

PART 3

Implementation

General

Ann Arbor needs to focus its attention on the preservation and production of affordable *non student* rental housing for low and moderate-income workers who are helping to keep so much of the Ann Arbor economy vibrant.

Pittsfield also needs to focus its efforts on existing and future demand for affordable non student rental housing for low and moderate-income workers.

Meanwhile:

Ypsilanti cannot remain the de facto affordable housing policy for Ann Arbor and Pittsfield; continuation of this default way of operating will ensure further decline of property values and fiscal stability.

Ypsilanti must find partners to intervene in the destabilizing cycle of foreclosure, disinvestment, abandonment, flipping, and distress.

Ann Arbor and Pittsfield	Ypsilanti (City and Township)
Add 3,137 non student affordable rentals next 20 years	Grow demand by 4,187 college educated HHs next 20 years

TASK **GROW THE SUPPLY OF AFFORDABLE NON-STUDENT RENTAL HOUSING IN ANN ARBOR AND PITTSFIELD**

GOALS	Annual	By 2035
Ann Arbor	139	2,787
Pittsfield	18	350

OBJECTIVE Regional Equity and Fair Share Balance (skills, education, housing) to help ensure the County is creating an environment that is best prepared for economic growth.

METRICS Additional Affordable Supply on an Annual Basis As Noted Above

TOOLS	Inclusionary Zoning	Incentive Based Zoning	Need Based Calculations	Housing Trust Fund	Development Review
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POTENTIAL IMPACT	HIGH	HIGH	HIGH	HIGH	HIGH
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ACTIONS	<ol style="list-style-type: none"> 1. Work with legislative partners to create framework by which high demand communities can implement inclusionary zoning provisions (i.e. amend State enabling legislation to enable communities to require % of residential units be maintained affordable). 2. Work with the City of Ann Arbor to develop an Inclusionary zoning ordinance. 3. Work with the Pittsfield Township to develop an Inclusionary zoning ordinance. 	<ol style="list-style-type: none"> 1. In high demand areas, development zoning premiums or other incentive-based approaches to add to affordable and workforce housing inventory. Evaluate planned unit development ordinances in urbanized areas to recommend methods of incorporating affordable and/or workforce housing component to public benefit evaluation. 	<ol style="list-style-type: none"> 1. Develop a ratio that equates the development of commercial floor area or market rate housing floor area to a certain number of units of affordable housing required to support the new development. (i.e. the number of low income or workforce jobs that would be needed to support a particular development equate to a certain number of units to house those employees). 2. Develop a ratio that equates the addition of new high-end jobs to a community with the service sector job needed to support the growing workforce. Use this framework to help establish and update annual housing targets. 3. Develop a ratio for rental housing stock that relates current and proposed jobs in the jurisdiction/county to available/needed rental housing. Use this ratio to establish goals for new rental housing as well as affordable home ownership programs. 	<ol style="list-style-type: none"> 1. The sale of all public land will donate a portion of the provides to the trust fund. 2. Explore millage, bonds and/or other methods of assembling adequate resources to meet affordable housing unit targets based on history of unit support and projected costs of future development. <ul style="list-style-type: none"> • Seattle • Austin 3. Leverage DDA funds for affordable housing inventory. 4. Establish a Land Trust to acquire costly land (at current prices) that can be later leased to developers as a tool for achieving affordability. Traditional Land Trust activities can also be accomplished by a Land Bank with suitable statutory language in the organization's enabling charter. 	<ol style="list-style-type: none"> 1. In high cost markets, evaluate opportunity to reduce development fees and/or streamline process to promote affordable units through reduced time and/or cost of development review process. 2. Along major development corridors that span multiple jurisdictions, develop common developer procedures to help streamline and simplify developers working on cross-jurisdictional projects or on multiple projects within the corridor.
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TOOLS	ADUs	Choice Voichers	Brownfields	Tax Foreclosures	Tax Exemption	108 Financing
POTENTIAL IMPACT	LOW - MODERATE	LOW - MODERATE	LOW - MODERATE	LOW - MODERATE	LOW - MODERATE	LOW - MODERATE

ACTIONS	Encourage zoning amendments across communities to provide additional housing unit opportunities (e.g. granny flats, small accessory apartments).	Work with housing choice voucher administrators to maximize utility of vouchers by utilizing tiered structure (i.e. higher voucher limits in higher market areas, lower in areas of concentrated poverty).	Amend policy and implementation of Brownfield incentives to require affordable housing units component to any supported residential project in the target areas; Establish thresholds for implementation.	Work with County Treasurer and municipalities to determine methods of maximizing the availability of appropriate tax foreclosed parcels to increase affordable housing inventory.	Maximize use of Public Act 216 of 2006 to provide tax exemptions for non-profit ownership housing; Utilize PILOTs to reduce development and operational cost of affordable housing developments consistent with Act 346 of 196.	Evaluate methods of utilizing Section 108 loan guarantees to support affordable and/or workforce housing development.
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TASK **GROW DEMAND BY WORKING AND COLLEGE-EDUCATED HOUSEHOLDS TO LIVE AND REINVEST IN YPSILANTI**

GOALS	Annual	By 2035
City	69	1,383
Township	140	2,795

OBJECTIVE Regional Equity and Fair Share Balance (skills, education, housing) to help ensure the County is creating an environment that is best prepared for economic growth.

- METRICS**
- Housing Values That Rise at Rates > the Regional Average
 - Poverty Rates That Are Falling Towards a Target Rate of < the Regional Average

TOOLS	Invest in Q/L Amenities	Regulatory Updates	Transportation Options	Educational Policy	Neighborhood Stabilization	Limit Additional Affordable Housing
POTENTIAL IMPACT	HIGH	HIGH	HIGH	HIGH	HIGH	HIGH

ACTIONS	<ol style="list-style-type: none"> Create a capital improvements plan that is geared towards urban amenities such as parks, plazas, transportation amenities including pedestrian facilities, bike lanes, new transit stops, etc. Explore millage, bonds and/or other methods of assembling adequate resources to implement capital improvements Develop county-wide grant program for targeted for community enhancements. 	<ol style="list-style-type: none"> Update zoning ordinance to allow for higher density development along transit routes. Require high quality urban design in key areas. Curtail apartmentalization of large, single family homes Establish mandatory rental property registration and inspection program Alternatively deploy code enforcement (focus on code compliance in middle market sub areas and code enforcement in most troubled areas) 	<ol style="list-style-type: none"> Develop more robust transit options including expanded bus services and potential BRT or light rail on major corridors as well as the creation of a complete network of walking and biking facilities. Ensure that public incentives and investments in affordable and/or workforce housing are made only in instances where housing is effectively linked with public transit, non-motorized networks, and other transportation choices. 	<ol style="list-style-type: none"> Create a unified Ann Arbor, Ypsilanti School District Develop / Expand programs to provide continuing education to existing workforce in the community. Set goals for skill growth in the community each year. 	<ol style="list-style-type: none"> Focus capital improvement on amenities that improved quality of life, such as parks, and trails. Prioritize projects based on greatest impact. Create the desire for private investment in local/neighborhood commercial areas by public investment in roads and street scape in order to make them attractive to developers and business owners. In areas of concentrated poverty, target investments and incentives to projects that stabilize neighborhoods and/or improve market demand/price point as a means of de-concentrating poverty. 	<ol style="list-style-type: none"> Work with housing choice voucher administrators to maximize utility of vouchers by utilizing tiered structure (i.e. higher voucher limits in higher market areas, lower in areas of concentrated poverty) Ensure any investments in affordable and/or workforce housing meet or exceed the median cost of housing in the jurisdiction. Tie any investments in affordable or workforce housing to meaningful quality of life improvements. Work with County Treasurer and municipalities to determine methods to identify available tax foreclosed parcels and try to get them into the hands of programs like Habitat and avoid additional absentee land lords in order to stabilized/increase demand.
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OBJECTIVE Regional Equity and Fair Share Balance (skills, education, housing) to help ensure the County is creating an environment that is best prepared for economic growth.

- METRICS
1. Housing Values That Rise at Rates > the Regional Average
 2. Poverty Rates That Are Falling Towards a Target Rate of < the Regional Average

TOOLS	Balance S-D to Stabilize Prices	Home Purchase Assistance	Tax Increment Financing	Development Review	Control Land***	Energy Efficiency
POTENTIAL IMPACT	MODERATE	MODERATE	MODERATE	MODERATE	MODERATE	MODERATE
ACTIONS	<ol style="list-style-type: none"> 1. Acquire and demolish obsolete pre 1930 wood framed houses throughout the Township 2. Intervene in foreclosure process for post 1960 brick ranch homes throughout Township using an acquisition-rehab-sale process, and target finished product pricing above market 3. Provide incentive and grants to Township and City owner occupants for exterior upgrades 4. Provide incentive loans to Township and City owner occupants for interior upgrades 	<ol style="list-style-type: none"> 1. Target first time buyer programs to highly qualified working and professional households, 2. Expand on successful efforts such as LiveYpsi 	<ol style="list-style-type: none"> 1. Develop TIF districts along key corridors or other methods to move value creation between jurisdiction into most regionally impactful areas. 2. Strategically invest TIF funds into infrastructure and amenities that promote a sense of place, and quality of life. 	<ol style="list-style-type: none"> 1. In weaker markets, evaluate opportunity to reduce development fees and/or streamline process to promote market rate development through reduced time and/or cost of development review process. 	<ol style="list-style-type: none"> 1. Use County wide trust funds to acquire vacant parcels; where possible assemble large blocks of land by connecting land purchases to demolition of obsolete pre 1930s housing stocks. <ul style="list-style-type: none"> • Start with those in foreclosure process. 2. Downzone and place in conservation easement to reduce excess land supply 3. Establish a Land Bank to acquire fallow land (at current prices) that can be managed and, eventually, assembled for development as market rate housing on the demand side of the equation. 	<ol style="list-style-type: none"> 1. Develop long term quality products that use best available technology. Create long term sustainability that focuses on the health of occupants and lowers energy costs.

Best Practices for Addressing Affordability Shortages in High Cost Markets (such as Ann Arbor)

Inclusionary Zoning	Incentive Zoning	Need Based	Housing Trust Fund/Levy/Bond
Madison, WI http://www.cityofmadison.com/cdbg/iz/	Puget Sound http://www.psrc.org/growth/housing/hip/alltools/incent-zoning/	Aspen, CO http://www.aspenpitkin.com/Departments/Housing-for-Workforce/	Boston, MA masshousing.com
Boulder, CO https://bouldercolorado.gov/housing/inclusionary-housing	Seattle, WA http://www.seattle.gov/housing/incentives/LandUseCode.htm		Austin, TX http://www.austintexas.gov/2013bond tdhca.state.tx.us/htf
Montgomery County, MD http://montgomerycountymd.gov/dhca/resources/files/director/housing_policy/housingpolicy2012_draft.pdf	New York City, NY http://www.nyc.gov/html/dcp/html/zone/zh_zoning_tools.shtml		Seattle, WA http://www.seattle.gov/housing/levy/ housing.ocd.wa.gov
Sacramento, CA http://www.shra.org/LinkClick.aspx?fileticket=XZQq8ExTDCU%3d&tabid=143&mid=418	Cambridge, MA http://www.cambridgema.gov/CDD/housing/fordevelopersandpropmanagers/incentivezoning.aspx		
Barnstable, MA http://ecode360.com/6556730			
New York City, NY http://www.nyc.gov/html/dcp/html/zone/zh_inclu_housing.shtml			
Seattle, WA http://clerk.seattle.gov/%7Escrips/nph-brs.exe?s1=&s3=31551&s2=&s4=&Sect4=AND&l=20&Sect5=RESNY&Sect6=HITOFF&d=RESF&p=1&u=%2F%7Epublic%2Fresny.htm&r=1&f=G			

Best Practices for Addressing Demand Problems in Weak Markets (such as Ypsilanti - City + Township)

Use of Vacant Parcels	Healthy Neighborhoods	Using Major Institutions	Historic Preservation	Scaled Redevelopment
<p>Pittsburgh, PA https://gtechstrategies.org/wp-content/uploads/2013/10/VacanttoVibrant.pdf</p>	<p>Baltimore, MD http://www.healthyneighborhoods.org</p>	<p>Philadelphia, PA https://www.fels.upenn.edu/news/new-report-urban-revitalization-1</p>	<p>Frederick, MD http://www.downtownfrederick.org/downtown-history</p>	<p>Denver, CO (LoDo) http://urbanland.uli.org/development-business/from-skid-row-to-lodo-historic-preservation-s-role-in-denver-s-revitalization/</p>
<p>Louisville, KY http://www.metropolitanhousing.org/get-involved/louisville-vacant-properties-campaign/</p>	<p>Milwaukee, WI http://city.milwaukee.gov/HealthyNeighborhoods#.VKb-sluppFI</p>		<p>Durham, NC http://durhamnc.gov/ich/cb/cdd/Pages/ssd_revit.aspx</p>	<p>Baltimore, MD (EBDI) http://www.ebdi.org</p>
	<p>Jamestown, NY http://jamestownrenaissance.org/neighborhoods/</p>			<p>Oakland, CA http://www.downtownoakland.org</p>
	<p>Battle Creek, MI http://www.nibc.org/#&panel1-1</p>			
	<p>Chattanooga, TN http://choosechattanooga.com/neighborhoods/</p>			
	<p>Oswego, NY http://www.oswegonyonline.com</p>			