

ULI MN Regional Council of Mayors Housing Initiative 2017 Work Plan

Impact Goal: Catalyze public and private leadership and political will, through the ULI MN/RCM Housing Initiative, to support action for a full range of housing choices... “Getting to More”.

Partnerships: Since 2008, **ULI MN/ Regional Council of Mayors (RCM)** has partnered with the Family Housing Fund, Minnesota Housing Finance Agency, Greater Minnesota Housing Fund, Metropolitan Council, and St. Paul Foundation to support of a full range of housing choices.

ULI MN is a unique and trusted convener of multiple public/private stakeholders as reflected in our ‘Platform to Deliver’: **Regional Council of Mayors**, Advisory Services, Housing Initiative Advisory Committee, Product Councils and City/County Committees. Through 8 years of the ULI MN/RCM Housing Initiative, we have built communities of practice and influence across multiple sectors, along with providing relevant and timely access to local, national and global best practices. Our goal is to connect a robust public/private network who recognize the critical importance of a full range of housing choices and to inspire leadership, collaboration and resolve to return to their communities of practice to take actions

2017 FOCUS: Because of ULI MN’s friendly partner relationship with the Regional Council of Mayors, we have a unique ability to help Mayors navigate their regulatory obligations and be visionary while simultaneously concrete in their actions, through their comprehensive plan updates. In addition, our advisory services program will continue to support a full range of housing choices, including our continuing work with transit Corridors, e.g. SW and Bottineau and others.

ULI MN will work with the **Regional Council of Mayors** and along transit corridors to build leadership and political will in support of a full range of housing choices with a focus on the following strategies.

Strategy: Continue our work to strengthen regional awareness of the importance of a full range of housing choices through the RCM and along transit corridors by providing technical assistance to Cities on land use tools, policies, and financial strategies.

Why is this important? *In an environment of shifting political leadership and national political uncertainty, where cities are being asked to take on more, consistent messaging and ongoing platforms that generate awareness, and offer tools and technical assistance is of increasing importance. In addition, there is a current disconnect between workforce housing needs and affordable housing supply reducing overall regional affordability which is important in the ability to attract of future workers. Now is the time for action not only to support a growing economy but also in response to the renewed implementation criteria that must be included within each city’s **housing element of the required update to the Comprehensive Plan.***

This strategy will result in increased support for a full range of housing choices, impactful modification to comprehensive plans and partnerships to implement.

Actions:

- Provide opportunities to learn across and among sectors.
- Provide data and case studies, land use modification recommendations and proven local and national affordable housing tools and policies that support the critical importance of a full range of housing choices.
- Support housingcount.org.
- Build leadership and political will to support a full range of housing choices.
- Encourage city adoption of land use and housing policies in their 2018 comprehensive plans, zoning codes and financial/land use tools.

Outcomes: As a result of ULI MN's work, along with our partners, in 2017, we expect cities to:

- Adopt land use and affordable/mixed income housing policies in their 2018 comprehensive plans, zoning codes and financial/land use tools, and along transit corridors including:
 - *mixed income housing policy requiring 10-20% affordability within new rental and ownership housing developments when there is a land use change and/or request for public funding/infrastructure improvements*
 - *stronger local policies that clearly identifies the requirement to include affordability when utilizing public funding (TIF, Bonds, Tax Abatement) and in the sale of public land.*
 - *Southwest: Implement Housing Strategy and Corridor-Wide Finance Tools.*
 - *Bottineau: Build Consensus on a Housing Strategy and adopt TOD Policies/Tools.*
- Exercise the leadership and political will to champion the importance of a full range of housing choices.
- Partner with the private and non-profit sectors to implement projects.

Strategy: Strengthen strategies to preserve market affordable housing throughout the region with particular focus on transit corridors and in high opportunity areas with rising market values.

Why is this important? Given rising land and construction costs, mechanisms to preserve market affordable housing is a cornerstone to maintaining the current supply of affordable housing and could ensure its availability to lower income households.

This strategy will result in increased support for a full range of housing choices, impactful modification to comprehensive plans and partnerships to preserve existing rental housing to maintain affordable units.

Actions:

- Increase awareness of existing preservation tools and strategies.
- Work with MHFA and other partners to identify and support new mechanisms
- Encourage city inclusion of preservation tools and policies in 2018 comprehensive plans.
- Encourage cities along transit corridors to support the preservation of market affordable housing and outline housing preservation tools and policies at and around transit station areas, e.g. *Southwest and Bottineau Corridors.*

Outcomes: As a result of ULI MN's work, along with our partners, in 2017, we expect cities to:

- Exercise leadership and political will to champion the usage and importance of market affordable preservation tools and connect local rental owners and prospective buyers of existing rental housing to access existing financing and regulatory tools including:
 - *NOAH Impact Fund & Freddie Mac Neighborhood Fund,*
 - *Tax Increment Financing pooling/local bonding,*
 - *HRA/EDA levy,*
 - *rental licensing/code enforcement, neighborhood safety/enhancement programs, and*
 - *Housing Choice vouchers.*
- Partner to apply for a multi-city preservation funding request through MN Housing
 - *Target the renovation and preservation of small market affordable housing rental units.*
- Adopt land use and preservation housing policies and identify at-risk properties as outlined in their 2018 comprehensive plans.

- Adopt collaborative housing preservation goals and identify at-risk properties along transit corridors; e.g. Southwest and Bottineau Corridors.
- Partner with the private and non-profit sectors.

Strategy: Strengthen strategies to support the development of mixed income housing in the region with particular focus on transit corridors and in high opportunity areas with rising market values.

Why is this important? *Through our networks locally and nationally, we know that it is extremely difficult to feasibly construct and finance new mixed income housing without additional financing/equity funding and adoption of mixed income housing policies.*

This strategy will result in increased support for a full range of housing choices, impactful modification to comprehensive plans and partnerships to implement mixed income housing.

Actions:

- Recruit cities, counties, and developers to utilize the Mixed Income Housing Feasibility Calculator and available technical implementation assistance.
- Encourage cities to utilize the technical assistance offered through the Development Funders Roundtable.
- Raise awareness of proven local and national mixed income best practices.
- Build leadership and political will to support city inclusion of mixed income housing tools and policies in their 2018 comprehensive plans.
- Encourage cities along transit corridors to adopt mixed income housing policies and usage of finance tools at and around transit station areas, *e.g. Southwest and Bottineau Corridors.*
- Monitor and report on the uncertainty of federal funding, bond markets and tax structure in the ability to finance mixed income and mixed use development.

Outcomes: As a result of ULI MN's work, along with our partners, in 2017, we expect cities to:

- Utilize the Mixed Income Housing Feasibility Calculator and access technical assistance to understand the financial calculus of including affordable units within new market rate housing developments resulting in stronger housing, land use and finance policies.
- Exercise the leadership and political will to champion the utilization of mixed income tools and policies resulting in new mixed income developments.
- Adopt mixed income policies within 2018 comprehensive plans to include the following:
 - *For new rental and ownership housing developments require 10-20% affordability when there is a land use change and/or request for public funding/infrastructure improvements.*
 - *Clearly identify the requirement within public finance policies to include affordability when utilizing public funding (TIF, Bonds, Tax Abatement).*
 - *When there is a sale of public land adopt goals for reuse to include mixed income housing.*
- Gain support for multi-jurisdictional collaborative mixed income housing priorities along transit corridors, e.g. Southwest and Bottineau.
- Partner with the private and non-profit sectors to develop mixed income housing projects.

Strategy: Link Workforce Needs and Housing Supply to Drive More Support for a Full Range of Housing Choices:

Why is this important? *According to Metropolitan Council data, there is a current disconnect between workforce housing needs and affordable housing supply. The recent Greater MSP talent attraction survey identified housing as a key relocation factor.*

Actions:

- Work with our partners to identify gaps in housing supply necessary to support workforce retention and attraction.
- Partner with Greater MSP to include regional support for a full range of housing choices within their retention and attraction platform.
- Encourage cities to make the connection between jobs and housing in the economic development section of their 2018 comprehensive plans.

Outcomes: As a result of ULI MN's work, along with our partners, in 2017, we expect:

- Greater MSP to add a full range of housing choices to their messaging.
- Cities to exercise leadership and political will to link the importance of workforce needs and housing supply.
- Cities to adopt economic development strategies linked to housing within 2018 comprehensive plans.
- Cities to link workforce needs and housing to transit corridor planning and land use.

Strategy: Identify emerging housing products to increase the supply of affordable housing choices.

Why is this important? *Our competitor regions support product types that are not being built here; new product types will increase housing choice and supply.*

This strategy will result in increased support for a full range of housing choices, impactful modification to comprehensive plans and partnerships to implement new housing options.

Actions:

- Work with our partners to identify emerging housing products that support dense and smaller scale developments, alternative ownership and rental structures, and green building techniques that are successful in other markets and are not being built or utilized in our region.
- Analyze what is getting in the way to get to scale.
- Provide specific actions cities can take to support these emerging housing products.

Outcomes: As a result of ULI MN/RCM Housing Initiative work, along with our partners, in 2017, we expect cities to do the following.

- Exercise leadership and political will to support emerging housing products and alternative ownership and rental structures including;
 - *community land trusts,*
 - *small lot housing,*
 - *accessory dwelling units, and*
 - *scattered site multi-unit housing.*
- Adopt land use policies to support these emerging housing products within 2018 comprehensive plans and along transit corridors.
- Partner with the private and non-profit sectors (banks, developers) to create and support financing tools and develop new emerging housing developments.

Strategy: Support Legislative Initiatives.

Why is this important? *Current legislation is limiting the private sector market's ability to feasibly support a full range of housing choices.*

Actions:

- **Common interest property reform.** Work with partners to support the regional legislative effort to reform **common interest property liability** laws to spur private sector investment of new common interest developments; townhome and condominium.
- **MHFA regional rental rehab funding.** Work with partners to support the regional legislative effort to increase funding for an **MSP regional rental rehab program**.

Outcomes: As a result of ULI's work in 2017, we expect the RCM mayors to act as advocates for common interest property liability laws and increased funding for MN Housing rental rehab program.

ULI MN's 'Platform to Deliver' – We will achieve these outcomes by connecting to the following public/private sector networks and communities of practice.

Regional Council of Mayors. Nonpartisan platform focused on building civic trust through networking, learning, collaboration and action. It is a voluntary opportunity for regional mayors to convene monthly around issues of regional significance leading to informed decision making and action.(e.g. fair housing, comprehensive housing plans, land trusts, culturally enriched principles, housing choice vouchers, preservation of market affordable housing and regional affordability).

Advisory Services. Engage private sector volunteers (approximately 100) to inform public sector land use decisions through 10 Navigating Your Competitive Future workshops and technical services (SW LRT Corridor, Bottineau LRT Corridor, Metropolitan Council PlanIt - Comprehensive Planning training and resources) and 5 Technical Assistance Panels.

Product Councils. Engage private and public sector leaders (approximately 270) to identify and integrate emerging trends and forward thinking best practices to drive new policies and tools; 2 Community Development Product Council and 2 Housing Product Council convenings.

Public and Private Sector Advisory Committees: Six Housing Initiative Advisory Committee meetings, Four Regional County HRA/CDA Committee meetings and ongoing regional convenings/conversations, advocate for the following.

Program and Events. Provide strategic, timely and relevant topics with national and local cutting-edge and thought-provoking speakers in an **Annual Housing Summit** with the goal to attract 100+ regional public sector city and county representatives.

Messaging. Facilitate opportunities and content development(data and market trends) to deepen messaging regarding the importance of supporting a full range of housing choices.

Housingcounts.org. Online resource that provides best in class content in support of a full range of housing choices. (e.g. Housing Policy Toolbox, Mixed Income Housing Feasibility Calculator, Culturally Enriched Community Principles, Redevelopment Ready Guide, and affordable housing messaging).