Regional Housing Partnerships

Approaches from the Three UP Planning Regions

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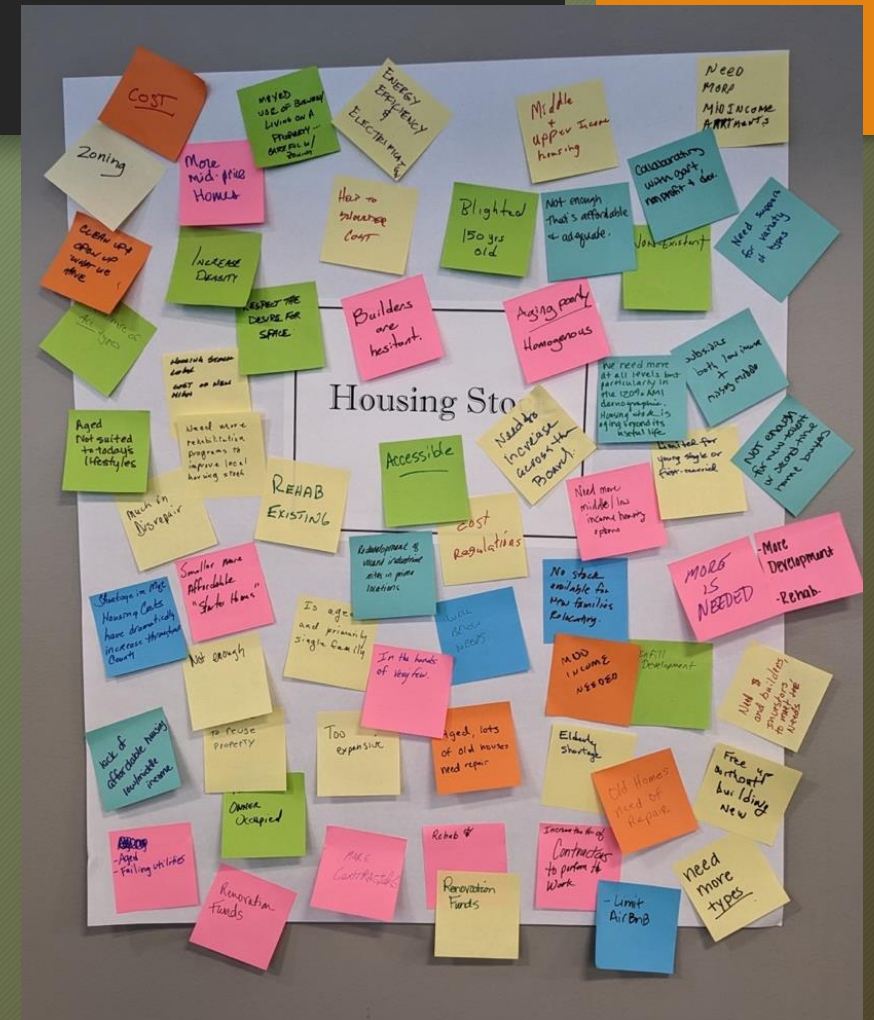Jerry Wuorenmaa, WUPPDR Executive Director

Thanks to our co-leads and ecosystem partners

Timeline

May 2022
Statewide Housing Plan adopted

Sep. 2022
Gov. Whitmer creates the Statewide Housing Partnership

Mar. 2023
Call to Action & RHP Kickoff meetings

July 2023 and Aug. 2023
RHP Facilitated meetings

Aug. 2023 and Sep. 2023
Working Group meetings

31 Aug. 2023
Draft Action Plan submission

Sep. 2023
Public review and comment

30 Sep. 2023
Final Action Plan submission

Oct. 2023
MSHDA review of plans

Process

- Kickoff meetings – CEDAM & MSU-E
  - Issues and needs relative to eight SHP priorities
  - Characteristics of effective regional partnership
  - Participant levels of engagement
  - Determine leadership backbone
  - Kickoff report

- Facilitated meetings – MSU-E and Leads
  - Collective Impact for strategy development (#1)
  - Determine priorities and create working groups (#1)
  - Working groups review and select goals (#2)
  - Determine region-specific strategies (#2)
  - Commit to follow-up work groups to further build and refine goals & strategies (#2)

Working Groups (Selected priority topics)

| Central	Eastern	Western
Housing Ecosystem	Housing Ecosystem	Housing Stock
Housing Stock (A) - Access • Preventing & Ending Homelessness • Older Adult Housing • Rental Housing	Preventing & Ending Homelessness	Preventing & Ending Homelessness
Housing Stock (B) - Building	Construction Industry and Licensed Skilled Tradespersons	Communication and Education
Awareness, Communication, & Education (ACE)	Housing Stock	
	Rehabilitation & Preservation	
	Missing Middle & Workforce Housing	

Action Plans Overview

- Selected from many goals and strategies drawn from the SHP (new ones were also allowed)
- Components required by MSHDA for each goal and strategy:
  - Key performance indicator (KPI)
  - KPI baseline and date
  - "Ownership"/source for KPI
  - KPI goal (at least one numerical housing production goal required)
  - Collection cadence (frequency)
- MSHDA said to aim high on the KPIs!

Action Plan – Eastern UP

EUP's past involvement in housing efforts:

- 2016 - Regional Prosperity Initiative
  - County level Target Market Analysis – contracted with LandUseUSA

- 2021 – Chippewa County/City of Sault Ste. Marie
  - Updated Housing Needs Assessment – contracted with Community Research Services, LLC.

EUP Regional Housing Partnership
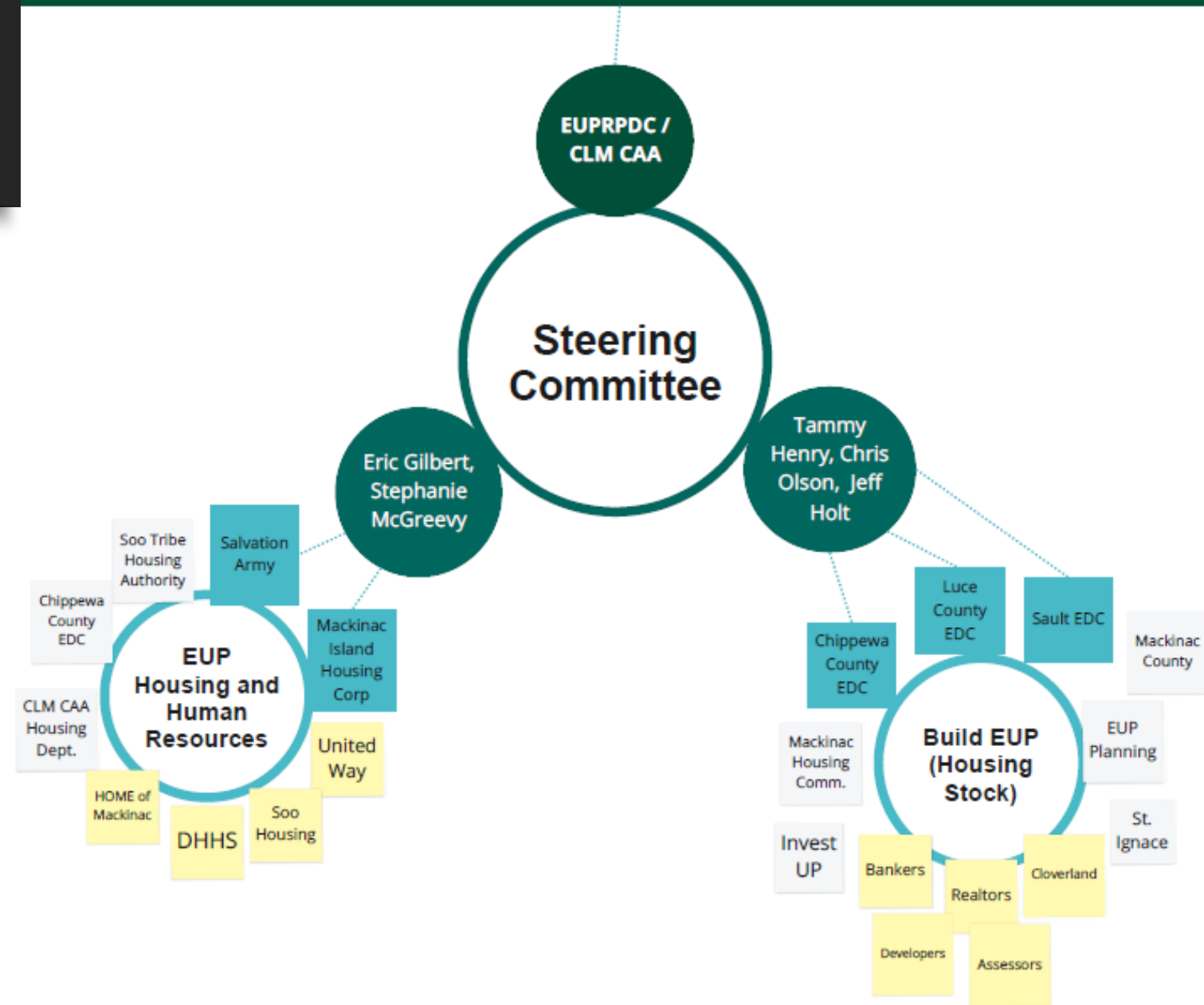
RHP Kickoff – Eastern UP

- **Kickoff meeting conducted in late March**
  - EUP identified stakeholders in collaboration with CEDAM and MSHDA

- **EUP and CLM Community Action – as Co-Leads worked with our Partnership to develop the following action plan, identifying goal, strategies and KPI's for implementation.**

- **Regional Housing Partnership identified two sub-groups with a mission to finalize the action plan and key performance indicators:**
  - Health and Human Services (Preventing and Ending Homelessness)
  - BuildEUP! (Housing Ecosystem, Housing Stock)

Eastern UP Action Plan Priorities

- **Preventing and Ending Homelessness**

- **Housing Ecosystem**
  - **Construction Industry and Licensed Skilled Tradespersons**

- **Housing Stock**
  - **Rehabilitation & Preservation**
  - **Missing Middle and Workforce House**

PRIORITY: Preventing and Ending Homelessness

- **GOAL: Increase access to stable and affordable quality housing options for households with extremely low incomes**

PRIORITY: Housing Ecosystem

- **GOAL: Increase the availability of statewide, regional, county-level, local/municipal-level, and market-level data on housing needs and opportunities to inform and improve policy, resource, and program decision-making.**

- **Construction Industry and Licensed Skilled Tradespersons**

- **GOAL: Support an expansion of housing that is affordable and fairly assessed by increasing the availability and demographic diversity of workers in the construction, planning and zoning, and real estate industries**

PRIORITY: Housing Stock

- Development
  - Goal: Increase the supply of the full spectrum of housing that is affordable and attainable to Michigan residents.

- Rehabilitation & Preservation
  - Goal: Increase the rehabilitation and/or preservation of housing stock

- Missing Middle and Workforce Housing
  - Goal: Increase missing middle and workforce housing stock to facilitate greater housing choice.

Action Plan – Eastern UP

Partner Analysis

Choose a scribe for your table then discuss:

Realities of small, rural communities must be considered in state funding programs

Key Employers - Education, DoC, etc.

Utility providers

Legislators

Media

People working to serve

Bankers, lenders

Realtors, developers, contractors

Residents

Communities in region

Builders

1. What additional viewpoints might be important to include? Consider all relevant industry partners.

Lenders

State government, others with available land

Developers w/ experience in small communities

2. Who are people or groups who are historically left out of these discussions who could be included?

Key regional industry sectors

Healthcare industry leaders

Other business sectors poised for growth

Local governments

3. Who will be impacted by our partnership most and are they represented?

Landlords

Major employers

4. What decision-makers could make or break our efforts? Are they included?

Invest UP

Media

Trades workers

Zoning, Building officials

5. What connections are you noticing across our "wins"?

Supportive state agencies

Strong internal regional collaboration
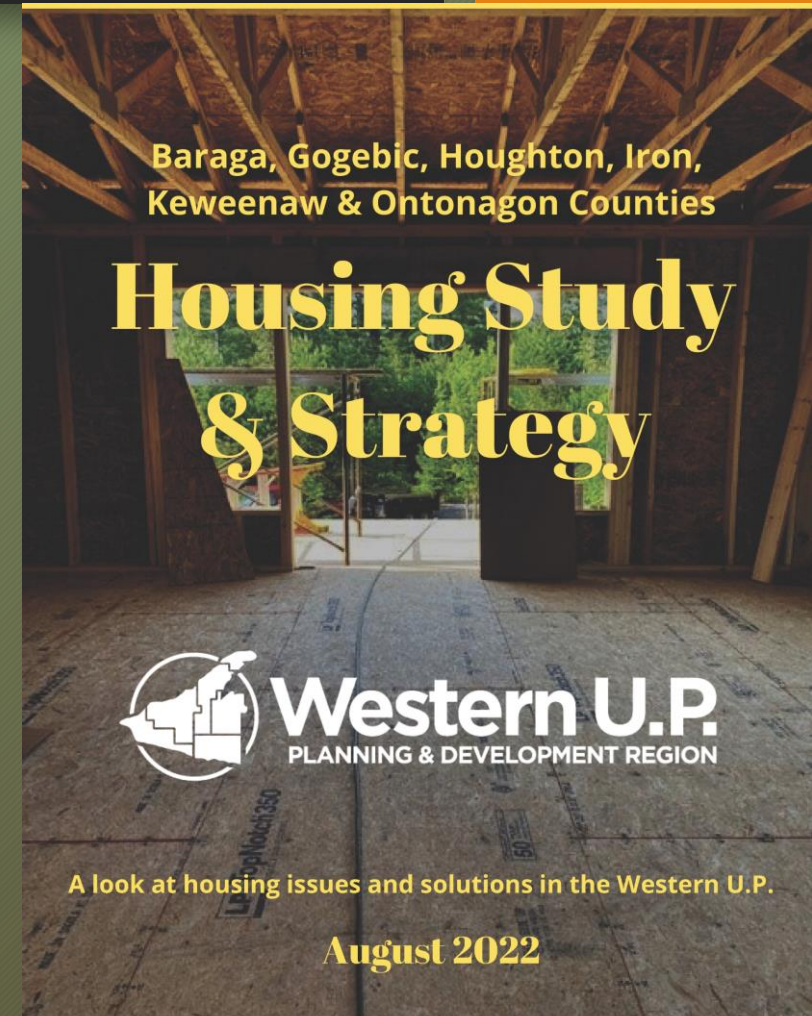
6. What additional experts might be valuable to consult?

Brownfield experts (Phase 1, 2)

Finance, syndicators, other lenders

Grant writers

Data collection - Needs Assessment

Background – WUPPDR Prior Planning

- In 2021-22 developed a Regional Housing Study and Strategy as outcome of pandemic recovery planning w/U.S. EDA grant

- Included four priority regional projects:
    1. Regional housing development center
    2. Community development corporation
    3. Community land trusts
    4. Housing Cooperatives

Baraga, Gogebic, Houghton, Iron, Keweenaw & Ontonagon Counties

Housing Study & Strategy

Western U.P.
PLANNING & DEVELOPMENT REGION

A look at housing issues and solutions in the Western U.P.

August 2022

Background – Other WUPPDR Programs

- MSHDA MI-HOPE Grants (2022-23) – energy efficiency-related single-family home rehab and upgrades
  - Roofs, windows, insulation, certain appliances/HVAC
  - Up to $25,000 per address, no match required
  - Eligible homeowners: Up to 3x federal poverty level
  - $1 million received so far
- MDARD ORD Rural Readiness Grant (2023)
  - Establish nonprofit CDC in the L'Anse area
  - Make a vacant township-owned parcel "build-ready"

WUPPDR RHP Initiation

- Already had an extensive list of housing stakeholders from the other recent work

- Selected as lead organization after spring kickoff meeting

- After MSU Extension-facilitated virtual meetings, formed three committees; later combined two of them

WUPPDR RHP Committees

- **Housing Stock Committee** – physical housing development

- **Pathways to Housing Committee** – interagency linkages, data collection, aggregation of resources, communications, training, etc.

WUPPDR Action Plan - Priorities

- Housing Stock
- Preventing and Ending Homelessness
- Communication and Education

WUPPDR Action Plan – Housing Stock

- Streamline state & local funding; create resource toolkit
- Support conversion or repurposing of unused space
- Provide funding to municipalities and land banks to bring vacant/abandoned homes up to code
- Increase staffing and capacity to implement incentives
- Develop model zoning language (including for regulation of short-term rentals)

WUPPDR Action Plan – Housing Production KPI

- **Production KPI**: Building permits issued
- **Baseline**: In past several years, average of approximately 120 residential new construction building permits issued annually in region
- **Goal**: 600 new residential units permitted within 3 years (67% increase)
  - This would be half the production of 2002

WUPPDR Action Plan – Homelessness

- Develop referral linkages and tracking mechanisms among organizations
- Identify, compile, and consistently analyze data sources pertaining to the homelessness response system
  - Disaggregate by race, ethnicity, disability status

WUPPDR Action Plan – Communication & Education

- Create list of resources to increase awareness of current programs among housing providers and other service providers
- **Train stakeholders in use of programs and services**
- Increase awareness of process for qualifying and enrolling for, and obtaining, subsidized housing

Action Plan – Central UP

Priorities	Goals	Strategies
HOUSING ECOSYSTEM	HIGHLIGHTED - Goal 2.6.: Enhance the efficiency and effectiveness of the Central UP housing ecosystem by fostering collaboration on housing and improving access to regional market-level data on housing needs and opportunities.	Strategy 2.6.A. - Establish the "Central UP Housing Collaborative" to enhance collaboration, capacity, and efficiency within the housing ecosystem. Through information sharing and best practices, the collaborative will develop housing market intelligence, address workforce and training matters, and explore housing topics in the Central UP region.
		Strategy 2.6.B. - Conduct comprehensive target market analyses across the six Central UP counties to accurately assess housing needs and markets in the Central UP region. Additionally, support will be provided to communities through grants and other opportunities to track relevant housing data, ultimately fostering a well-informed and responsive housing ecosystem that addresses diverse housing needs effectively.
		Strategy 2.6.C. - Utilizing the Central UP Housing Collaborative, begin unifying a strong regional network of technical expertise to build new measures from existing models. For example, create a regional Central UP Community Preference Survey modeled off of previous surveys from NAR and AARP to better understand housing choices in the region.
		Strategy 2.6.D. - Close the gap between the political structure and the marketplace to streamline community planning and zoning allowances to develop additional housing solutions.
HOMELESSNESS PREVENTION	Goal 3.4: Increase cross-system partnerships to strengthen the homelessness response system, achieve greater housing stability, and impact social determinants of health.	Strategy 3.4.X – Through state and local partnerships, fully leverage support services and minimize barriers to accessible housing.
HOUSING STOCK	HIGHLIGHTED - Goal 4.1: Increase the supply of the full spectrum of housing that is affordable and attainable to Central UP residents.	Strategy 4.1.X. - Build capacity for community and economic development, non-profit, faith-based, and other purpose-driven housing development and staffing.
		Strategy 4.1.Y: Incentivize development of affordable and accessible housing units for households at or below 30% AMI to increase supply.
		Strategy 4.1.Z: Identify where gaps exist, attempt to mitigate, and create new funding opportunities for new senior facilities providing a continuum of care through the collaboration of a broad array of partners.
	HIGHLIGHTED - Goal 4.4: Increase the rehabilitation and/or preservation of housing stock.	Strategy 4.4.X. - Increase the amount of funding and ease of access to resources for rehab, repair, and preservation
	HIGHLIGHTED - Goal 4.6: Increase missing middle and workforce housing stock to facilitate greater housing choice.	Strategy 4.6.X. - Provide more regionally controlled incentives like BuildUP and MSHDA Missing Middle to address development and appraisal gaps, uplift missing middle and workforce housing, and drive meaningful growth in housing stock.
RENTAL HOUSING	HIGHLIGHTED - Goal 6.2: Reduce the number of underserved and vulnerable populations experiencing rent burden by removing barriers and increasing resources.	Strategy 6.2.X. - Mitigate rent burden for underserved and vulnerable populations by identifying local funding sources, developing targeted financial assistance programs reflecting ALICE budget considerations, and promoting affordable housing initiatives, thereby increasing resources and removing barriers to housing affordability.
COMMUNICATION AND EDUCATION	Goal 8.5 - Foster a unified approach to raise awareness and support for accessible, affordable, and inclusive housing throughout the Central UP, while concurrently promoting education and understanding of existing housing programs and services in the state.	Strategy 8.5.A. - Create an online regional clearinghouse of housing resources and services specific to target populations (e.g., veterans, new homeowners, income constrained).
		Strategy 8.5.B. - Increase awareness of the process for qualifying, enrolling, and obtaining local- and state-subsidized housing, including waiting lists, among those needing assistance.

Action Plan – Central UP
Priority: Housing Ecosystem

Goal - Enhance the efficiency and effectiveness of the Central UP housing ecosystem by fostering collaboration on housing and improving access to regional market-level data on housing needs and opportunities.

1. **Strategy** – Establish the "**Central UP Housing Collaborative**" to enhance collaboration, capacity, and efficiency within the housing ecosystem.

2. **Strategy** - Conduct comprehensive **target market analyses** across the six Central UP counties to accurately assess housing needs and markets in the Central UP region.

Action Plan – Central UP
Priority: Housing Ecosystem (continued)

3. **Strategy** - Utilizing the Central UP Housing Collaborative, begin unifying a strong regional **network of technical expertise** to build new measures from existing models.

4. **Strategy** - Close the gap between the political structure and the marketplace to **streamline community planning and zoning** allowances to develop additional housing solutions.

Action Plan – Central UP
Priority: Housing Stock

<u>Goal</u> - Increase the supply of the full spectrum of housing that is affordable and attainable to Central UP residents.

1. **Strategy** - Build capacity for community and economic development, non-profit, faith-based, and other purpose-driven housing development and staffing.

2. **Strategy** - Incentivize development of affordable and accessible housing units for households at or below 30% AMI to increase supply.

3. **Strategy** – Identify where gaps exist, attempt to mitigate, and create new funding opportunities for new senior facilities providing a continuum of care through the collaboration of a broad array of partners.

Action Plan – Central UP
Priority: Housing Stock (continued)

<u>**Goal**</u> **-** Increase the supply of the full spectrum of housing that is affordable and attainable to Central UP residents.

1. **Strategy** – Increase the amount of funding and ease of access to resources for rehab, repair, and preservation.

<u>**Goal**</u> **-** Increase the supply of the full spectrum of housing that is affordable and attainable to Central UP residents.

1. **Strategy** – Provide more regionally controlled incentives like BuildUP and MSHDA Missing Middle to address development and appraisal gaps, uplift missing middle and workforce housing, and drive meaningful growth in housing stock.

Our Next Steps

- Further edits to Final Action Plans (if needed)
- Outreaching to partners
- Understanding support from MSHDA
- Acting on KPIs – who, when, how, & measurement

Thank you.

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