

## RENTAL HOUSING WORKGROUP PRIORITY MATRIX AND WORKPLAN - July 13, 2020

	Number	Issue	Recommendation	Subcommittee Goal	Rec. Type	Lead Responsibility	Key Partners	Public Survey Result	Level of Difficulty	Magnitude of Impact	Suggested Priority Ranking	Timeframe
University of Delaware Student Growth	1.1	Students living off campus may be disobeying rules, may not maintain their properties well, or may be disruptive, disorderly, or incompatible to the surrounding community.	Institute a community relations campaign to help students living off campus to understand expectations and common courtesies as a community member in the City of Newark. a. City and UD to collaborate on publishing a "Good Neighbor Guide" available online and as a pamphlet that can be distributed through the UD Office of the Dean of Students, at Student Centers, by Landlords, in Libraries, and at the City's Municipal office. b. The University's Student Government Association can establish a "Neighborhood Ambassador" program to serve as a point person to help organize community events for students living off campus. c. UD's Division of Student Life can periodically post social media messages with brief reminders about good neighborly behavior. For example: "It's been 2 weeks since you moved in. If your landlord doesn't maintain the grass, is it time to mow your lawn?" d. Include reference to educational materials discussed in Recommendation 2.1.	Develop community relations campaign in partnership with City of Newark and University of Delaware (UD)	Administrative	University of Delaware	City of Newark – Communications	Positive	N/A	Low	N/A Change to Medium	January 2021- June 2021
	1.2	City Planners and developers are seeking better data to help better understand the market demand for student housing. Data is not readily available about where students live off campus. It is not known how many students live in the City of Newark versus outside the city limits, or how many students are enrolled.	UD to improve available data about student enrollment numbers and students living off campus. a. UD can issue a voluntary student survey to gain a better understanding of where students live and their housing choice preferences. This survey can provide better data to help refine future housing policies and outreach campaigns, and the data can be shared with the City of Newark and the public.	Gain a better understanding of UD current student population and expected population and campus growth	Administrative	University of Delaware	City of Newark – Planning and Zoning	Positive	N/A	Low	N/A Change to High	August 2020 - December 2020
	1.3	It is difficult for students to find information about rental housing opportunities without a single source for housing availability, and students feel pressure to secure housing too early in the school year.	Improve the process to disseminate information about available rental housing opportunities with more concise, aggregated information for people seeking rental housing. a. UD will confirm contract obligations with "Places4Students.com" to clarify how much information UD is able to provide regarding other 3rd party advertising sites. b. The UD Classifieds and "Good Neighbor Guide" noted above may consider accepting advertisements by landlords, lawn care services, cleaning services, etc. to help provide information about available housing and maintenance services available to students. c. The UD "Good Neighbor Guide" noted above can include information about the timeframe to find rental housing and note that it can happen later in the school year.	Gain a better understanding of what rental properties are available and what development projects are in the pipeline	Administrative	University of Delaware	City of Newark – Communications	Positive	N/A	Low	N/A	May 2022-December 2023

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	1.4	Permanent residents can find it difficult to obtain information about the owner of rental properties and the status of code enforcement complaints.	<p>Improve the ability for the general public to find out information regarding rental property ownership.</p> <p>a. Confirm with the City's legal counsel if the City can lawfully share code enforcement information publicly online so that the public can check on status of code enforcement complaints.</p> <p>b. If legally allowable, provide information online about location of permitted rental properties and contact information for owners/permit holders on the City's website. Consider presenting the information in a more user-friendly and searchable format such as spatially mapped similar to the zoning map already online.</p> <p>c. Code Enforcement may investigate improving current reporting system software/platform or procuring new to better document, report, and track rental permits, violations, leases, billing, related data, and information.</p>	Gain a better understanding of what rental properties are available and what development projects are in the pipeline	Administrative	City of Newark – City Solicitor	City of Newark - Code Enforcement and Communications	Positive	Medium	Medium	Medium	January 2022-May 2023
	2.1	There are concerns about the safety of rental properties that have not been inspected in a while/on a regular basis since interior inspections are often denied by tenants (often on the advice of the property owner/landlord.)	<p>Improve the rental inspection program to include:</p> <p>a. A marketing and educational component about safety.</p> <p>b. Promote voluntary interior inspections and develop a “what to expect” document for explaining the inspection purpose and process.</p> <p>c. Provide a publicly available list of properties that have been interior-inspected. Initially, the information provided will be current status, and as data is collected over time, may show the property's inspection record over a 5-year period.</p> <p>d. Confirm with the City's legal counsel if the City can publicly share inspection records.</p>	Make rental properties safe for all tenants by ensuring interior inspections take place on a regular basis	Administrative	City of Newark – City Solicitor	City of Newark - Code Enforcement and Communications	Positive	Medium	Medium	Medium	September 2021-March 2022
	2.2	The current Student Home Classification Ordinance is meant to limit the density of students within traditional, family-focused neighborhoods by restricting the number of tenants and proximity to other Student Homes. Exempted areas do not require a student Home classification and are typically neighborhoods with a high population of students. However, the Student Home Classification Ordinance has deterred but not completely prevented encroachment of Student Homes into non-exempt areas. The City is unable to enforce the Student Home Ordinance because inspectors are unable to confirm if tenants are students. When the ordinance was adopted, the City was able to obtain enrollment information from UD. However, UD is no longer able to provide this due to the Family Educational Rights and Privacy Act that protects the privacy of student education records. Furthermore, tenants may be students at other institutions or may be part-time students.	<p>City Solicitor will reassess the Student Home Classification Ordinance and consider revisions/updates to make it more effective within current legal parameters. Considerations may include:</p> <p>a. Change the word “student” to “unrelated persons”</p> <p>b. Clarify definition of related and unrelated persons in City code</p> <p>c. Exempt Zone Home Occupancy - increase occupancy on exempt streets based on what's allowable specific to each home's square footage and number of bedrooms</p>	Explore the effectiveness of and potential revisions to the Student Home ordinance to facilitate enforcement	Changes to City Code	City of Newark – City Solicitor	City of Newark - Code Enforcement and Communications	Positive Overall, Split regarding 2.2.b, and contentious within the Workgroup	High	High	Medium	January 2023 - December 2023

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Rental Permits	2.3	Currently, property owners/landlords are only notified when their tenants are in violation of the City's noise ordinance, and not when other issues occur.	Expand Property Maintenance Code section 404.8.3.D to include all civil violations from the Unruly Social Gathering Ordinance in addition to noise.	Look into revisions or incentives that allow for better enforcement or provide benefits that encourage compliance before enforcement is necessary. Revisit fine/fee structure, timing, etc.	Changes to City Code	City of Newark – City Solicitor	City of Newark - Code Enforcement	Positive	Medium	High	High	September 2020 -December 2020	
	2.4	There is no process in place to review and assess a property owner's/landlord's "performance" before issuing a new or renewing an existing rental permit.	Improve policy on enforcement of repeat offenders. Improve policy on enforcement of repeat offenders. a. Investigate feasibility/legal means of penalizing property owners for repeat code and criminal offenses b. Reassess current fee structure and consider escalating fines for repeat offenders and problem properties that require excessive enforcement c. Reject any annual rental permit renewal requests for properties that have outstanding late fees, liens with the City of Newark, or have not passed an annual inspection.	Look into revisions or incentives that allow for better enforcement or provide benefits that encourage compliance before enforcement is necessary. Revisit fine/fee structure, timing, etc.	Changes to City Code	City of Newark – City Solicitor	City of Newark - Code Enforcement	Positive	Medium	High	High	a. January - March 2021 B., April - June 2021 c. July - September 2021	
	2.5	The current rental permit late fee is also five times the amount of most other City services/permit late fees.	Recommendation to reassess rental permit late fees has been dropped. No changes to current code or administrative policies. <b>This has been changed to Consider reducing rental permit late fees from 25% to around 5%, like other City permit late fees</b>	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	September 2021 - December 2021
	2.6	The City's permit invoicing and inspections program is currently managed by property and is inefficient to track invoicing, payments, and inspections for landlords who own multiple properties.	Consolidate bills and inspections for owners of more than 1 rental property	Look into revisions or incentives that allow for better enforcement or provide benefits that encourage compliance before enforcement is necessary. Revisit fine/fee structure, timing, etc.	Changes to City Code	City of Newark - Code Enforcement	N/A	Split / Neutral	Medium	Low	Low	Low	January 2023 - March 2023
	3.1	There is limited availability of good-quality, affordable (below-market rate) rental housing within the City of Newark for rent-burdened families, and new development is typically not addressing the lack of affordable housing.	Amend zoning code to include an inclusionary zoning ordinance requiring new housing development to include affordable housing measures -----especially for rental housing-- such as: a. Requiring new housing development to include a percentage of housing units as affordable housing, or b. Requiring new housing development pay a fee-in-lieu if affordable housing development is not provided. The fee could be collected by the City of Newark and used to fund affordable housing initiatives. c. Allow for density bonus if affordable units are included in new housing developments d. Incorporate deed restrictions to ensure that recipients of affordable housing units meet Newark Housing Authority low income requirements for eligibility.	Identify opportunities to collect revenue and incentivize diverse and affordable housing options	Changes to City Code	City of Newark – City Solicitor, Zoning, Development Review, and Finance	Newark Housing Authority	Negative, but close split (42% Don't Support, 40% Do)	High	High	Medium	January 2022- December 2022	

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Affordable and Non-Rental Housing	3.2.A.	There is limited availability of market-rate rental units for non-student renters within the City of Newark, and new development is typically not addressing the lack of non-student housing.	Amend zoning codes to allow Accessory Dwelling Units (ADUs) at single-family, owner-occupied homes. The Workgroup recommends the following parameters for consideration: a. The property must be owner-occupied. b. Tenants should be non-transient, and include a definition for transient and non-transient tenants within the City's Code. c. There should not be a requirement for family-member tenancy in the ADU. d. Limit the percent of housing square footage that can be considered an ADU rental unit and the number of ADUs per property. e. Limit advertising signage to ensure that the property maintains a residential character f. Limit the number of tenants in the ADU by square footage of the unit. g. Do not include additional parking requirements for the lot. h. Ensure all other setback and architectural design requirements for the residential zone remain applicable to the property order to maintain neighborhood character. i. Consider whether the ADU must be attached or if detached is acceptable.	Identify opportunities to collect revenue and incentivize diverse and affordable housing options	Changes to City Code	City of Newark – City Solicitor, Planning and Zoning, and Development Review	N/A	Positive	Medium	Medium	Medium	January 2022- December 2022
	3.2.B.		Amend zoning codes to allow Duplex or Semi-Detached housing in areas with single-family zoning. Incorporate architectural guidelines that ensure the building setbacks, parking, height, and mass are complimentary to the surrounding neighborhood.					Split	Medium	Medium	Medium	January 2022- December 2022
	3.3	Many homes in traditionally owner-occupied neighborhoods have transitioned into rental homes affecting community cohesion.	Develop a program to support transitioning rental units into owner occupied homes through a housing purchase incentive program. a. Reinstate a program similar to the City's previous Promoting Owner-Occupancy of Homes (POOH) program. This program was suspended in 2017 and had provided zero-percent interest loans with no pre-determined payback period to people who want to buy rental properties in the city. Program was capped at \$250,000 per year, loans distributed on a first come, first serve basis. b. Consider renaming or rebranding the program when rolling out. c. Incentives may be in the form of reduced mortgage rates, tax abatement, waiving development/permit fees, and/or grants or low-interest loans for property renovations. d. Consider utilizing the proposed Inclusionary Zoning Ordinance fee-in-lieu revenues. e. Consider including a requirement to live in the home for a designated period of time. f. Redact any rental permit previously granted.	Identify opportunities to increase home ownership with rent to own programs and conversion of rental units to owner-occupied homes	Administrative	City of Newark - Finance	N/A	Positive	High	Medium	Medium	January 2022- December 2022

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	3.4	The City of Newark has limited funding to implement new housing and affordable housing initiatives.	Identify additional federal, state, and private funding sources for affordable renter and home ownership programs. a. Partner with the Diamond State Community Land Trust, Habitat for Humanity, or other affordable housing developers to purchase and manage homes to renovate and sell to qualifying families. This can promote owner-occupancy of homes and prevent inventory from turning into rental stock. b. Identify vacant properties owned and maintained by the City for new affordable housing development opportunities. c. Consider utilizing a new revenue source from a potential inclusionary zoning ordinance with fee-in-lieu structure.	Identify opportunities to collect revenue and incentivize diverse and affordable housing options	Administrative	City of Newark - Finance, Planning, and Development Departments	N/A	Positive	High	High	Medium	January 2022 - December 2022
	3.5	Certain neighborhoods with good-quality rental housing opportunities have a negative stigma from the general public and are considered unsafe or undesirable to live.	Work with Civic Associations and Public Safety Officials to improve safety and increase neighborhood appeal for non-student renters. a. Collaborate with the Newark Partnership, the Newark Police Athletic League and active civic associations and home-owner associations to organize and promote community. These events may include block parties, movie nights, organized community clean-up days, and other recreational activities that promote community involvement. b. Police presence should be increased neighborhoods to promote a sense of safety. c. If no civic association represents a certain area, encourage neighborhoods and provide guidance to establish civic associations. d. Encourage forming new neighborhood watch groups.	Identify areas to improve safety and increase neighborhood appeal for non-student renters	Administrative	City of Newark - Police and Parks and Recreation	Newark Partnership, Newark Athletic League, established civic associations, community leaders	Positive	Low	High	High	January 2021- December 2021
	3.6	Lack of student housing density within core downtown areas where most students prefer to live has increased demand for student rental housing within Newark's central neighborhoods that were traditionally owner-occupied communities. Downtown should be developed to attract both student and non-student residents and visitors.	Increase development density within the downtown core to allow more mixed-use, commercial, and housing development (including student and non-student housing and amenities) in areas within close proximity to the University. Implement the proposed zoning density increases within Newark's Focus Areas to allow more infill development of higher density development. Increase development density within the downtown core to allow more mixed-use, commercial, and housing development (including student and non-student housing and amenities) in areas within close proximity to the University. Implement the proposed zoning density increases within Newark's Focus Areas to allow more infill development of higher density development. a. Incorporate land use and density revisions in the City's Comprehensive Plan and Zoning ordinance within designated Focus Areas. b. Ensure the Focus Areas include housing diversity, commercial areas, and community amenities to promote economic growth and activity in summer months when there are typically fewer students in Newark. c. Utilize streetscape design standards promote transportation patterns in the downtown core to prioritize pedestrian, bicycle, and transit trips to help reduce traffic congestion and parking demand.	Identify locations to increase development density and support diverse rental housing development	Changes to City Code and Comprehensive Plan	City of Newark	N/A	Positive, but close split (45% Support, 42% Do Not)	High	High	Low - await to implement during the next update of the City's Comprehensive Plan	January 2023- December 2023-2024