



**Urban Land
Institute**

Minnesota



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**Urban Land Institute
Minnesota/
Regional Council of
Mayors**

**Opportunity City Pilot
Program Summary Report**

City of Richfield

Urban Land Institute (ULI) Mission:

ULI provides responsible leadership in the use of land and in the creation of thriving communities worldwide.

Urban Land Institute Minnesota (ULI MN):

ULI Minnesota actively engages public and private sector leaders in land use planning and real estate development to learn, network and join in meaningful, strategic action. The future holds many challenges and opportunities; we need the diversity of ULI Minnesota’s professional community to meet them wisely.

Regional Council of Mayors (RCM)

Supported by ULI Minnesota, the nationally recognized Regional Council of Mayors represents Minneapolis, Saint Paul and 36 municipalities in the developed and developing suburbs. This collaborative partnership provides a nonpartisan platform that engages mayors in candid dialogue and peer-to-peer support, and builds awareness and action for a more connected, more sustainable and more prosperous region.

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Opportunity City Pilot Program Report

Summary – Richfield’s Story

Program Goals/Outcomes:

The goal of the Opportunity City Pilot Program is to build on the collaborative relationships among Regional Council of Mayors (RCM) and Urban Land Institute (ULI) professionals to identify and implement best practices that support a full range of housing choices for economic stability and regional prosperity.

The City of Richfield is one of five metropolitan suburban communities selected to participate in the ULI MN/RCM Opportunity City Pilot Program. Richfield's Mayor, Debbie Goettel, is an active participant in the RCM. The Richfield HRA committed \$5,000 to the Opportunity City Pilot Program as well as countless staff hours in the collection of information, evaluation of tools and strategies and coordination related to the housing audit.

By working together and learning from each other, the expected outcome of the process is to develop an approach that identifies local housing tools and strategies that can serve as a model for other cities and be brought to scale at the regional level. In addition, implementation of new tools and strategies will enable suburban cities to better prepare themselves for the future through preservation, rehabilitation and production of quality housing units, use of regulatory incentives, incorporating sustainability and connecting housing to jobs and transportation networks.

Process: The Housing Audit:

- 1.) Review of the housing framework.
 - 2.) Analyze the Community Change Report as it relates to demographic and household data.
 - 3.) Review and evaluation of existing city tools and strategies surrounding the preservation and production of housing choices.
 - 4.) Identification of specific recommendations for local implementation.
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Richfield’s Story

The City of Richfield is one of the oldest first-ring suburbs in the Twin Cities. Rich with history, the City is a post-WWII outgrowth of Minneapolis for those who wanted a simpler, quieter life away from the big city. Over the years, Richfield developed as a bedroom community with single-family neighborhoods. Apartments were developed along the main transportation corridors. Richfield’s infrastructure includes an established transportation system (roads, transit, pathways and bike paths) a variety of parks and both public and private school options. Its commercial base provides needed services within a few miles of the residential neighborhood. These are all key components of a healthy community.

Richfield is currently in a re-growth position. Diversity in age, housing affordability, race and ethnic background provides the basis for stable young family growth. This helps to balance the Richfield school base—a growing challenge for many first-ring suburbs. There will be little growth in new single-family housing stock. Therefore, continuing to reinvest and reinvent the existing homes by offering quality tools and strategies that provide opportunities for new households will remain important. There is some choice in style, location, and affordability, but availability of existing housing is a key issue. There are few choices for young renters, since existing apartments are older and similar in style with limited amenities. Single-family homes are attractive as starter homes and are mostly affordable as first-time purchase options. However, as households grow there are limited opportunities for move-up housing. Retention of middle-aged households is lower than other cities evaluated (15% for single-family and 22% overall), which could be a factor in the limited choice for new housing options. Opportunities for mixed uses and higher valued housing will be important as the City evaluates redevelopment areas.

As the City moves forward, continuing to invest in the existing housing stock while providing resources for more modern move-up housing is an important community housing policy and reinvestment strategy. Helping spur redevelopment so that mixed income, higher density development can occur will continue to help the City be economically and competitively viable.

City Housing Goals and Policies:

The Opportunity City Pilot Program has five key themes in support of a full range of housing choices:

- Preservation and rehabilitation.
- Production of housing units that support varied resident life cycles and incomes.
- Use of regulatory incentives
- Sustainability
- Jobs/housing balance connected to transportation systems.

The review of the City of Richfield’s and policies indicates a wide range of support for these key themes. The various community goals are incorporated into the City’s current comprehensive plan.

Diversify housing stock—redevelopment and infill

- Encourage “move-up” housing to retain families as they grow.
- Do redevelopment that provides connections/integration of land uses and provides opportunities for social interaction.

Maintain existing housing stock

- Support maintenance.
- Encourage quality materials and design.

Provide a mix of housing types and values to accommodate a mix of incomes

- Target renovation programs to families and seniors in need.
- Review land use and zoning ordinances to allow housing diversity
- Promote the development, management and maintenance of affordable housing.

Maintain and enhance urban “home town” character of the City

- Support walkability.
- Provide housing that meets the changing resident needs.
- Encourage green building.
- Target density and scale that creates\preserves neighborhood character.

Evaluate Community Factors:

In every city, there are internal and external factors that hinder the city’s ability to provide a full range of housing choices. In Richfield, several factors were evident, as determined through interviews with staff, program users, community activists/leaders and service providers.

The City is fully developed

- No land for development of new housing.
- New housing on redeveloped sites is expensive.

Middle-income housing is the predominant housing type with an older housing stock

- Ongoing reinvestment required.
- Smaller sized single-family homes are not attractive to growing families.
- Need for more functional space requires a large private investment.
- Old, worn apartment complexes—stagnant reinvestment and limited amenities
- Limited variety in apartments—mostly 1–2 bedroom, same style—not very marketable.
- Limited opportunities for new single-family housing as families grow.
- Limited supply of housing for lowest-income residents.

There is an increasingly diverse population

- Communication challenges for City services.
- Large extended families in small homes.

There is limited funding

- HRA levy maximum is not enough to address large-scale housing issues.
- Subsidy required to rehab and/or build affordable housing is significant—property-by-property process with limited City capacity to implement existing and new programs.

The Richfield Housing Audit included several phone interviews with key stakeholders and housing service providers. The interviews provided excellent background into the city's community history and changes as well as feedback on the success and challenges of existing programs. The interview questions and answers are attached to the summary report. Special thanks to the following who participated in the interviews.

- Suzanne Sandahl, Richfield HRA Chair
- Susan Rosenberg, Former Richfield Councilmember
- Camillo DeSantis, Attainable Housing Committee Chair
- Jeremy Larson, Resident— Richfield Rediscovered User
- Dave Schaeffer, Richfield Remodeling Advisor
- Jim Graham, County CDBG Program Manager
- Rick Regneir, City Building Official
- Suzanne Snyder, Greater Metropolitan Housing Corporation

Program Review:

Richfield HRA supports a variety of housing programs for home renovation and redevelopment. The programs target a wide range of household incomes and specific housing issues from health and safety items to large renovations and infill development. Redevelopment has been a key priority for many years and has resulted in new multifamily units—many targeting the senior population. The following is a summary of the programs reviewed as part of the housing audit.

Details regarding the program evaluation are provided in the appendix 5 of this report.

Kids @ Home Program. This program provides rent subsidy to residents who are not eligible for section 8 but require subsidy due a specific household situation. The goal is to keep home stability and reduce frequent family moves.

- The program supports self sufficiency, and assistance per household is low compared to the renovation programs.
- The program specifically serves households with children to reduce school turnover (**served 25 families and 55 children in 2008**).
- The City invests an estimated \$200,000 annually to the program.

Single-Family Reinvestment Approach. Several programs target single-family renovation. The City invests an estimated \$300,000 to single-family renovation annually.

- **CDBG home renovation.** Targets health and safety renovation and serves lower incomes. The City’s household base is a good market for the use of the program, but funds have not been fully utilized in the last few years.
- **Energy Advantage.** Targets energy-related improvements to help increase home sustainability and reduce maintenance costs. The program has limited success.
- **Transformation Loan Program.** Increases home value and regenerates older neighborhoods. The program helps retain families who desire modern home amenities. There is a 10 to 1.6 ratio of return on public investment compared to private renovation investment. The average home value increase for taxes (06-08) was approximately \$26,000 or 11%.

New Single-Family Opportunities. The City offers varied options for infill housing that provide new single-family choices. The City invests an average \$400,000 annually to single-family infill development.

- **Richfield Rediscovered.** Provides up to \$70,000 in grants to demolish and build new homes on scattered sites in the City. Helps regenerate neighborhoods and remove housing blight. For 2008, there will be an estimated 22% increase in value on the parcels redeveloped as a result of the program.
- **Senior Housing Regeneration.** The City provides an estimated \$15,000 in gap funds for the purchase of existing homes from seniors. The homes are renovated and resold to first time homebuyers in the City at an affordable price. The program promotes new affordable

ownership by young families and reduces deferred home maintenance. Two 2 homes have been purchased.

- **New Home Program.** The City provides gap funds to non-profit developers for the purchase; renovation and/or rebuilding of new single families homes on scattered sites. Many of the homes support long-term affordability through the West Hennepin Affordable Housing Land Trust and Habitat for Humanity. Thirty - three homes have been completed under this program.

Housing Services. The City financially supports and promotes the use of three separate housing service providers. The service providers administer low-interest home loans and provide varied levels of remodeling advice. They serve as an extension of City staff.

- **Center for Energy & Environment (CEE).** Administers the City’s Energy Advantage loans and state renovation loans. CEE provides remodeling advisors but the City does not access this service. Fees for processing these loans are covered by administrative fees charged to the resident. In 2008, a total of four Energy Advantage Loans (supported by a grant from the HRA) and 14 state loans were processed through CEE.
- **Housing Resource Center (HRC).** Administers state renovation loans and provides construction and loan consultation. The service is free to residents with an annual HRA investment of \$7,000. In 2008, 118 services, including 39 home construction consultations were provided to 79 residents. In addition, two state loans were processed through the HRC.
- **Remodeling Advisor.** The remodeling advisor makes home visits and provides advice regarding home renovation. The service is free of charge to residents, with an annual HRA investment of \$6,000. In 2008, the contracted advisor made 31 home visits, answered 48 calls regarding home renovation and sent 18 informational packets on City programs. The remodeling advisor does not process or administer loans.

City Official Controls & Land Use Strategies. In addition to specific housing programs, the City uses several methods through its land use and official controls to support and promote redevelopment and reinvestment of the City’s housing stock and reuse of land.

- **Planned Unit Development (PUD).** The City uses the PUD process for mixed use and redevelopment projects to allow more flexibility in the use of the land when redeveloped.
- **Tax Increment Financing (TIF)** The City uses TIF for redevelopment and has a policy that dedicates up to 20% of the project proceeds to a housing fund when there is no affordable housing provided in the project.
- **Housing & Redevelopment Authority (HRA) Levy.** The City makes an annual commitment to housing by adopting the maximum HRA levy. The levy supports housing reinvestment, redevelopment and affordability.
- **Point-of-Sale and Rental Licensing.** The City supports the use of both point-of-sale and rental licensing inspection programs to help ensure minimum housing maintenance standards.

Community Change—Key Points:

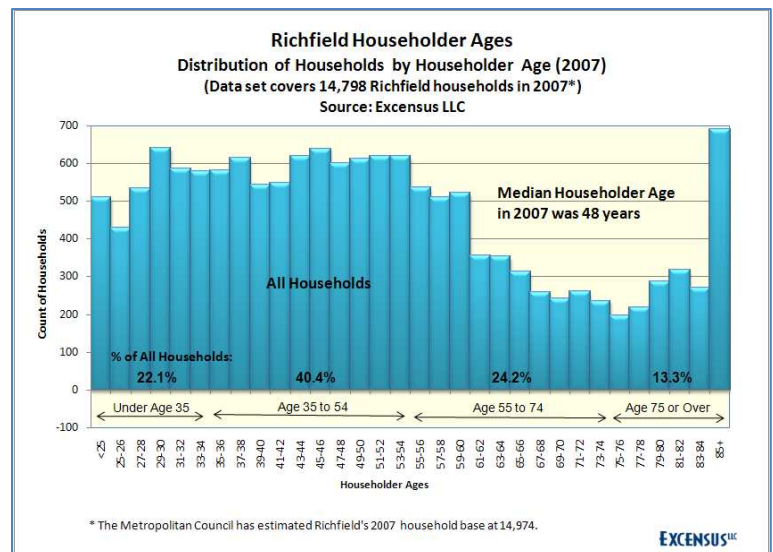
The City of Richfield has a diverse and balanced base of households with a sizable number of householders in each age category. The City enjoys a high homeownership rate for households under age 35, which can provide some stability to local schools, commercial businesses, and services.

During period 2004 to 2007, there was a net gain in younger households in both new and existing housing units. However, fewer than 3% of households (ages 45 to 74) in owner occupied housing moved during this 3 year period. This is the large base of mid-to-older homeowners that are “aging in place”. With a sizable number of middle-aged households nearing retirement age in the city, there is concern that the lack of move-up housing and more varied senior housing options may accentuate a recent drop in turnover among households age 45 to 74. Low turnover reduces the availability of housing needed by younger replacement households. This aging of existing households more than offsets increases in younger residents entering the city through turnover. Half of all households moving into the city were under the age of 34 and 33% were between the ages of 35-54. A total of 25% of resident movers ended up finding another home in the city. But just 15% of those moving from single family detached homes chose another single family detached home in Richfield. This could be the result of a lack of move-up housing and/or attractive options for down-sizing in the City. The positive news is that a significant number (25%) of households leaving rental housing ended up in single family detached housing. The City should market its existing ownership housing stock to those living in rental housing as an ownership alternative within the community.

There is strong demand for both owner and rental housing across all age groups in the City. However, with an aging housing stock housing choice is limited. Almost 90% of single family dwellings are more than 40 years old and only 3.8% of these older homes turned over in the 3 years (2004-07). A large majority of that turnover was those under the age of 35. With older single family homes attractive to young and first time buyers, the city should continue to provide opportunities for young buyers to purchase homes as they become available as well as provide additional choices for older residents for downsizing type housing.

The majority of the city housing stock is middle income housing with only 5% of the homes valued under \$180,000 in 2007 and 2.4% valued above \$300,000. A third of the City’s single family detached housing units are valued at or less the 2007 Metropolitan Council’s affordability limit \$207,800. Access and usage of affordable housing appears to be equally distributed across all age groups.

According to the American Community Survey data (2005-07) Richfield’s non-white population at 32% is above the majority of developed communities at 15-20%. In addition, 22% of Richfield’s population speaks a different language.



The recent economy and increase in foreclosures may result in households remaining in their homes longer and increasing the need for rental housing.

The following are key statistics from the demographic change report provided for Richfield. **The full change report is provided in appendix 6 of this report.**

- 62% of the City’s households are under age 55—and that includes a strong base (22.1%) of younger householders under the age of 35.
- Single-family detached usage by households under the age of 35 is very high at 47.6%.
- 68% of all new households that have moved into the City between 2004 and 2007 are renters.
- There were 1,186 homeowners age 75 or older living in homes built before 1960.
- 34.4% of all owner-occupied single-family detached homes are affordable based on the 2007 Metropolitan Council’s threshold value of \$207,800. 44% of homeowners under age 35 succeeded in finding homes in the “affordable” range.
- 44% of all households in larger apartment developments are under the age of 35, while householders age 55 and older occupy 25%.
- During 2004–2007, 47.1 % of all new households were under the age of 35.
- During 2004–07, 25% of residents that moved ended up in another home within the City. Retention was higher for households looking for apartments (45%) than for those seeking single-family housing (20%).

These findings coupled with the increasing diversity of residents provide opportunities to regenerate Richfield neighborhoods. Due to the age of the homes and households that are aging-in-place it will be important to focus on tools and strategies that help to maintain home value and choice in the city.

Opportunity Site Evaluation. ULI MN/RCM have prepared community site principles that support a full range of housing choices and utilize best practices to maximize efficient land use, connect housing to jobs and provide access to transportation networks. As part of the Opportunity City Program, a team of ULI professionals reviewed four sites in Richfield that have a future land use designation for medium- to high-density housing. The sites for evaluation were selected by Richfield city staff. The following is a summary of the team's recommendations for the sites considering the 11 community site principles. (See appendix 7 for details on the site evaluation and community site principles.)

72ND & Penn Ave.

This site would be a good location for higher-density housing such as apartments with modern amenities targeting single and young professionals. By providing higher-density residential, the open space on the site could be maximized and serve as an amenity for the residents. There is good access to parks, transportation (bus line), schools and employment. With this location being close to Best Buy, new apartments would provide a rental housing option not currently available in the city.

Lyndale Garden Center

The site is an excellent opportunity for the city to create a mix of medium- to high-density housing types incorporating public activity spaces. With a good mix of housing types and uses, the area could be a focal point for the city—a Richfield “Centennial Lakes.” A suggestion is to open up the site and provide public gathering spaces at the lake, incorporate housing at various income levels and attracting commercial uses that are a destination. Based upon the site's future potential, it should be a high priority for the city.

66th & Portland

The site is not the most attractive site of the four reviewed for medium-density housing. The area lacks walkability, is not desirable due to adjacent auto use and has site challenges due to its narrow depth. An option could be for affordable senior apartments or accessible housing for tenants with limited mobility. The site would have more housing and/or mixed use opportunity if the corner parcel were part of the redevelopment.

Washburn Avenue (66th – 70th)

The area seems to be a stable, well-maintained neighborhood. Evaluating better access to the retail area may be beneficial to the neighborhood to support walkability. Due to the city's limited financial and staff resources and the complexity of site redevelopment, it was not recommended as an opportunity site unless redevelopment of Southdale and the other retail areas were to occur.

Recommendations to Increase the City's Capacity to Provide a Full Range of Housing Choices:

Several key themes emerged through the Opportunity City Process in Richfield. Overall, the City has made a long term investment in its housing and should continue to target its efforts toward preservation and reinvestment in the older housing stock. The City offers several programs that address single-family housing with great success. Additional



investment in the future should also be focused on the older apartment complexes. It is essential to ensure that existing programs and any new efforts are properly funded—particularly when there is limited funding and staff capacity. The following is a summary of recommendations resulting from the housing audit, program review, community change information and review of City goals, policies and community factors. (See appendix 5 for details on the program evaluation and specific program recommendations).

Communication and Education. Create an HRA communication and marketing plan for its programs to help achieve city goals. Due to the increasing diverse resident base, the City will need to expand its communication and education efforts regarding City housing programs, ownership and rental opportunities and

expectation for home maintenance. The following is a summary of ideas to include in the communication and marketing plan.

- Partner with the School District and the School Family Multicultural Resource Center.
- Support an educational approach to code enforcement, *eg. Shoreview's SHINE*.
- Provide a single staff contact\community liaison (consider bilingual) to reduce the communication barriers as a result of the increased diversity of residents.
- Provide educational sessions/fact sheets in multiple languages on alternate home ownership options such as Land Trust, Habitat for Humanity and the Senior Housing Regeneration program.
- Include health and cost benefits of incorporating energy efficiency improvements in all marketing materials.
- Increase internal department coordination for a more holistic approach in addressing neighborhood issues, *eg. Brooklyn Park's Neighborhood Action Committee*.
- Expand connections of the current and future housing opportunities to local jobs by working with employers to determine housing needs and evaluating links between employment wages and housing values.
- Increase partnerships with non-profit and for-profit resources to expand the City's capacity to address housing issues.

Program Improvements. Richfield has built a strong base of diverse housing programs and is able to provide entry-level housing to young families and for older adults as they age in place. Specifically, the Richfield Rediscovered, Transformation Homes and New Home Programs have made a positive impact in reinventing existing single family neighborhoods and attracting and retaining young households many first ring suburbs desire. These programs should continue to be part of the tools and strategies offered to provide a full range of housing choices. To enhance the existing tools in the tool box, implementation of the following recommendations will help to provide options for move-up housing as families grow, redevelop and renovate the existing housing stock and use the City's financial investment as effectively as possible.

- Evaluate one-stop shop approach for financial and remodeling adviser services to reduce homeowner confusion and increase efficiency. Currently, there are three services providers the HRA is financially supporting and residents are using.
- Evaluate additional methods to increase the use of the City's CDBG funded programs. Hennepin County began administering CDBG funds for the City in 2005. Based upon the evaluation, there was a much higher resident use of the CDBG program when the City internally administered the program funds prior to 2005. If the City takes responsibility for administering the program, there could be opportunities to subcontract with housing service providers to administer the loans. This option may help to increase the use of the funds and provide the City with additional oversight on the marketing to meet the City's needs. Examples of the home service providers that could administer the funds on behalf of the City include the Greater Metropolitan Housing Corporation and the Center for



Recommendations

Energy and Environment. These are organizations that the City currently has relationships with. However, as noted above, using one organization would help to provide a one-stop-shop approach to housing services for the City.

- Continue to fund the Kids@Home Program and explore options to increase funding through non-profit and foundations sectors.
- Continue to fund neighborhood reinvestment in older homes through Transformation Homes and Richfield Rediscovered programs. Increase the maximum Transformation Loan amount to \$22,500. This provides an adjustment for inflation since the program was created in 1993 at \$15,000. Consider the benefits of incorporating sustainability into existing programs—expand program requirement to include incentives for energy efficiency and renewable products. The incentive could include up to \$5,000 in additional funds based upon the cost of adding energy efficient and renewable products, eg. *Woodbury Goes Green Loan*.
- Market home purchase and renovation programs through local employers. Encourage employers to include the City purchase and renovation programs within new employee and recruiting materials.
- Evaluate options for providing homeowner architectural assistance to help increase modern renovations that are more attractive to the younger and move-up housing generations, eg. *St. Louis Park's partnership with AIA*.
- Expand options for single-family capacity and increased marketability by encouraging the addition of egress windows, allowing ease for front yard expansions and expediting the permit process for single-family home renovation.
- Expand use and funding for the H.O.M.E. program (Household and Outside Maintenance for Elderly) to help those who are aging in place with maintenance and other household needs.
- Establish a small emergency fund (\$500 per case) to resolve minor code violations rather than having homeowners go through a time consuming citation and abatement process.
- Expand opportunities for seniors interested in selling their single family home.
 1. Expand the Senior Housing Regeneration Program by increasing funding from \$15,000 to \$25,000 in gap funds per home.
 2. Establish a deferred loan program for family members purchasing a senior home to rectify code deficiencies noted in the point of sale inspection or to the seniors who wishes to put their home on the market but need to address code deficiencies first to make the home more marketable.

Apartment Reinvestment & Redevelopment. Apartments in Richfield are its most affordable housing—as well as some of the oldest and unmarketable housing. This housing type serves a great need for a broad range of residents, particularly younger households. Expanding the City's capacity to improve the apartment stock will be important to the future success of City efforts. Initiating redevelopment in a sensitive, cost-efficient manner that increases value and sustainability should be a key goal. The recommendations to increase apartment renovation and redevelopment include the following.

- Dedicate financial assistance (grant, deferred or low-interest loans) to an apartment renovation program. Evaluate ways to increase the city's financial capacity to improve older apartments. Proactively seek out partnerships with non-profit/for-profit organizations that specialize in older apartment preservation/renovation and redevelopment. Seek Minnesota Housing funding specifically to renovate lower income apartments with the goal to retain existing households.
- Determine if there are ways to effectively ensure that older apartments become more marketable/sustainable by combining units to increase bedroom counts, adding modern amenities and energy efficiencies, linking residents to social services and ensuring proper connections to transportation, parks, recreation and essential services.
- Adopt a rental relocation policy that would address the concern over displacement of apartment residents when they are considered for redevelopment and provides low-income households with similar cost housing alternatives within the City, eg. *Brooklyn Park's Relocation Policy*.



Recommendations

Land Use Controls and Other Housing Maintenance & Renovations Strategies. City leaders have a variety of public tools and strategies they use to determine their participation in land use decisions, maintenance standards and the facilitation of redevelopment and renovation. Continuing to be part of the solution and helping to change the way land is used and buildings are maintained takes strong local leadership and vision. Many decisions that policy leaders make are controversial. Understanding the long-term effect of those decisions will help prepare the City for future growth and re-growth. Richfield has made great progress in redevelopment of their community by understanding the issues and educating their residents. Additional recommendations relating to specific public policy decisions are:

- Continue to fund and implement the Point of Sale and Rental Licensing programs that help provide consistent maintenance standards for existing housing stock. Even in a time of economic uncertainty, providing methods to ensure that existing homes are properly maintained is essential.
- Evaluate alternate ways to zone land that would better manage and promote redevelopment. Form-Based or Performance-Based zoning is an option that supports more walkable, mixed-use development. Form- and performance-based zoning provide a framework for how future uses fit into the surrounding area through the placement and design of buildings on the site, rather than tying the land to a specific future use.
- Support building and land development requirements that promote sustainability and long-term energy efficiency. Such efforts include revising local building codes to allow green building standards, allowing smaller street designs and requiring energy-efficient products for all publically funded programs. Local efforts can help reduce the regional carbon footprint, increase long-term affordability (through lower utility and maintenance costs) and support healthy living.
- Evaluate options to add new small-lot single-/multi-family move-up housing and higher-density apartments with modern amenities to add a housing type that would retain growing families and attract local workers.
- Reduce or waive City fees to allow more affordability for lower-income housing projects.
- Proactively acquire and land-bank substandard and/or vacant housing for later infill housing opportunities - specifically targeting foreclosed properties that are candidates for demolition.
- Consider using Housing Improvement Area local government authority to address older common interest communities and promote an affordable renovation option.

Next Steps:

The Opportunity City Program is only the first step in supporting a full range of housing choices in the community. Key policy leaders need to support next steps that make valuable changes to the way that the tools and strategies are delivered throughout the City. Many of the recommendations have budget implications and affect staff resources. Prioritization of the recommendations is essential. Suggestions for next steps associated with implementation of the recommendations include:

- Gain acceptance of the ULI MN/RCM Opportunity City report by the HRA and City Council.
- Prepare a work program that outlines the steps and time needed to effectively implement the recommendations. Determine how the recommendations affect land use codes, program service providers and staff work load. Include performance targets to track the progress of program changes and additions. Setting performance targets and tracking the progress of local tools and strategies against benchmarks will provide a level of understanding to public officials and residents that become critical during the annual budgeting process. (Detail regarding performance measures as it related to housing tools and strategies are attached.)
- Evaluate budget and staff resource implications tied to each recommendation.
- Prioritize recommendations that will have the largest impact in supporting housing goals for a full range of housing choices.
- Evaluate need to amend the City's comprehensive plan based upon implementation of recommendations.
- Discuss the broader meaning of the demographic data as it compares to current market conditions and evaluate how the data relates to the region. Incorporate future data updates and online neighborhood level data tool.

Thank you to the following participants in the ULI MN/RCM Housing Initiative Opportunity City Pilot Program.

- **Richfield HRA Commissioners** - Suzanne Sandahl, David Gepner, Joan Helmberger, Doris Rubenstein, Steven Quam
- **City of Richfield Staff** – Karen Barton, John Stark, Kirsten Partenheimer
- **Site Evaluation Team:**
 - Colleen Cary, The Cornerstone Group
 - Mark Koegler, Hoisington Koegler Group
 - Gretchen Nicholls, LISC
 - Bob Streetar, City of Oakdale
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 - John Carpenter, Excensus

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- Richfield Housing & Redevelopment Authority