

REQUEST FOR COUNCIL ACTION

Date: 02/08/2016
Item No.: 15.a

Department Approval



City Manager Approval



Item Description: High Density Housing Discussion and Housing/Economic Development Update

BACKGROUND

The City Council has requested that staff bring forward information on the City's planning for high density housing for discussion. The high density housing discussion was originally scheduled for the January 25th meeting, but was unable to be presented due to the late hour of the City Council meeting. In addition, the City Council has asked for an overview of the City's Housing and Economic Development programs which has been scheduled for the February 8th meeting for some time. Although these issues are somewhat separate, they have significant areas of overlap, so we have combined them for the purposes of discussion in order to provide a more comprehensive overview of the City's current programs and issues in the areas of Housing and Economic Development.

There is a large amount of information provided in this RCA and the attachments. It is understood that it may not be possible to go through it all in a single meeting. The purpose is to provide the City Council with a broad overview of the current status in these areas and it is anticipated that the City Council may want to discuss certain aspects in greater detail in the future. Staff would like to note that Attachment G is a large table providing an overview of the City's current Housing and Economic Development programs, budget information, partnerships and fund balances which could be a good item to use as a reference while digesting the information contained in the RCA.

Since it is continued from January 25th, we have started with the high density housing discussion. The additional information regarding the City's current programs and services in the areas of housing and economic development begins on page 4 of this RCA.

High Density Housing Discussion

Zoning

The City has two zoning districts that are exclusively designed for high density residential development.

As identified on the attached zoning map (Attachment A), High Density Residential (HDR)-1 is the most commonly used zoning designation for high density residential. HDR-1 allows residential development between 12 and 24 units per net acre. The maximum building height is 65 feet.

HDR-2, which has not been used extensively, allows residential development higher than 24 units per net acre and does not have a maximum density. However, HDR-2 does have a

maximum building height of 95 feet that effectively limits the maximum density that can actually be constructed on a site.

Staff examined the HDR zoned properties in greater detail (Attachment B) and identified several items that could be of interest:

- Although there are not many properties currently zoned HDR-2, several of the HDR-1 properties have been developed at HDR-2 densities. In the future, the City may want to consider rezoning these existing properties to HDR-2 to better recognize the existing development pattern.
- There are currently four proposed developments that include almost 300 units of multi-family in various stages of seeking City approvals for 2016 construction. All of these projects are oriented towards the senior market.
- There is approximately 57.8 acres of HDR guided land that has not yet been developed. If developed at HDR-1 densities, that would provide enough room for 693 – 1387 additional units. If developed at HDR-2 densities, the number would be higher. Note: This figure does not include the land zoned HDR-1 north of Terrace Drive or on Old Highway 8 that are in the process of being rezoned.
- Some of the HDR guided sites are already intensively developed with another use (such as the south side of County Road C between Snelling Avenue and Hamline Avenue); therefore, the economics of redevelopment of these types of sites could be challenging or cost-prohibitive.

Community Mixed Use (CMU) 2, 3 and 4 can also be used for development of high density residential. These districts have no density maximum but a height limitation of 65 feet, so development in this area would be expected to be similar to densities found in HDR-1 (Attachment C). CMU-1 has height limitations that prevent its use for high density housing development.

Although it is not commonly known, the Community Business District also allows multi-family (on the upper floors only). This district allows up to 24 units per acre, but has a 40 foot height limitation. This type of multi-family development would be more of the small, mixed use variety where the density is higher because of a small lot area, not because there are a lot of units or a tall building.

Housing Mandates

The discussion of high density housing often raises the issue of how much discretion a city has with regards to planning for it. There are a lot of public misconceptions about the roles of various agencies and processes, particularly surrounding the Metropolitan Council, which is the regional housing authority but also the regional planning agency, transit agency, wastewater agency, etc.

The primary mandate occurs in the comprehensive planning process. Every comprehensive plan update cycle, the Metropolitan Council projects the housing needs for the community. Roseville's projections are as follows:

	2010 (actual)	2014 (est.)	2020	2030	2040
Population	33,660	34,719	33,800	34,000	34,500
Households	14,623	15,006	15,300	15,700	16,100

72

73 Note that the number of households is projected to rise, even as the population declines. This is
74 due to the projected continued decline in the average household size in Roseville. From 2010 –
75 2040, the population is projected to increase by 840 people, but the number of residential units is
76 projected to increase by 1,477.

77 The Metropolitan Council also projects a community's share of the region's need for low and
78 moderate income housing. It has determined that the number of units needed between 2021-
79 2030 is 142, broken down as follows (AMI: Area Median Income – Ramsey County is \$55,460):

80

At or below 30% AMI	72
31-50% AMI	50
51-80% AMI	20
Total Units	142

81 An explanation of how this allocation is determined can be found in Attachment D.

82 The primary mandate from the Metropolitan Council is that a community has to guide sufficient
83 land at minimum residential densities to support the community's total allocation of affordable
84 housing units in one of two ways (Attachment E):

85 **Option 1:**

86 *Guide sufficient land at 8 units per acre (Roseville's medium density) to accommodate all of the*
87 *total allocation or 17.75 acres (142 units/8 units per acre).*

88 **Option 2:**

89 *Guide sufficient land at 12 units per acre to address the allocation of up to 50% of AMI or 10.17*
90 *acres (122 units/12 units per acre).*

91 **AND**

92 *Guide sufficient land at 6 units per acre to address the allocation of 51%-80% of AMI or 3.33*
93 *acres (20 units/6 units per acre).*

94 It is important to note that there is not a requirement that this guided property be developed as
95 low to moderate income housing. The community just has to make it available.

96 In addition to the land guiding mandate, the Metropolitan Council also requires communities to
97 identify the programs, fiscal tools, and other actions that could be used to meet the existing and
98 projected housing needs identified. The Metropolitan Council does not force communities to use
99 these programs or tools as part of any proposed projects. That is fully up to the local unit of
100 government to decide.

101 **Housing Incentives**

102 The Metropolitan Council does encourage communities to provide low to moderate income
103 housing as part of its Livable Communities Act grant programs, such as the LCDA (Livable
104 Communities Demonstration Account), TBRA (Tax Base Revitalization Account) and LHIA
105 (Local Housing Incentives Account). A community's chance of receiving one of these grants is
106 impacted by how much affordable housing is being provided in the proposed development and/or
107 how the community performed in the past in providing affordable housing. Whether a
108 community chooses to participate in any of these programs is entirely voluntary.

In the past, Roseville has successfully applied for 17 Livable Communities Act grants totaling almost \$5 million, although approximately \$1.4 million of that figure was for the recent Sherman project and was returned to the Metropolitan Council.

The Metropolitan Council does maintain a detailed scoring system to identify how it views a community is performing in regards to providing low to moderate income housing. The most recent housing score for Roseville is 100% (Attachment F) indicating that the Metropolitan Council views Roseville to be one of the top performers in this area.

Housing and Economic Development Division Activities

The Community Development (CD) Department has a Housing and Economic Development (HED) Division that leads the City's housing and economic development functions and coordinates with other local, regional and state partners. The HED activities are funded by a combination of EDA reserve funds, occasional grants and community development funds. For 2016, the EDA does not have a levy and therefore all activities traditionally funded by the EDA/HRA are being funded from existing EDA reserves.

HED has several areas of focus including:

- Blight prevention and elimination
- Business networking
- Education
- Housing affordability
- Job creation/retention
- Property tax growth
- Sustainability, particularly regarding energy

HED's small staff size and broad areas of responsibility has created a structure that places a high value on partnerships that can leverage staff resources. HED staff includes one full staff member and partial FTEs of the department head, senior office assistant and GIS technician. A summary of HED's current activities and partnerships can be found in Attachment G.

In addition to HED's community services, it also serves an important role within the CD Department because it is the division that is not fully obligated to permit processing activities and can therefore undertake special projects. Roseville differs from many cities in that it does not have any long range planning or neighborhood planning staff that can manage special studies, projects and outreach. This "internal consulting" role that HED provides to the department has become increasingly valuable as permit levels have now reached 5,000 per year in 2015 which is a significant increase from the historic trend of 4,000 permits. With Rosedale's expansion and more than 200 units of housing already in the pipeline, 2016 looks to be another busy year for permits staff, leaving little time for special projects, code amendments or studies.

Some of the special projects HED staff have managed or had a primary role include:

- Creation of the Rental Licensing Program
- Creation of the 2030 Comprehensive Plan (position later eliminated)
- Creation of the Rental Registration Program
- Part of the leadership team of the SE Roseville Study

- 2015 Twin Lakes planning process
- Home and Garden Fair (eliminated for 2016)
- Grant writing, such as the recent funding of the new Larpenteur Avenue trail and interns
- Dale Street fire station redevelopment
- Owasso ballfields purchase (ongoing)
- Armory site (ongoing)

Looking forward, it is anticipated there will be more special projects that will need to be staffed in 2016 and beyond, including the SE Roseville Plan and the former armory site.

The upcoming comprehensive plan update in 2017-18 is anticipated to be created by a consulting firm, but the amount of staff time necessary to properly manage a consultant led comprehensive planning effort is extensive. In the last cycle, the project was managed by HED staff, but that position no longer exists. We will not be able to project the staffing needs for the comprehensive plan update until the level of community engagement is known. The City Planner and Community Development Director will be meeting with the Community Engagement Commission on February 11th to begin discussing this issue. At this time and assuming a moderate level of community engagement, we are unable to identify any current staff with the projected workload availability to manage a project of that size for that long of a period.

Although HED staff covers a lot of service areas with its many partnerships, the tasks that do not receive the same level of attention are those activities which can't be leveraged with partnerships, such as those that involve a lot of face to face interaction with residents and businesses. These include:

- Business retention and expansion visits
- Identifying and understanding new redevelopment sites
- Targeting and working to attract particular types of developers or companies
- Working with landowners/developers to better take advantage of state and regional brownfield cleanup funds
- Working with entrepreneurs
- Working with disadvantaged populations (employers, employees and housing residents)
- Analyzing and monitoring key data over time for early identification of housing or economic development problems and opportunities
- Proactive promotion of the community beyond the City borders
- Business concierge services

In 2016, the City Council approved the PPP document that has set strategic direction for several HED activities (Attachment H).

In the summer of 2015, the Roseville HRA went through a strategic planning process to identify some of the activities and services that were not being provided and made recommendations of areas it would like to see the city move towards. Although this strategic plan (Attachment I) was never implemented, it still contains information that may be useful to the City Council as it charts out the future direction of the City's Housing and Economic Development efforts.

POLICY OBJECTIVE

This information is intended to assist the City Council by providing additional background related to high density housing issues and HED activities in order to inform future policy decisions.

BUDGET IMPLICATIONS

This item is for informational purposes only and therefore will not directly result in any budget implications. Future policy changes, if any, could have budgetary impacts.

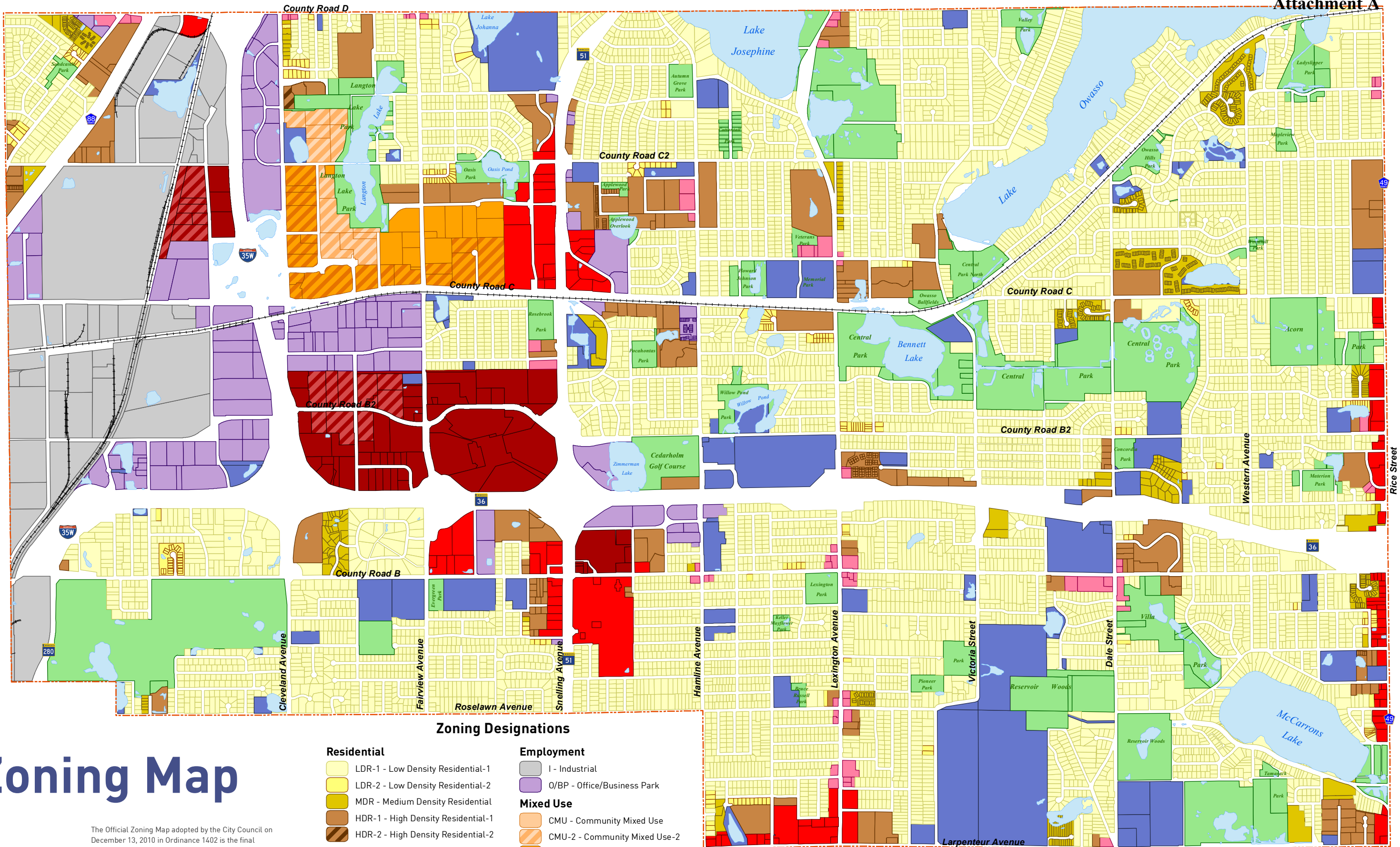
STAFF RECOMMENDATION

This item is for informational purposes only and therefore there is not a staff recommendation. It is anticipated that this will be the beginning of ongoing policy discussions with the City Council in the housing and economic development areas.

REQUESTED COUNCIL ACTION

Receive and discuss this information. Provide any policy direction to staff as appropriate.

Prepared by: Paul Bilotta, Community Development Director
Attachments: A: Zoning Map
B: Existing High Density Residential
C: Other High Density Potential Districts
D: Allocation of Affordable Housing
E: Housing Requirements
F: Roseville Housing Performance Score
G: HED services and partnerships
H: 2016 Policy Priority Planning document
I: RHRA 2015 Strategic Plan



Zoning Map

The Official Zoning Map adopted by the City Council on December 13, 2010 in Ordinance 1402 is the final authority with regard to the zoning status of any property. It is on file in the Community Development Department at City Hall.

The zoning designations shown on this map must be interpreted by the Community Development Department. See Water Management Overlay District Map for additional boundaries.

Residential

- LDR-1 - Low Density Residential-1
- LDR-2 - Low Density Residential-2
- MDR - Medium Density Residential
- HDR-1 - High Density Residential-1
- HDR-2 - High Density Residential-2

Commercial

- NB - Neighborhood Business
- CB - Community Business
- RB - Regional Business
- RB-2 - Regional Business-2

Employment

- I - Industrial
- O/BP - Office/Business Park

Mixed Use

- CMU - Community Mixed Use
- CMU-2 - Community Mixed Use-2
- CMU-3 - Community Mixed Use-3
- CMU-4 - Community Mixed Use-4

Public / Institutional

- INST - Institutional
- PR - Park and Recreation

Data Sources

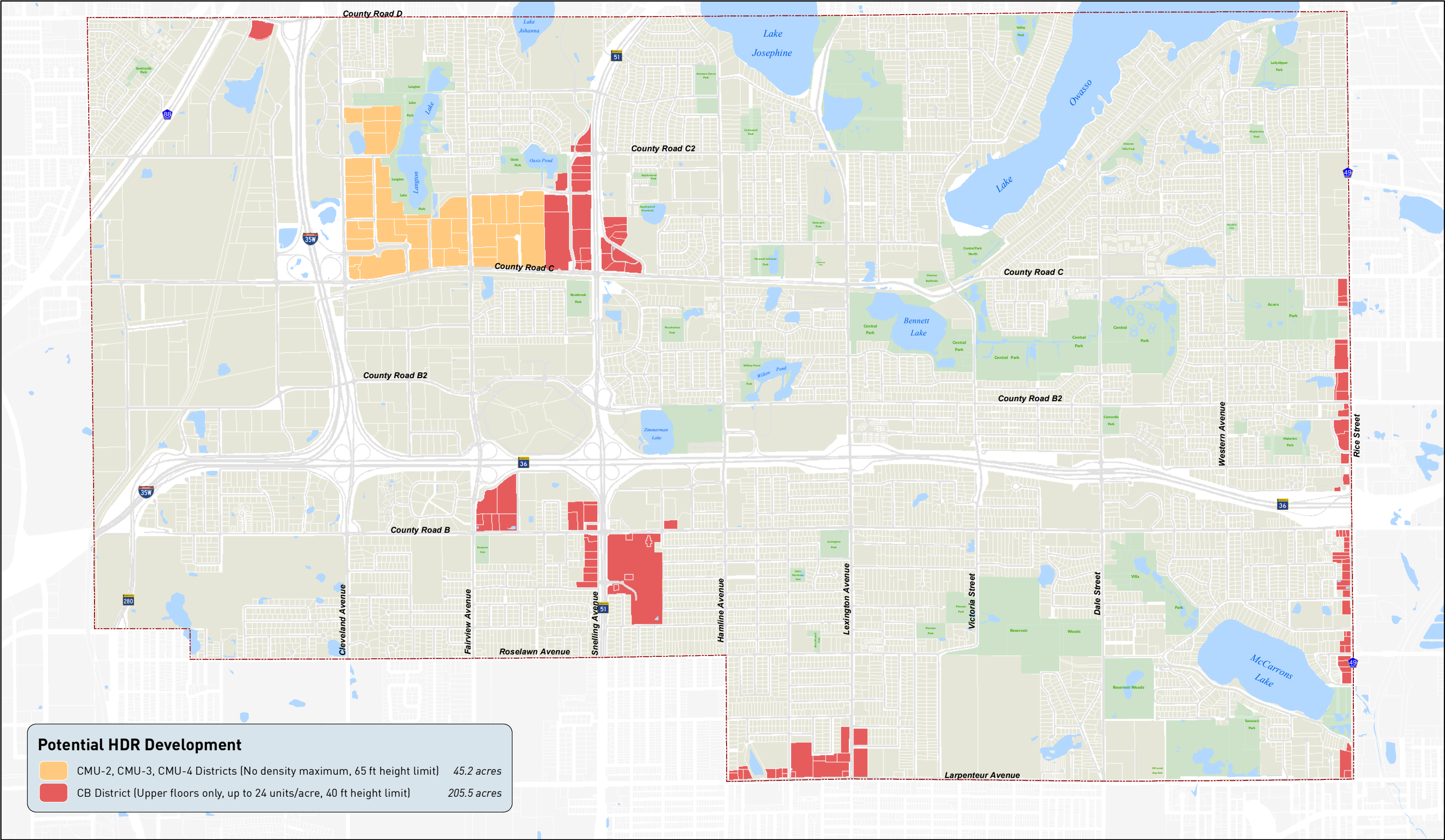
- * Ramsey County GIS Base Map (12/1/2015)
- * City of Roseville Community Development

Disclaimer
This map is neither a legally recorded map nor a survey and is not intended to be used as one. This map is a compilation of records, information and data located in various city, county, state and federal offices and other sources regarding the area shown, and is to be used for reference purposes only. The City does not warrant that the Geographic Information System (GIS) Data used to prepare this map are error free, and the City does not represent that the GIS Data can be used for navigational, tracking or any other purpose requiring exacting measurement of distance or direction or precision in the depiction of geographic features. If errors or discrepancies are found please contact 651-792-7085. The preceding disclaimer is provided pursuant to Minnesota Statutes §466.03, Subd. 21 (2000), and the user of this map acknowledges that the City shall not be liable for any damages, and expressly waives all claims, and agrees to defend, indemnify, and hold harmless the City from any and all claims brought by User, its employees or agents, or third parties which arise out of the user's access or use of data provided.

0 500 1,000 1,500 Feet







Potential High Density Residential Development



ALLOCATION OF AFFORDABLE HOUSING

LOCAL PLANNING HANDBOOK

To fulfill the requirements of the Metropolitan Land Planning Act, the Metropolitan Council allocates the number of affordable housing units each community needs to plan for in order to address their share of the regional Need for affordable housing units.

We did this in three steps:

- In Part I, we forecasted the amount of net household growth in the region between 2021-2030 that will need additional affordable housing -- or 37,900 new affordable housing units.¹
- In Part II, we allocated a portion of that regional Need to each community expecting growth in their sewer-served households, making adjustments that allocate relatively more additional affordable housing where it would expand housing choices the most.
- In Part III, we distributed each community's adjusted allocation into three "bands of affordability."

The full methodology—developed with the input of local government staff, housing advocates, and other stakeholders— is available in Appendix B of the [2040 Housing Policy Plan](#) (as amended by the Council on July 22, 2015).



Part I: How many new affordable units will the region need?

First, we determined the regional Need for affordable housing units. We did this by forecasting the net growth in households between 2020 and 2030. (This reflects people moving to the region as well as natural household growth, such as young adults moving out of the family home and divorcing couples.) We then used historical income distribution patterns to estimate the proportion of these households that will be low-income (at or below 80% of AMI). Finally, we subtracted out low-income seniors who will already own their homes and therefore not need additional housing. This resulted in a regional Need of 37,900 additional affordable housing units.

Part II: How many new affordable units will each community need?

Next, we distributed that Need across communities with growth in sewer-served households. We initially allocated housing units proportionate to each community's forecasted growth in sewer-served households: communities with more forecasted growth received higher initial allocations. To expand housing choice for low-income households and align low-income housing more closely with low-wage jobs, we then adjusted that initial allocation for two characteristics of communities:

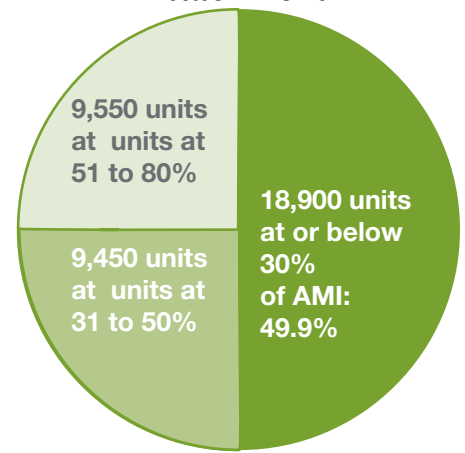
Adjustment factors	Allocation is increased for communities that have:	Allocation is reduced for communities that have:
Existing affordable housing	Lesser share of existing affordable housing than the average sewer-served community	Greater share of existing affordable housing than the average sewer-served community
Ratio of low-wage jobs to low-wage workers	Relatively more low-wage jobs than low-wage workers living in the community	Relatively more low-wage workers living in the community than low-wage jobs

Attachment D

In this process, the existing affordable housing adjustment had twice as much influence on the allocation as the ratio of low-wage jobs to low-wage workers.

Part III: How many new affordable units will each community need in each band of affordability?

Finally, we distributed the resulting overall allocations for each community into three “bands of affordability.” We started by making the initial allocation in each band a certain percentage of the community’s overall allocation, according to each band’s share of the regional Need:



Total Regional Need= 37,900

We then adjusted each community’s allocations based on the community’s existing amount of affordable housing in each band. For example, if a community had a lower-than-average share of its affordable housing in the 31-50% band, its allocation in that band was increased. Conversely, if a community had a higher-than-average share of its affordable housing in the 31-50% band, its allocation in that band was lowered. This further expands choice for low-income households in each band.

To see how this process worked for your community, see Appendix B (Exhibits 5 and 6) of the [2040 Housing Policy Plan](#) (as amended July 22, 2015).



1. The regional Need attempts to provide the most objective, accurate prediction possible of the number of additional low- and moderate-income households that will need affordable housing without considering the cost of, resources available for, or barriers to building that housing. The Need measures future affordability demand and does not incorporate existing unmet demand for affordable housing (i.e., low- and moderate-income households who experience housing cost burden today).

September 2015

HOUSING REQUIREMENTS

LOCAL PLANNING HANDBOOK

HOUSING ELEMENTS: NOW AND THEN

Housing requirements for your Comprehensive Plan update are largely the same as in the last round of updates. New guidance does require additional specificity and clarity to help your Housing Element meet the intent of the Metropolitan Land Planning Act ([Minn. Stat. 473.859 Subd. 2\(c\) and \(4\)](#)).

STATUTORY REQUIREMENT

CURRENT HANDBOOK

Assess current housing stock

Highlighted text indicates information that was not required previously; please note that the Council will provide these data/maps if needed.

Translating existing conditions into clearly identified needs and priorities (narrative analysis) is necessary to adequately inform the implementation plan.

“Complete an existing housing assessment, including:

1. A table of existing local conditions, including at a minimum the following information:
 - Total number of housing units
 - Number of housing units affordable at households with incomes at or below 30% Area Median Income (AMI), between 31 and 50% AMI, and between 51 and 80% AMI.
 - Number of housing units that are owner occupied
 - Number of housing units that are rental
 - Number of single family homes
 - Number of multi-family homes
 - Number of publicly subsidized housing units by the following types: senior housing, housing for people with disabilities, and all other publicly subsidized units. Include expiration dates of affordability contracts when applicable.
 - Number of existing households that are experiencing housing cost burden and have incomes at or below 80% AMI.
2. A map of owner-occupied housing units identifying their assessed values, differentiating at a minimum the values above and below \$213,000.
3. A narrative analysis of existing housing needs, addressing at a minimum the components of the existing housing assessment within the local context of your community. Plans consistent with Council policy will clearly identify existing housing needs and priorities for the community.”

Previous Handbook:

“Assessment of the current housing stock should include the number, types, tenure, value, monthly rent, age and condition of residential structures. Where appropriate, sub-regional or broader comparisons with other municipalities should be included to better explain the existing housing conditions.”

STATUTORY REQUIREMENT

CURRENT HANDBOOK

Projected housing needs

For this update we will address the need for low- and moderate-income housing within three bands of affordability.

For this update we have increased the minimum densities to support affordable housing development but also provided additional flexibility in meeting this requirement.

1. “Acknowledge your community’s share of the region’s need for affordable housing at three bands of affordability: <30% AMI, 31-50% AMI, and 51-80% AMI.
2. Guide residential land at densities sufficient to create opportunities for affordable housing using one of the following options:
 - Option 1: Guide sufficient land at minimum residential densities of 8 units/acre to support your community’s total allocation of affordable housing need for 2021 – 2030. This option may be best for communities that find it difficult to support densities of 12 units/acre (per Option 2), or prefer simplicity over flexibility in their density minimums.
 - Option 2: Guide sufficient land at minimum residential densities of:
 - 12 units/acre to address your communities allocation of affordable housing need at <50% AMI. This combines your community’s allocation at <30% AMI and 31-50% AMI.
 - 6 units/acre to address your community’s allocation of affordable housing need at 51-80% AMI.

Option 2 may be best for communities that feel they can achieve affordable housing needs at 51-80% AMI with less than 8 units/acre. It also allows the affordable housing need to be addressed with less actual land, as is the case if communities choose to use even higher densities than are required. Furthermore, communities using Option 2 may guide land to meet their allocation of affordable housing need at 51-80% AMI using a minimum density range of 3-6 units/acre if they have demonstrated in the last 10 years the application of programs, ordinances, and/or local fiscal devices that led to the development of housing affordable at 51-80% AMI in their community. Examples include: density bonuses for affordable housing unit inclusion, local funding programs such as TIF, etc.”

Previous Handbook:

“Goals and policies should address the need to add low- and moderate-income affordable housing...”



STATUTORY REQUIREMENT

CURRENT HANDBOOK

Implementation Plan

A key difference from the last update is the need to specifically tie official controls to stated needs, including when and how they will be used.

1. "A description of public programs, fiscal devices, and other specific actions that could be used to meet the existing and projected housing needs identified in the housing element. Include in what circumstances and in what sequence they would be used.
2. Plans consistent with Council policy will clearly and directly link identified needs to available tools. Needs are identified within the three bands of affordability, and tools should therefore be addressed within the band of affordability as well.
3. Plans consistent with Council policy will consider all widely accepted tools to address their housing needs. . A list of widely accepted tools is provided, however, this list is not exhaustive. Communities are strongly encouraged to include any additional tools at their disposal when identifying how they will address their housing needs."

Previous Handbook:

"The comprehensive plan must include a housing implementation program that identifies official controls, programs and fiscal tools the municipality will use to implement its housing goals and policies. Local controls may include zoning and subdivision ordinances, building codes, design requirements and the approval process itself. These impact both the type and cost of new housing.

In its housing implementation program, the municipality identifies the range of efforts intended to facilitate construction of affordable housing and thus to expand local housing options. Included in the sections are such programs as:

- Affordable housing assistance through development and preservation programs
- Home improvement and housing assistance programs through the local housing and redevelopment authority
- Fiscal tools, such as tax abatement, bonding or tax increment financing
- Official controls and land use regulation aimed at facilitating construction of affordable and lifecycle housing
- Guide land for development at densities that may facilitate greater housing affordability"

August 2015



	New Affordable and Mixed-Income Housing--Last 10 Years (up to 15 points)		Points
N1.	1.5 Points for:	Each new unit in a recent project at or below 30% AMI	6.00
N2.	.75 Points for:	Each new unit between 31% and 50% AMI	34.50
N3.	.5 Points for:	Each new unit between 51% of AMI and 80% of AMI	0.00
N4.	.25 Points for:	Each Owner-Occupied new single family unit between 81 and 115% of AMI	0.00
N5.	.15 Points:	Each local control adjusted or waived for a specific project	5.75
N6.	10 Points for:	Each new mixed-income project (at least 20% but not more than 80% market rate)	0.00
N7.	10 Points where:	New units put community on track to meet decade's Livable Communities Act (LCA) goal for new affordable housing (e.g. 40% met by year 4 or 70% after 7)	0.00
N8.	10 Points where:	New units in previous year are 10% or more of the decade's negotiated LCA affordable housing goal	0.00
N9.	At least 2%: 3 Points At least 4%: 6 Points At Least 6%: 9 Points:	Direct local financial contribution to affordable or mixed-income development, including estimated value of waived or adjusted local controls	9.00
N10.	5 Points for:	Issuance of housing revenue bonds for construction, or refinancing of affordable or mixed-income development (e.g. tax-exempt bonds to be paired with 4% tax credits or bonds for age- and income-restricted senior developments)	0.00
	Total for Category		15

	Preservation & Substantial Rehabilitation Projects--Last 7 Years for Preservation & 3 Years for Rehab (up to 35 points)		Points
P1.	1 Point for:	Each <i>preserved</i> unit in a recent project at or below 30% AMI	127.00
P2.	.5 Points	Each <i>preserved</i> unit between 31% and 50% AMI	0.00
P3.	.25 Points for:	Each <i>preserved</i> unit between 51% of AMI and 80% of AMI	0.00
P5.	7.5 Points	Preservation of state or federal project-based subsidy for at least 15 years	30.00
P6.		Demonstrated local efforts to preserve a manufactured housing park from threats of conversion and loss of affordable units	0.00
R1.	.5 Points for:	Each <i>substantially rehabilitated</i> unit in a recent project at or below 30% AMI	15.00
R2.	.25 Points for:	Each <i>substantially rehabilitated</i> unit between 31% and 50% AMI	22.50
R3.	.15 Points for:	Each <i>substantially rehabilitated</i> unit between 51% of AMI and 80% of AMI	0.00
R4.	.15 Points:	Each <i>substantially rehabilitated</i> owner-occupied unit serving a household between 81 and 115% of AMI	0.00
R5.	1 Point for:	Each acquisition/rehab/resale of an owner-occupied unit affordable to a households at or below 80% AMI, rehabbed & sold under a Community Land Trust	0.00
R6.	.15 Points for:	Each local official control adjusted, waived, or used to preserve or rehabilitate affordable housing	0.15
R7.	5 Points each for:	Each preservation or substantial rehabilitation project with at least a 4% local direct financial contribution, including estimated value of waived or adjusted local controls	0.00
R8.		Rehab activity that involves conversion of units from a non-restricted status to a rent and income-restricted status (new units counted in N1-3 above)	10.00
	Total for Category		35

	Housing Programs & Policies in Place/Use in Last 5 Years (up to 25 points)		Points
H1.	2 Points each for:	Each locally funded and administered housing program or service	4.00
H2.		Each housing program operated by a non-profit organization receiving a local financial contribution (e.g. single family rehab loans, rental assistance, housing counseling, etc.)	2.00
H3.		Covering all or a portion of administrative expenses incurred in administering a federal, state, or county housing program (i.e. difference between costs and reimbursements)	3.00
H4.		Local expenditure in the prior year to affordable or life-cycle housing representing at least 85% of the municipality's Affordable and Life-Cycle Housing Opportunities Amount (ALHOA)	2.00
H5.	3 Points each for:	Demonstrated efforts to improve/preserve unsubsidized affordable housing (if not claimed under item R8)	3.00
H6.		Participation (as a lender or administrator) in the Minnesota Housing Single Family Rehabilitation Loan, Emergency Loan, and/or Community Fix-Up Programs	0.00
H7.		Successful/funded application to the Minnesota Housing Single Family Impact Fund for activities other than new construction or rehabilitation	0.00
H8.	.15 Points for:	Each household served under local programs	6.90
H9.	4 Points each for:	Adopting or administering a rental licensing program	4.00
H10.		Administering an active code enforcement program (for rental or owner-occupied housing)	4.00
H11.	8 Points each for:	Adopting or administering an Accessory Dwelling Unit (ADU) ordinance	8.00
H12.		Adopting or administering a mixed-income (inclusionary) housing ordinance	0.00
H13.		Adopting and enforcing a local Fair Housing policy	8.00
	Total for Category		25

	Characteristics and Affordability of the Existing Housing Stock (up to 25 points)		Points
C1.	At least 2%: 3 Points At least 5%: 6 Points At Least 8%: 9 Points:	Existing stock of housing affordable to households earning 30% of AMI or less	6.00
C2.	At least 10%: 3 Points At least 20%: 6 Points At Least 30%: 9 Points:	Existing stock of housing affordable to households earning 50% of AMI or less	3.00
C3.	At least 20%: 3 Points At least 40%: 6 Points At Least 60%: 9 Points:	Existing stock of housing affordable to households earning 80% of AMI or less	9.00
C4.	1 Point for each:	Each facility serving vulnerable or special populations (max of 10 points) including: o Transitional placement of adult offenders or adjudicated delinquents o Licensed group homes for people with physical disabilities, mental illness, developmental disabilities, or chemical dependency o Shelters for people experiencing homelessness, battered women or those otherwise not able to secure private housing o Transitional housing for people experiencing homelessness o Permanent housing for victims of sex trafficking or domestic abuse o Age- and income-restricted senior housing	10.00
	Total for Category		25

Narrative Adjustments (if any)		
	Additional housing programs, projects, initiatives, or activities described	0.00
(efforts described in the narrative will be integrated as appropriate into preceding tabs by Council staff)		

Total Housing Performance Score	100.00
Hold-harmless minimum (80% of average 2010-2014 scores)	64.64
Final 2015 Housing Performance Score	100.00

*See the Guidelines for Priority Funding for Housing Performance for the working definitions of Substantial Rehabilitation and Preservation. When complete, please use "Save As" in Excel and save the file to a convenient location, using the name of the city and complete in the file name (example: "Oak Falls Complete"), then attach the file to an email and return it to Joel Nyhus at joel.nyhus@metc.state.mn.us.

Housing and Economic Development Services and Partnerships				
Program	Purpose	Eligibility/Target Audience	Budget/Resources/Activity	Outcomes
Current Programs Admin by the Housing and Economic Development Staff				
Green Award Program	Promote and support Green building/remodeling techniques for residential property owners	Roseville homeowners	Budget: \$850 for 3 awards per year. Activity: Review applications, develops homeowner’s project webpage, and maintain application materials.	More Roseville residential property owners incorporate Green techniques when building or remodeling their property.
Green Remodeling Plan Book	Created in 2011 in partnership with Minnesota Family Housing Fund to provide a one-stop shop for green remodeling resources	Roseville Community	Budget: \$2500 (research); \$5000 (design) Activity: Update in progress is transferring website contents to a book-length PDF. Staff oversees contracted intern who specializes in sustainability and design professional. Ongoing Budget Need: Update info every 3 years	Award-winning resource is used throughout Minnesota and the US as a resource for green remodeling.
House Replacement Program	Refresh housing stock by replacing homes that have substandard construction with new construction	Homes and/or property must meet code deficiency or poor quality construction from building code review.	Existing Balance: \$606,000* Activity: Send letters and work with building code staff to identify qualifying homes. Manage land transfer, review/select new builder and ensure projects is completed on time. <i>*RHRA set aside funds for 3 yrs to acquire property</i>	Increase and stabilize housing stock and property values in Roseville. Most recent home completed was in 2015 and is located at 1840 Hamline.
Roseville Business, Retention and Expansion				
- City Newsletter (bimonthly)	Educate residents and businesses about h business are in Roseville; provide resources to businesses	Roseville businesses and residents	Budget: \$6000 (printing/mailing) Activity: Work w/Communication staff on articles	Businesses have contacted City staff seeking financial assistance; Increased participating in educational outreach events.
- Business Council Meetings (monthly)	Provide educational and networking opportunities for Roseville businesses, City staff, and residents	Roseville residents, businesses, and members of the two area chambers (SPACC & TCNCC)	Budget: Staff time Activity: Collaborate with both area chambers to develop roster of speakers; promote on City website and in the newsletter	Relationships established between businesses and City staff.
- Small Business Series Program (quarterly)	Provide quarterly educational and networking opportunities to Roseville businesses	Open to all businesses in Metro area but held at the Roseville Radisson	Budget: \$3,200 (40 businesses attend 4x/year) \$2,800 (mailing/marketing) Activity: promote events to businesses	Staff have met with some businesses people who have attended the event to discuss their needs.
- Business Exchange	Strengthen connection between local businesses and City staff as identified in the BR&E survey	Open to local businesses and partner sponsors members	Budget: Staff time Activity: Seek sponsorship from the RVA and 2 local chambers; promote and set up event	Stronger relationships between City staff and Roseville business people.
- BRE Database and Visitation Program	Establish a database of all businesses in Roseville; Establish a business visitation program and track contacts/information gained	Roseville businesses	Budget: \$10,400* + Staff time Activity: Conducts business visits; oversee intern who is establishing a database and gathering information. <i>*Includes software, intern wages, and miscellaneous expenses</i>	Develop a sustainable database to hold accurate information about Roseville businesses; Ensure stable relationships with business owners when changes occur with staff and elected officials.
- School Districts internship opportunities	Connect school districts with our businesses	Roseville businesses and area high school students and advisors	Budget: Staff time Activity: Meet with school districts annually to discuss education opportunities and internships	Connected local businesses to high school for internships.
Seasonal Workshop Series for Residents	Provide resources to residents for sustainability, home improvement, and personal finances	The workshops are held at Ramsey County Library in the Spring and Fall and open to anyone	Budget: Staff time Activity: Coordinate topics, experts, and speakers with Library Staff; promote workshops and provide logistical support	In 2015 we held 6 workshops and developed partnerships with the Library, St. Paul Famers Market, and MN Renewable Energy Society.

Housing and Economic Development Services and Partnerships				
Program	Purpose	Eligibility/Target Audience	Budget/Resources/Activity	Outcomes
Construction Consultation Services	Provide advice to Roseville Residents about remodeling/updating their property	Roseville residents	Budget: \$12,000* + City Staff time Activity: Refer homeowners with questions construction/remodeling questions <i>*Paid to HRC consultant</i>	Roseville residents served in 2015: 71 – Phone Consultations 68 - Site Visits 1 - Discuss Scope of Work
ECHO Project	Provide rental rights and responsibilities educational videos in 5 languages and ELL program.	Minnesota residents	Budget: \$10,000 + City Staff time Activity: Establish partnerships to both promote the work and to get financing; provide guidance and feedback throughout the project development; assist with promotion/rollout of final product	The HRA's \$10,000 contribution led partner organizations to contribute \$81,500. Project established partnerships between municipalities, nonprofit agencies, and other governmental organizations. Critical information was made available to underserved populations.
Energy Efficiency Program	Encourage Roseville residents to learn about and incorporate energy efficient products into their homes	Roseville residents	Budget: \$12,000 (\$60 for 200 audits) Activity: Work with NEC to promote the program and city staff processes monthly reimbursements	Of the 182 energy audits performed in 2015, the properties that had one were followed by these energy-related permits: 26 New roofs 11 New furnaces 7 New water heaters 7 Window installations 3 New front doors 3 Savers switches 1 Rooftop solar installation
HRA Property Abatement	Ensure Code Enforcement division is able to execute abatement orders approved by Council	Properties not in compliance Code requirements that have not initiated corrective action	Existing Balance: \$120,983* + Staff time Activity: Staff monitors funds to assure resources are maintained at appropriate limits; CE staff process abatement actions <i>*Current revolving account balance</i>	During 2015, Code Enforcement staff executed 19 property abatements, which maintains the public health, safety, and general welfare of Roseville residents and protects property values.
Multifamily Housing Loan Program	Assist rental property owners in maintaining their properties and to be used for high-density housing site assemblage.	Rental properties that have 4 or more units.	Budget: \$100,000 for 2016 Existing Balance: \$1,564,000 Notes Receivable: \$55,995 (Sienna Green) Activity: Provide information to owners of multifamily housing about the program	Acquired Dale Street Redevelopment properties; provided funds to remedy code violations and assisted Sienna Green I.
Neighborhood Enhancement Program/Business Enhancement Program (NEP/BEP)	Provide residents and business owners information about City Code requirements and seek compliance with Codes through annual exterior property maintenance inspections	Roseville residential and business properties	Budget: \$53,975 + Staff Time Activity: Prepare and mail notifications to residents and business owners; conduct inspections and work with owners to gain Code compliance when necessary	In the first year of the NEP (2008), CE staff recorded a 7.6% violation rate, dropping to 3.7% by 2010; in 2015 the rate was 8%. The increase may be due to the postponement of NEP in 2013 for the business enhancement program and again in 2014 for the implementation of the Rental License program. In 2013, the first year of the business program, CE staff recorded a 66% violation rate; in 2015 the rate was 32%."
Roseville Home Improvement Loan Program	Assist homeowners with improvements to maintain the housing stock. Maximum loan amount is \$40,000 at 3% interest rate. Must do energy audit prior to doing anything with funds	Property owners whose homes have a market value of \$216,500 or less (based on 2016 Estimated Market Value)	Existing Balance: \$649,000 Activity: Establish necessary contract with HRC who manages the loan process; promote the program; monitor the account balance (<i>Revolving loan fund balance</i>) – <i>Origination of loans by NEC</i>	Prior to 2015, there were income restrictions, which the HRA removed and replaced with median-value home criteria. In 2015, 7 applications were submitted, 3 closed and 4 were withdrawn.

Housing and Economic Development Services and Partnerships				
Program	Purpose	Eligibility/Target Audience	Budget/Resources/Activity	Outcomes
Southeast Roseville Redevelopment PPP Plan	Study redevelopment opportunities/programs for SE Roseville	Southeast Roseville property owners	Budget: \$10,000 Activity: Establish partnerships and work with residents, property owners, community groups, social service agencies, and governmental orgs to learn what’s needed and what’s available.	Continue work with Karen Organization of Minnesota (KOM), City of St. Paul, Maplewood, and other partners to complete the initiatives in process.
- County Funds for Infrastructure improvements	Enrich area infrastructure to strengthen community	Southeast Roseville, which meets the low-to-moderate income requirement based on census tract data	Budget: Grant Funds + Staff time Activity: Work with County to identify eligible resources	Gained \$280,000 commitment from Ramsey County for sidewalk improvements on Larpenteur; pending application to acquire 1716 Marion St. to serve as neighborhood park
- New market tax credits	Investors put equity into developments for tax credit.	Southeast Roseville commercial only since it meets the requirement of low to moderate income census tract.	Budget: Staff time Activity: Seek resources for redevelopment opportunities of SE Roseville	Leverages investment and redevelopment options for SE Roseville.
- Interagency Engagement	Provide support to Roseville’s newest immigrant community	Residents in southeast Roseville	Budget: Staff time Activity: Work with other agencies to identify and make available resources to address identified needs	A Community Garden that will serve many Roseville residents will open in Spring 2016; Established partnerships with several organizations (International Institute of MN, Galilee Church, neighborhood associations); a number of residents accessed legal services to resolve rental issues
Notes receivable for previous loans				
- CDBG	Provides gap loans to buyers of affordable homes and affordable rental housing developments; also supports new construction or remodeling	Residents whose income is 80% or less of area median income (AMI)	Existing Balance: \$334,000 Notes Receivable: \$471,500 Activity: City Staff manages the process, promotes the program, monitors the account balance.	Most recent activity was the Sienna Green project in 2010; CDBG funds were also used for Applewood Point single family homes and the Senior Housing Re-gentrification Program (SHRP)
- Previous Family Home Ownership Loans	Provide loan programs to assist with remodeling existing homes	Had requirements of at least 1 child under the age of 16. 4% interest rate. Loan maximum \$35,000. Income limit 120% or less AMI.	Receivable notes that transfer balance 2 times a year to the Roseville Home Improvement	Loan was changed to the Roseville Home Improvement Loan Program with no child requirement.
- Previous Revolving Loans	Loan programs that used Levy funds to assist with remodeling existing homes.	4% interest rate. Loan maximum \$20,000. No income limits.	Receivable notes that transfer balance 2 times a year to the Roseville Home Improvement	Loan was changed to the Roseville Home Improvement Loan Program.
Staff Services, overhead and contract services	Manage, oversee and/or support all programming and projects of the City; be liaison to neighboring municipalities and organizations	Roseville residents, property owners, business people, and developers.	Budget: \$190,680 (2016) Activity: “Staff time” references in table	
Community Engagement/Grant writing	Promote Roseville projects and initiatives to broader area to enhance Roseville’s profile and build partnerships	Roseville Community	Budget: Staff time Activity: Provide presentations about benefits of Roseville, economic development, and assist with identified financial needs for projects	Presented to Realtor Groups, Economic Development Agencies, and secured financial funding or participation from several agencies
SPACC/TCNCC/RVA	Cooperative working to leverage outreach and	Roseville Business Community	Budget: Staff Time Activity: Coordinating speakers/topics for monthly Business Council meetings	Roseville Business Resource to engage with these organizations.
Loans and Partnerships offered by others				
Ramsey County Home Loan Program	To make basic repairs. Up to \$15,000 deferred or forgiven 0% interest loans for 10 years.	Income limits up to 80% AMI.	Ramsey County CDBG funds. Usually funds run out by midyear and people are on waiting list.	Staff reviews programs and refers residents. 2 loans to RV homes in 2015.

Housing and Economic Development Services and Partnerships				
Program	Purpose	Eligibility/Target Audience	Budget/Resources/Activity	Outcomes
Ramsey County Down Payment Assistance for First Time Home Buyers	Down payment, closing costs, and some home improvement for first time home buyers. Up to \$10,000 at 0% interest rate.	Income limits up to 80% AMI. Maximum value of home \$200,000	Ramsey County CDBG funds.	Staff reviews programs and refers homebuyers, realtors, and lenders. 0 in 2015.
Ramsey County Energy Loan Program	Improve health and safety conditions. Up to \$6,500 at 0% interest and forgiven over 10 years for energy improvements.	Income limits up to 80% AMI.	Ramsey County CDBG funds.	Staff reviews programs and refers residents. 13 loans to RV homes in 2015
Ramsey County Business Loan Program	Financing assistance for business improvements	Loans are negotiated based upon business needs but must add lower wage jobs	Ramsey County Loan Program that leverage close to \$700,000	Staff worked with 3 businesses to receive County loan funds to expand business needs in RV.
MHFA – Fix Up Program	Loans for sustaining and fixing up homes	\$15,000 - \$50,000 loans at 4% - 6.99% for people 120% AMI	State of Minnesota Bonds Loan Funds	Staff refers programs to NEC for one-stop shop.
Economic Gardening	Technical services offered to Ramsey County Businesses	\$10,000 of County Resources to assist 2 nd stage businesses grow.	Ramsey County Funds	Staff refers Roseville business that have between 10-99 employees for free technical services.
SCORE/SBA/JJHill	Technical services for startup and small businesses	Local businesses that request help.	Affordable technical assistance for startup and small businesses	Staff refers businesses that request help.
Property Assessed Clean Energy (PACE)	Financing assessment for energy improvements to properties	Local businesses and institutions	Assessment to property over 20 years to assist with installation of energy improvements	St. Christopher’s Church
MN Dept. of Employment and Economic Development				
DEED: Managing a Business, Financing a Business (DEED Business Financing Programs, Tax Credits, Workforce, and etc.)	To assist with business development, environmental remediation and expansion.	Requires jobs added and high paying.	State of MN funds awarded \$477,000.	Staff works with businesses to identify gap funds. Application for JCF for new development of Calyxt headquarters. Engage Workforce resources for local businesses.
Greater MSP	Work with 16 county non-profit organization for BR&E	Contract for sales force data base for keeping reference of businesses visited by DEED/Workforce.	Budget of \$400 a year.	Staff is able to access data base and to track some visits done by DEED and Workforce as well work staff of Greater MSP for visits to RV businesses.
Met Council				
- Section 8 vouchers (Met Council)	Subsidize program for income qualified renters.	Rental assistance for 30% to 50% of AMI	Met Council	Staff refers renters to program and properties that have vouchers.
- Affordable Housing Survey (Met Council)	To determine eligibility or affordable housing initiatives	Voluntarily participation to be eligible to receive grants.	Staff works with Met Council to review survey.	Provide information to Met Council regarding housing production and projects. 2015 score = 100%
- Grants of LCDA, LIHA and TBRA Grants	Funds to assist with housing development, and environmental investigation.	Workforce housing required to be added or to be part of the development	Staff works with developers to bring applications forward to Council and to the Met Council	Twin Lakes Apartments received \$48,000 of TBRA which helped with infrastructure of parkway. Grant of LCDA/LIHA of \$1.4 Million
- Bus Rapid Transit (BRT)	Work to extend the BRT line further into Roseville	Roseville	Staff being proactive for extension	CD Staff taking lead to extend the line further into Roseville
Minnesota Housing Finance	Funds to assist with housing development	Workforce housing	Staff works with developers to bring applications forward to Council for approval.	Work with developers to bring applications to Council. In 2014, Twin Lakes Apartments received \$1.2 Million
Northeast Youth and Family Services home help	Assist with minor repairs, home and yard maintenance	Income qualified with suggested donations for services	Northeast Youth and Family Services	Assists with home owners that City staff refers

Housing and Economic Development Services and Partnerships				
Program	Purpose	Eligibility/Target Audience	Budget/Resources/Activity	Outcomes
Brush with Kindness	Assists painting, repairs and critical health and safety issues	Income qualified with suggested donations for services	Twin Cities Habitat for Humanity	Assists with home owners that City staff refers
Paint – A- Thon	Assists with exterior painting of home and garage.	Free assistance for income qualified seniors and disabled individuals.	Paintathon.gmcc.org	Assists with homeowners that City staff refers
Opportunity Programs				
Façade improvement program	Assist with building exterior improvements.	Roseville Businesses	Loan Program to assist businesses to finance exterior improvements	Market place sometimes won’t lend on exterior improvements as it does not generate increase in revenue.
Entrepreneur Program	Assist startup businesses	Roseville startup businesses	Services and loan program to assist startup businesses.	Would help new and early stage businesses access the resources they need to grow and prosper.
Live/Work Loan Program	Encourage movement to live in Roseville when you work in the Community	Employees of Roseville Businesses	Down payment or forgivable loan.	Encourage employees of Roseville Businesses to live where they work.
Gap financing for businesses	Gap financing when Businesses don’t meet Private, County or State Loan programs.	Potential or existing Roseville businesses	Gap Financing	Fill gap market needs for businesses to expand, retain, or move to Roseville.
Active marketing of community and sites	Engage broker community and site selectors	Potential development	Design/Printing of material	Proactively engage brokers.



City Priority Plan 2016

Approved December 7, 2015

Strategic Priorities – The city Council has determined that there will be two strategic priorities that the City will focus on in 2016:

Housing and Economic Development

Infrastructure Sustainability.

In order to implement these priorities, the City Council has identified strategic initiatives under each Strategic Priority.

Housing and Economic Development Strategic Initiatives

- Focus on Southeast Roseville
- Foster Twin Lakes Redevelopment
- Create Move-Up Housing Opportunities
- Increase Residential Housings Values
- Facilitate City-wide Economic Development

Infrastructure Sustainability Strategic Initiatives

- Categorize Infrastructure Condition
- Ensure Capital Improvement Funding

Roseville City Priority Plan 2016

Strategic Priority: Housing and Economic Development

Strategic Initiative: Focus on Southeast Roseville

Desired Outcomes: Increase in commercial market value
Increase in residential market value

Goals/Focus Area	Responsible Staff/Commission	Timeline	Status
Create Southeast Roseville Redevelopment Plan	Staff Lead: Community Development Department Supporting Staff: Fire Department, Parks and Recreation Department, Police Department, Public Works Department, City Manager. Commissions: Community Engagement, Human Rights Commission, Parks and Recreation, Public Works, Environment, and Transportation. Others: Existing Neighborhood Organizations, Non-profit agencies serving the area, Roseville School District, Ramsey County, East Metro Strong, St. Paul Area Chamber of Commerce, Smart Growth America and adjacent municipalities.	1st Quarter, 2016 - Identify Stakeholders - Identify Issues - Review Roseville HRA initiatives in area - Review Smart Growth America report - Develop Plan Scope based on above input 2nd Quarter, 2016 - Issue RFP - Hire Consultant 3rd Quarter, 2016 - Begin Planning Process 4th Quarter, 2016 - Complete Planning Process by end of the year. 2017 and Beyond - Implement Southeast Roseville Redevelopment Plan	

Measure of Success (e.g. In 2016, 96 building permits were issued in SE Roseville with estimated valuation increase of \$1.2M
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Roseville City Priority Plan 2016

Strategic Priority: Housing and Economic Development

Strategic Initiative: Focus on Southeast Roseville

Desired Outcomes: Increase in commercial market value
Increase in residential market value

Goals/Focus Area	Responsible Staff/Commission	Timeline	Status
Formalize Karen Southeast Roseville Working Group	Staff Lead: City Manager/Administration Department Supporting Staff: Community Development Dept., Fire Dept., Parks and Recreation Dept., Police Dept., Public Works Dept. Commissions: Community Engagement, Human Rights, Parks and Recreation, Public Works, Environment, and Transportation Commissions. Others: Karen Organization of Minnesota, Existing Neighborhood Organizations, Non-profit agencies serving the area, Roseville School District, Ramsey County, and adjacent municipalities	1st Quarter, 2016 - Continue Karen Working Group - Continue working sub-committees (Educational, Community Garden, Recreational Opportunities) 2nd Quarter, 2016 - Continue Karen Working Group - Continue working sub-committees 3rd Quarter, 2016 - Continue Karen Working Group - Continue working sub-committees - Participate in SE Roseville Planning Process 4th Quarter, 2016 - Participate in SE Roseville Planning Process - Report to City Council on work completed and new initiatives needed. 2017 and Beyond - Continue to meet to address issues as needed.	

Measures of Success

Roseville City Priority Plan 2016

Strategic Priority: Housing and Economic Development

Strategic Initiative: Foster Twin Lake Redevelopment

Desired Outcomes: Create 50 living wage jobs

Goals/Focus Area	Responsible Staff/Commission	Timeline	Status
Establish Twin Lakes Economic Development Program	Staff Lead: Community Development Supporting Staff: Finance Department, City Manager Commissions: EDA, Planning Commission, Finance Commission. Others: Consultants, Twin Lakes property owners	1st Quarter, 2016 - Complete Twin Lakes Brownfield Action Plan - Review best practices and options for incentivizing economic development in Twin Lakes 2nd Quarter, 2016 - Adopt Twin Lakes Incentive Program 3rd Quarter, 2016 4th Quarter, 2016 2017 and Beyond	

Measures of Success

Roseville City Priority Plan 2016

Strategic Priority: Housing and Economic Development

Strategic Initiative: Create Move-Up Housing Opportunities

Desired Outcomes: Increase of 20+ new homes values at \$350,000 or higher

Goals/Focus Area	Responsible Staff/Commission	Timeline	Status
Establish Move-Up Housing Program	Staff Lead: Community Development Supporting Staff: City Manager Commissions: EDA Others: Consultants	1st Quarter, 2016 - Review housing demand in Roseville 2nd Quarter, 2016 - Create draft guidelines for Move-Up Housing program - Identify potential priority infill target sites. 3rd Quarter, 2016 - Adopt guidelines for Move-Up Housing Program 4th Quarter, 2016 2017 and Beyond	

Measures of Success

Roseville City Priority Plan 2016

Strategic Priority: Housing and Economic Development

Strategic Initiative: Increase Residential Housing Values

Desired Outcomes: 10% increase in owner occupied housing values – 2015-2020
10% increase in rental housing value – 2015-2020

Goals/Focus Area	Responsible Staff/Commission	Timeline	Status
Establish Housing Value Support Program	Staff Lead: Community Development Supporting Staff: City Manager Commissions: EDA Others: Consultants	1st Quarter, 2016 2nd Quarter, 2016 - Review factors in determining housing values 3rd Quarter, 2016 - Review existing programs (NEP, Rental Licensing, and Rental Registration) for effectiveness and impact to property values. - Explore other methods and programs to increase housing values. 4th Quarter, 2016 - Implement changes to existing programs and adopt new programs as determined. 2017 and Beyond - Track effectiveness of City programs to housing values.	

Measures of Success

Roseville City Priority Plan 2016

Strategic Priority: Housing and Economic Development

Strategic Initiative: Facilitate City-wide Economic Development

Desired Outcomes: _____

Goals/Focus Area	Responsible Staff/Commission	Timeline	Status
	Staff Lead: Community Development Supporting Staff: City Manager, Finance Department Commissions: EDA Others: Consultants	1st Quarter, 2016 Develop goals, objectives, and outcomes for economic development in Roseville 2nd Quarter, 2016 3rd Quarter, 2016 4th Quarter, 2016 2017 and Beyond	

Measures of Success

Roseville RHRA Strategic Plan September 2015 through August 2019

Mission

The mission of Roseville's Housing and Redevelopment Authority (RHRA) is to contribute to a strong city economy and vibrant community through environmental stewardship, investment of resources, and intentional leadership. Roseville's HRA works to:

- ❖ **Create a Sense of Community** by embracing the diversity of its residents and being responsive to residents' ever-changing housing and business needs
- ❖ **Foster Innovation and Flexibility** in housing design and business development
- ❖ **Communicate the Unique Benefits of Roseville** as a destination and place where people want to live and work.

Values

- We serve our community's needs through the spirit of professionalism and integrity of the members of the board and staff.
- We focus on providing three things:
 - Capital for concrete building projects (bricks and mortar)
 - Specific housing related programs and studies for Roseville homeowners
 - General information and networking regarding the benefits of the City of Roseville for new and potential residents and businesses

Planning Assumptions

The HRA's role is unique in the City because the RHRA has the authority and flexibility to focus on projects and issues that neither the Council nor other Commissions has the time to consider at the same depth. The RHRA has the expertise needed to maximize its positive impact on behalf of residents and business to make the City of Roseville an even more attractive place to live, raise a family, and grow a business.

The RHRA's strengths are related to the great community of Roseville and its business and residential allies. The RHRA has a good reputation and is trusted to follow through with its commitments. Its members have the skills to carry out the work, the ability to speak their minds, and the willingness to work as a collaborative body with a shared purpose and mission.

Over the next few years, the RHRA needs to grow and provide leadership for both large and small projects in order to reach more of its potential as a partner and contributor to the City. It must also ensure that it has the staffing, communication, and process infrastructure needed to support this growing leadership role. More

collaboration, better alignment with City Council initiatives, and greater communication and engagement with business and residents will require time for reflection and strategic conversations as well as efficiency in day-to-day operations. The RHRA also has an advocacy role that will grow in the next few years to ensure quality affordable housing is available throughout the City.

Over the next few years, we are committed to use our resources strategically and generally divide our focus into the following three areas: a) Bricks and mortar (40%), b) Programs services and studies (40%), and c) General information and support (20%)

Strategic Goals (Bolded items are priority initiatives for the planning period)

1. *Prevent and eliminate physical and social blight on individual properties, neighborhoods and the entire community*
 - a) **3-5infill projects (1 per year) to provide quality business and neighborhood enriching options**
 - b) **Continue with the Hotel/Motel Study (commercial enhancement) and begin to implement its recommendations**
 - c) **Strategic acquisition and investment in redevelopment (large-scale) through site assembly**
 - d) Identify areas for turn around and renovation of commercially unsustainable sites

Ongoing items that require resources or staff time

- e. Continue providing assistance to City's code enforcement efforts through funding of abatements
 - f. Continue funding the NEP program for Residential and Commercial code enforcement
2. *Join in partnership with other City and County entities on major initiatives that have city-wide or regional impact*
 - a. **Develop/support and help coordinate strategic partners to ensure a holistic approach to SE Roseville initiative**
 - b. **Engage in regular conversations with the County and other HRAs that are obvious partners and might also have opportunities that impact Roseville where the HRAs contribution will make a difference**
 - c. Explore stronger relationships with universities to address neighborhood issues related to student rental housing in residential areas
3. *Continue to provide programming to support businesses and homeowners*
 - a. **Continue business recruitment enhancement and retention programs**
 - b. **Continue helping residents sustain high quality residences through enhancements/upgrades**

- c. **Develop and implement HRA marketing plan, which includes welcome packets to new businesses and residents that highlight the HRA and its resources**
- d. Continue to improve and enforce rental licensing program
- e. Continue the Roseville Home Improvement program and seek improvements from other models (i.e., loan forgiveness options)
- f. Continue providing targeted information through the City newsletter
- g. Provide education for rental housing options (owners/managers and residents)
- h. Continuing education for realtors regarding benefits of living in Roseville

Ongoing items that require resources or staff time

- i. Continue Housing Resource Center services for residents, property owners, and others
- j. Continue to position the RHRA as a leader in providing education and information about resources that support sustainable life styles(i.e. free energy audit)
- k. Create programs and resources that assist residents and businesses to incorporate healthy building techniques
- l. Continue to implement the recommendations of the BR&E study

4. *Retain and attract desirable housing and businesses that leads to employment, investment, and commitment to the community.*

- a. **Seek a site and develop affordable, active senior housing**
- b. **Build relationships with developers that will add to the quality of development in Roseville**
- c. **Explore the development and use of community land trust and land banking to ensure affordability over time**
- d. **Ensure that affordable rental housing continues to grow and meet the needs of residents through partnership development, advocacy, and direct involvement when appropriate**
- e. **Consider the need and development of workforce housing**
- f. Explore additional/new uses of the loan program to become more effective
- g. Understand need and options to sustain manufactured homes

Ongoing items that require resources or staff time

- h. Explore use of any federal, state or county funding resources for Housing and Economic Development in Roseville
- i. Provide financial resources to preserve and develop new housing in partnership with non-profit community groups, private sector development partners, and federal, state, and regional agencies

5. *Strengthen organizational effectiveness, innovation, and processes*

- a. **Establish protocols, metrics, and timelines to ensure effective communication about projects when projects are underway**

- b. Explore the best practices of other effective HRAs**
 - c. Continue to strengthen the relationship with City Council and engage them in the work of the RHRA**
 - d. Assess the Living Smarter Home and Garden Fair to see if there are alternative models for delivery or other opportunities to provide the included services**
 - e. Continue to use engagement processes to ensure input in and support of development projects and other work of RHRA (Ex. CDI)
 - f. Develop a way to measure and report our impact and value to the City of Roseville and its residents
 - g. Continue to be responsive to residents and by providing cutting-edge programs and services
 - h. Improve communications, especially internally with legal counsel, City Council and between staff and RHRA Board members
 - i. Consider the implications of co-ownership of property and other collaborative efforts such as need for more time, communication, and how conflicts will be handled
 - j. Develop a philosophy of approach, particularly regarding innovation and risk to guide our future work
- Ongoing items that require resources or staff time
- k. Continue support and encourage the housing priorities that were recommended in the Comprehensive Market Study
 - l. Provide research and studies of identified problems of housing and commercial areas