60-62
18-60
4-18
0-4

98%
1%
NOT HISPANIC
HISPANIC
ETHNICITY

87%
1%
12%
WHITE
BLACK
OTHER
RACE

62%
38%
MALE
FEMALE
GENDER

Takeaway
Out of 3,950 residents, a majority make less than 30% AMI; $16,750 for one person family, or $27,750 for a 6 person family.

HOUSEHOLD SIZE

1 PERSON
2 PEOPLE
3 PEOPLE
4 PEOPLE
5 PEOPLE
+6 PEOPLE

RESIDENTS   250   500   750   1000   1,250

HOUSEHOLD INCOME

$0-$2,500
$2,500-$5,000
$5,000-$10,000
$10,000-$15,000
$15,000-$25,000
$25,000-$40,000
+$40,000

RESIDENTS   200   400   600   800

HOUSEHOLD TENURE

0-1/2 YEAR
1/2-1 YEAR
1-4 YEARS
4-5 YEARS
+5 YEARS

RESIDENTS   250   500   750   1000

CHATTANOOGA HOUSING AUTHORITY