Region D Draft Housing Plan

Region D's Regional Housing Plan was facilitated by Housing North or the Northwest Michigan Regional Housing Partnership. The process started in June of 2023 when the results of a 10-County Housing Needs Assessment (HNA) were released.The HNA helped to inform the goals, strategies and Key Performance Indicators (KPIs) in the plan, using the Statewide Housing Plan as a guide.

In July and August of 2023 two stakeholder meetings were held to create the working groups and steering committee for the Regional Housing Plan and develop the draft plan. One virtual community input session was held in August (here is a link to the summary) and a community survey was created and open for 8 weeks. (Here is a link to the results). Housing North staff, Steering Committee Members and stakeholders also had one on one conversations with individuals, organizations and partners who could not participate in the above events and survey.

We chose three priority areas for our region:
1. Housing Ecosystem (Page 2)
2. Ending and Preventing Homelessness (Page 5)
3. Housing Stock (Page 7)

Within each Priority Area, we identified goals, strategies and Key Performance Indicators or KPI's. For each strategy there should be one KPI. This is a 3-5 year plan that can be updated and adapted as needed.

To make comments or share any suggestions please email alana@housingnorth.org

*We were asked to identify the top FIVE goals for the region. These goals highlighted in GREEN They are also listed below.

Priority Goals- Region D

1. Increase access to stable and affordable quality housing options for households with extremely low incomes

2. Increase the supply of the full spectrum of housing that is affordable and attainable to Michigan residents

3. Increase missing middle and workforce housing stock to facilitate greater housing choice.

4. Increase the efficiency and effectiveness of the housing ecosystem by enhancing collaboration on housing among state agencies, philanthropy, local governments, Tribal Nations, education and the wide variety of private-sector organizations that make up the housing ecosystem.

5. Expand the use of equitable and holistic local planning and zoning practices to increase housing supply.

Housing Ecosystem

Goal 1 (SHP 2.1) Increase the efficiency and effectiveness of the housing ecosystem by enhancing collaboration on housing among state agencies, philanthropy, local governments, Tribal Nations, education and the wide variety of private-sector organizations that make up the housing ecosystem.

1. Expand technical resources for housing including strategic planning templates, regulatory templates, suggestions for things to include in master plans, example zoning ordinances, example PILOT language.
    a. **KPI: Disseminate existing tool kits and share resources in quarterly newsletter**
    b. **KPI: Update the Housing Ready Checklist and Communication toolkit once a year and distribute to all units of government in Region D**

2. Provide technical support for multi-jurisdictional plans to allow cities and townships opportunities to plan across jurisdictional lines and expand infrastructure where appropriate
    a. **KPI: Facilitated discussions around creating a multi-jurisdictional infrastructure improvement plan, and capital improvements plans.**
    b. **KPI: Number of workshops in collaboration with other agencies and departments to collaborate on workshops, trainings and grant opportunities**
    c. **KPI:Secure funding for the Housing Ready Program for all Counties in the region by 2025**
3. Encourage participation in the Redevelopment Ready Community program for communities that have capacity to participate (understanding that participating in the RRC program requires capacity to complete the requirements)
    a. **KPI: Number of workshops hosted in collaboration with MEDC to encourage participation and successes with the program.**
4. Encourage communities to create a community development position supporting every county
    a. **KPI: Provide community development technical services at the county level that townships and villages can access for connection to resources and access to information**
    b. **KPI: Number of conversations hosted/Track engagement opportunities.**

Goal 2 (SHP Goal 2.2): 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.

1. Encourage the use of and maximize local data and reports to inform decision making and share data with state, regional and local agencies.
    a. **KPI: Encourage MSHDA to use local data and reports**
    b. **KPI: Inventory existing regulatory data and determining what data is missing around housing**
        i. **Determine where people are going for the data that they need?**
2. Asset map inventory of the specific groups that are mentioned in this goal (private, nonprofit, etc) per county level at minimum and at local level if possible.
    a. Action Step: Housing North hosts conversations of these groups.
    b. **KPI: Asset map analyzed 2x per year and communicated with 2x per year.**
    c. **KPI: Designated point person/organization as a go-to for the data**

Goal 3 (Goal 2.3): 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.
1. Inventory groups/programming working on skilled trades training that supports housing (e.g. Mi Works, NMC, Building Trades (Lisa), Career Tech Ed)
    a. **KPI: Create inventory by Q2 2024 and share with RHP**

2. Facilitate discussions with groups above to brainstorm how to collaboratively deliver services to the full region/collaborate with other regions.
   a. **KPI: Track, promote and encourage attendance at MI Works hosts an annual event called My Career Quest for 9th grade school students, with construction emphasis.**
   b. **KPI: Track, promote and encourage attendance at Mi Works funds summer construction training programming with Career Tech Ed.**
3. Collaborate with the Childcare Now Initiative including ways to coordinate housing and childcare initiatives including advocating for varied schedules at construction sites to provide for easier child care coordination.
   a. **KPI: Number of meetings attended annually**
4. Encourage DEIB in the construction industry to encourage underrepresented populations to participate.
   a. **KPI: Seek grant funding to support this work through the Regional Housing Partnership**
5. Explore opportunities to attract a factory to build modular housing.
   a. **KPI: Include additional partners or replicate Build Your Life program**

Goal 4 (SHP Goal 2.4): Increase the share of housing-related contracts that go to underrepresented business enterprises.
1. Encourage developers to track diversity of contractors they're working with. Understand who is working where so we can understand what strategies to work with.
   a. **KPI:**
2. Suggest/explore language in public RFPs that encourages women-owned/minority-owned businesses to submit proposals.
   a. **KPI:**
3. Attract/encourage entrepreneurs from underrepresented groups.
   a. **KPI: Document and track diversity in construction companies and workforce annually**

Goal 5 (SHP Goal 2.5): Increase affordable high-speed internet access so Michigan residents can connect to a range of information and opportunities.
1. Coordinate with others, including the MIHI (Michigan High-Speed Internet) Office, in working to improve access and affordability and ensure Region D is aligned and engaged with MHI plan.
   a. **KPI: Align mapping of city/township infrastructure, childcare access, desired housing development, and planned projects for broadband**
2. Coordinate housing projects that involve road reconstruction/construction to ensure HDPE installation is included in the budget and project pan
   a. **KPI:**
3. Encourage providers who receive funding and install infrastructure to have an open access network that allows anyone to access their network at cost. Modeled after cell phone tower model.

a. **KPI: Report on measured direct access and open network availability collected by MIHI**

Preventing and Ending Homelessness

1. (considering, need more information) Strategy 3.2.G: Expand Moving On initiatives to help supportive housing tenants who no longer want or need the intensive services of supportive housing.
    a. **KPI: Track number of Moving On or HCV vouchers utilized, Track exits from PBV/PSHs within CoC,**
2. (considering, need more information) SHP Strategy 3.2.A Incentivize development of affordable and accessible housing units for households at or below 30% AMI to increase supply.
    a. **KPI: Number of housing units created for households at or below 30% AMI annually**
    b. **KPI: Number of RFP's that require set aside units for AMI's at or below 30%**
    c. **KPI: Hold workshops and provide materials to educate about what those incentives are and how they have been applied in other communities.**

3. Strategy 3.2.E: Create a regional renter training program for households exiting homelessness and entering housing.
    a. **KPI: Once created, track the mount of participants that utilize the program quarterly**

4. Strategy 3.2.C: Increase the supply of supportive housing units (including but not limited to recovery housing) by fully leveraging existing funding, expanding the pool of resources by soliciting new funding, and ensuring that those units are targeted to households in greatest need.
    a. **KPI: Number of new supportive housing units developed**
    b. **KPI: Number of units maintained or converted**
    c. **KPI: Amount of funding resources available for supportive housing unit development**
    d. **KPI: Number of people housed that were referred to housing through CoCs BNL.**

5. Strategy 3.2.F: Sustain funding for and increase knowledge of the landlord risk mitigation fund for MSHDA Housing Choice Voucher units and expand to include other related
    a. **KPI: How many landlords recruited, how many retained**
    b. **KPI: Number of units that allow vouchers**
    c. **KPI: Number of vouchers utilized each year**

Goal 2 (SHP Goal 3.4): Increase cross-system partnerships to strengthen the homelessness response system, achieve greater housing stability, and impact social determinants of health.

1. Strategy 3.4.B: Through state and local partnerships, fully leverage Medicaid for tenancy support services for people who have experienced long-term homelessness and those who have disabilities to stably live in the community.
   a. **KPI: Track the amount that is billed through Medicaid**
   b. **KPI: Number of CMHs engaged in the medicaid conversation**
   c. **KPI: Number of CMHs willing to participate in medicaid billing for support services**

2. Strategy 3.4.A: Develop renewable funding sources to support SOAR (SSI/SSDI Outreach, Access, and Recovery) workers, and develop referral linkages and tracking mechanisms between the CoCs and the McKinney-Vento school liaisons, workforce system partners, and income support services (e.g., SSI/SSDI, VA benefits) to strengthen coordination and streamline services to clients.
   a. **KPI: Number of SOAR applications submitted annually**
   b. **KPI: Track retention of SOAR workers**

Housing Stock

Goal 1 (SHP Goal 4.1) Increase the supply of the full spectrum of housing that is affordable and attainable to Michigan residents

1. Encourage local governments to streamline funding processes, including distributing and updating resource toolkits for developers and removing barriers to public-private collaborations
   a. **KPI- Introduce new tools/information through the Regional Housing Partnership**
   b. **KPI-Quarterly outreach through the Regional Housing Partnership**
   c. **KPI: Build capacity for nonprofit, faith-based, and other purpose-driven housing development organizations**
2. Implement labor supply solutions to increase the size and diversity of the construction workforce in the region.
   a. **KPI: Total workforce growth in skilled trades and construction positions**
   b. **KPI (work with ISD's/HBA-) number of journey/certifications (GTI)**
3. Continue to utilize data-driven approaches to address housing needs specific to geographic areas (e.g., rural, suburban, urban) and demographic areas, and to support business development.
   a. **KPI: Update the HNA and other studies at least every five years**
   b. **KPI: Track new and rehabilitated housing units (year round rentals, construction permits, building permits) annually in partnership with units of government and other organizations**

c. **KPI: Track ways the RHP can support the efforts to continue a state agency-Tribal Nation development workgroup to address Tribal housing needs**
4. Incentivize holistic, environmentally just development that provides equitable access to transportation (roads, non-motorized facilities, and/or public transit), child care, economic opportunity, education, and amenities in neighborhoods.
   a. **KPI: Number of units built providing equitable access**
5. Advocate at the federal and state levels for increased funding, including gap funding, to support affordable and attainable housing ranging from small-to-large scale housing development (both for-purchase and year-round rental).
   a. **KPI: More resources for our region around gap funding**
6. Encourage units of government to implement the new and existing housing tools including tax increment financing and other incentives to encourage housing production and transformational market-driven development.
   a. **KPI: Number of communities that adopt the new housing tools**
7. Review and modify housing programs to remove barriers to expanding and improving housing for all residents including older adult housing including promoting community-oriented revitalization.
   a. **KPI- Create a zoning atlas for the region by 2025**
8. Encourage the use of innovative, environmentally conscious materials (e.g., modular housing, shipping containers, 3-D printing, pallets) to assess their ability to make housing production more affordable.
   a. **KPI: Host workshops and events annually to share ideas and collaborate on creative solutions**

<mark>**Goal 2 (SHP Goal 4.7) Expand the use of equitable and holistic local planning and zoning practices to increase housing supply.**</mark>

1. Encourage units of government to streamline the approval process for housing development at the administrative level
   a. **KPI: Number of units of government adopting policies and procedures to streamline the approval process**
2. Develop techniques and strategies for zoning ordinances or overlays that remove obstacles to increasing the housing supply.
   a. **KPI: Number of communities incorporating the Housing Ready Checklist and/or the MAP zoning reform toolkit as framework**
2. Continue to provide funding for equitable and inclusive community master planning and zoning updates through existing programs (ex. Housing Ready Checklist or MEDC's Redevelopment Ready Communities program) and other technical assistance match funding.
   a. **KPI: Number of communities that were introduced Housing Ready Checklist to communities including the zoning reform toolkit**
   b. **KPI: Number of RRC communities are established in five years**

3. Support and Implement region-specific solutions for local zoning to address unique needs for older adult housing, seasonal housing, rural housing infrastructure, and short-term rentals, local, aging in place, etc.
   a. **KPI: Number of zoning changes enacted.**
4. Develop a comprehensive regional housing communications and education program including develop and distribute talking points, training, statistics, social and print materials, recent housing success stories. Implement housing education campaign for local elected officials in the region (to provide broader understanding of need beyond the few vocal NIMBY voices)
   a. **KPI: Number of outreach materials created**
   b. **KPI: Launch of Homes for our Future campaign by 2025**
5. Review zoning and modify housing programs to remove barriers to expanding and improving older adult housing.
   a. **KPI- Number of new units created for older adult housing**

Goal 3 (SHP Goal 4.6) Increase missing middle and workforce housing stock to facilitate greater housing choice.
1. Encourage and advocate for incentives and funding for income and appraisal gaps to support the development of missing middle housing types and workforce housing.
   a. **KPI: Number of projects move past gap financing barriers per year**

2. Develop a toolkit for organizations and companies that documents the advantages of employer-assisted housing fund programs and how to establish one in order to retain and attract talent.
   a. **KPI: Number of outreach materials and toolkits developed within a year**

3. Deploy new and existing housing "toolbox" solutions such as NEZs, PILOTS, etc.for units of government, developers, businesses and other organizations to use as a resource and guide
   a. **KPI: Share with all units of government annually and at the NW Michigan Housing Summit**

Goal 4 (SHP Goal 4.4) Increase the rehabilitation and/or preservation of safe and healthy housing stock while increasing environmental sustainability, energy efficiency, and weatherization in housing rehabilitation and/or preservation.
1. Create a consistent source of flexible and guaranteed funding for rehabilitation and home repairs the region can depend on to develop and grow programs to meet the demand and incentivize contractor/subcontractor participation.
   a. **KPI: Set aside funds annually for NW Michigan for rehabilitation and preservation.**
2. Increase access to no-interest, low-interest, and "patient capital" (long-term) lending products, programs and grants to address the cost of home and rental repairs.

      a. **KPI:** Track NMCAA Home Improvement Services support

3. Support and encourage the entry of new contractors and emerging developers in the region through expanded training programs, business formation support, and skilled trade company attraction from outside the state.
   a. **KPI: Partner with ISD's, HBA's and others to expand programming**
   b. **KPI: Track funding resources for this goal**

4. Support and encourage increased capacity within local rural governments in order to access grants and other funding opportunities through a simplified process devoted to rehabilitation and preservation.
   a. **KPI**: Track building permits before/after access to additional funds
   b. **KPI: Number of Counties that have a rehabilitation and preservation program**

Goal 5: Reduce and offset the cost of construction to increase supply while maintaining high standards of quality and encourage the use of environmental strategies.

1. **Strategy 1:** Advocate with state policy makers to develop shared or cooperative supply procurement solutions that bring down construction costs.
   a. **KPI: Bring this to the attention of the Housing Michigan Coalition**

2. **Strategy 2-**Streamline access to existing tools and funding sources to help with the added costs of developing energy-efficient housing and incentivize the use of green building practices, including alternatives to gas and propane
   a. **KPI: Number of units created with energy efficient components**

3. **Strategy 3 :** Work with state agencies and state-wide groups to encourage the implementation of new methods of construction and technological innovation throughout the state.
   a. **KPI: Number of programs developed encouraging innovation and new tools**

4. **Strategy 4 :** Educate and provide resources to rural communities on planning, collaboration and investment for infrastructure (water/sewer) to help attract development and offset costs.
   a. **KPI: Number of applications to new programs for zoning support and through the office of rural prosperity (ORP)**