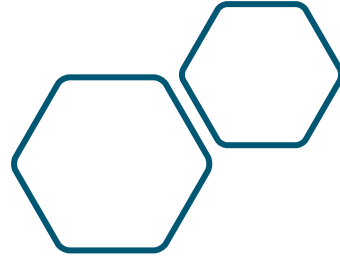# WHEDA

TOGETHER WE BUILD WISCONSIN®

Rural Affordable Workforce Housing Pilot Concept Feedback Session

Agenda

- Welcome
- Opening Remarks
- Rural Affordable Workforce Housing Pilot Overview
- Concept Presentations
- Closing Remarks

Welcome and Opening Remarks

John Vogt

Marketing Project Coordinator, WHEDA

John Hofer

Executive Director, Provident Health Foundation, Inc.

Marinette Menominee Area Chamber of Commerce Board Vice Chair

Rebecca Giroux

Community & Economic Development Officer, WHEDA

Rural Affordable Workforce Pilot

o A community-based piloting process to inform and address workforce housing disparities in rural communities across the state.

o Part of WHEDA's Rural Affordable Workforce Housing Initiative

o At least three pilot communities selected in rural Wisconsin

o Roughly an 8-month pilot design process

o There's no silver bullet

o Working as close to the challenge as possible

Meet the Design Team

Jennifer Short

- Development & Tourism Director, County of Marinette

Kim Brooks

- Principal, Wolfe Properties, LLC

Lynelle Caine

- Senior Associate, Stantec Consulting Services

Roberta Davis

- Managing Director, Inventure North

Allen Walker

- Project Manager, U.P. Engineers & Architects, Inc.

Bethany Skorik

- Senior Manager, Fincantieri Marinette Marine

John Hofer

- Executive Director, Provident Health Foundation / Chamber of Commerce Board Vice Chair

Dave Porterfield

- Director of Real Estate Development, Movin' Out Inc

Jaime Johnson

- VP of Real Estate, Newcap Inc

Rick Polzin

- Ward 7 Alderman, City & County of Marinette

Rural Affordable Workforce Pilot

Goal

o To create new solutions to increase rural workforce affordable housing

Objectives

o Build a series of pilots for Marinette County

o Use what is learned to inform statewide strategies

Rural Affordable Workforce Pilot

What is affordable housing in Marinette County?

Housing which individuals/families can rent or purchase for no more than 30% of gross household income, exclusive to other debt.

What is Workforce Housing?

Loosely defined as housing affordable to those earning 60–120% of median household income (sometimes also called Area Median Income or AMI)

Pilot Design Process

PILOT COMMUNITIES ANNOUNCED
October 20, 2020

RESEARCH SPRINT
July – September 2021

PROTOTYPING SPRINT
October – December, 2021

IMPLEMENTATION PLANNING
December 2021 – Winter/Spring 2022

PILOT KICKOFF
July 12-13th, 2021

IDEATION SESSIONS
October 11-13th, 2021

ACTION WORKSHOP
December 8-10th, 2021

Rural Affordable Workforce Pilot

How can Marinette County become a community which creates and preserves quality affordable places for workforce households to live?

Pilot Concepts

o Representatives of the pilot design team will present three pilot concepts for your feedback.

o At the conclusion of each concept's presentation, we will have 2 polling questions.

o If you are attending via phone, you can email your responses to ruralaffordablehousing@wheda.com.

o At the conclusion of this event, we will be emailing out a survey link for a short 2–3-minute survey.

o Your feedback is very important to the design process.

Concept Presenters

Marinette County Development Coalition

Jennifer Short | Roberta Davis
Development & Tourism Director, County of Marinette | Managing Director, Inventure North

Community Ownership

John Hofer
Executive Director, Provident Health Foundation, Chamber of Commerce Board Vice Chair
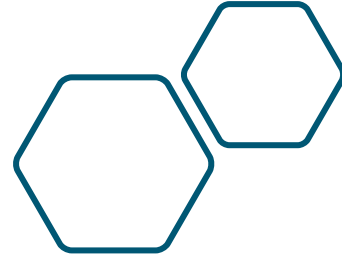
Renewing Marinette County

Rick Polzin
Ward 7 Alderman, City & County of Marinette

Pilot Concept #1:
Marinette County Development Coalition

Jennifer Short

Development & Tourism Director, County of Marinette

Roberta Davis

Managing Director, Inventure North

Kim Brooks

Principal, Wolfe Properties, LLC

Lynelle Caine

Senior Associate, Stantec Consulting Services

Pilot Concept #1: Development Coalition

What is this concept and what does it do?

o The development coalition serves as the umbrella/conduit for development throughout Marinette county by managing and sharing available tools and resources for development and growth to interested parties.

o This coalition is a collaboration of private/public entities—not just government.

o The coalition will identify specific processes so conflicts aren't created by different groups/offices doing similar work in different ways.

What will the community need to commit to this process?

o People with land - come forward w/ an opportunity

o Cooperation from villages, collecting information

o Willingness to work in a collaborative environment

o Leadership & community buy-in

County-Wide Portrait

Build a prospectus to share community-specific demographics and information using a shared template.

Available properties & real estate

A detailed, comprehensive resource of properties available for development; Infrastructure available at that location, (e.g. broadband, roads)

Community demographics

Specific demographic information broken down by municipalities within Marinette— schools, industry, businesses; population, etc.

Incentives

Information about specific development incentives for each community (e.g. Is there a TIF district?)

Local zoning codes package

An outline/overview of community-specific zoning codes for development

Insider's Guide

Directory of folks (who's who), their roles, and responsibilities; processes and how to make things happen

Step-by-step Map

Order of operations (including 'do-firsts') for the development process, creating access to understand and participate in the action

Community wants & needs

What does the community desire for itself? (e.g. what kinds of businesses, housing, etc. is the community hoping to bring in?)

Developer Experience

⬇

Marinette County Development Coalition contact
(Public & private economic development officials)
Qualify project fit and readiness

⬇

County; Villages; Cities; Towns & Townships

⬇

Structure:
- o New process to formalize, simplify, and affirm that we are not making it up as they go
- o Private/Public Coordinator between groups

Common Tools:
- o Toolkit
- o Dedicated staff to concierge, to manage website, content data—updating municipalities with info on new properties

Empowering communities:
- o Communities want the help but don't have the resources
- o Allows communities that can't afford staff to be more competitive and attractive.

Pilot Concept #1: Development Coalition

What advantages or benefits do you foresee?

- Putting in the work ahead of time to make developers' work easier
- Sending clear messages to developers that we want them to invest here
- There's a process already in place and we want developers to work here—and that we're serious about it!

What risks or challenges can you foresee?

- Some players might not want to join the game, which could either take way from or create a negative impact on the work
- Long-term financial sustainability—at this point, there's not no guarantee of funding
- Financing dedicated staff

Pilot Concept #1: Development Coalition

Who is involved?

- Municipalities
  cooperation, sharing information, collaboration

- Economic development organizations
  board of directors' support

- Large businesses in town
  contribute details, information, etc.

- Community action agency (e.g. NewCap)

- Property owners
  properties to develop

Pilot Concept #1: Development Coalition

What steps will we take?

1. Planning session: put together a list of what will be required for the project

2. Meeting with stakeholders

3. Identify path forward and/or a champion to spearhead this effort

4. Gathering information, consolidating reports and formatting the prospectus

    Ongoing thru process: additional community engagement - small press releases, how the process is going
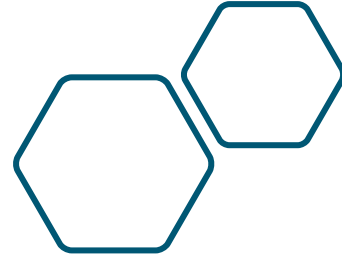
5. Publishing and full deployment, marketing the data

Concept #1: Your feedback is needed

Q&A

Pilot Concept #2: Community Ownership

What is this concept and what does it do?

A community engagement **process** that moves us towards community **ownership** of housing development projects.

Building a series of toolkits that offer information, engagement techniques and process changes to make these three beliefs a reality:

- Housing is a good thing
- Marinette County makes my job as a housing developer easier
- Marinette is a great place to live

Pilot Concept #2: Community Ownership

Housing is a Good Thing!
Reducing resistance to housing development.

💡 Affordable Housing

💡 Workforce Development

💡 Economic Development

💡 School District Growth

💡 Increased Community Engagement

💡 Neighborhood Amenities

💡 Increased Tax Base

💡 Improved Quality of Life

Pilot Concept #2: Community Ownership

Marinette County makes my job easier as a Housing Developer

What makes Marinette different, desirable, and attractive for Housing Developers?

💡 Market

💡 Financial Feasibility

💡 Capacity

💡 Needs Assessment

💡 Regulatory

💡 Environmental

💡 Site Selection

Pilot Concept #2: Community Ownership

What advantages or benefits do you foresee?

- Community engagement and ownership creates greater support for the project
- Increasing our competitive edge by making development more efficient.
- More opportunities for feedback enables better representation of what community wants and needs
- The public comes to understand the need for growth, and what typical workforce income and families look like
- Provide a better appreciation of what Marinette County has to offer for both current and future residents.

What risks or challenges can you foresee?

- Ownership, who will own this post-WHEDA?
- Need for an accountable body (can't be the city)
- Where does this plan/these resources exist, how do you access it?
- More transparent--info overload, engagement overload

Pilot Concept #2: Community Ownership

Who is involved?

- **Mayor, city council, planning commission, approval and support committees at city; county levels** provide feedback, past learning, represent NIMBY mindsets

- **Business communities, InVenture North, Chamber** invest money, staff support, infrastructure, ownership of process

- **Building inspectors (local, city, state):** feedback, understand roadblocks

- **Marketing community:** opportunity to bring them together, create or critique messaging and communications materials

- **Local foundations, businesses, organizations** Support from business community

Pilot Concept #2: Community Ownership

What steps will we take?

- o Build toolkits and plan distribution with sustainability in mind.

- o Research and vet potential engagement platforms (E.g. CoUrbanize, self-made)

- o Identify who will "own" the project and manage it

- o Socialization and learning from/with city and county bodies

- o Find funding/seed money

- o Get it out in front of people, market the plan, share it with folks

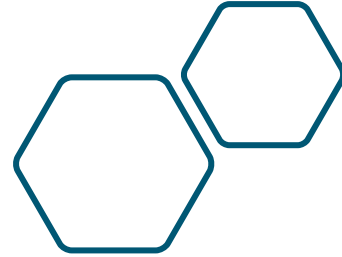- o Change and improve what we can change and improve i.e. bottle necks

Concept #2: Your feedback is needed

Q&A

Pilot Concept #3: Renewing Marinette County

What is this concept and what does it do?

Ways to transform old, unusable buildings into new housing opportunities.

These ideas honor history—maintaining neighborhood character while meetings today's lifestyles

What is a repair scenario we can address?

Exploring the use of vacated buildings, such as elementary schools, as sites for affordable housing developments

What is a repair scenario we can address?

Using uppers as an opportunity to stimulate investment (from municipalities, property owners) in affordable housing downtown.

What is a repair scenario we can address?

Rehab/repair existing housing buildings

Pilot Concept #3: Renewing Marinette County

What advantages or benefits do you foresee?

- More housing available (critical!)
- Housing located in desirable locations, near amenities & services
- Builds or sustains the tax base in the municipality
- Sends a signal to surrounding area about vitality of the community and the community's investment in itself
- Provides more choice for residents in the community
- Maybe transitional opportunities for those seeking other options
- Substandard buildings get repaired

What risks or challenges can you foresee?

- Identifying opportunities & creating alignment with stakeholders to make something happen
- Rehab = lots of unknown costs, hard to predict cost
- Finding a developer interested in working in Marinette
- Unrealistic expectations from property owners

Pilot Concept #3: Renewing Marinette County

What does the community need to commit?

- o Financial resources
- o Technical assistance
- o Leadership around benefit, building support, community ownership
- o Identification of sustainable process via a longer-term commitment (it's not a 1 or 2 year process)
- o Property/opportunity to do this work

Who is involved?

- o **Municipality, elected officials & staff**
  provide political support, leadership & technical assistance in their areas
- o **Property owners**
  desire to rehab their buildings/homes
- o **Coordinator of the activity & inputs**
  county, city resources (e.g. single point of contact)
- o **Local businesses**
  provide financial support (not all $$ can come from grants)
- o **Citizens**
  get them engaged in and the process; garner community support
- o **Financial institutions & funding organizations**
  WHEDA, historical organizations for tax credits, PACE

Pilot Concept #3: Renewing Marinette County

What steps will we take?

1. Identify target market, potential properties, and locations (e.g. Who are you trying to help?)

2. Build community support for project

3. Put together financial model to figure out how it's going to work (e.g. costs, how you'll pay for it)

4. Find and engage developer(s) willing to take this on

4. Incentives for developers and property owners

Concept #3: Your feedback is needed

Q&A

Closing Remarks

John Vogt

Marketing Project Coordinator, WHEDA
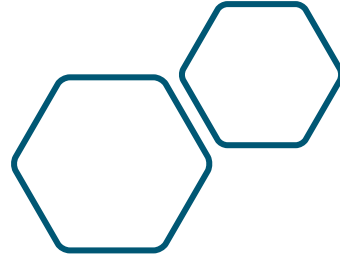
Rebecca Giroux
Community & Economic Development Officer, WHEDA

John Hofer
Provident Health Foundation, Inc.

Thank you for attending!

Survey to follow.

WHEDA