

Region D FINALHousing Plan

Region D's Regional Housing Plan was facilitated by the Northwest Michigan Regional Housing Partnership (Housing North). 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 committees 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.

**We were asked to identify the top FOUR goals for the region. These goals highlighted in GREEN They are also listed below. We also identified goals and strategies that we hope the state agencies will take the lead on and we can provide input from our region. [Here is a link to those suggestions.](#)*

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, including workforce housing and missing middle that is affordable and attainable to Michigan residents.
3. 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.
4. 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

Strategy 1-Expand technical resources for housing including strategic planning templates, toolkits, regulatory templates, housing language and goals to include in master plans, example zoning ordinances, example PILOT language.

- a. Tactic: Disseminate existing tool kits and expand toolkits to share resources in targeted emails and in quarterly newsletter
 - i. KPI- All 187 municipalities received the toolkit
 - ii. KPI- 2 newsletters/year on the Regional Housing Plan progress

- b. Tactic: Update the Resource guides, Checklists and Toolkits once a year and distribute to all units of government in Region D
 - i. KPI: All 187 units of government will receive the resources

Strategy 2-Provide technical support for multi-jurisdictional plans to allow cities and townships opportunities to plan across jurisdictional lines and expand infrastructure where appropriate.

- c. Tactic: Facilitated discussions around creating a multi-jurisdictional infrastructure improvement plan, and capital improvements plans.
 - i. KPI: Technical support provided to at least 20 communities
 - ii. KPI: At least 2 workshops per year in collaboration with other agencies and departments to collaborate on workshops, trainings and grant opportunities
- d. Tactic: Secure long term funding for community and economic development technical support including technical support for housing and infrastructure for all Counties in the region by 2025
 - i. KPI: Encourage at least five Counties to create RFP's to engage in technical support
 - ii. KPI: Two multijurisdictional plans are developed by end of two year period through the Housing Ready Program

Strategy 3-Collaborate with state agencies including the Michigan Economic Development Corporation and CEDAM to create more opportunities for housing including redevelopment ready (RRC) certifications that are attainable for rural communities.

- e. KPI: Establish program by 2025 in our region

Strategy 4-Encourage communities to create an economic development plan (including housing and infrastructure) focused technical support position to support every county .

- f. Tactic: Provide community development technical services at the county level that townships and villages can access for connection to resources and access to information.

- i. KPI: Every County in Region D has designated a housing support lead to provide technical support around their housing goals

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.

Strategy 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. Tactic: Share annually progress towards the Housing Needs Assessment Gap analysis and encourage MSHDA to use local data and reports to inform their decision
 - i. KPI: Annually at the NW Michigan Housing Summit provide updates on data and resources

Strategy 2- Create an asset map around housing resources in the public, private and nonprofit sector per county.

- a. Tactic: Housing Action Groups/teams hold conversations and develop action steps to develop asset maps.
 - i. KPI: Create one asset map that includes at least five counties by 2025.

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.

Strategy 1 - Inventory groups/programming working on skilled trades training that supports housing (e.g. Mi Works, NMC, Building Trades, Career Tech Ed).

- a. KPI: Create inventory by Q2 2024 and share with RHP

Strategy 2- Facilitate discussions with groups above to brainstorm how to collaboratively deliver services to the full region/collaborate with other regions.

- b. Tactic: Continue to track, promote and encourage attendance at MI Works annual event called My Career Quest for 9th grade school students, with construction emphasis.
 - i. KPI: At least 2 workshops per year
- c. Tactic: Track, promote and encourage attendance at MI Works funds summer construction training programming with Career Tech Ed.
 - i. KPI: Number of people attending the programs (Goal #100)

Strategy 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.

- d. KPI: Number of meetings attended annually

Strategy 4-Encourage DEIB in the construction industry to encourage underrepresented populations to participate.

- e. Tactic: Support and expand the Women in Construction events and other regional events supporting underrepresented populations in the construction industry

Strategy 5- Explore opportunities to attract a factory to build modular housing.

- f. Tactic: Include additional partners or replicate Build Your Life program
 - i. KPI: Number of partners that replicate the program

Strategy 6- Implement labor supply solutions to increase the size and diversity of the construction workforce in the region.

- a. Tactic: Work with ISDs/HBA to track the number of journey/certifications
 - i. KPI: Total workforce growth in skilled trades and construction positions

Preventing and Ending Homelessness

Goal 1 (SHP Goal 3.2): Increase access to stable and affordable quality housing options for households with extremely low incomes.

- 1. 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. Tactic: Hold workshops and provide materials to educate about what those incentives are and how they have been applied in other communities.
 - i. KPI: Track number of Moving On or HCV vouchers utilized, Track exits from PBV/PSHs within CoC
- 2. 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%
- 3. Strategy 3.2.E: Create a regional renter training program for households exiting homelessness and entering housing.**
 - a. KPI: Once created, track the amount 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, including workforce housing and missing middle that is affordable and attainable to Michigan residents

Strategy 1- Create an implementation plan for the RHP around housing stock.

- a. Tactic: Track new and rehabilitated housing units (year round rentals, construction permits, building permits) annually in partnership with units of government and other organizations
- b. Tactic: Secure at least \$10M in set aside funding annually to support projects in the region
 - i. KPI: At least 10% of the HNA recommended units are built annually (3100/year)
 - ii. KPI-Within one year have an implementation plan that includes goals for zoning reform, increased funding/capacity for housing and encourage energy efficient components would be prioritized within all supported development

Strategy 2-Encourage local governments to implement the new and existing housing tools including tax increment financing and other incentives to encourage housing production and transformational market-driven development including streamlining the approval processes, and removing barriers to public-private collaborations.

- ii. Tactic: 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
 - 1. KPI: Share with all units of government annually and at the NW Michigan Housing Summit KPI-Quarterly outreach through the Regional Housing Partnership
 - 2. KPI: At least 10 units of government develop policies to use the housing tools

Strategy 3- Review and modify housing programs to remove barriers to expanding and improving housing for all residents including older adult housing and promoting community-oriented revitalization.

- b. Tactic: Continue to track zoning changes and examples for other communities to use
- c. Tactic: Create a zoning atlas for the region by 2025
 - i. KPI: At least 3 counties utilize the atlas for decision making

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

Strategy 1- Encourage units of government adopt zoning reform strategies to remove obstacles, increase housing stock and 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
- b. KPI: Number of communities incorporating the Housing Ready Checklist and/or the MAP zoning reform toolkit as framework

Strategy 2- Encourage and advocate for funding opportunities 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.

- i. KPI: Number of communities introduced to the Housing Ready Checklist and other resources including the zoning reform toolkit
- ii. KPI: Number of RRC communities that are in the process of becoming RRC Certified and/or established in five years

Strategy 3 - Support and Implement region-specific solutions for local zoning to address unique needs for older adult housing, seasonal housing, rural housing infrastructure, short-term rentals, local, aging in place, etc.

- iii. Tactic: Review zoning and modify housing programs to remove barriers to expanding and improving housing options across the income spectrum including older adult housing.
 - 1. KPI: Number of zoning changes enacted.
 - 2. KPI: Number of new units created for older adult housing

Strategy 4- Develop a comprehensive regional housing communications and education program including developing and distributing talking points, training, statistics, social and print materials, and recent housing success stories. Implement housing education campaign for local elected officials in the region.

- b. Tactic: Share information, host workshops and events annually to share ideas and collaborate on creative solutions and ways to 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
 - i. KPI: At least one major event (NW MI Housing Summit) and three workshops annually around this topic
 - ii. KPI: Number of outreach materials distributed
 - iii. KPI: Outreach campaign created by 2025 around housing (re-engage the 'Homes for our Future campaign')

Strategy 5- Encourage and advocate for incentives and funding for income and appraisal gaps to support the development of missing middle and workforce housing.

- a. KPI: Number of projects move past gap financing barriers per year

Strategy 6- 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.

- b. KPI: Number of outreach materials and toolkits developed within a year

Goal 3 (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.

Strategy 1-Advocate to 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 and create a consistent source of flexible and guaranteed funding for rehabilitation and home repairs in the region.

- a. Tactic: Encourage set aside funds annually for NW Michigan for rehabilitation and preservation.
- i. Tactic: Encourage developments to consider safe, healthy and universally accessible housing units.
 - 1. KPI: Secure \$5M/year in set aside funds for Region D by 2027
 - 2. KPI: Number of NMCAA and other Home Improvement projects that preserve year round housing

Strategy 2- 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.

- b. Tactic: Partner with ISDs, HBAs and others to expand programming
 - i. KPI: Number of grants secured and programs developed

Strategy 3- 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.

- c. Tactic: Track building permits before/after access to additional funds
 - i. KPI: Number of Counties with a rehabilitation and preservation program

Goal 4: Reduce and offset the cost of construction to increase supply while maintaining high standards of quality and encourage the use of environmental strategies.

Strategy 1- 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

Strategy 2 : Educate and provide resources to rural communities on planning, collaboration and investment for infrastructure (water/sewer) to help attract development and offset costs.

- b. KPI: Number of applications to new programs for zoning support and through the office of rural prosperity (ORP)
- c. KPI: Number of communities creating infrastructure expansion plans or collaborating on infrastructure for projects.