The Big Picture Project:
Aligning housing plans along the Central Corridor

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The Big Picture is hosted by the Cities of Minneapolis and Saint Paul and Twin Cities LISC, and supported by the Central Corridor Funders Collaborative.
Goal:

To provide a coordinated set of strategies for the Central Corridor that government, community, finance, and development partners can work toward to achieve affordable housing options, and identify policies that will enable those strategies to succeed.
Central Corridor / Subareas
How it worked

- Co-convened by the cities of Saint Paul and Minneapolis and LISC
- Multi-sector project team served as arbiters of the final recommendations, informed by a series of corridor-wide community forums for input and feedback, and listening sessions and neighborhood-scale roundtables to spotlight community interests and needs.
- Baseline agreement on the importance of affordable housing
- Incorporated learning from other national TOD corridors, built on existing plans, and mapped current census data, land use, etc.
- Timing: In advance of the line, market analysis was available (investment framework), limited ability to forecast projected change (how quickly and how much)
- Focus on creating a shared plan, public / private partnerships, to get greater impact through collective action – grounded in the reality of resources.
Project Team

Government

Development

Finance

Community
Framing Documents

Spreadsheet of existing plans, policies and recommendations

New Construction
RENTAL—30% of new rental is affordable
1/3 at 60% AMI; 1/3 at 50% AMI; 1/3 at 30% AMI

OWNERSHIP—30% of new ownership is affordable
20% at 80% AMI, and 10% at 60% AMI

Affordable Housing near Transit / National Case Studies and Strategies

MAPS

Minneapolis and St Paul: Existing Zoning Districts
National Advisors

• **Elizabeth Wampler**, Reconnecting America / Center for Transit Oriented Development (CTOD)

• **Ryan Curren**, Community Development Specialist, Office of Housing, City of Seattle

• **Heather Hood**, Great Communities Collaborative, Bay Area TOD Fund
Objective I: Invest in the production and preservation of long-term affordable housing.

Objective II: Stabilize the neighborhood and invest in activities that help low-income people stay in their homes.

Objective III: Strengthen families through coordinated investments.
Objective I: Invest in the production and preservation of long-term affordable housing.

1. Additional transit-oriented development (TOD) resources
2. Value capture and tax incentive strategies
3. Opportunity sites – demonstrate equitable TOD
4. Strengthen nonprofit and public housing developers
5. Non-traditional development models
Objective II: Stabilize the neighborhood and invest in activities that help low-income people stay in their homes.

1. Mortgage foreclosure prevention
2. Home improvement loans / energy efficiency and weatherization programs
3. Reuse of vacant and foreclosed properties
Objective III: Strengthen families through coordinated investments.

Leverage affordable housing investments with the creation of jobs, small business opportunities, cultural institutions, public art, green space, and connectivity.
Central Corridor Affordable Housing Coordinated Plan

Elements for further study

1. Property tax relief
2. Density bonuses
3. Community engagement and development review processes
What worked

✓ Project Team reached agreement on numeric goals and objectives / strategies
✓ Process modeled the behavior of public private partnerships (finding mutual interests under a shared plan)
✓ Goals went further than what public sector resources could have done alone – everyone had to stretch
✓ Broader narrative reflected the importance of affordable housing as part of a larger community development agenda
✓ Implementation of the plan will be about creating places of opportunity for people (not just housing units)
✓ Participants saw beyond their own part of the corridor to connect with the larger regional efforts.
Challenges

- Management and level of information ("democratized" raw data vs. processed data)
- Engaging a broad range of community participants required agreement on definitions / terms
- Establishing numeric goals – cities were reluctant to prioritize or earmark investments for Central Corridor over other areas (competing corridors)
- Who owns the plan? Moving to implementation
- Collective action approach: How to move from planning to implementation without a ‘backbone’ organization?
What’s Next: Phase II

- Identify indicators to track progress
- Implement enhanced approach strategies
- Neighborhood / Community planning to inform housing types needed
- Maintain BP Project Team to assist implementation oversight and monitoring
- Coordinate with other CCFC efforts (e.g. jobs, small business support, arts, connectivity, investment framework, etc.)
How will the Big Picture inform other corridor planning efforts?

• Will they engage the community (and how)?
• When is the right time to establish a plan?
• Who owns the plans?
• How do the corridors work together to elevate a policy agenda to support equitable TOD?
For further information about the Big Picture Project, contact:

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Or visit:
www.funderscollaborative.org/partners/affordable-housing-group/resources