

HOUSING BLUEPRINT SCOTT COUNTY, MN

Spring 2021



Scott County Association for
Leadership and Efficiency



Several groups and individuals are responsible for making this Housing Blueprint possible. The fact that this document was created in a collaborative manner mirrors how it should be carried out into the communities that comprise Scott County. Although this message is interwoven throughout the document, it is worth noting again that all the communities that make up Scott County will be far more successful in their housing initiatives by working together than by doing it alone. We hope city and county staff, project partners, and community members engaging this Blueprint find this to be true.

Thank you to everyone that contributed their time, data, and talents to bring this Blueprint through the finish line.

Community engagement efforts and Blueprint creation were facilitated by Cathy Bennett of Bennett Community Consulting and Jasmine Frias of One House Partners.



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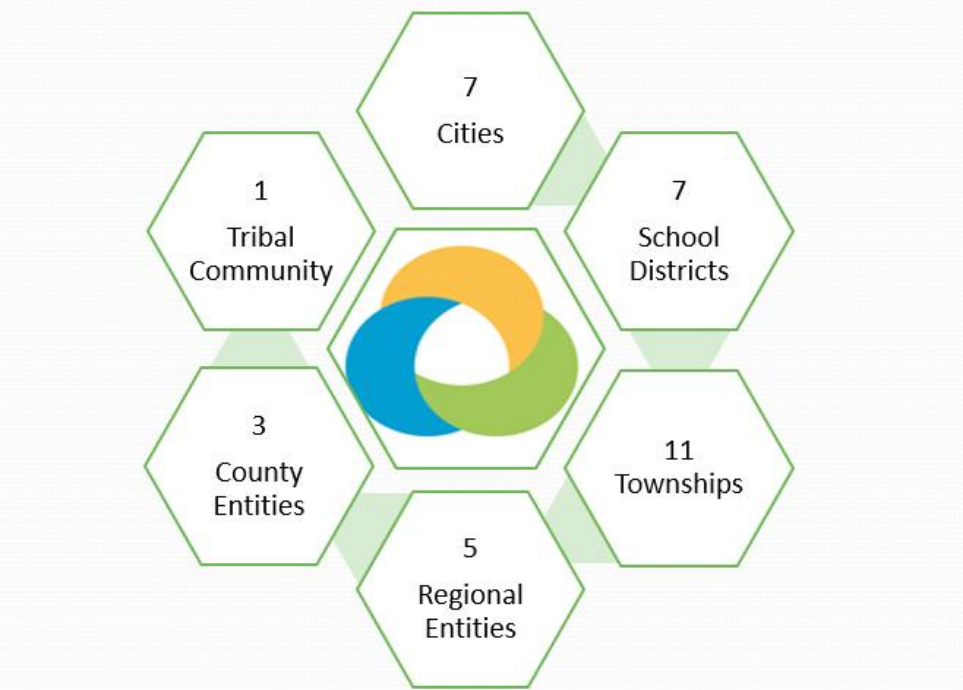
Vision Statement | The Housing Blueprint is a unified housing plan for Scott County and communities within Scott County. The Blueprint has been facilitated and prepared by the Scott County Association for Leadership and Efficiency (SCALE). The Blueprint’s vision focuses on the shared housing challenges and assets, and the importance of working together as a collaborative community to solve issues and spotlight strengths for the benefit of Scott County and its residents.

Purpose | This Blueprint is intended to provide instruction and guidance for collaborating on tools and strategies that address housing issues, consolidating efforts and prioritizing County-wide goals to ensure a diverse range of housing options for a resident’s entire life at an affordable price. By expanding each community’s individual goals in the context of Scott County we can support efforts by continuing the main purpose of the Live Learn Earn’s goal *“to ensure the sustained economic vitality of all Scott County residents.”* The Blueprint’s priorities, objectives, and suggested strategies should also be aligned with the vision and goals identified in the countywide Unified Transit Management Plan and other defined SCALE goals. Through these efforts, Scott County can work toward connected communities made of thoughtful, coordinated systems.

The Housing Blueprint is the first step in understanding existing needs and provides a framework to collectively work in addressing those needs. Implementation of the Housing Blueprint’s suggested strategies will require multiple resources and actions leveraged by SCALE and coordinated and funded by SCALE partners. Further, it is recognized that each community within Scott County has varying housing needs and capacities to address them. Therefore, the Housing Blueprint’s suggested strategies identify tools that can be evaluated to meet specific community goals. The Blueprint’s intention encourages Scott County communities to collaborate to achieve the described goals and objectives. Individual communities have the authority to pursue the strategies that align with their respective priorities. Scott County and its communities should consider collaborating in the implementation of strategies to complete the priorities and objectives outlined in the Blueprint;

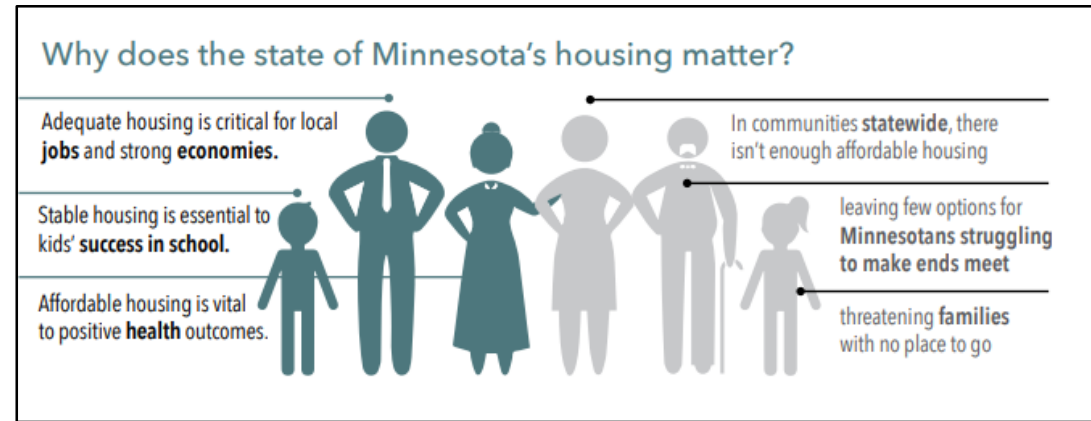
this will capitalize on staffing, funding, and organizational efforts. Since many of the objectives and strategies in the Blueprint align with existing goals expressed in community Comprehensive Plans, adopting the Blueprint as part of plans will only help to bolster those goals.

SCALE partners, service providers, and residents should work together to ensure that implementation is fair, equitable, and impactful. Some partners are included in the image below.



Why Create a Housing Blueprint? | Stable and affordable housing for all residents within the County is a social and economic imperative to ensure continued prosperous growth and success of communities and businesses. Across the County, many full-time workers in the most in-demand jobs cannot make ends meet with rising rents and declining vacancy rates. The current pandemic and uncertain economic recovery further increases the instability of residents and businesses in the County. If not addressed, the County's past economic development success may experience slower growth, difficulty in attracting labor, business instability, and a lower quality of life for residents. Housing instability not only impacts economic vitality, but also affects resident health, children's ability to learn, and equity outcomes. Countless studies have demonstrated that when a household is paying too much of its annual income on housing, they forgo other necessities like proper nutrition, health care, and stable education. Working to improve housing conditions for all demographic sectors is a proactive approach to improve the economy, public health, educational attainment, and overall quality of life in the County.

The figure to the right was created by Minnesota Housing Partnership which is a collaboration of developers, policy advocates, and researchers that provide data and education regarding housing, work for positive change, and assist in building capacity and impact for housing organizations. The figure demonstrates the importance of providing housing for all demographics represented in Scott County and the diverse effects different housing scenarios can have on residents.



each community's housing goals. This required a thorough review of any Comprehensive Plans that existed throughout the County to find where alignment of goals and solutions were. The exercise helped to demonstrate alignment and overlap in goals between cities and townships. Alignment was found between goals related to issues of housing preservation, providing housing options, and creating livable neighborhoods through community design. The majority of Comprehensive Plans expressed some level of interest in rehabilitation or home-improvement programs that would help provide incentives for home-owners making changes to their homes. Additionally, many plans identified code enforcement as a method for achieving housing preservation standards. When describing goals related to housing options, most communities included details stating their desire to provide a variety of housing types at all income levels, for all racial and ethnic groups, and for people of ranging ability levels. An overarching theme found in some form throughout the plans was to ensure that there was inclusivity of every demographic represented in Scott County.

Finally, many of the community’s plans expressed a goal to prioritize distinctive, accessible communities in new residential developments to establish liveable neighborhoods. Another overarching alignment included the need for implementing housing goals that contribute positively to design, affordable housing options, and accessibility to transportation options, as well as working toward a “complete housing” model where even households with the deepest subsidy needs are considered and cared for. For a complete comparison of all community goals, see Appendix A.

Community Conversations: Survey Results and Facilitated Discussions |

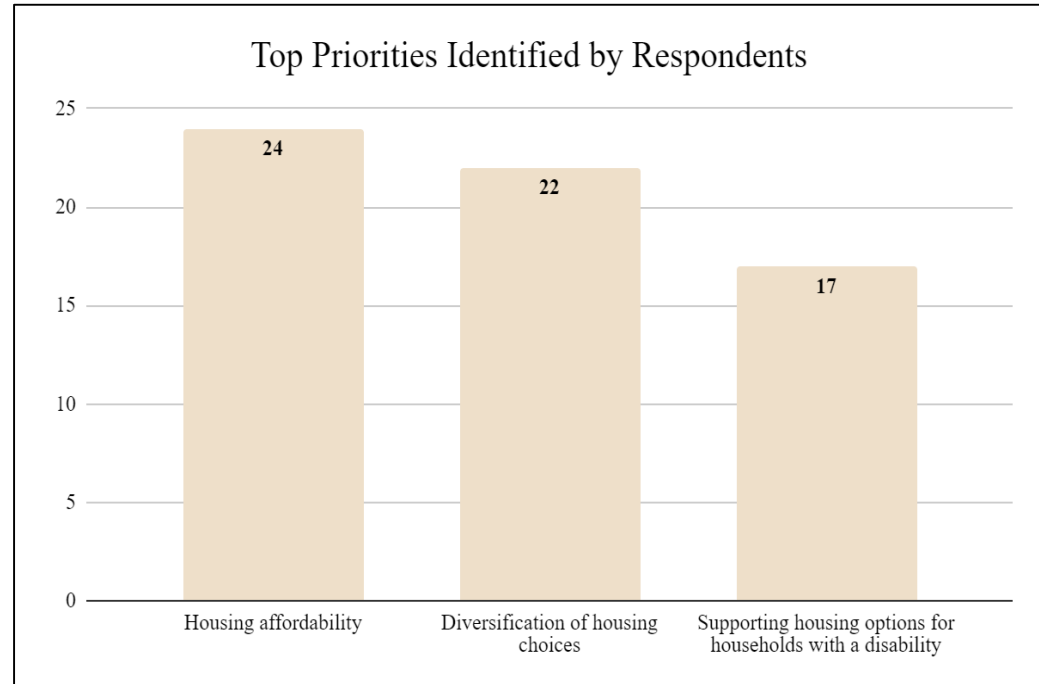
SCALE representatives and other community stakeholders gathered virtually to understand housing issues and to identify what items should be prioritized as part of the Housing Blueprint. A pre-meeting online survey was distributed to help understand initial impressions about the housing needs in Scott County and the possible role SCALE, the County, and communities could play in addressing those needs.

Thirty-two (32) individuals responded to the survey with important feedback regarding current conditions and opportunities for improvement. Major themes that stood out were concerns about the lack of affordable opportunities at all income levels, options for households facing homelessness, and a lack of diversity in housing choice.

When asked what *top five housing priorities* should be focused on in Scott County:

- twenty-four (24) individuals reported *housing affordability*

- twenty-two (22) reported *diversity of housing choices*
- seventeen (17) reported *supportive housing options for households with a disability*.

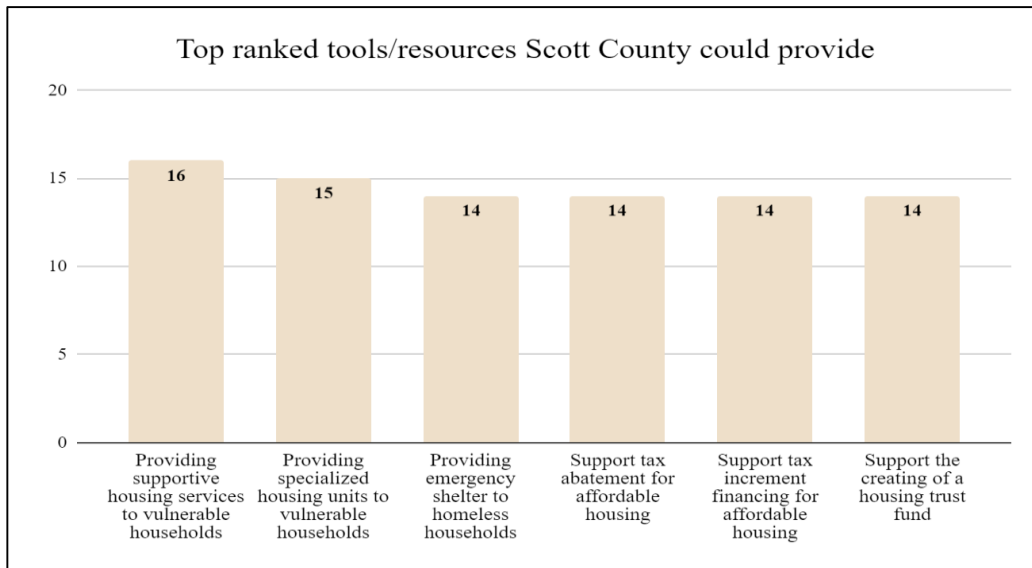


For a complete comparison of goals found in Comprehensive Plans across all Scott County communities, see Appendix A.

When asked about specific tools and resources:

- Sixteen (16) individuals reported *providing supportive housing services to vulnerable households*
- fifteen (15) reported *providing specialized housing units to vulnerable households*
- fourteen (14) reported *providing emergency shelter to homeless households*

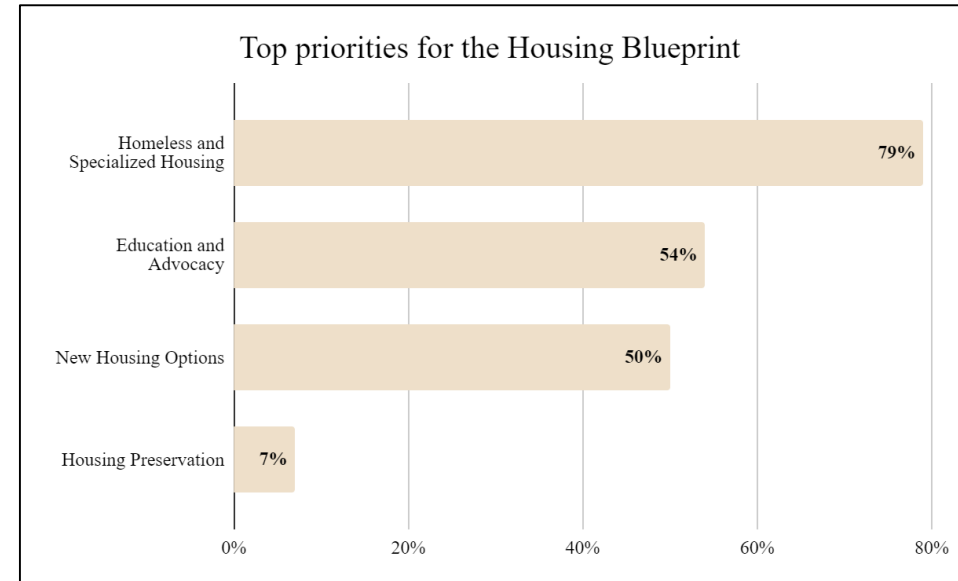
Additionally, survey respondents were supportive of employing financial tools such as tax abatement, tax increment financing, and creating a housing trust fund; fourteen (14) individuals selected each of these tools individually as ways to improve the housing environment.



issues in the County and brainstorm potential solutions that will improve the economic vitality of the County and resident lives. The session included a discussion and brainstorming in breakout rooms on the most pressing issues and what the best methods for improvement would be. Attendees had the opportunity to openly voice their opinions about housing issues and what potential strategies would provide the best solutions. The group was able to pinpoint four key priority areas of focus.

- **Homelessness and specialized housing**
- **Education and advocacy**
- **New housing options**
- **Housing preservation**

The second facilitated session focused on ranking the key priority areas. Homelessness and Specialized Housing received the most votes, followed by Education and Advocacy, New Housing Options, and Housing Preservation.



For complete survey findings, see Appendix B.

Data and Definitions | Several sources of data support the purpose of creating and implementing a Housing Blueprint, as well as the importance of focusing on the key priorities outlined in the facilitated discussions. Mutual planning efforts will be critically important in addressing Scott County’s current and future housing needs. The following section reviews important housing data and information providing a crucial foundation for understanding what issues exist and how through collective action the County and communities can overcome them.

In order to support the four key priorities agreed upon in the facilitated discussions, the following data pieces should be considered.

According to the National Low Income Housing Coalition, when compared to the rest of the state, Scott County costs more to live in regardless of ownership status or number of bedrooms. The annual income needed to afford a one-bedroom rental unit in the County is \$38,840 compared to \$33,878 in the rest of the state. It is estimated that a minimum wage earner must work 75 hours a week to afford a one-bedroom unit in Scott County versus 65 hours throughout the rest of Minnesota. A study on homelessness performed by Wilder Research revealed that on October 25, 2018, 134 people experienced homelessness. The same can be assumed for any given night.

Below are resources that can be referred to as the Blueprint is implemented.

- Minnesota Housing Partnership Scott County profile:
https://www.mhponline.org/images/stories/images/research/coprofs/2019/Scott_County.pdf
- Scott County Heading Home (the updated 2020 version will be available mid-2021):
http://www.mnhousing.gov/idc/groups/multifamily/documents/webcontent/mhfa_009624.pdf
- National Low Income Housing Coalition Scott County profile:
<https://reports.nlihc.org/oor/minnesota> (select for Scott County)

- Wilder Research 2018 Minnesota Homeless Study:
http://mnhomeless.org/minnesota-homeless-study/detailed-data-counts/2018/Scott-Carver-2018-Homeless-Counts_3-19.pdf?v=2
- Massachusetts Institute of Technology Living Wage Calculator:
<https://livingwage.mit.edu/counties/27139>
- Metropolitan Council Housing Affordability Goals
<https://metro council.org/Housing/Planning/Affordable-Housing-Measures.aspx>



The following are popular terms used in the housing industry. Defining these terms helps staff, policy leaders, and residents to move forward in mutual understanding when planning for and addressing housing needs, many of which are found in this Blueprint.

- *Affordable housing*: housing is considered affordable when a person is paying no more than 30% of their gross income for housing costs, including utilities; this term is unique to each household depending upon their income and household size
- *Chronic*: describes individuals who have experienced homelessness for at least one year and struggle with a disabling condition
- *Cost-burdened*: households paying more than 30% of their gross income on housing including utilities
- *Deep subsidy*: units targeted to extremely low-income households (30% AMI); the renter pays 30% of their income towards rent and the housing provider receives a subsidy, usually from the Federal government
- *High-priority homeless (HPH)*: refers to households (individuals or families) prioritized for permanent supportive housing through the Coordinated Entry system; HPH units or long-term homeless units, are designated for households that are experiencing homelessness locally who have received a referral through the Coordinated Entry system
- *Housing and Urban Development (HUD)*: a department of the U.S. Government created to support the housing market, homeownership, and associated programs
- *Life-cycle housing*: adequate housing options to support a person throughout all stages of their life
- *Living wage*: the minimum income necessary for a worker to fulfill their basic needs
- *Market rate housing*: all rental projects that do not have income restrictions, regardless of housing affordability; renters pay flat rent amount

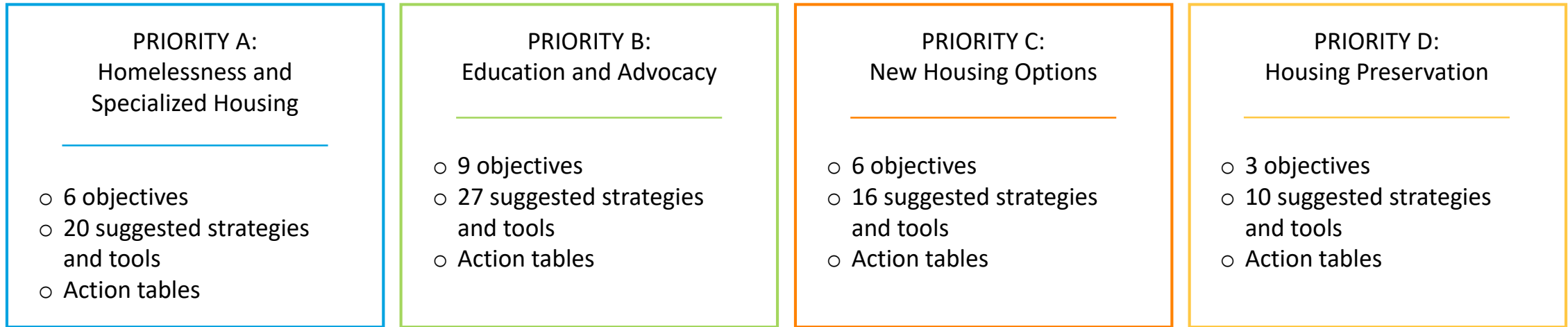
- *Senior housing*: any housing development that is restricted to people age 55 or older
- *Severely cost-burdened*: households paying more than 50% of their gross income on housing
- *Shallow subsidy*: units targeted to low to moderate income households, typically restricted to 60% of the Area Median Income (AMI) or below; renters pay flat rent amount
- *Specialty/specialized housing*: housing that meets the needs of people with a vulnerability or high barriers; specialty/specialized housing options include emergency shelter, options to support transitioning back into the community, or permanent supported options for those with a lasting disability
- *Supportive housing*: a combination of affordable housing with intensive coordinated services to help people struggling with a disability, re-entry into the community, or coming out of homelessness
- *Transitional housing*: provides interim support for individuals and families to assist them in maintaining permanent housing
- *Workforce housing*: housing for middle-income earners or those earning between 60% and 100% of the area median income and do not receive government subsidy for housing; exact earnings vary from place to place

Understanding what housing is currently available throughout Scott County is important for developing actions as outlined in the Blueprint. Maps depicting existing housing created by Scott County staff can be found in Appendix D.

Overview of Priorities, Objectives, and Suggested Tools and Strategies

This section merges the online survey information, input from stakeholders, feedback from virtual facilitated sessions, best practices research, and input provided at multiple meetings with SCALE partners. The next several pages list potential methods that could be used in addressing housing needs. The list should be used as an informative overview of recommended next steps to improve housing conditions across Scott County.

distinct sections. Each section contains several objectives, many were noted in community comprehensive plans, identified in the brainstorming session with SCALE partners, and revealed through interviews with community stakeholders and experts in the field. Within each objective, strategies are provided as a tool to guide how the objective could be accomplished. Please note, each priority should be treated as equally important areas to address. The letter arrangement before each priority is not hierarchical, rather, applied to keep the document organized.



Priority A: Homelessness and Specialized Housing

Objective A.1: Support transitional and permanent homes for individuals and families

- Strategy A.1.a: Consider providing resources to assist individuals exiting correctional facilities
- Strategy A.1.b: Identify non-profit organizations that provide re-entry assistance to individuals being released from area correctional systems and outline potential partnership efforts
- Strategy A.1.c: Determine technical support for solutions assisting individuals and families with physical and mental disabilities
- Strategy A.1.d: Consider partnerships with nonprofits in the purchase of single-family housing for group re-entry programs

Objective A.2: Support senior residents with housing challenges

- Strategy A.2.a: Consider collaborating with local service providers to care for senior residents in the homes where they currently reside
- Strategy A.2.b: Evaluate coordination of a home-sharing program
- Strategy A.2.c: Explore mixed senior and single and multifamily unit development

Objective A.3: Support existing congregate and specialty housing options

- Strategy A.3.a: Develop a communication plan with existing partners to understand their current and future needs
- Strategy A.3.b: Collaborate to develop a list of funding opportunities to share with existing institutions
- Strategy A.3.c: Provide a system to regularly check progress in meeting the initiatives provided in the Housing First guidelines

Objective A.4: Coordinate with the Heading Home plan to end homelessness

- Strategy A.4.a: Develop a coordinated communication system with the Heading Home planning team

- Strategy A.4.b: Evaluate rental assistance options for households in need
- Strategy A.4.c: Collaborate efforts to advance the Heading Home plan and the Homework Starts with Home project where appropriate

Objective A.5: Provide supportive housing assistance to necessary demographics

- Strategy A.5.a: Evaluate partnerships with organizations to create an access point for youth experiencing housing crises
- Strategy A.5.b: Consider ways to partner with local developers to build a supportive housing facility with consideration of the unique needs of minors, adults, and families
- Strategy A.5.c: Evaluate options to support new development of rental housing that provides scattered site permanent housing for youth
- Strategy A.5.d: Consider assisting existing organizations in identifying eligible units to receive rent support provided by the state
- Strategy A.5.e: Consider assisting existing organizations in identifying emergency shelters for homeless individuals and households across the County

Objective A.6: Support infrastructure requirements for specialized options

- Strategy A.6.a: Determine potential locations for new shelter options to fit each specialized housing demographic represented in Scott County
- Strategy A.6.b: Provide the necessary infrastructure to keep vulnerable demographics and households with specialized housing needs in Scott County rather than being displaced to other communities

Priority B: Education and Advocacy

Objective B.1: Educate the community about diverse housing needs

- Strategy B.1.a: Consider partnering with local non-profits that can share information about diverse housing needs found across the County
- Strategy B.1.b: Evaluate options to engage employers, service providers, and others to be part of the housing conversation
- Strategy B.1.c: Consider hosting open house events for developers and builders
- Strategy B.1.d: Consider hosting workshops with high schools to encourage careers in housing
- Strategy B.1.e: Develop a communication plan to encourage landlords to support acceptance of Housing Choice Vouchers
- Strategy B.1.f: Create a communication plan to educate the community about the benefits of supporting a full range of housing options
- Strategy B.1.g: Consider a county-wide survey to gauge the interest of allowing additional dwelling units (ADU) and conditional use permits (CUP) and provide technical assistance to communities to adapt their land use codes and policies accordingly
- Strategy B.1.h: Create a communication plan for agreed upon language and definitions of housing terms for each city to utilize when implementing housing plans and programs
- Strategy B.1.i: Review and share records of housing development trends and possible drivers

Objective B.2: Encourage use of local financing mechanisms to support housing affordability

- Strategy B.2.a: Assist cities in identifying potential tax increment financing (TIF) districts to support affordable housing across Scott County
- Strategy B.2.b: Create options for uses of tax abatement in affordable housing development to share with cities and the County

benefits of supporting tax credit projects

- Strategy B.2.d: Research supportive data and information on the shared community benefits of increased densities

Objective B.3: Support the senior population

- Strategy B.3.a: Consider hosting bi-annual workshops for senior residents and caregivers
- Strategy B.3.b: Create and disseminate helpful housing tips and information to senior residents

Objective B.4: Share educational resources to increase knowledge of housing programs

- Strategy B.4.a: Provide housing resource information to cities such as a resources booklet and website page links
- Strategy B.4.b: Provide helpful tips and resources for older adults and seniors about staying in their homes or moving to senior-specific units
- Strategy B.4.c: Evaluate offering free planning services to assist older adults and senior residents in making alternate housing plans as they age

Objective B.5: Support housing through employment and career education

- Strategy B.5.a: Consider adopting a county-wide living wage utilizing a calculator provided by MIT
- Strategy B.5.b: Develop a county-wide plan to recruit businesses that meet the living wage benchmark
- Strategy B.5.c: Evaluate options to support businesses in creating housing-forward benefits packages for their employees

Priority B: Education and Advocacy (continued)

Objective B.6: Inform the community about the effects of housing on public services such as police and fire

- Strategy B.6.a: Develop a coordinated plan to collect, update, and share data between communities and service providers

Objective B.7: Pioneer new partnerships

- Strategy B.7.a: Develop a plan to build partnerships between service providers, nonprofits, schools, and businesses
- Strategy B.7.b: Evaluate other County programs for adapting mobile home rent-to-own programs in Scott County
- Strategy B.7.c: Create a communication plan with local realtors to support housing priorities outlined in the Housing Blueprint

Objective B.8: Use social media to keep Scott County communities up to date on SCALE activity related to the Housing Blueprint

- Strategy B.8.a: Create a social media plan to maintain consistent engagement and engage members of the community

Objective B.9: Partner with the Itasca Project

- Strategy B.9.a: Engage support and resources provided by Itasca Project and coordinate where appropriate
-

Priority C: New Housing Options

Objective C.1: Reduce financial limitations and other barriers to development

- Strategy C.1.a: Provide technical assistance for communities considering adjusting their zoning codes to allow unique uses like additionally dwelling units, conditional use permits, and prefabricated housing
- Strategy C.1.b: Provide technical assistance for communities in determining available lots for affordable housing development
- Strategy C.1.c: Provide assistance to help communities expedite the development approval process
- Strategy C.1.d: Consider providing gap funding to Scott County households looking to purchase single-family homes
- Strategy C.1.e: Explore the benefits of creating a county-wide housing trust fund
- Strategy C.1.f: Consider coordinating and sharing how cities provide flexibility within their land use codes to allow for increased density in support of affordable housing

Objective C.2: Increase affordable housing options

- Strategy C.2.a: Form partnerships with private and nonprofit sectors to increase the number of affordable units
- Strategy C.2.b: Continue to support the Scott County community land trust program
- Strategy C.2.c: Review and consider the benefits of inclusionary housing policies to support affordability included within market rate housing developments

Objective C.3: Increase affordable options for seniors

- Strategy C.3.a: Partner with communities to identify the appropriate areas for affordable senior housing
- Strategy C.3.b: Explore the benefits of supporting housing infrastructure bonds for development or rehabilitation of 50% AMI and below senior housing

Objective C.4: Foster opportunities for homeownership

- Strategy C.4.a: Evaluate providing financial assistance for new construction purchases

Objective C.5: Financially invest in new housing development

- Strategy C.5.a: Consider providing gap funding to Scott County households looking to purchase single-family homes
- Strategy C.5.b: Explore the benefits of creating a county-wide housing trust fund

Objective C.6: Increase the number of Housing Choice Voucher eligible units

- Strategy C.6.a: Provide technical assistance to landlords to prepare their units for Housing Choice Voucher eligibility
- Strategy C.6.b: Consider a program to recognize or incentivize landlords that bring their unit/s up to Housing Choice Voucher (HCV) eligibility

Priority D: Housing Preservation

Objective D. 1: Maintain current housing stock

- Strategy D.1.a: Consider creating a senior housing regeneration program
- Strategy D.1.b: Partner with cities to provide grant or loan options for necessary home improvements
- Strategy D.1.c: Provide technical assistance to communities in the evaluation of adopting a Truth in Sale of Housing or Point of Sale inspection program
- Strategy D.1.d: Provide technical assistance to communities to implement a rental inspection program
- Strategy D.1.e: Assist landlords to enroll in adopted rental inspection and code-enforcement programs
- Strategy D.1.f: Promote and support rental rehabilitation programs
- Strategy D.1.g: Consider providing financial support to households who are at risk of losing their home or selling to investors

Objective D.2: Preserve existing affordable units

- Strategy D.2.a: Provide technical assistance to cities considering providing 4d Affordable Housing Tax Incentives
- Strategy D.2.b: Consider founding a local finance entity to maintain existing affordable housing

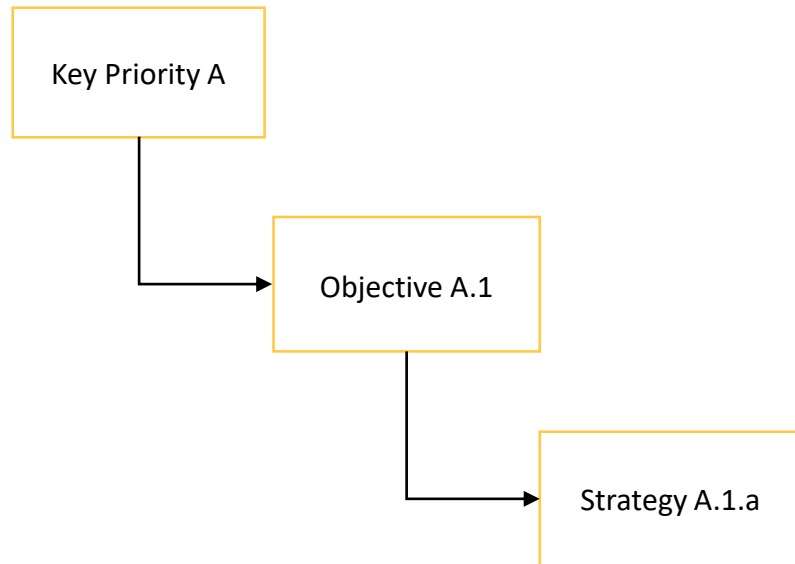
Objective D.3: Establish appropriate tenant protections

- Strategy D.3.a: Provide technical assistance to communities in support of tenant protection policies
-

Turning Priorities into Action | An important component of this Blueprint is building in the space for collaboration between communities. This section provides a framework that takes the objectives and strategies for each priority and puts them into action tables that can be worked on together as a shared, collaborative team.

The action tables should be used as a toolkit for cities along with the County to begin engaging in conversations about where there is interest and opportunity in pursuing the specific objectives and strategies. By pin-pointing specific actions, defining desired outcomes, and identifying partners to be involved in the process, the goals set forth by SCALE and each individual community will be more attainable.

The action table depicted on the next several pages follow the outline demonstrated below:



related to current conditions and/or future projections of the needs and why it is important to plan and act for the economic and social prosperity of the County.

Each strategy contains several important components:

- People and organizations that can assist in completing the strategy
- How communities should prioritize each strategy
- When SCALE, with its partners, should aim to complete the strategy
- The range of how much of a financial commitment will be needed to adequately implement that strategy

The following legend is provided to be utilized by cities in completing the action tables collectively or individually.

Time-frame Priority		Cost	
Short-term	★	Low cost	\$
Medium-term	★★	Medium cost	\$\$
Long-term	★★★	High cost	\$\$\$

These tables will be used as a guide for SCALE partners to ensure an organized and collaborative implementation plan and to create a hierarchy of importance together.

Readers will notice there are spaces in the action tables intentionally left blank; it is important that cities be able to tailor the recommended strategies to align with their respective goals as a community.

Priority A. Homelessness and Specialized Housing

Specific metrics or data are difficult to track for homelessness and specialized housing. This is due in part because the numbers change from day to day. Rough estimates are currently being used, as more concrete numbers are being sorted and projected in order to better understand the need to address homelessness and specialized housing.

Coordinated Entry Data as of September 2020 suggests that on average, there were nearly 35 (majority single adult) households on the priority list for those who identified Scott County as their primary residence. Of the households active on the priority list, five reported monthly incomes between \$0-\$299, seven reported monthly incomes between \$600-999, one between \$1,000-\$1,499, two between \$1,500-\$1,999, one between \$2,000-\$2,400, and three reported monthly incomes of more than \$2,500.

Although more data is needed to make definitive statements, these data points shed light on just how complex and pressing this issue is for Scott County.



Objective A.1: Support transitional and permanent homes for families and individuals.

Current projections for transitional and permanent housing provide insight as to what will be needed throughout Scott County in coming years. These should be used to plan for and justify any action taken in achieving Objective A.1.

Emergency shelters can be broken down into two subgroups: homeless shelters and domestic violence shelters. There are currently two emergency housing units available, but there is still a pressing need for an additional single-adult shelter with 25 beds and six to eight units for families. By 2040 it is expected that there will be an increased need of 10 additional single-adult units and two to four additional family units. Re-entry and out of prison housing is also a need in Scott County, but there exists no housing options for these individuals at the time this plan was written.

Transitional housing can be divided into two subgroups: re-entry/out-of-prison housing and chemical dependency/sober housing. As it relates to re-entry/out-of-prison housing, there are currently 80 people on probation or supervised release. The projected need for re-entry housing at the time this plan was written includes two single-family or group homes for men and one single-family group home for women, assuming each home provides housing for four to six individuals. In 2040, it is anticipated that Scott County will need two more single-family homes, one for men and women each. Another subgroup of transitional housing that requires planning is chemical dependency and sober housing. There are currently four options for sober housing. Northstar Regional operates two sober homes with four to five beds each. One is designated for women and the other for men and are located in Shakopee. A Way Out operates one male sober house in Shakopee, and Nuway operates one in Savage. There is an existing need of four to eight sober homes with a capacity of four to six people needed across the County. By 2040, it is expected that Scott County will need an additional five sober homes with capacity for four to six people in each.

Supportive housing measures for **Persons with Disabilities (PWD)** can be single or family-style housing and usually involves the Housing Support voucher. There is currently a need for roughly 200 PWD rental units across the County, but there are only 121 units leaving a gap of 79 PWD accessible rental units. There are also 33 vouchers specific to Scott County that can contribute to funding a PWD unit. For 2040, there is a projected need of 266 PWD accessible rental units.

Objective A.1: Support transitional and permanent homes for families and individuals. (continued)

Strategy (A.1.a)	Potential Partners	Priority	Time	Cost
Consider providing resources to assist individuals exiting correctional facilities				
	<p>Examples and Resources: For more information about what organizations exist across the state to achieve this strategy, refer to pages 70-76 of the following document: https://www.careeronestop.org/TridionMultimedia/tcm24-42022_PDF_Ex-OffenderStateResourcesReport3272019.pdf.</p>			

Strategy (A.1.b)	Potential Partners	Priority	Time	Cost
Connect with non-profit organizations who provide re-entry assistance to individuals being released from area correctional systems and outline potential partnership efforts				
	<p>Examples and Resources: Refer to the State’s resource link for more information about reentry resources: https://mn.gov/doc/community-supervision/reentry-resources/.</p>			

Objective A.1: Support transitional and permanent homes for families and individuals. (continued)

Strategy (A.1.c)	Potential Partners	Priority	Time	Cost
Determine technical support for solutions assisting individuals and families with physical and mental disabilities				
<p>Examples and Resources: Through the Section 811 Supportive Housing for Persons with Disabilities program offered through HUD and the Technical and Collaborative Assistance for Housing Capacity Building Initiative for Community Living Project offered through Health and Human Services (HHS) and HUD, SCALE can partner with a nonprofit developer and other local groups to achieve this strategy. Types of assistance through these programs include rental assistance, interest-free capital advances for developers, resource distribution, and more. Learn more about the Section 811 program here: https://www.hud.gov/program_offices/housing/mfh/progdesc/disab811.</p> <p>Learn more about the Capacity Building Initiative Project here: http://www.neweditions.net/index.php/projects/technical-and-collaborative-assistance-housing-capacity-building-initiative-community.</p>				

Strategy (A.1.d)	Potential Partners	Priority	Time	Cost
Consider partnerships with nonprofits in the purchase of single-family housing for group re-entry programs				
<p>Examples and Resources: Life Rebuilders provides housing/programs for adult men and women and includes services for employment coaching and life skills to help with re-entry into society. Read more about the entity here: https://lrbmn.org/.</p>				

Objective A.2: Support senior residents with housing challenges.

According to HUD, in 2013 almost 40% of residents between 65 and 84 owned their homes outright and did not pay a mortgage, making staying in their homes far more economical than moving to senior specific apartments or facilities. Because senior residents are able to stay in their homes, it leaves more units, which are in short supply, open for senior residents that are not afforded the same option. Further, American Community Survey 1-Year Estimates from 2016 reported that renters and owners (those with mortgages) alike aged 60 and above paid more than 30% of their incomes on housing. For those who were 80 years old and above, they paid about 55% of their income on housing.

Strategy (A.2.a)	Potential Partners	Priority	Time	Cost
Consider collaborating with local service providers to care for senior residents in the homes where they currently reside				
	<p>Examples and Resources: Providing support to seniors wishing to stay in their homes will open up senior-specific units for residents that are not willing or able to remain in their own homes. Support could include in-home visits, small maintenance projects, informative consultations, and financial assistance or planning.</p>			

Objective A.2: Support senior residents with housing challenges. (continued)

Strategy (A.2.b)	Potential Partners	Priority	Time	Cost
Evaluate coordination of a home-sharing program				
<p>Examples and Resources: Helping to coordinate a senior home-sharing program could alleviate the burden to produce new senior units. Since many older adults would rather stay in the home they currently reside, home-sharing offers them that opportunity while bringing in extra income, experiencing inter-generational living, and bringing in a new “roommate” for company and occasional help. Each home-sharing setup is unique, but some examples include graduate students renting a room from the senior resident and helping them with anything from learning new appliances or technology to mowing the lawn to picking up groceries.</p> <p>Several organizations exist that match older adults with younger tenants, usually unlikely roommates. Here are examples of successful programs operating throughout the country:</p> <ul style="list-style-type: none"> • National Shared Housing • Nesterly • Odd Couples 				

Strategy (A.2.c)	Potential Partners	Priority	Time	Cost
Explore mixed senior and single- to multifamily unit development				
<p>Examples and Resources: Housing options are becoming increasingly more creative and diverse as developers and firms are forced to think outside the usual confines of what housing looks like. Consider this report from Enterprise Community Partners showcasing four unique case studies successfully employing innovative ways to house seniors while filling other community housing needs: https://capitolhillvillage.org/wp-content/uploads/2018/11/SeniorHousing-4-case-Studies.pdf.</p>				

Objective A.3: Support existing congregate and specialty housing options.

Before investing time and resources into creating new housing, it is important that we consider the state of existing congregate and specialty housing options, and work to keep them in good, habitable condition. This will mitigate future issues and ensure reliable, safe housing for current tenants.

Strategy (A.3.a)	Potential Partners	Priority	Time	Cost
Develop a communication plan with existing partners to understand their current and future needs				
	<p>Examples and Resources: SCALE should create a comprehensive list of operating specialized housing options. Select a staff member that can keep in communication with these facilities at least four times per year to get a complete understanding of their needs year-round. The staff member should report back to the SCALE housing group and work to make any challenges known so the group has a better understanding of these types of facilities and can educate the community. SCALE should provide assistance where it can regarding challenges.</p>			

Objective A.3: Support existing congregate and specialty housing options. (continued)

Strategy (A.3.b)	Potential Partners	Priority	Time	Cost
Collaborate to develop a list of funding opportunities to share with existing institutions				
	<p>Examples and Resources: Explore the links below as a jumping off point for this strategy:</p> <ul style="list-style-type: none"> • https://www.hudexchange.info/programs/cdbg/ • https://www.hudexchange.info/programs/home/ • https://www.cdfifund.gov/ 			

Strategy (A.3.c)	Potential Partners	Priority	Time	Cost
Provide a system to regularly check progress in meeting the initiatives provided in the Housing First guidelines				
	<p>Examples and Resources: Staff should compare any progress made to the following checklist provided by United States Interagency Council on Homelessness :</p> <p>https://www.usich.gov/resources/uploads/asset_library/Housing_First_Checklist_FINAL.pdf.</p> <p>Following a set of guidelines constructed from research and best practices will ensure the County stays on task avoiding unnecessary or unhelpful work.</p>			

Objective A.4: Coordinate with the Heading Home plan to end homelessness.

Efforts to reduce homelessness provides value for the entire community. Providing supportive housing services for chronically homeless individuals and families costs communities and taxpayers less than if they remained homeless. A 2018 study by the National Alliance to End Homelessness revealed that across the County, a chronically homeless person costs the taxpayer an average of \$35,578 per year. These average costs are reduced by nearly 50% when they are placed in supportive housing. Across Scott County there are 27 units providing housing for high-priority homeless individuals, but these populations are anticipated to increase before 2040. Through aggressive action and data-centered solutions, Scott County staff have been working to revise and update their Heading Home plan to end homelessness. Joining forces to achieve the goals expressed in the Heading Home plan will save time and resources and eliminate unnecessary overlap of tasks improving overall efficiency and effectiveness.

Strategy (A.4.a)	Potential Partners	Priority	Time	Cost
Develop a coordinated communication system with the Heading Home planning team				
	<p>Examples and Resources: In order to merge efforts in ending homelessness, SCALE, Scott County CDA, and city staff should be in bi-monthly communication with the planning team of the Heading Home plan to share tools, software, funding, and other resources.. This will help eliminate duplication of work and keep all staff and members aligned.</p>			

Objective A.4: Coordinate with the Heading Home plan to end homelessness. (continued)

Strategy (A.4.b)	Potential Partners	Priority	Time	Cost
Evaluate rental assistance options for households in need				
	<p>Examples and Resources: Providing payment assistance is a preventative measure to avoid families and individuals becoming homeless in the first place.</p>			

Strategy (A.4.c)	Potential Partners	Priority	Time	Cost
Collaborate efforts to advance the Heading Home plan and the Homework Starts with Home project where appropriate				
	<p>Examples and Resources: Data from the Minnesota Department of Education and local teachers and social workers reported 126 homeless students throughout Scott County. Efforts to decrease and ultimately eliminate the occurrence of homeless students will have drastic improvements on societal costs and will have positive effects on the entire county.</p>			

Objective A.5.: Provide supportive housing assistance to necessary demographics.

Several recent studies identify supportive housing as one of the most effective tools for assisting residents with affordable housing options combined with other multidisciplinary coordinated services to help them succeed. The Center on Budget and Policy Priorities reported the following items as the effects of proper supportive housing initiatives:

- Assists people with disabilities live stably in the community
- People with disabilities in supportive housing reduce their use of costly systems, especially emergency health care and corrections
- People in other groups, including seniors trying to stay in the community as they age and families trying to keep their children out of foster care, also benefit from supportive housing
- Supportive housing can help people with disabilities receive more appropriate health care and improve their health

Strategy (A.5.a)	Potential Partners	Priority	Time	Cost
Evaluate partnerships with organizations to create an access point for youth experiencing housing crises				
	Examples and Resources: Launch Ministry (located in Chaska), provides a safe space and empowerment to unstably housed and in-crisis young adults with tools, resources, and support needed to transition successfully toward adulthood. Read more at the following link: https://www.launchministry.org/ .			

Objective A.5.: Provide supportive housing assistance to necessary demographics. (continued)

Strategy (A.5.b)	Potential Partners	Priority	Time	Cost
Consider ways to partner with local developers to build a supportive housing facility with consideration of the unique needs of minors, adults, and families				
<p>Examples and Resources: Examples of partnerships could be a local funding match from cities or the County to make the development happen. Cross Park Place in Iowa City, IA is a unique example of supportive housing dedicated to supporting chronic cross-system users. This program saves the community almost \$900,000 each year. Find out more and learn how this could be helpful for Scott County here: https://shelterhouseiowa.org/cross-park-place/.</p>				

Strategy (A.5.c)	Potential Partners	Priority	Time	Cost
Evaluate options to support new development of rental housing that provides scattered site permanent housing for youth				
<p>Examples and Resources: Beacon Interfaith Housing Collaborative has developed new youth housing in the City of Edina that should be used as an example of potential projects for Scott County. Learn more about the organization here: https://www.beaconinterfaith.org/.</p>				

Objective A.5.: Provide supportive housing assistance to necessary demographics. (continued)

Strategy (A.5.d)	Potential Partners	Priority	Time	Cost
Consider assisting existing organizations in identifying eligible units to receive rent support provided by the state				
	<p>Examples and Resources: SCALE members and other city and county staff should collaborate by generating a list of organizations already doing this work and aid where it is helpful.</p>			

Strategy (A.5.e)	Potential Partners	Priority	Time	Cost
Consider assisting existing organizations in identifying emergency shelters for homeless individuals and households across the County				
	<p>Examples and Resources: Several organizations exist that work to provide emergency housing for homeless individuals and families. Coordinate efforts to improve efficiencies and effectiveness.</p>			

Objective A.6: Support infrastructure requirements for specialized housing options.

Oftentimes infrastructure requirements and zoning limitations inhibit the development of specialized housing types. Since housing opportunities for persons with disabilities and homeless individuals are already at a deficit, considering ways to expedite development of these specialized housing types is paramount in achieving Priority A to address homelessness and specialized housing needs.

Strategy (A.6.a)	Potential Partners	Priority	Time	Cost
Determine potential locations for new shelter options to fit each specialized housing demographic represented in Scott County				
	<p>Examples and Resources: SCALE members and city and county staff should meet to identify the best options of locations for where a new shelter would be located. Having a few options of potential sites will expedite the development process when the community or a developer is ready to move forward with the construction phase.</p>			

Strategy (A.6.b)	Potential Partners	Priority	Time	Cost
Provide the necessary infrastructure to keep vulnerable demographics and households with specialized housing needs in Scott County rather than being displaced to other communities				
	<p>Examples and Resources: Rather than working to remove vulnerable demographics from the community, significant efforts should be made to include these populations into housing planning moving forward.</p>			

Priority B. Education and Advocacy

In facilitated discussions with SCALE representatives and other housing stakeholders from around the County, it was expressed that one area SCALE should continue their work is through educating the community and advocating for specific housing needs. This section explores several opportunities for SCALE and Scott County communities to engage specific demographics that will benefit from information and resource sharing regarding the need for a full range of housing choices. Additionally, through advocating for the unique needs of Scott County, SCALE can involve a diverse group of entities in projects where they are needed.



Objective B.1: Educate the community about Scott County’s diverse housing needs.

Scott County represents unique housing needs. Without properly educating residents about those needs, it is likely many of them will go unaddressed due to lack of understanding, therefore support. Inaccurate and destructive beliefs about housing types and the people that use them can be alleviated through clear education and a shared knowledge throughout the County.

Strategy (B.1.a)	Potential Partners	Priority	Time	Cost
Consider partnering with local non-profits that can share information about diverse housing needs found across Scott County				
<p>Examples and Resources: The following organizations should be engaged for partnership and/or best practices examples for achieving Objective B.1:</p> <ul style="list-style-type: none"> • Minnesota Housing Partnership: https://www.mhponline.org/ • Family Housing Fund: https://www.fhfund.org/ 				

Objective B.1: Educate the community about Scott County’s diverse housing needs. (continued)

Strategy (B.1.b)	Potential Partners	Priority	Time	Cost
Evaluate options to engage employers, service providers, and others to be part of the housing conversation				
	<p>Examples and Resources: This could be an entirely new team or be an added element to a team that already exists like the LLE Housing Work group. SCALE members and staff should work to make this an inclusive conversation and include entities in the community usually not involved in housing to understand the burden and challenges surrounding the topic.</p>			

Strategy (B.1.c)	Potential Partners	Priority	Time	Cost
Consider hosting open house events for developers and builders				
	<p>Examples and Resources: This event could be used to attract new development by advertising available lots, advertising what is wanted and needed throughout the County, and any available incentives. Taking the start-up work out of the process for developers will demonstrate the community’s willingness and excitement for partnership and new development.</p>			

Objective B.1: Educate the community about Scott County’s diverse housing needs. (continued)

Strategy (B.1.d)	Potential Partners	Priority	Time	Cost
Consider hosting workshops with high schools to encourage careers in housing				
	<p>Examples and Resources: Refer to the Urban Land Institute Urban Plan Program for more information about their curriculum regarding real estate and planning careers: https://minnesota.uli.org/get-involved/urbanplan/.</p>			

Strategy (B.1.e)	Potential Partners	Priority	Time	Cost
Develop a communication plan to encourage landlords to support acceptance of Housing Choice Vouchers				
	<p>Examples and Resources: The Housing Choice Voucher program is typically portrayed in a negative light but is generally a wise investment decision for landlords and property owners. Teaching landlords about all the benefits of the being part of the program is a low-cost method of increasing affordable housing options for the community.</p>			

Objective B.1: Educate the community about Scott County’s diverse housing needs. (continued)

Strategy (B.1.f)	Potential Partners	Priority	Time	Cost
<p>Create a communication plan to educate the community about the benefits of supporting a full range of housing options</p>				
<p>Examples and Resources: Ensuring Scott County has a diverse set of housing options contributes complete economic vitality and will benefit the community beyond just housing needs. When residents pay a reasonable amount for their housing based on their unique financial situation, they have more money to spend in the local economy on food, entertainment, and necessities.</p>				

Strategy (B.1.g)	Potential Partners	Priority	Time	Cost
<p>Consider a county-wide survey to gauge the interest of allowing additional dwelling units (ADU) and conditional use permits (CUP), and provide technical assistance to communities to adapt their land use codes and policies accordingly</p>				
<p>Examples and Resources: Additional dwelling units (ADU) are a unique housing tool because they satisfy several needs all in one. They work as senior living spaces for family, rentals for young professionals, and lower-cost housing units for anyone. They also provide extra income to homeowners. It is worth staff time to engage Scott County residents and see if they would be interested in an ADU model. If there are considerable positive responses, staff can work with each city to provide technical skills and guidance, and work with interested residents to walk them through the process. ADUs are becoming increasingly more popular because of the various ways they alleviate housing shortages. Share this guide from the Family Housing Fund with residents and community officials about how ADUs can be helpful in Scott County: https://www.fhfund.org/report/adu/.</p>				

Objective B.1: Educate the community about Scott County’s diverse housing needs. (continued)

Strategy (B.1.h)	Potential Partners	Priority	Time	Cost
Create a communication plan for agreed upon language and definitions of housing terms for each city to utilize when implementing housing plans and programs				
	<p>Examples and Resources: For a jumping off point regarding shared terminology, refer to page 9 of this document.</p>			

Strategy (B.1.i)	Potential Partners	Priority	Time	Cost
Review and share records of housing development trends and possible drivers				
	<p>Examples and Resources: Every year, the Family Housing Fund reports on similar trends that can be found here: https://www.fhfund.org/report/housing-counts-data-2002-2017/. Use this resource as inspiration for configuring more detailed statistics for Scott County.</p>			

Objective B.2: Encourage the use of local financing mechanisms to support housing affordability.

Financing mechanisms like tax abatement and tax increment financing are tools that provide gap funding for the development of new housing. This should be considered an investment in the community to address the housing needs. These additional funds, in many cases, are paramount in ensuring that the project is financially feasible. Although structurally complex, the tools are worth planning for to help make projects viable that otherwise would not be. Disseminating information about the types of programs will help establish public support and confidence in Scott County housing goals and actions.

Strategy (B.2.a)	Potential Partners	Priority	Time	Cost
Assist cities in identifying potential tax increment financing (TIF) districts to support affordable housing across Scott County				
	Examples and Resources: Partner with a public finance company to work with cities interested and make recommendations.			

Objective B.2: Encourage the use of local financing mechanisms to support housing affordability. (continued)

Strategy (B.2.b)	Potential Partners	Priority	Time	Cost
Create options for uses of tax abatement in affordable housing development to share with cities and the County				
	<p>Examples and Resources: Review the League of Minnesota Cities Handbook on Public Financing for more information about how this could work in Scott County: https://www.lmc.org/wp-content/uploads/documents/Financing-Public-Improvements.pdf.</p>			

Strategy (B.2.c)	Potential Partners	Priority	Time	Cost
Provide resources for communities to understand the benefits of supporting tax credit projects				
	<p>Examples and Resources: Novogradac Consulting has a variety of free resources that can be distributed to the community to better understand tax credit opportunities: https://www.novoco.com/resource-centers.</p>			

Objective B.2: Encourage the use of local financing mechanisms to support housing affordability. (continued)

Strategy (B.2.d)	Potential Partners	Priority	Time	Cost
<p>Research supportive data and information on the shared community benefits of increased densities</p>				
<p>Examples and Resources: There are thousands of examples and pieces of data that support how higher densities improve communities overall. Review the resources below for more information:</p> <ul style="list-style-type: none"> • Strong Towns: https://www.strongtowns.org/journal/2018/1/3/comparing-approaches-to-achieving-density?ibp-adgroup=adwords&gclid=Cj0KCQjw0caCBhCIARIsAGAfUMwQpuvrOU87ufaFCihdIMgLdmv-7BGPKdVTZUDspcGj7VpMiQ5jGqcaAoVrEALw_wcB • ULI Higher Density Myth or Fact: https://uli.org/wp-content/uploads/ULI-Documents/HigherDensity_MythFact.ashx .pdf • Visualizing Density: https://www.lincolnst.edu/publications/books/visualizing-density 				

Objective B.3: Support the senior population.

Many older adult and senior residents are unable to plan for the future because they lack information on housing options as they age. By providing information sharing and instructional resources, older adult and senior residents are better equipped with the resources they need to make plans for themselves and their families as they grow older. AARP estimates that nearly 40 million Americans provided unpaid care to an adult between 2014 and 2015.

Strategy (B.3.a)	Potential Partners	Priority	Time	Cost
Consider hosting bi-annual workshops for senior residents and caregivers				
<p>Examples and Resources: By disseminating information to those caring for our older adults and senior residents, we can help improve their quality-of-life, whatever stage they are in, and help them prepare for the future. This event should be informative and helpful for those in attendance, providing resources and tools for them to better care for their residents. Helpful tools should include financial assistance to ease the cost of being a caregiver, government payment options for family caregivers, local events, information about new senior housing units, tips for managing someone else’s money, caring for adults with dementia, and other informative topics. Collect feedback after the workshop to better tend to the needs of caregivers in the County.</p> <p>American Seniors Housing Association and Comfort Keepers provides helpful tools for seniors, aging adults, and caregivers. Consider resources provided from these entities to inform planning efforts for community workshops.</p>				

Objective B.3: Support the senior population. (continued)

Strategy (B.3.b)	Potential Partners	Priority	Time	Cost
Create and disseminate helpful housing tips and information to senior residents				
	<p>Examples and Resources: Continue to support senior residents through regular emails that contain helpful, informative resources. The emails should include details about how and when to apply to a care facility, who to contact for repairs, local businesses and nonprofits to contact for different services, and a calendar of events they may be interested in.</p>			

Objective B.4: Share educational resources to increase knowledge of housing programs.

Educating community members, regardless of age, household income, or type of housing desired, will help improve overall understanding of what offerings exist for their unique needs. When residents have the proper understanding of what their options are, they can independently eliminate some of the housing issues they face.

Strategy (B.4.a)	Potential Partners	Priority	Time	Cost
Provide housing resource information to cities such as a resources booklet and website page links				
	Examples and Resources: Oftentimes, the first place people will go to get information about housing is the city's website. Each community should have a centralized location that acts as a repository for any and all housing information. Make it easily accessible and with clear instructions. If cities feel they have a considerable number of people that come into their buildings to look for housing resources, it would also be a great idea to keep physical booklets in these locations so people can take them as they need.			

Objective B.4: Share educational resources to increase knowledge of housing programs.

Strategy (B.4.b)	Potential Partners	Priority	Time	Cost
Provide helpful tips and resources for older adults and seniors about staying in their homes or moving to senior-specific units				
<p>Examples and Resources: Some residents may be looking to hire a caregiver or transfer to assisted living or other caregiving facilities but do not have adequate information regarding their options. Providing information about physical and mental health, home improvement and rehabilitation opportunities, and contacts for specific issues regarding institutional care options will help to educate older residents about housing options as they age. The American Seniors Housing Association distributes helpful information through www.wheretheyoulive.com. This resource can be used as inspiration for the senior resident emails.</p>				

Strategy (B.4.c)	Potential Partners	Priority	Time	Cost
Evaluate offering free planning services to assist older adults and senior residents in making alternate housing plans as they age				
<p>Examples and Resources: Events could include workshops with general educational materials like maintenance services, new facilities coming to the area, and other tips. Another helpful measure would be to offer personal counseling for individuals and their caregivers. Resources could include information about selling their house and connecting them with first-time buyers, choosing the next stage on their housing journey, financial planning, and finding service-providers for their unique needs. Pulling from multiple resources will be important to make sure residents are receiving the best options available. Here are a few trusted entities:</p> <ul style="list-style-type: none"> • Urban Institute • Milken Institute • AARP • US Department of HUD • American Seniors Housing Association • Comfort Keepers 				

Objective B.5: Support housing through employment and career education.

Closely related to housing affordability is employment and wages. The current minimum wage in Scott County is \$9.86/hour. According to the Living Wage Calculator from Massachusetts Institute of Technology, the living wage for an adult is \$12.61/hour. The living wage for an adult with 1, 2, or 3 children is \$27.55, \$32.63, and \$41.16 respectively. Working to improve wages will directly increase the range of homes employees are able to afford. Educating businesses on exactly how much it costs to live in Scott County could help address part of the affordability problem.

Strategy (B.5.a)	Potential Partners	Priority	Time	Cost
Consider adopting a county-wide living wage utilizing a calculator provided by MIT				
<p>Examples and Resources: Massachusetts Institute of Technology has identified a living wage for all of Scott County. Staff should review this and other relevant research to determine what they see fit for a liveable wage for folks living in the region. This wage should then be extrapolated and used in educating employers about housing, and to attract employers that pay the living wage. Find it here: https://livingwage.mit.edu/counties/27139.</p> <p>The National Low Income Housing Coalition has created a profile for Scott County that includes detailed data regarding the link in employment and housing. Refer to this link for more information (select for Scott County): https://reports.nlihc.org/oor/minnesota.</p>				

Objective B.5: Support housing through employment and career education. (continued)

Strategy (B.5.b)	Potential Partners	Priority	Time	Cost
Develop a county-wide plan to recruit businesses that meet the living wage benchmark				
<p>Examples and Resources: Staff should use the liveable wage identified by MIT and any other supportive data in their recruiting efforts. This will positively contribute to the housing environment in Scott County over time as we see more and more residents coming into the housing market that are earning a livable wage. In the housing affordability report from the Itasca Project, it is recommended that employers act directly to support their employees through a housing-forward benefits package. Find more from the Itasca Project here: https://www.theitascaproject.com/index.html.</p>				

Strategy (B.5.c)	Potential Partners	Priority	Time	Cost
Evaluate options to support businesses in creating housing-forward benefits packages for their employees				
<p>Examples and Resources: In the housing affordability report from the Itasca Project, it is recommended that employers act directly to support their employees through a housing-forward benefits package. Not only will this alleviate housing pressures, but it will also make strides toward achieving the existing goal of residents being able to live and work in Scott County. The Itasca Project group drafted what this type of benefits package could look like; it can be found on page 14 on the report: https://www.theitascaproject.com/documents/Itasca%20Housing%20Affordability%20Report_September%202020.pdf.</p>				

Objective B.6: Inform the community about the effects of housing on public services such as police and fire.

An important factor when planning for different types of housing are the effects new developments will have on existing public services. Continuing to record and track these effects will help staff, policy leaders, and residents understand the true impact of different types of housing and better understand current and future implications.

Strategy (B.6.a)	Potential Partners	Priority	Time	Cost
Develop a coordinated plan to collect, update, and share data between communities and service providers				
	Examples and Resources: Utilize the following report (found here: https://drive.google.com/file/d/1HwYOBfJ_k98C6TT99w2o7ryk2CnAGvgo/view) by Wilder Research and nonprofit developers from the Twin Cities to inform and educate community members.			

Objective B.7: Pioneer new partnerships.

Solving housing issues and continuing to provide adequate housing opportunities for all demographics represented across Scott County are ambitious goals. Forming partnerships for collaboration and resource sharing can fill needed staffing, funding, and resource gaps that will propel this Blueprint and other housing initiatives. Rather than duplicating processes and initiatives, efficient partnerships should be formed to address the housing priorities outlined in the Blueprint.

Strategy (B.7.a)	Potential Partners	Priority	Time	Cost
Develop a plan to build partnerships between service providers, nonprofits, schools, and businesses				
	Examples and Resources: Working with existing entities will eliminate duplication and improve the effectiveness of housing initiatives.			

Strategy (B.7.b)	Potential Partners	Priority	Time	Cost
Evaluate other County programs for adapting mobile home rent-to-own programs in Scott County				
	Examples and Resources: Consider the existing rent-to-own program offered by the Dakota County CDA as a model for a similar program for Scott County.			

Strategy (B.7.c)	Potential Partners	Priority	Time	Cost
Create a communication plan with local realtors to support housing priorities outlined in the Housing Blueprint				
	Examples and Resources: SCALE members and community staff should be in regular communication with realtors in order to mutually benefit one another's goals. An overarching plan will be the most efficient method for this.			

Objective B.8: Use social media to keep Scott County communities up to date on activity related to the Housing Blueprint.

Social media platforms like Instagram and Facebook are free, easy to maintain, and effective. SCALE and participating cities should have active profiles for each and engage them regularly. Most people, especially the younger population, will rely on these platforms for information about current events, local news, and offerings from communities.

Strategy (B.8.a)	Potential Partners	Priority	Time	Cost
Create a social media plan to maintain consistent engagement and engage members of the community				
	<p>Examples and Resources: Creating an overarching social media and marketing strategy to share updates and information about the Housing Blueprint and other housing news will be the most effective way to communicate to communities, but individual profiles for city-specific updates would also be helpful and productive.</p>			

Objective B.9: Partner with the Itasca Project.

As an employer-led virtual organization, the Itasca Project is a group that provides fact-based research and disperses data to the region surrounding metrics and steps for “achieving regional economic vitality, quality of life, and prosperity for all.”

Strategy (B.9.a)	Potential Partners	Priority	Time	Cost
Engage support and resources provided by Itasca Project and coordinate where appropriate				
	<p>Examples and Resources: Partnering with existing forces working to improve existing conditions will save resources, time, and money for SCALE and each city. These types of partnerships will help spur this plan forward and create lasting results.</p> <p>The Itasca Project is constantly working to provide data and fact-based metrics to improve the Minneapolis-St. Paul region. Learn more at their website: https://www.theitascaproject.com/index.html.</p>			

Priority C. New Housing Options

In its housing affordability report from September 2020, the Itasca Project group stated that from 2006-2017 the Minneapolis-St. Paul (MSP) region has grown slightly faster than the national average. Unfortunately, when compared to peer regions across the country like Portland, Dallas, Seattle, and Boston, MSP is not building enough homes relative to population growth. Between 2010 and 2018, the difference in population growth and housing unit growth in MSP was -38%.

The Maxfield report completed for Scott County projected demand for 30,256 total housing units between 2017 and 2040. Although some new development has reduced the disparity between demand and availability, there remains thousands of units needed to accommodate growth across the County. Broken down further, Maxfield identified the following needs: 21,289 ownership units and 5,270 rental units, many of these requiring some form of government support and investment in order to be successful. It is important to consider that these projected numbers are forecasted based on current trends, so there may be slight alterations as time progresses and trends change; however, these projections provide an accurate and informed goal to base current and future initiatives on. This section contains the *how* for developing the projected 30,256 new housing units.



Objective C.1: Reduce financial limitations and other barriers to development.

Public financial investments can create a huge impact on the rate at which new housing developments occur. Eliminating other costs that come with development can be helpful too. These include but are not limited to reducing or eliminating parking requirements, increasing allowed densities or “upzoning”, reducing development or permitting fees, and developing on publicly owned land. Some local land-use regulations negatively impact the potential new housing developments. Local zoning can inhibit a variety of housing from being built across the County, stifling creative neighborhoods and raising the cost of housing. Although local regulations are meant to uphold property values and keep a community well-maintained, evaluating how they may hinder development should be considered.

Objective C.1: Reduce financial limitations and other barriers to development. (continued)

Strategy (C.1.a)	Potential Partners	Priority	Time	Cost
Provide technical assistance for communities considering adjusting their zoning codes to allow unique housing solutions like ADUs, conditional use permits, and prefabricated housing				
<p>Examples and Resources: After gauging interest in allowing ADUs, conditional use permits, and prefabricated housing, SCALE members and staff should work with each interested community in providing technical assistance while adjusting their zoning codes.</p> <p>Enterprise Community Partners has created a helpful guide for resources involving the technical aspects of allowing for ADUs: https://www.enterprisecommunity.org/download?fid=14194&nid=11049.</p>				

Strategy (C.1.b)	Potential Partners	Priority	Time	Cost
Provide technical assistance for communities in determining available lots for affordable housing development				
<p>Examples and Resources: Before development can occur, the appropriate parcels need to be determined for the project. Having the lots identified even before there is a potential project will help to expedite the entire development process and increase housing volume overall.</p>				

Objective C.1: Reduce financial limitations and other barriers to development. (continued)

Strategy (C.1.c)	Potential Partners	Priority	Time	Cost
Provide assistance to help communities expedite the development approval process				
<p>Examples and Resources: Consider these tips from the National Housing Conference regarding expediting the development approval process: https://nhc.org/policy-guide/expedited-permitting-and-review-the-basics/.</p>				

Strategy (C.1.d)	Potential Partners	Priority	Time	Cost
Consider providing gap funding to Scott County households looking to purchase single-family homes				
<p>Examples and Resources: NeighborWorks Home Partners collaborates with cities and counties to provide access to gap funding for first time homebuyer funding across the state. Learn more here: https://nwhomepartners.org/get-ready-help-for-homebuyers/.</p>				

Objective C.1: Reduce financial limitations and other barriers to development. (continued)

Strategy (C.1.e)	Potential Partners	Priority	Time	Cost
Explore the benefits of creating a county-wide housing trust fund				
	<p>Examples and Resources: Housing trust funds have been critical in providing much needed housing in countless communities. Find out more about them here: https://housingtrustfundproject.org/wp-content/uploads/2018/10/CCC-State-Housing-Trust-Fund-10162018_FNL.pdf.</p>			

Strategy (C.1.f)	Potential Partners	Priority	Time	Cost
Consider coordinating and sharing how cities provide flexibility within their land use codes to allow for increased density in support of affordable housing				
	<p>Examples and Resources: Encouraging city staff to participate in the Regional Housing Policy Work Group hosted by ULI MN is a collaborative way to gain knowledge and share ideas on ways to modify land use codes and create programs in support of affordable housing.</p>			

Objective C.2: Increase affordable housing options.

A report from the Metropolitan Council in February 2019 revealed that between 2011 and 2017 there were about 9,000 new affordable rental units produced, far below the 52,570 units needed before 2020. The report also revealed that affordable ownership units only made up 5% of the new affordable units produced since 2011; the remaining 95% were rental units. The Met Council identified Scott County to contain between 19.9% and 34.9% of the share of low-income households throughout the metro area. Find the full report here: <https://metrocouncil.org/data-and-maps/Publications-And-Resources/MetroStats/Housing/At-a-Loss-Affordable-Housing-Production-in-2017.aspx>.

Strategy (C.2.a)	Potential Partners	Priority	Time	Cost
Form partnerships with private and nonprofit entities to increase the number of affordable units				
	<p>Examples and Resources: Combining resources with local entities is an efficient method for creating positive change to recurring issues in communities. Rather than creating new entities to fix problems, connect and partner with existing organizations and businesses already working throughout Scott County or other proximal areas.</p>			

Objective C.2: Increase affordable housing options. (continued)

Strategy (C.2.b)	Potential Partners	Priority	Time	Cost
Increase support for the Scott County community land trust program				
	<p>Examples and Resources: Continuation of the land trust program will help hundreds of individuals gain homeownership and lift low-to-moderate income households to more stable financial situations. Currently, the Scott County Land Trust only operates in Shakopee, Savage, and New Prague. Other cities located within Scott County should weigh the important benefits of joining the program and the potential harmful setbacks to local economies if they refrain from joining.</p>			

Strategy (C.2.c)	Potential Partners	Priority	Time	Cost
Review and consider the benefits of inclusionary housing policies to support affordability included within market rate housing developments				
	<p>Examples and Resources: This overview of inclusionary zoning from the National Housing Conference can be helpful in determining the best map of action regarding zoning updates throughout each Scott County city: https://nhc.org/policy-guide/inclusionary-housing-the-basics/.</p>			

Objective C.3: Increase affordable options for seniors.

As stated by the U.S. Census Bureau, the population of the United States is aging. By 2030 nearly 20% of the population will be over 65 years old, and it's projected an even higher percentage by 2040. In its report prepared for Scott County, Maxfield Research projected a senior housing demand of 3,697 by 2040, barring any development plans that received final approval since the plan was written in 2016. Broken down into sub-groups, there is a need for 470 new ownership units and 3,227 new rental units. Additionally, AARP estimates that 90% of older adults prefer to stay in their communities as long as they can. Since most older adults and seniors are living on a fixed income, engaging every tool available to make up the deficit can provide adequate housing for this demographic, which will translate to more families relocating to and staying in the area, increased economic vitality, and increased housing stability across Scott County.

Objective C.3: Increase affordable options for seniors. (continued)

Strategy (C.3.a)	Potential Partners	Priority	Time	Cost
Partner with communities to identify the appropriate areas for affordable senior housing				
<p>Examples and Resources: When planning for new senior units it is important to identify the best locations for affordable senior units throughout the County. It's likely that any new units will serve not just one city, but residents from around Scott County. Partner with planning staff to identify where the best location would be for affordable senior units. Use proven best practices like locating the new units in walkable neighborhoods near healthcare options that are accessible for family coming to visit. Consider best practices for locating senior living options as discussed by the Milken Institute Center for the Future of Aging in <i>Age-Forward Cities for 2030</i>.</p>				

Strategy (C.3.b)	Potential Partners	Priority	Time	Cost
Explore the benefits of supporting housing infrastructure bonds for development or rehabilitation of 50% AMI and below senior housing				
<p>Examples and Resources: Coming up with the funding to develop new housing is difficult, especially units that will house tenants with very minimal fixed monthly incomes. MN Housing offers housing infrastructure bonds once per year which help finance multifamily housing projects. The process is extensive and requires specific thresholds be met, but if Scott County were awarded funds, it could have a positive impact on the community and seniors in need of housing. Partnering with cities and interested developers is important in securing broad support for the allocation of funds. Work with program manager William Price of MN Housing with inquiries or help completing the application: (651) 296-9440.</p>				

Objective C.4: Foster opportunities for homeownership.

Homeownership is at the forefront of ways to build wealth for American households. One large impediment to producing new homes is the cost it takes to actually build them. Construction costs have been increasing over the past several years and many developers and builders are not able to build homes at an attainable price that is affordable for low to middle income working households. Data from the National Association of Home Builders shows that between 2011 and 2019 the price to build per square foot has increased from \$80 to \$114. 2020 estimates for this region are closer to \$130 per square foot. Any resources or programs to help reduce the cost of construction costs and encourage new entry- and middle price range homes to be built to more housing options and increase the labor force needed to support the economic development goals of the County.

Strategy (C.4.a)	Potential Partners	Priority	Time	Cost
Evaluate providing financial assistance for new construction purchases				
<p>Examples and Resources: Consider offering a financial incentive through down-payment assistance to households purchasing a new construction home. This program will not only provide an incentive for the purchase of new homes in the County, but it also works to encourage builders and developers to build in Scott County now that households are receiving a reward for buying in the area. Use the Maxfield report to determine what price range of homes to incentivize production and buying. This program will be especially successful if each city can commit to providing a portion of the cash incentive for transactions that take place in their respective community.</p> <p>The City of Newton, IA supports new housing and new residents through their program called Newton Housing Initiative. This program offers \$5,000 cash to new home purchases between \$100k-179k, and \$10,000 cash to purchases above \$180k. Read more on their website: https://www.newtongov.org/806/Housing-Initiative.</p>				

Objective C.5: Financially invest in new housing developments.

Providing financial investment in housing influences the rate at which new housing developments occur. Eliminating or decreasing some of the costs that come with development can be impactful. These include, but are not limited to, reducing or eliminating parking requirements, increasing allowed densities or “upzoning”, reducing development or permitting fees, and utilizing free or donated land.

Strategy (C.5.a)	Potential Partners	Priority	Time	Cost
Consider providing gap funding to Scott County households looking to purchase single-family homes				
	Examples and Resources: NeighborWorks Home Partners collaborates with cities and counties to provide access to gap funding for first time homebuyer funding across the state. https://nwhomepartners.org/get-ready-help-for-homebuyers/ .			

Strategy (C.5.b)	Potential Partners	Priority	Time	Cost
Explore the benefits of creating a county-wide housing trust fund				
	Examples and Resources: Utilize the link below for resources regarding the benefits of implementing a housing trust fund: https://housingtrustfundproject.org/ .			

Objective C.6: Increase the number of Housing Choice Voucher eligible units.

The Housing Choice Voucher (HCV) assistance program is one of the most effective subsidy programs because it directly alleviates the struggle to pay for rent from tenants whose incomes are too low to make rent payments. Since part of the rental payment is provided by the government, it is also guaranteed rent for landlords. Some landlords wish to make their units HCV compliant, but lack the knowledge or tools of how to do so.

Strategy (C.6.a)	Potential Partners	Priority	Time	Cost
Provide technical assistance to landlords to prepare their units for Housing Choice Voucher eligibility				
<p>Examples and Resources: Consider this handbook produced by the Housing Authority of the City of El Paso that explains the Housing Choice Voucher program to landlords and walks them through registering their units: http://www.hacep.org/public/upload/files/resources/HACEP_Landlord_Handbook_June_2014.pdf.</p>				

Strategy (C.6.b)	Potential Partners	Priority	Time	Cost
Consider a program to recognize or incentivize landlords that bring their unit/s up to Housing Choice Voucher (HCV) eligibility				
<p>Examples and Resources: The St. Cloud Housing and Redevelopment Authority has constructed a unique program to encourage this here in Minnesota: http://www.stcloudhra.com/HCVLIP.pdf. Other examples come from the Auburn HRA in Alabama (https://www.auburnhousingauth.org/landlord-incentive-program) and the Rochester HRA in New York (https://www.rochesterhousing.org/landlord-incentive-program).</p>				

Priority D. Housing Preservation

To maintain existing housing options and keep them from falling into disrepair it is important to engage initiatives that provide assistance and programs for Scott County property owners. Where it is necessary, local governments can adopt programs that allow them to ensure that housing units are maintained, in quality condition, and adhering to local code. This is a crucial step to ensure that as units age and become outdated and require improvements there are tools and resources to help that will improve the housing environment of Scott County and its residents. There also become great options for entry-level housing and ownership opportunities for low to moderate income households that include young professionals, service workers, and healthcare personnel, all essential for a community's well-being. The goal is to keep existing units in habitable condition and avoid future demolition costs, while still keeping them in price ranges that entry-level households can afford. Multiple positive outcomes come from preservation efforts including resident stability, increased property values and improved neighborhood aesthetics.



Objective D.1: Maintain current housing stock.

Preservation of current housing stock is an important objective of supporting a full range of housing options and opportunities. One goal is to keep existing units in good condition to maintain a quality and safe standard of living. Another goal is to support ownership of existing units within the community and discourage investment purchases that may not have the best interests of the neighborhood.

Strategy (D.1.a)	Potential Partners	Priority	Time	Cost
Consider creating a senior housing regeneration program				
	Examples and Resources: In order to assist seniors in the moving process, this initiative would connect seniors with first-time homebuyers looking to purchase a home and expedite the process for them. Such a program achieves two objectives: assisting seniors who may need to or have an interest in moving from their existing single-family home and providing additional first-time home buying opportunities for young buyers.			

Objective D.1: Maintain current housing stock. (continued)

Strategy (D.1.b)	Potential Partners	Priority	Time	Cost
Partner with cities to provide grant or loan options for necessary home improvements				
<p>Examples and Resources: Because most seniors are living on fixed monthly incomes, finding the space to pay for maintenance and repairs is not always possible. To avoid disrepair and keep housing across the County in good condition, connect older adults and senior residents with programs like the Single-family Housing Repair program from USDA or Home Repair program from Habitat for Humanity. Assistance could include helping individuals understand eligibility requirements, fill out the necessary application forms, or understand how and when to pay back the loan. More information can be found here:</p> <ul style="list-style-type: none"> • https://home.tchabitat.org/home-repair • https://www.rd.usda.gov/programs-services/single-family-housing-repair-loans-grants/mn 				

Strategy (D.1.c)	Potential Partners	Priority	Time	Cost
Provide technical assistance to communities in the evaluation of adopting a Truth in Sale of Housing or Point of Sale inspection program				
<p>Examples and Resources: One very effective way to upkeep the current housing stock is to require a Truth in Sale of Housing inspection before selling. Staff should provide assistance by paying for the inspector/s, providing technical assistance to communities adding this to their real estate laws, or distributing information about how this is an effective strategy in the overall goal to improving the housing environment.</p>				

Objective D.1: Maintain current housing stock. (continued)

Strategy (D.1.d)	Potential Partners	Priority	Time	Cost
Provide technical assistance to communities to implement a rental inspection program				
<p>Examples and Resources: Requiring rental inspection has dual purposes: we want to ensure the safety and welfare of renters in Scott County, while maintaining the stock of rental units. Staff should provide technical assistance to each community that does not yet have a rental inspection program in place or pay for the inspector to make regular inspections.</p>				

Strategy (D.1.e)	Potential Partners	Priority	Time	Cost
Assist landlords to enroll in adopted rental inspection and code-enforcement programs				
<p>Examples and Resources: Providing information or technical assistance will not only save time for each community looking to get landlords enrolled, but it will also demonstrate SCALE’s devotion to making each community a great place for its residents.</p>				

Strategy (D.1.f)	Potential Partners	Priority	Time	Cost
Promote and support rental rehabilitation programs				
<p>Examples and Resources: Through local partnerships the Housing Trust Fund of Johnson County in Iowa secured funding from the Federal Home Loan Bank in Des Moines to make \$15,000 forgivable loans available to residents for home improvement projects. Read more here: https://www.htfjc.org/rehab.</p>				

Objective D.2: Preserve existing affordable units.

Major efforts should be taken to ensure that existing affordable units will stay that way for several more years. Naturally occurring affordable housing, or rentals that are not subsidized but are still considered affordable for the area, are an effective way for some individuals that need rental assistance but do not qualify for government subsidized units to find a good place to live.

Strategy (D.2.a)	Potential Partners	Priority	Time	Cost
Provide technical assistance to cities considering providing 4d Affordable Housing Tax Incentives				
	<p>Examples and Resources: For details about how the 4D program works in St. Paul and Minneapolis, use the following resource provided by the Family Housing Fund: https://www.fhfund.org/report/4d-incentive-programs/.</p>			

Strategy (D.2.b)	Potential Partners	Priority	Time	Cost
Consider establishing a local finance entity to maintain existing affordable housing				
	<p>Examples and Resources: The Neighborhood Finance Corporation of Des Moines and Cedar Rapids, IA is an example of ways to purchase and refinance in order to preserve housing affordability. Consider this example: http://neighborhoodfinance.org/.</p>			

Objective D.3: Establish appropriate tenant protections.

Renters make up about 18% of all households in Scott County. Establishing tenant protection to ensure that renting residents are treated fairly and equitable so they are not unreasonably displaced is an important strategy to ensure that renters are treated as equally as those resident owners. In addition to local policies, the State of Minnesota has several protections that should be well-known and followed, as well as updates and improvements to existing protections as necessary.

Strategy (D.3.a)	Potential Partners	Priority	Time	Cost
Provide technical assistance to communities in support of tenant protection policies				
	Examples and Resources: Refer to the following link for more resources: https://www.mnhousing.gov/sites/np/fairhousing .			

Appendices:

- A. Comprehensive Plan Comparison
- B. Survey Results
- C. Action Table Legends and Partial List of Potential Partners
- D. Community Housing Maps
- E. March 2021 Letter from Mayors



Appendices

Appendix A | Comprehensive plan comparison

This comparison matrix was created by consolidating the housing goals found in each community's Comprehensive Plans. By highlighting any overlap in goals between communities, staff were able to identify where to focus efforts in the Housing Blueprint. Note: with the exception of Credit River Township, who is incorporating soon, the goals of each township are expressed through Scott County's Comprehensive Plan since they do not have individual plans.

	Belle Plaine	Credit River Township	Elko New Market	Jordan	New Prague	Prior Lake	Savage	Shakopee	Scott County	Total
Support preservation of sound, well-maintained housing stock by encouraging maintenance and improvements	1	1	1	1	1				1	6
Provide a balanced supply of housing options for all household types including all income levels, all racial and ethnic groups, and people with disabilities throughout all stages of life			1	1	1		1			4
Encourage distinctive, accessible community design in residential developments to create liveable neighborhoods	1	1				1				3
Encourage development of suitable housing in desirable environment						1			1	2
Explore innovative public-private partnerships to foster a variety of development, specifically Scott County CDA						1				1
Complete neighborhoods with full-range of services and facilities							1			1
Support well-maintained neighborhoods							1			1
Support housing development that respects balance of natural environment and variety of housing types and costs		1					1			2
Remove barriers to providing variety of housing options			1							1

Appendix A | Comprehensive plan comparison (continued)

	Belle Plaine	Credit River Township	Elko New Market	Jordan	New Prague	Prior Lake	Savage	Shakopee	Scott County	Total
Work towards "complete housing" to provide city's share of affordable dwelling units including deep and shallow subsidy housing	1		1							2
Participate in Liveable Communities Act Local Housing Incentive Program to meet benchmark			1							1
Implement housing goals and policies that sustain livable community design, encourage affordable housing, and consider accessibility to multi-modal transportation systems		1							1	2
Promote environmentally sustainable and healthy buildings, construction techniques, and development patterns				1						1
Reduce barriers to the development of mixed-income housing to create vibrant, diverse communities that offer choices to a range of households				1						1
Provide access to public programs and financial programs to assist in providing a wellpreserved housing stock, variety of housing options, including but not limited to affordable housing				1						1
Provide linkages between housing, recreation, and employment				1	1					2
Expand and diversify housing types					1			1		2
Address affordable housing needs					1					1
Preserve and utilize existing assets for housing								1		1
Utilize greenfield sites for strategic growth								1		1

Appendix B | Survey results

Question 1. What do you see are the most important issues across Scott County? (Write-in answers.)

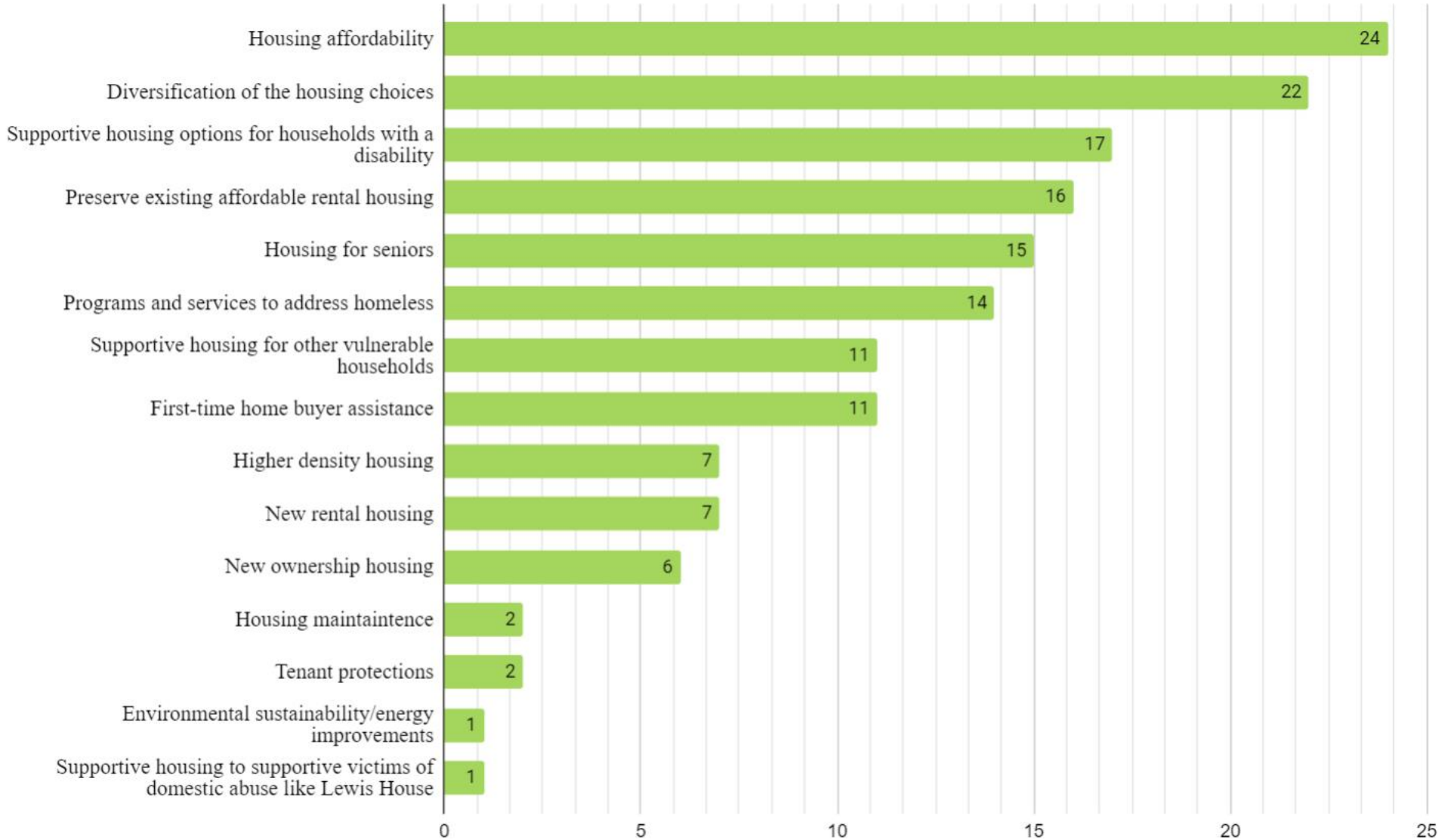
General affordability.				60
Affordability for renters.	Affordability for buyers.	Affordability for seniors and empty-nesters.	Affordability for first-time home buyers.	
16	14	14	16	

Solutions for folks facing homelessness.				17
Families with children.	Single adults.	Individuals fleeing domestic abuse.	Teens aging out of foster care.	
5	4	4	4	

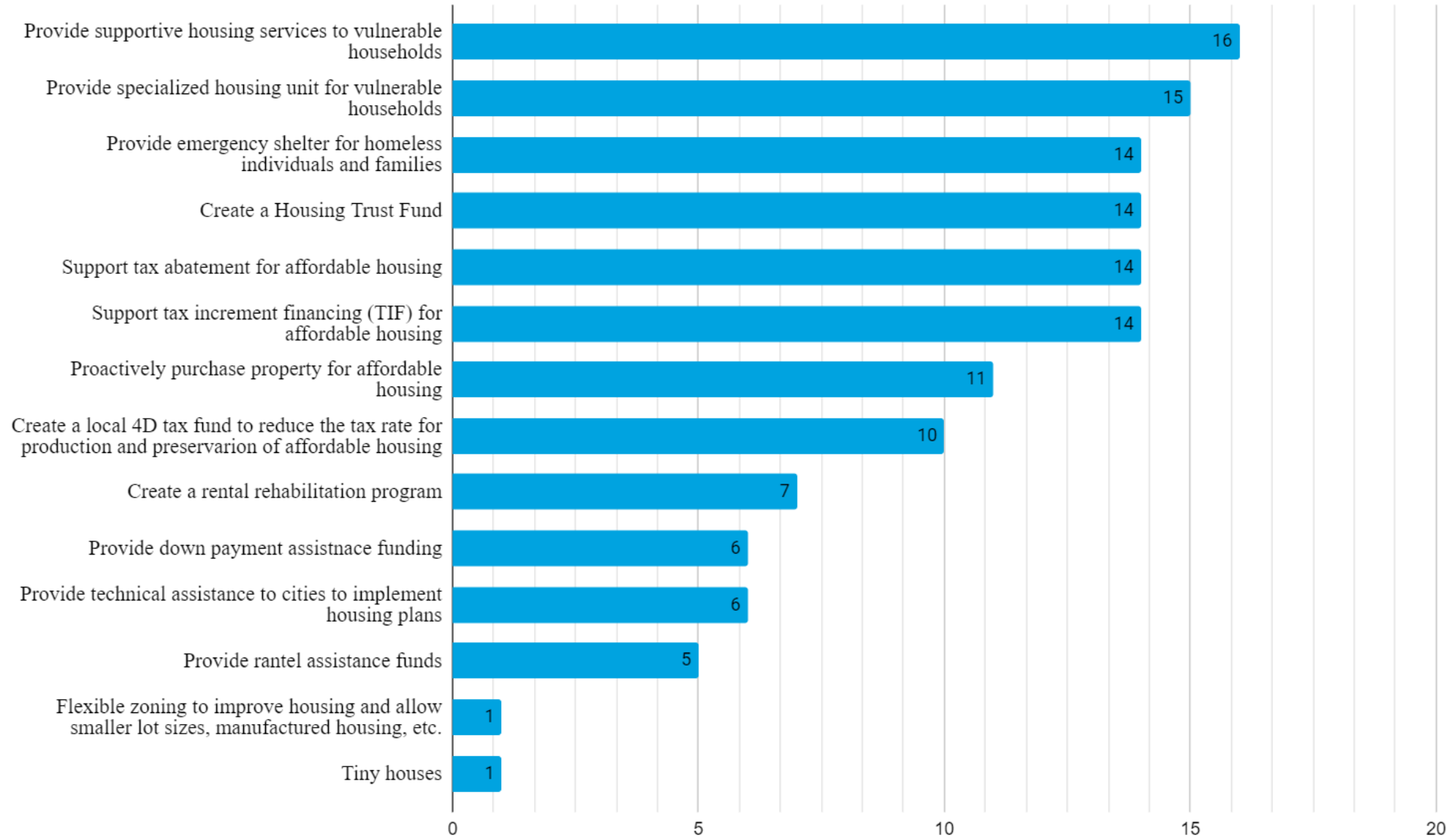
Diversity in housing choice.							45
Rental options.	Entry-level homes.	Move-up homes.	Single-family housing, attached and detached.	Multifamily housing.	Empty-nester and independent senior housing.	Senior housing.	
7	6	6	7	6	7	6	

Other comments:							8
Resident ownership for manufactured homeowners to support reinvestment in the County's manufactured housing communities.	Maintain quality housing stock and make improvements where necessary so all housing is considered well-preserved.	Create opportunities for new development without putting increased financial burden on existing residents.	Work with employers to pay minimum wage and increase other benefits for employees i.e. provide on-site child care.	Create more opportunities for supportive housing.	Building conversions for low-income housing.	Affordable options near transportation hubs.	
1	1	2	1	1	1	1	

Question 2. What are the top five housing priorities that you believe should be focused on in Scott County? (Select all that apply and write-in answers.)



Question 3. What housing tools and resources would you like to see provided by Scott County? (Select all that apply and write-in answers.)



Question 4. Is there any other information you would like us to know or understand for the creation of a Scott County Housing Blueprint? (Write-in answers.)

“Good first step in the process”

“Consistency across county”

“Exercise caution in creating an expectation that government has a duty to provide a dwelling for everyone. Encourage people to understand that they have a personal responsibility to find their own shelter”

“We have excellent understanding of the issues”

“Linkage between land use and transportation needs/feasibility”

“Importance of viewing the needs and options for the county as a whole vs. city-by-city”

“Specific opportunities to define next steps, but still capable of garnering widespread support”

“Understanding of housing needs for extremely low households like medical care. Examples of other successful county collaborations for family supportive housing includes Gage East Apartments in Rochester/Olmsted County and Cahill Place in Dakota County. Explore potential connections between supportive housing and other initiatives by social services leadership like Together We Can”

Question 4. Is there any other information you would like us to know or understand for the creation of a Scott County Housing Blueprint? (continued)

“There is an idea that government has become responsible for providing shelter and housing for everyone. There is an unwillingness to challenge the concept that rising costs and housing shortages are directly connected to government involvement and interference in the housing market”

“Continue focus on increasing housing inventory to accommodate people employed in Scott County, as well as need for additional senior and homeless housing options”

“Smaller houses for people”

“The government’s role in housing should be limited. By-and-large the free market should dictate”

“It will be good to have this conversation, share ideas and information and partner, but in the end, I want to make sure that Scott County government remains a convener and partner, not a housing provider or driver of housing solutions”

“Mobile homes have a place in Scott County”

“Each new housing development unit should have joint fiber trenching with empty City/County conduit installed to allow internet service options at the development for options and prevent monopolies and ensure continued improved internet services”

“By making housing affordable for some by way of utilizing taxpayers' resources, we make it less affordable for others. We need to exercise caution with regards to property tax pressure on existing homeowners that becomes unruly as they support an increasing number of other households. Focus energy on business plans to mandate living wages for businesses entering or already in our communities”

Appendix C | Action table legends and partial list of potential partners

The legends and lists below should be used to fill in the action tables found on pages 19-67.

Entities to partner with in achieving listed strategies:

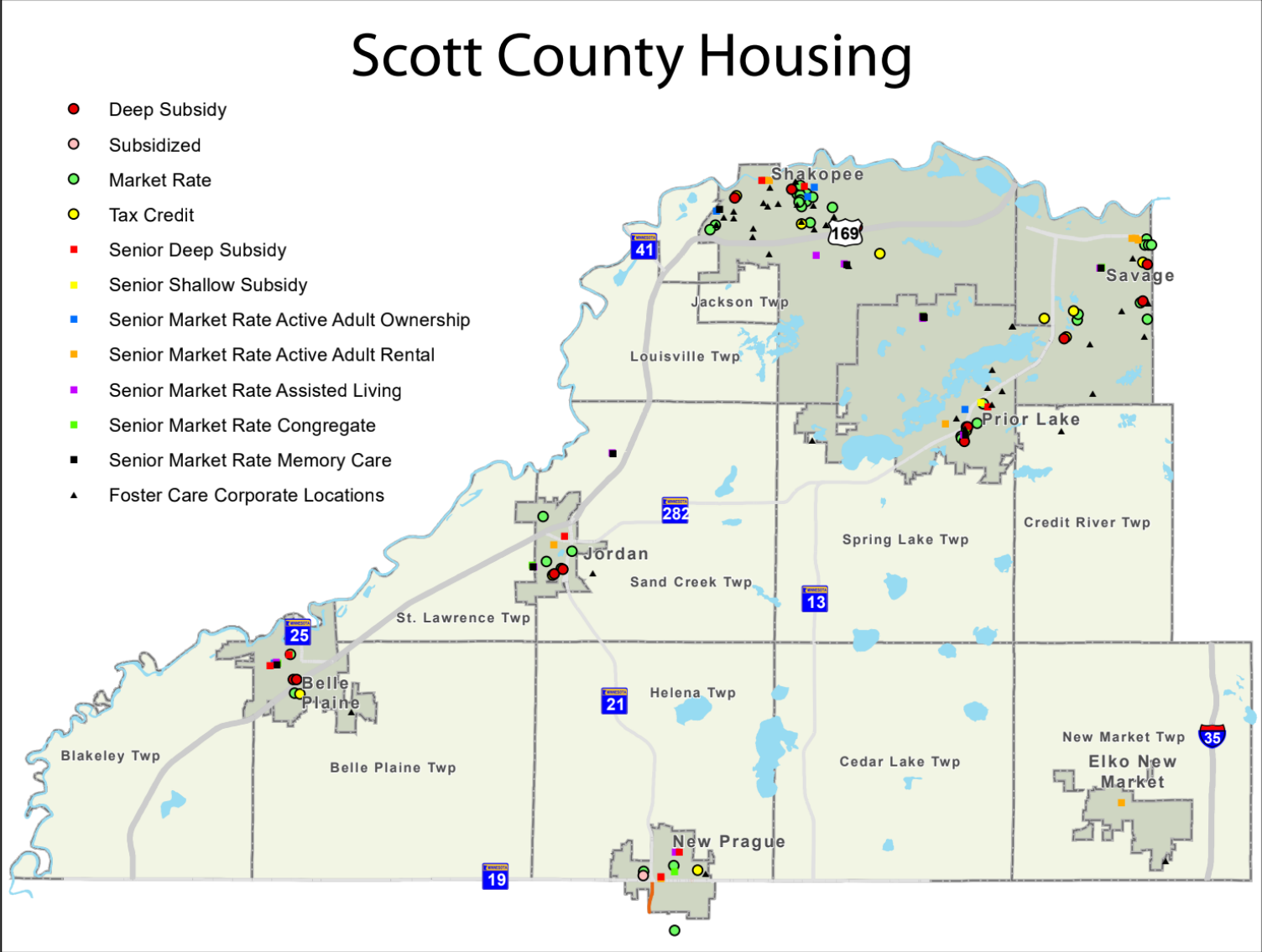
Time-frame Priority	
Short-term	★
Medium-term	★★
Long-term	★★★

Cost	
Low cost	\$
Medium cost	\$\$
High cost	\$\$\$

- 180 Degrees
- Allina
- Aeon Developers
- Amicus
- Beacon Interfaith Housing Collaborative
- Bridges
- BridgesMN
- Care Options Network
- Cloverfield Market Place
- Commbond Developers
- Community Action Partnership Agency
- Esperanza
- Excelsior Homes West
- Guild Services
- Habitat for Humanity
- Hearth Connection
- Heartland Homes of Mankato
- His House Foundation
- Homes for All
- Launch Ministry
- Life Rebuilders

- Local Economic Development Agencies
- Mayo Clinic Health System
- Mental Health Resources (MHR)
- Metro Long-term Homeless Project
- Minnesota Housing Finance Agency (MHFA)
- Minnesota Housing Partnership
- NeighborWorks America
- Nuway
- Project for Pride in Living
- REArmor Homes
- Safe Haven for Youth
- Scott County CDA
- Scott County Human Services
- Senior Housing Guide
- Shakopee Community Assistance
- Shakopee Diversity Alliance
- Southern Valley Alliance
- Suburban Metro Area Continuum of Care
- USDA
- Virginia Place
- Volunteers of America
- Wilder Supportive Housing Services

Map 1: Housing types throughout Scott County

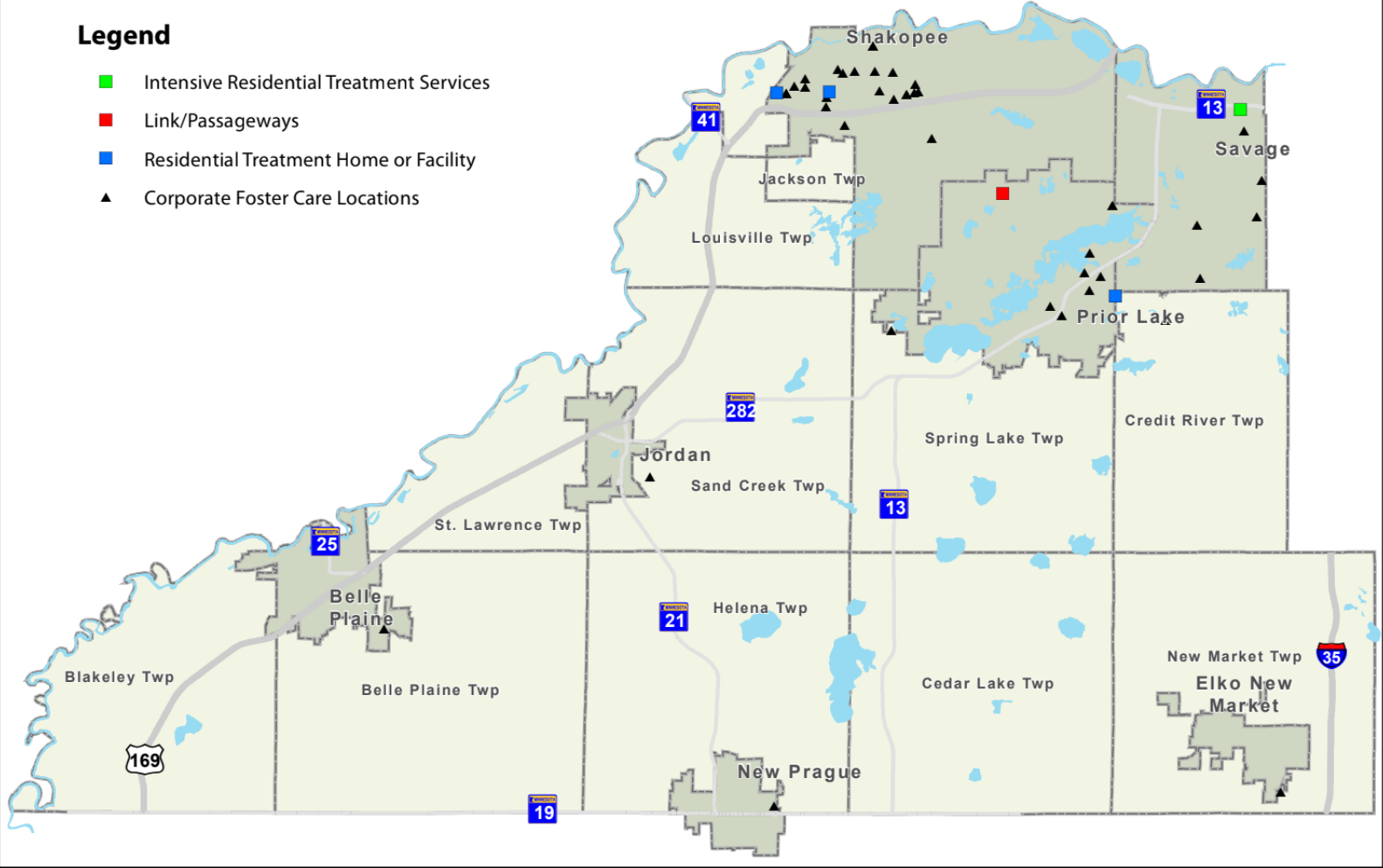


Map 2: Supportive housing throughout Scott County

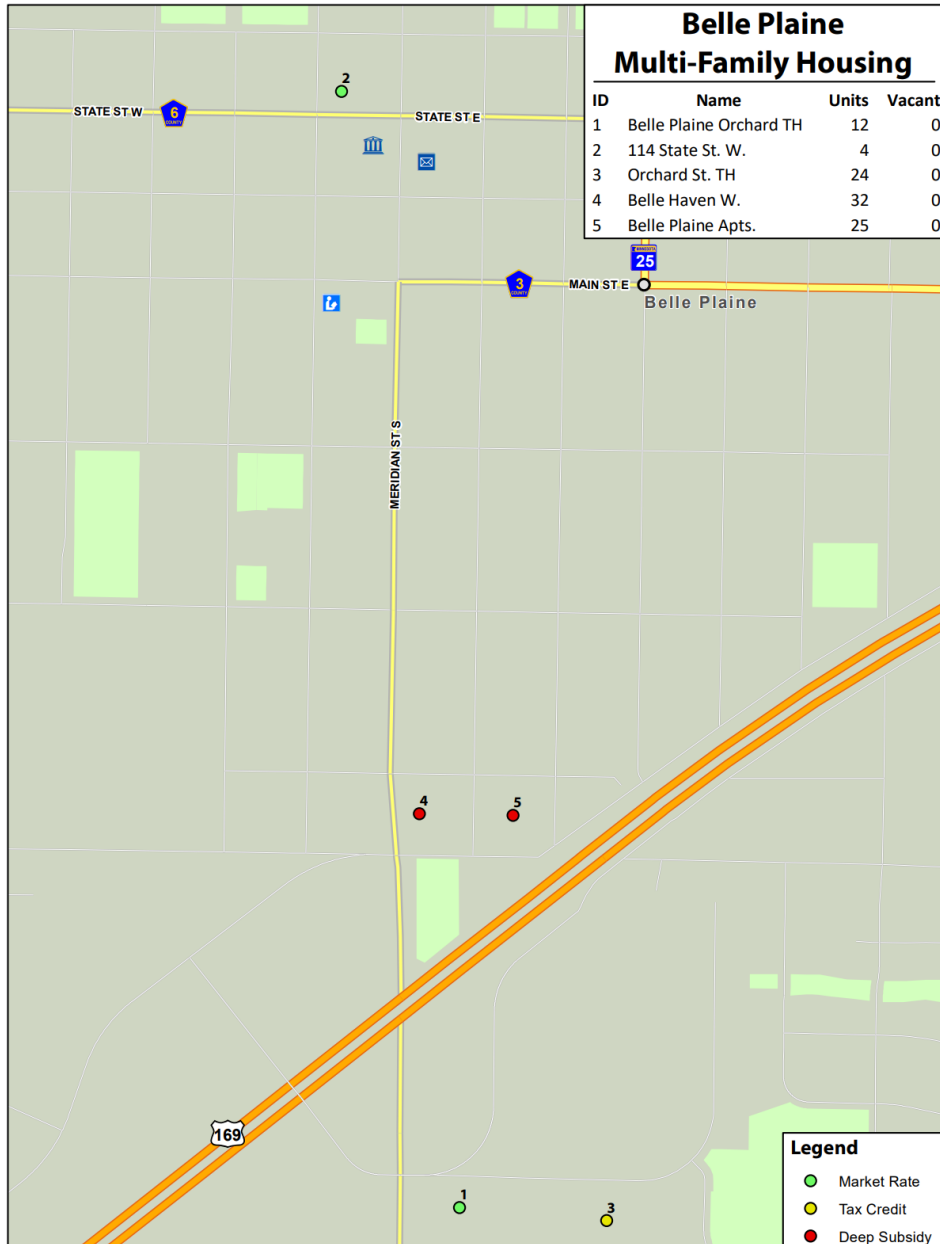
Scott County Supportive Housing

Legend

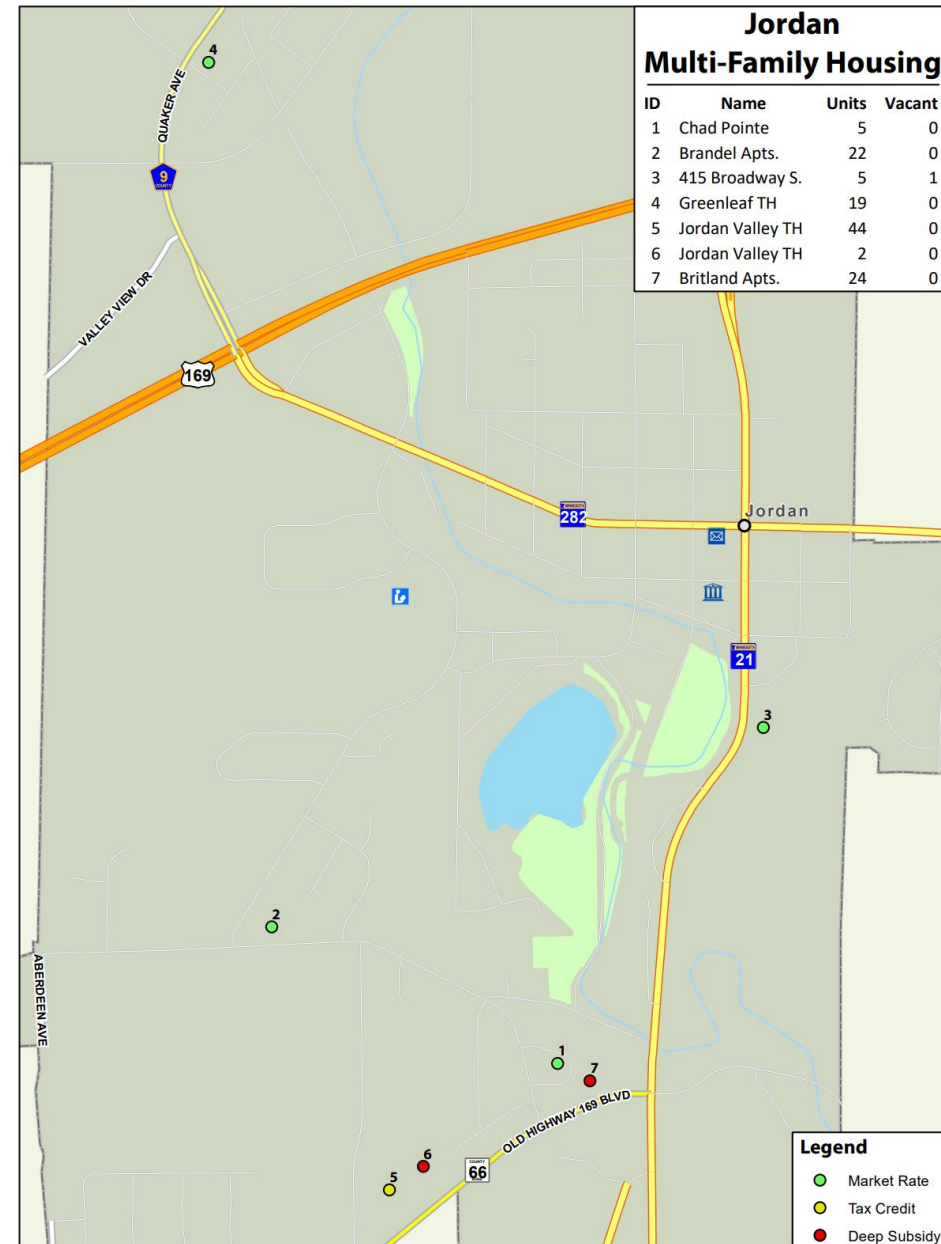
- Intensive Residential Treatment Services
- Link/Passageways
- Residential Treatment Home or Facility
- ▲ Corporate Foster Care Locations



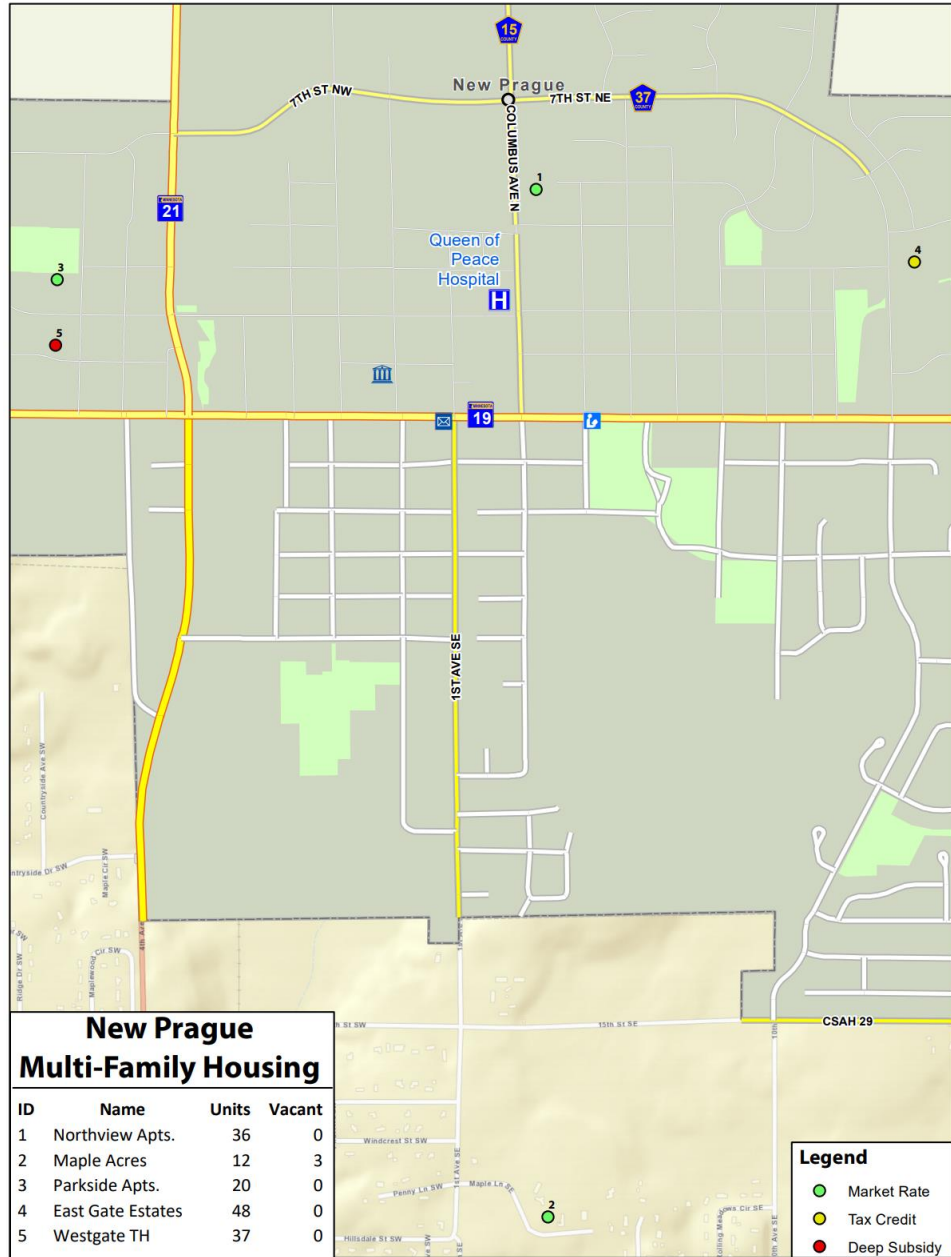
Map 3: Multifamily housing in Belle Plaine



Map 4: Multifamily housing in Jordan



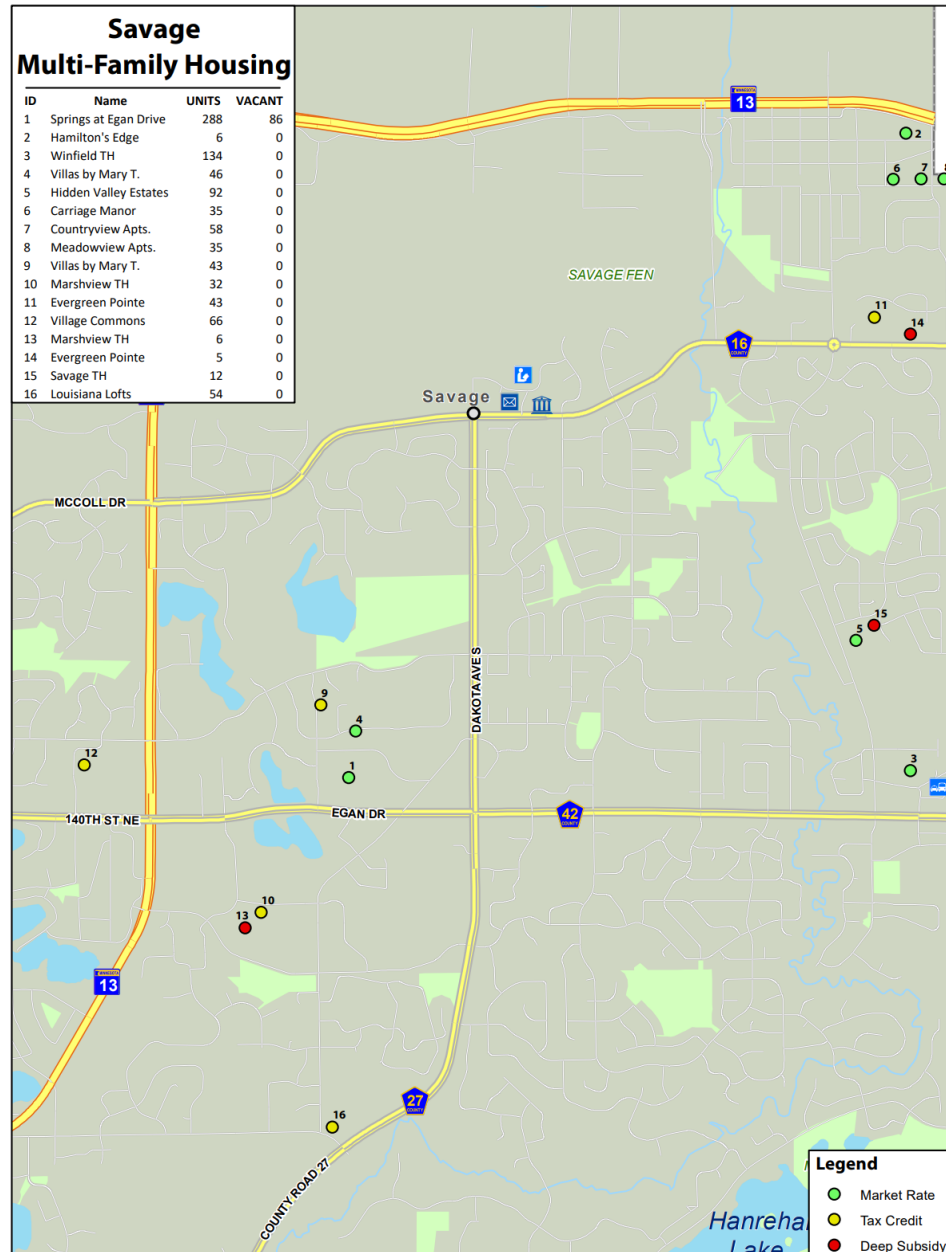
Map 5: Multifamily housing in New Prague



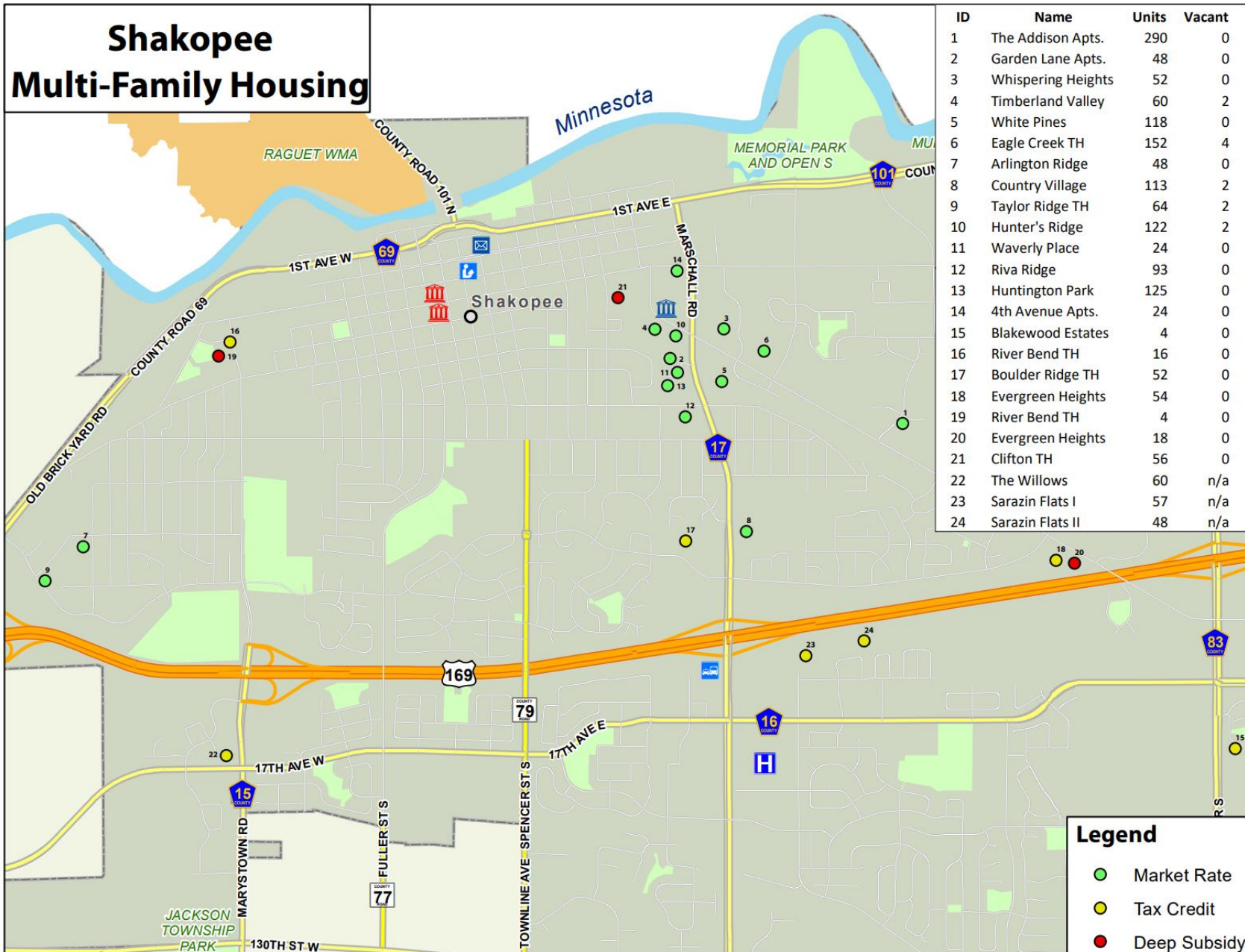
Map 6: Multifamily housing in Prior Lake



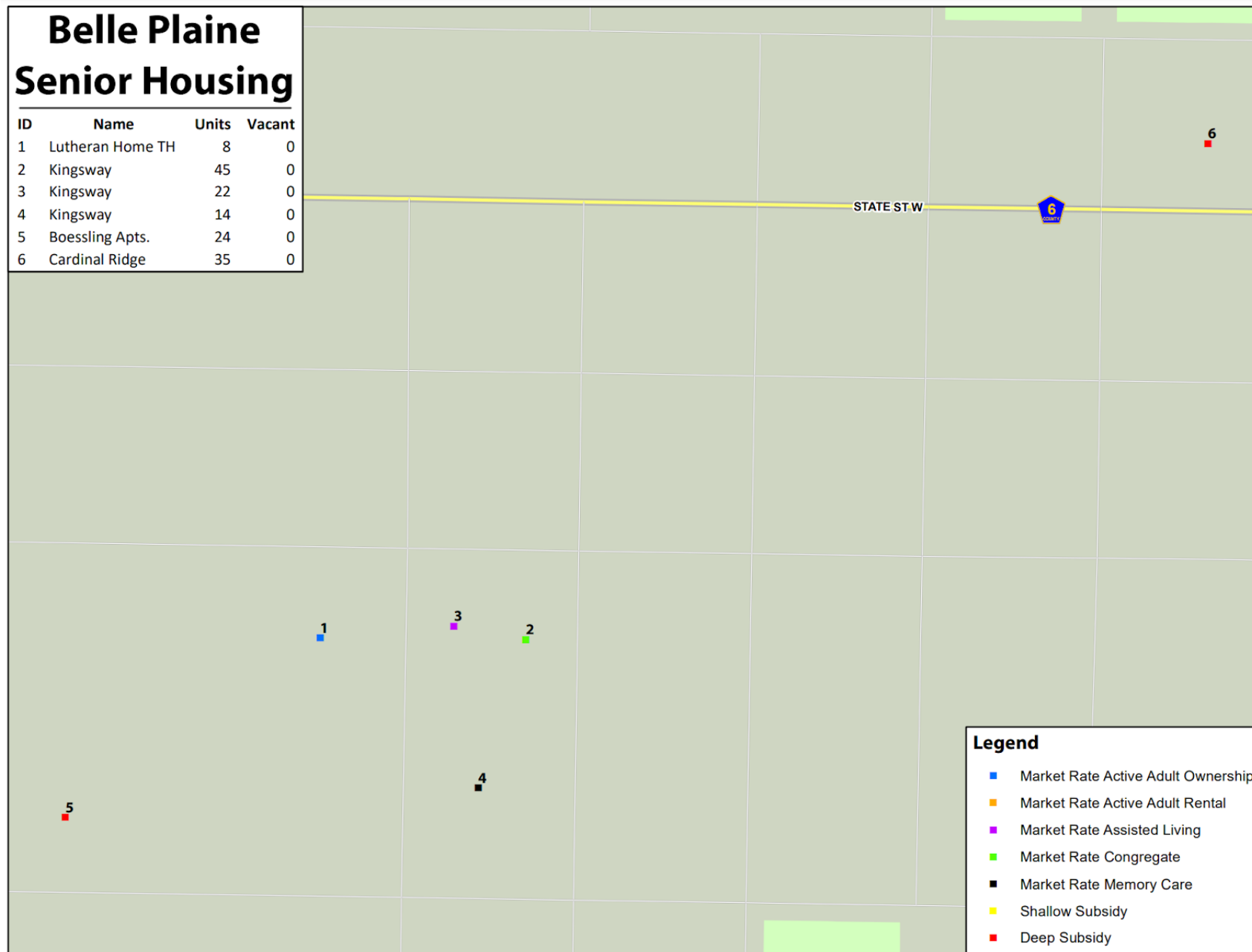
Map 7: Multifamily housing in Savage



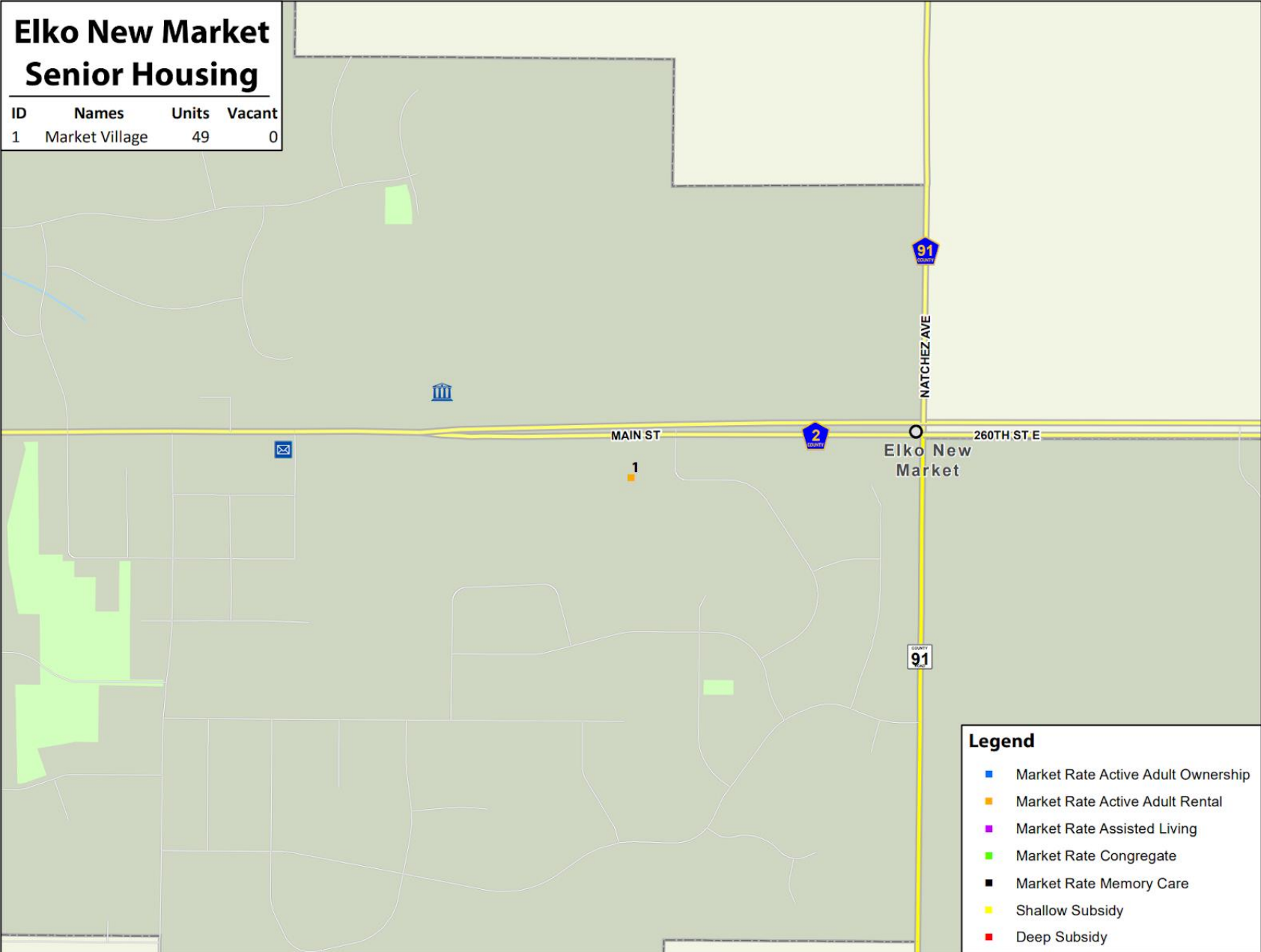
Map 8: Multifamily housing in Shakopee



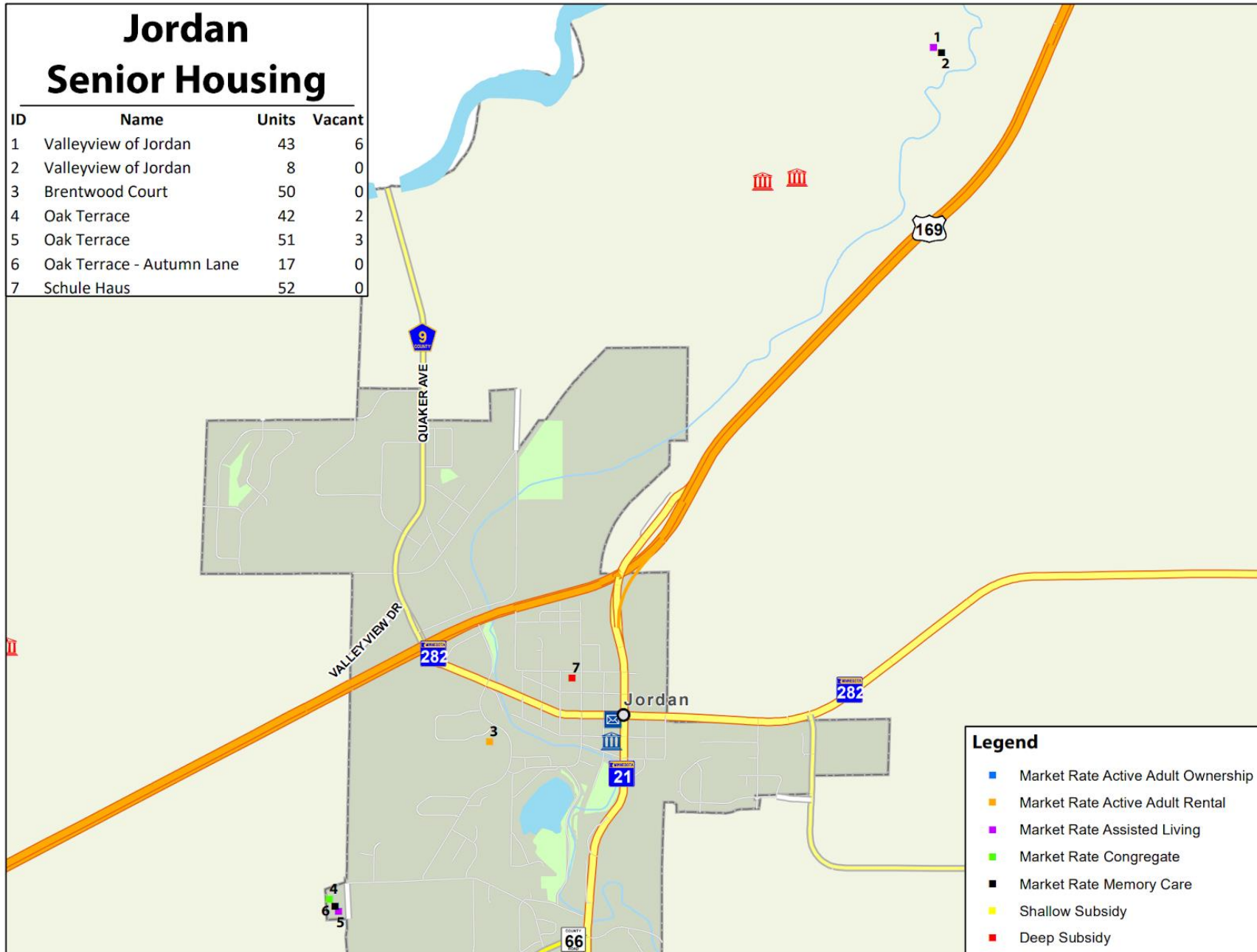
Map 9: Senior housing in Belle Plaine



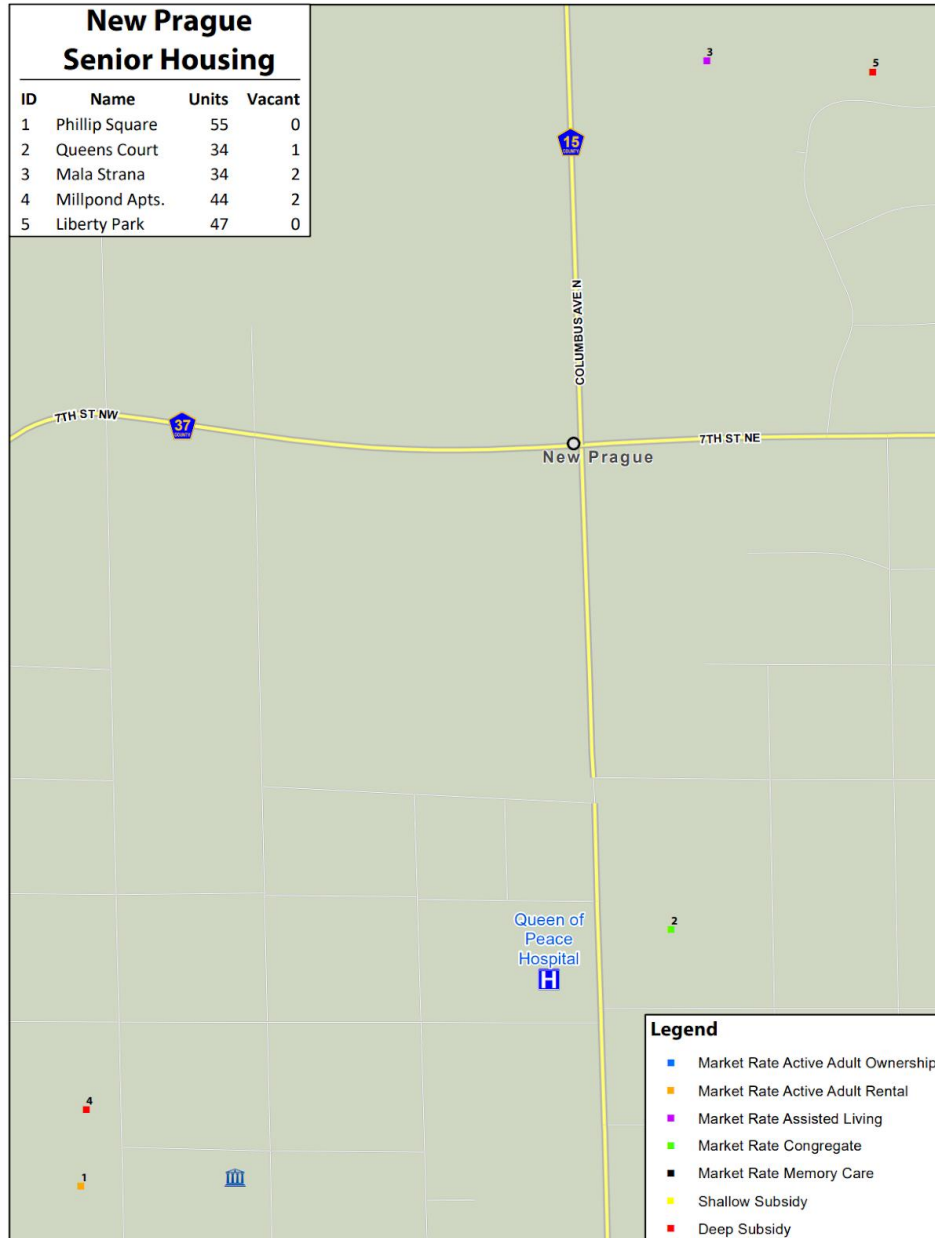
Map 10: Senior housing in Elko New Market



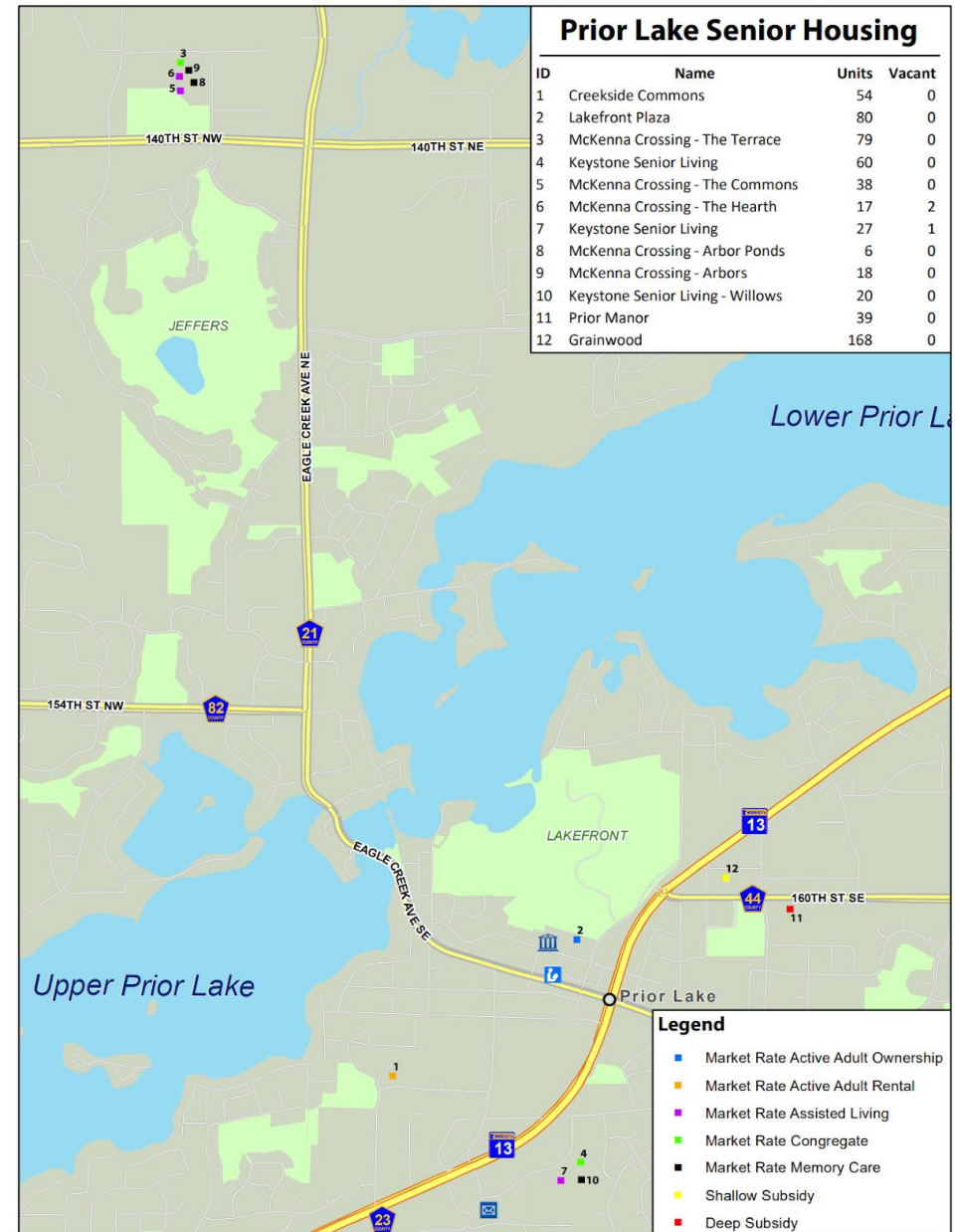
Map 11: Senior housing in Jordan



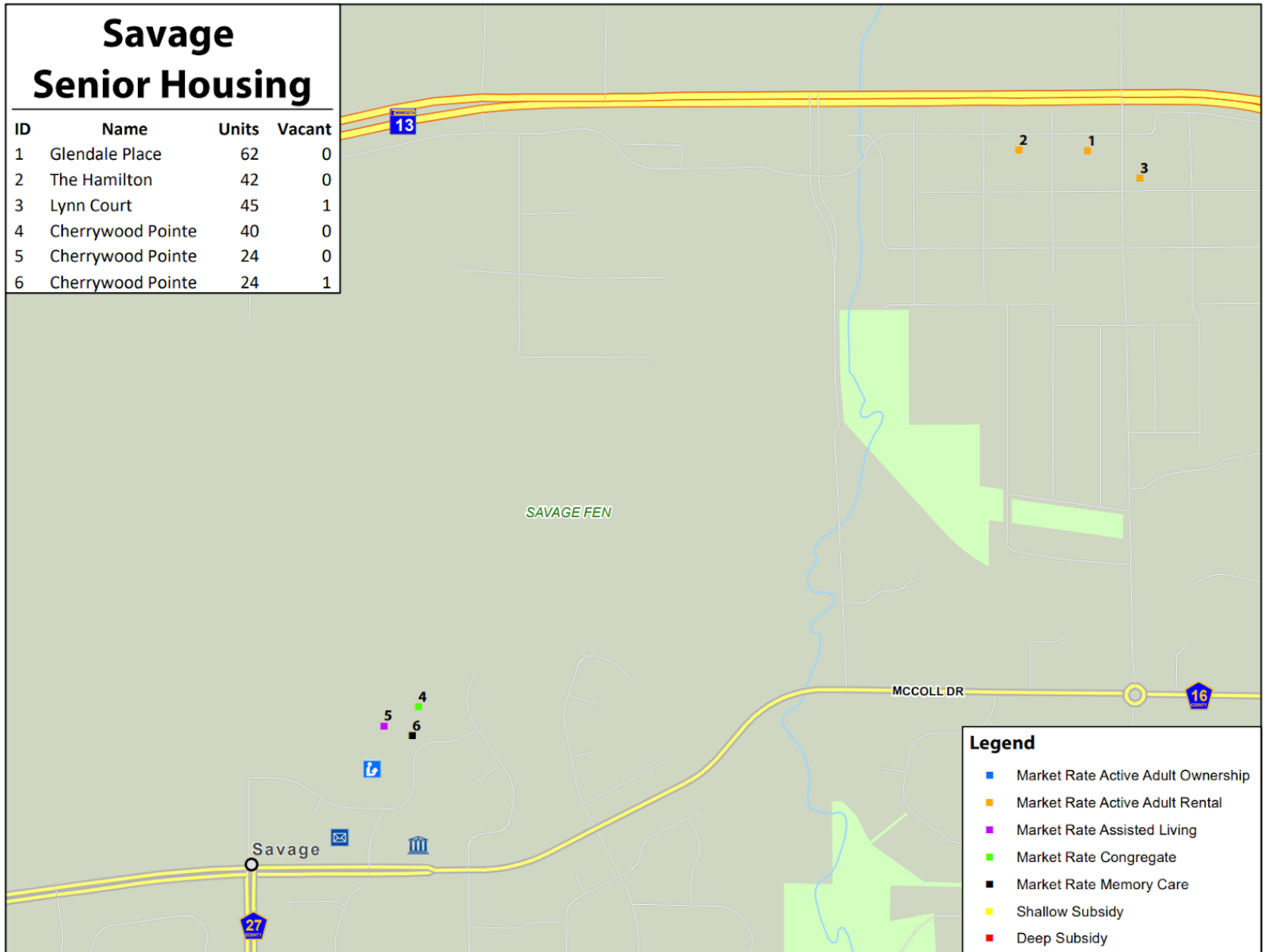
Map 12: Senior housing in New Prague



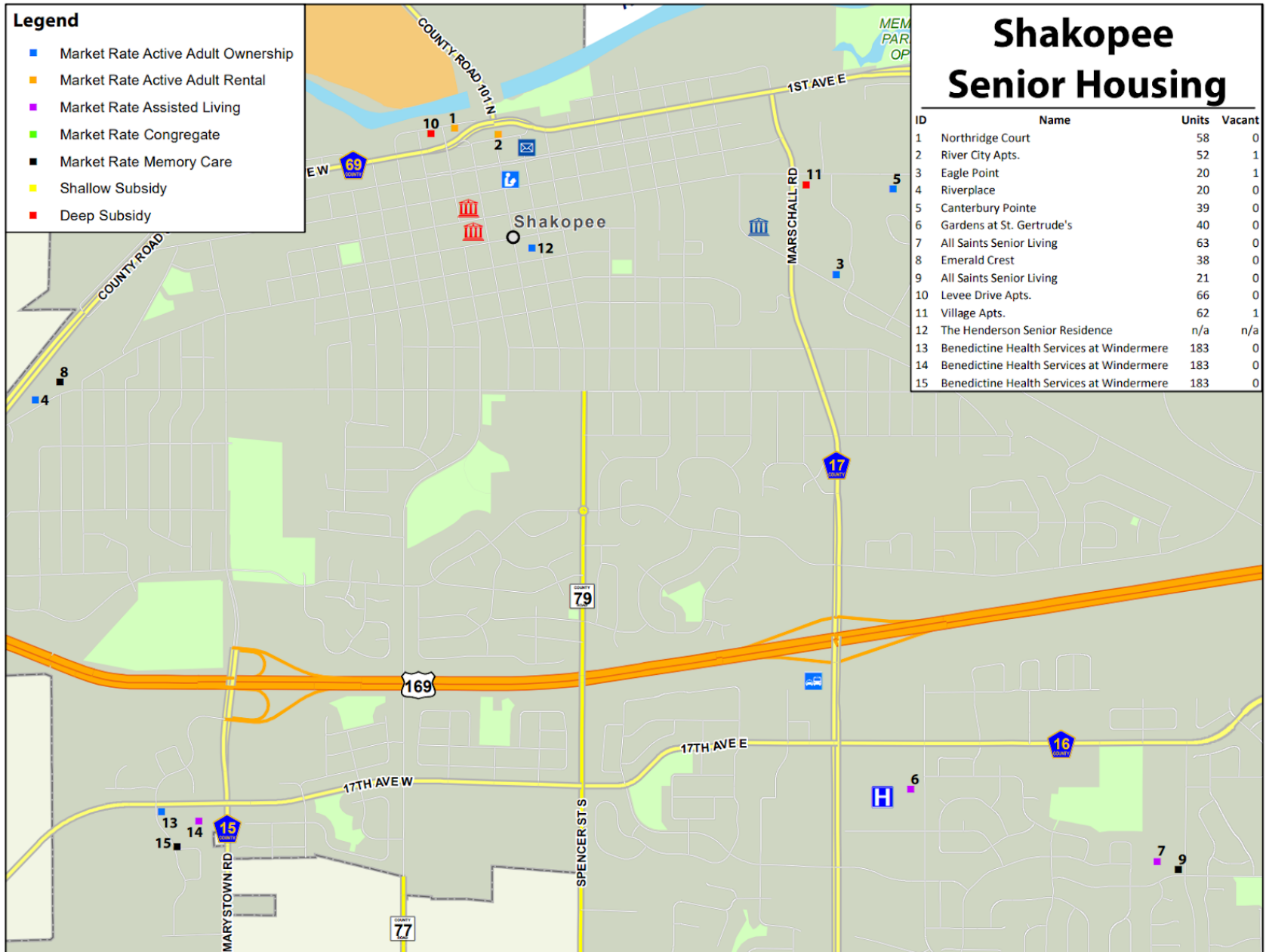
Map 13: Senior housing in Prior Lake



Map 14: Senior housing in Savage



Map 15: Senior housing in Shakopee



March 16, 2021

Honorable Senator(s) and Representative(s),

On behalf of the constituents of the cities we serve, we write voicing opposition to the many legislative initiatives (SF915 / SF914 / SF 801 / HF1085) focused on housing that will be heard in committee this week and through the end of session.

As a collection of *preemption legislation*, each bill erodes or eliminates the local control entrusted to cities in overseeing the growth and development of their community. A one-size-fits-all approach attacks the fundamental importance of local control and treats every city in the state the exact same regardless of locally identified needs.

We, as cities, are required to develop *Comprehensive Plans*. These plans reflect the vision, values, and voice of our citizens. Once adopted and approved, *Comprehensive Plans* serve as the foundation guiding the many decisions facing a growing community. The various housing bills would have significant long-term implications for these *Comprehensive Plans*. Any *preemption* weakening local control, lessens our ability to develop in a manner desired by our constituents and consistent with our *Comprehensive Plans*.

Some might have us believe these legislative proposals *will enhance new home affordability*. From several perspectives these bills represent a false narrative:

"Where is the data documenting that legislative change will lower the sales price of a new home? Of course, the data does not exist. Instead, you are being asked to create a legislative change, absent any assurances that it would result in a reduced sales price of a new home.

Growth brings with it increased cost to a city. The proposed legislation seeks to limit the ability for a city to recoup these costs from whence they came (the development itself). Not having the local control to equitably collect a fee from developers is not an elimination of a cost - It is a transfer of a cost to our existing taxpayers.

This legislation would ask us to trade-off the *possibility* of enhanced affordability for a new home buyer, and at the same time, knowingly decreasing the affordability of housing for our existing homeowners as they will be required to pick up the costs of growth through higher tax levy increases.

Again, the *affordability narrative* is false. It lacks data, credibility, and seeing any of these legislative proposals into law **would serve to raise taxes on our existing citizens!**

In short, we need your help. Please let your colleagues in the House and Senate know that you are following this legislation and you are concerned for the implications they hold for the cities in your district.

Thank you in advance for your support, any one of us would welcome the opportunity of speaking directly with you on the importance of thwarting legislative change preempting local control on growth and development.

Sincerely,

Christopher Meyer
Mayor, City of Belle Plaine

Joe Julius
Mayor, City of Elko New Market

Mike Franklin
Mayor, City of Jordan

Tim Rud
Mayor, City of Lonsdale

Thomas Eisert
Mayor, City of Montgomery

Duane Jirik
Mayor, City of New Prague

Kirt Briggs
Mayor, City of Prior Lake

Janet Williams,
Mayor, City of Savage

Bill Mars
Mayor, City of Shakopee

To: Senator Draheim
Senator Port
Senator Pratt
Representative Albright
Representative Hanson
Representative Mortenson
Representative Pfarr

cc: Governor Tim Walz
Senate Majority Leader Paul Gazelka
Senator Jasinski, Local Government Policy Committee Chair
Senate Minority Leader Susan Kent
Senator Rarick, Labor and Industry Policy Committee Chair
House Majority Leader Ryan Winkler
House Minority Leader Kurt Daudt
Andy Eilers, Labor and Industry Policy Committee Administrator
David Raisanen, Local Government Policy Committee Administrator
Joel Hanson, Housing Finance and Policy Committee Administrator
Regional Council of Mayors
League of Minnesota Cities
Metro Cities
Association of Minnesota Counties
Municipal Legislative Commission
City Mayors and Administrators of Scott County