

**ROSEVILLE**  
**REQUEST FOR COUNCIL ACTION**

Date: July 23, 2012  
Item No.: 10.b

Department Approval



City Manager Approval



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Item Description: Roseville Housing and Redevelopment Authority Joint Meeting with the City Council

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2 **BACKGROUND**

3 Each year, the Roseville Housing and Redevelopment Authority (RHRA) meets with the City  
4 Council to review activities and accomplishments and to discuss the upcoming year's work plan  
5 and issues that may be considered. This year the RHRA is completing its 2012-2016 strategic  
6 plan and would like review the document with the City Council.

7 **Activities and accomplishments:**

8 A full listing of recent accomplishments are listed in Attachment A, but some highlights from  
9 this past year include successfully conducting the 14<sup>th</sup> Annual Living Smarter Home and Garden  
10 Fair, completing the online Green Remodeling Handbook, completion of research on the  
11 community's social welfare needs and on multi-family rental licensing, and expansion of the  
12 Living Smarter Marketing campaign.

13 **Work Plan items for the upcoming year:**

14 Exact work plan items for 2013 will depend on completion of the strategic plan and funding, but  
15 the RHRA hopes to be actively involved in redevelopment and economic development activities  
16 next year.

17 **Question or Concerns for the City Council:**

18 The RHRA Board members will provide the City Council with background on where the  
19 organization has been, what it is currently doing, and where it would like to go in the future.  
20 The main discussion will be the draft RHRA Strategic Plan which is attached to this report.

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**Prepared by: Patrick Trudgeon, RHRA Executive Director**

Attachments: A: RHRA Presentation Materials include the draft 2012-2016 RHRA Strategic Plan.

## History of Roseville HRA

June 17, 2002 City Council passes resolution 10011 authorizing the HRA

HRA was staffed by the City Community Development Department per an annual contract with the City of Roseville.

The HRA first started meeting in 2003. Mission, Operating Principles and Vision statement was developed.

### Mission Statement:

The mission of the Housing & Redevelopment Authority for the City of Roseville is to plan, implement and manage housing projects and activities for the citizens in the community by providing equal opportunity for quality, decent and safe homes and a suitable living environment; and strengthening partnerships among all levels of government, non-profit and for-profit organizations to maximize social and economic opportunity. This will be done through the spirit of professionalism and integrity of the members of the Board and staff.

### Vision Statement:

To provide residents with a high quality of life and sense of community, Roseville will have safe, high quality housing balanced in price and product for people of all ages, with resources to effective community services.

### HRA Accomplishments from 2003-2006

- Contracted with Housing Resource Center for Construction Advise and Loan Origination for one stop shop.
- Developed Applewood Homes 5 new construction homes for first time home owners.
- Support senior housing linkage program for Applewood Pointe & Green Housing Village.
- Senior Housing Regeneration Loan Program.
- Contributed to the funding and participation of Roseville 2025.
- Task Force/Focus Groups on Rental Registration and identify community needs.

In 2006 HRA staff was changed to consultant position.

In 2007 HRA developed new strategic plan that changed staff structure to Community Development Director will serves as the Executive Director and HRA to hire a dedicated staff position of a part-time Housing Program Coordinator.

### Highlight of Accomplishments from 2008-2012

- Developed annual work plan
- Funded abatement account for code enforcement
- Fund Neighborhood Enhancement Program

- Updated housing chapter of the 2030 comprehensive plan
- Hired marketing consultant to update all brochure materials and rebrand the Home and Garden fair to the Roseville Living Smarter Home and Garden Fair.
- Workshop on weatherization and energy efficiency benefits was taped and airs on regular bases in the fall.
- Funded Multi-family Rehab Loan Program
- Modified Single Family Loan Program to incentivize Green Home Improvements
- Produce Realtor Forum every other year for Realtor's to obtain Continuing Education credits and learn about Roseville in the process.
- Assist in creation of first HIA and helped establish policy for council.
- Implemented quarterly financial budget updates.
- Undertook a comprehensive housing market study for the City of Roseville.
- New welcome packets are sent out by the HRA.
- Quarterly Living Smarter Newsletter implemented in full sheet version of City Newsletter.
- Assisted in establishing rental registration for properties with 4 or less units.
- Assisted in financing the redevelopment of 120 units at Har Mar apartments which is now known as Sienna Green I.
- Started monitoring the foreclosures in the community.
- Helped in the development of problem property ordinance.
- Created green remodeling/building award program.
- Marketing city of Roseville as a way of life: "Living Smarter Campaign"
- Developed Living Smarter website
- Held Multifamily Rental Properties round table to discuss issues within Roseville Apartment rentals.
- Started Energy Audit program to reimburse 100 audits a year and currently 200 audits a year.
- Developed first ever Green Remodeling Plan Book.
- Promoted alternative programs to avoid foreclosure.
- Continually are exploring federal and state dollars to assist Roseville.
- Received grant for a CURA intern to researching the social and welfare needs of Families and Children in our community and how intergenerational housing can help solve those issues.
- Received grant for a CURA intern to research Rental Licensing to Achieve Compliance.
- Update of Strategic Plan for 2012-2016.

### 2012-2016

HRA has updated 4 year strategic plan. 5 core principles are:

- Foster, promote, and effectively communicate the advantages of living in Roseville.
- Create and maintain high quality, sustainable multi-family housing options.
- Create, and maintain high-quality, sustainable single-family housing options.
- Prevent and eliminate blight on individual properties, neighborhoods and the entire community.

- Retain and attract desirable housing and businesses that lead to employment, investment, and commitment to the community.

#### New mission statement

The mission of the Housing & Redevelopment Authority for the City of Roseville is to Contribute to a strong city economy and vibrant community through environmental stewardship, investment of resources, and intentional leadership so that Roseville:

- Is known for innovation and flexibility in housing design and business development
- Maximizes a sense of community in a large scale context
- Advances the unique benefits of Roseville as a destination and place where people want to live and work in for a life time
- Embraces the diversity of its residents culture and their ever-changing housing and business needs
- Makes decisions with a focus on the future and intergenerational uses over time

HRA has developed an implementation plan in order to carry out the new strategic plan.

Attachments: 2012-2016 RHRA Draft Strategic Plan

RHRA Draft Implementation Plan for 2013



## Roseville HRA Strategic Plan 2012-2016

The mission of the Housing & Redevelopment Authority for the City of Roseville is to Contribute to a strong city economy and vibrant community through environmental stewardship, investment of resources, and intentional leadership so that Roseville:

- Is known for innovation and flexibility in housing design and business development
- Maximizes a sense of community in a large scale context
- Advances the unique benefits of Roseville as a destination and place where people want to live and work in for a life time
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- Makes decisions with a focus on the future and intergenerational uses over time

Below are the goals and objectives of the HRA strategic plan:

- I. *Foster, promote, and effectively communicate the advantages of living in Roseville.*
  - a. Increase the use of HRA's financial resources, housing programs and *HousingResource Center* services by residents, property owners, and others. (Meets SP-IIIc.)
  - b. Continue to position the HRA as a leader in providing education and information about resources that support sustainable life styles.
  - c. When marketing the City, highlight advantages for changing demographics.
  - d. Produce events such as the Living Smarter Home and Garden Fair, workshops, and create partnerships that encourage environmental stewardship when creating and/or remodeling housing stock and when developing neighborhoods. (Meets HG#4)
  - e. Create programs and resources that assist residents in incorporating healthy building techniques. (Meets HG#4.4, SP-VId., and SP-VIg.)
  - f. Expand the HRA's presence in social media and Web-based services. (Meets SP-Vf.)
  - g. Promote innovative housing developments to foster neighborhood-level places that maximize the sense of community.

**II. *Create and maintain high quality, sustainable multi-family housing options.***

- a. Increase alternative housing options and flexible designs to support both changing demographics and long term uses. (Meets SP-Ib.)
- b. Provide financial resources to preserve and develop new housing in partnership with non-profit community groups, private sector development partners, and federal, state, and regional agencies. (Meets SP-If.)
- c. Create walkability and pedestrian connectivity in all redevelopment plans that the HRA participates in. (Meets HG4.6 and SP-VIc.)
- d. Provide leadership in assembling sites and/or providing financial assistance for the development of intergenerational housing. (Meets SP-Id.)
- e. Continue to provide resources that support affordable housing options in the community. (Meets HG#1)
- f. Identify preferred redevelopment sites and increase partnerships so the HRA has a development “in the works” at all times.

**III. *Create, and maintain high-quality, sustainable single-family housing options.***

- a. Increase resources to renovate, redevelop, and/or undertake infill projects. (Meets HG2.3)
- b. Maintain and encourage a mix of housing types in each neighborhood by directly purchasing available properties for demolition and supporting new home construction. (Meets HG2.4)
- c. Ensure availability of appropriate resources to rehabilitate and upgrade existing housing stock for changing demographics. (Meets HG2.2)

**IV. *Prevent and eliminate blight on individual properties, neighborhoods and the entire communities.***

- a. Identify properties that are underutilized, deteriorated, or blighted and use available tools (such as condemnation, licensing and/or regulations) to revitalize or redevelop. (Meets LU#3)
- b. Utilize funding tools such as Housing Improvement Areas, Conduit Debt Financing, and Bonding to be used to promote the improvement of housing and redevelopment sites. (Meets SP-IIb.)
- c. Continue to provide resources to maintain proactive code enforcement policies to prevent nuisance properties from negatively impacting surrounding properties. (Meets SP-Va, SP-Vb and ED4.4)
- d. Continue to explore, in partnership with the City, further regulation (such as licensing) of rental units within the City and

develop a better understanding of the resources needed. (Meets SPV-g.)

- e. Identify at-risk neighborhoods and create partnerships to strengthen them.

**V. *Retain and attract desirable housing and businesses that lead to employment, investment, and commitment to the community.***

- a. Engage the community in developing objectives that articulate business development priorities. (Meets ED1.4)
- b. Support the creation of redevelopment plans for areas and corridors that would benefit from reinvestment and revitalization. (Meets ED1.1)
- c. Use public-private partnerships to encourage reinvestment, revitalization, and redevelopment of retail, office, and employment districts. (Meets ED#4 and ED1.5)
- d. Create strong relationships with existing and prospective businesses to understand their needs and to maximize opportunities for business retention, growth, and development. (Meets ED2.1)
- e. Develop programs for businesses that encourage people to live within the community. (Meets ED2.2)
- f. Incentivize environmental stewardship of commercial redevelopment. (Meets ED#6)
- g. Partner with City Council to provide financial resources to facilitate community economic development and redevelopment objectives. (Meets ED#5)

**VI. *Provide the necessary staff support and resources to work with partners to ensure goals and objectives of the strategic plan are accomplished in a timely manner. (Meets SP IV)***

- a. Review current HRA staffing levels and provide any additional support needed to ensure implementation of the Strategic Plan (Meets SP-IVa., and SP-IVb.)
- b. Explore and evaluate financial resources available to support the implementation of the Strategic Plan.
- c. Actively promote education, growth, and advancement of staff, board members, and community members. (Meets SP-IVc.)
- d. Provide a Quarterly Progress Report to the HRA board of all HRA's funding sources, grant programs, and overall operations. (Meets SP-IVd.)
- e. Conduct an annual review with the City Council of the HRA's strategic plan and budget. A new strategic plan will be developed every four years. (Meets SP-IVe.)
- f. Seek and nurture partnerships with police and fire departments, neighboring cities, school districts, non-profits, and consumers to foster a better overall quality of life in the City. (SP-IIIa.)

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Action	Responsible	New or Existing	Timeline	Budget Implications	Sources of Funds	Outcome	Financial Needs				
1. Foster, promote, and effectively communicate the advantages of living in Roseville							2013	2014	2015	2016	
<b>A.</b> Increase the use of HRA's financial resources, housing programs and HRC Center services by residents, property owners, and others. <ul style="list-style-type: none"> <li>Construction Services</li> <li>Rehab loans (3-5 a year)</li> <li>Loan closing costs/fees</li> <li>General marketing</li> </ul>	HRC	Existing	Ongoing	\$15,000	Levy	Revolving loan	Home Improvement	15,000			
	HRC Staff		Upon loan closing	Budget \$4,800 2012 General overall marketing				Levy Levy	12,500		
<b>B.</b> Continue to position the HRA as a leader in providing education and information about resources that support sustainable life styles.	Staff	Existing	Ongoing	Staff time Participation in NAHRO, SLUC, ULI and others							
<b>C.</b> When marketing the City, highlight advantages for changing demographics.	Staff/Consultant	Existing	Ongoing	\$30,000	Levy			30,000			
<b>D.</b> Produce events such as the Living Smarter Home and Garden Fair, workshops, and create partnership that encourage environmental stewardship when creating and/or remodeling housing stock and when developing neighborhoods.	Staff/partners	Existing	Yearly	\$29,128-2012 Costs \$22,272-2011 Income	Levy	Fees		10,000			
<b>E.</b> Create programs and resources that help residents incorporate healthy building techniques.	NEC/Staff	Existing	Ongoing	\$12,000 for Energy Audits	Levy			12,000			
<b>F.</b> Expand the HRA's presence in social media and Web-based services.	Staff/Consultant	Existing	Ongoing	Part of \$30,000 budget	Levy						
<b>G.</b> Promote innovative housing developments to foster neighborhood-level places that maximize the sense of community	Staff	New	Ongoing	Part of 2.							
2. Create and maintain high quality, sustainable multi-family housing options											
<b>A.</b> Increase alternative housing options and flexible designs to support both changing demographics and long term uses.	Developer/Staff	New	2012-2018	Part of 2 d. Project specific							
<b>B.</b> Provide financial resources to preserve and develop new housing in partnership with non-profit community groups, private sector development partners, and federal, state, and regional agencies.	Developer/Staff	Existing	Ongoing	Part of 2 d. and 2 e.	Levy 724 acct	State, County, Met Council, Federal Reserve		175,000			
<b>C.</b> Create walkability and pedestrian connectivity in all redevelopment plans the HRA participates in.	Developer/Staff	New	Ongoing	Project specific		Met Council County Funds					
<b>D.</b> Provide leadership in assembling sites and/or providing financial assistance for the development of intergenerational housing. <ul style="list-style-type: none"> <li>Dale Street Station</li> <li>Good Samaritan</li> <li>Owasso School</li> </ul>	Staff	New	2012-2014	\$686,000 acct 724	Levy	724 \$239,600 accts 720/721 Bonding Bond/Payment options					
	Developer/Staff		2013-2015	Unknown							
Staff		2014-2016	2.4 Million								
<b>E.</b> Continue to provide resources that support affordable housing options in the community.	Staff	Existing	Ongoing	Part of 2 b.		\$239,600 accts 720/721 State, Cty & Met Council					
<b>F.</b> Identify preferred redevelopment sites and increase partnership so that HRA has a "development in the works" at all times.	Staff	New	1 per year	Part of 2 d.							
3. Create and maintain high-quality, sustainable single-family housing options.											
<b>A.</b> Increase resources to renovate, redevelop, and/or undertake infill projects.	Staff	New	2013 forward	Existing fund balance of \$424,800		Revolving Loan Funds					
<b>B.</b> Maintain and encourage a mix of housing types in each neighborhood by directly purchasing available properties for demolition and supporting new home construction.	Staff	New	2-3 Homes a year	\$200,000	Levy			200,000			
<b>C.</b> Ensure availability of appropriate resources to rehabilitate and upgrade existing housing stock for changing demographics.	HRC	Existing w/ possible program change	Ongoing	Existing fund balance of \$424,800		Revolving Loan Funds					
4. Prevent and eliminate blight on individual properties, neighborhoods and the entire community.											
<b>A.</b> Identify properties that are underutilized, deteriorated, or blighted and use available tools (such as condemnation, licensing and/or regulations) to revitalize or redevelop.	Staff/Code Officials	New	1 a year	Condemnation, Licensing, Regulations	Levy						
<b>B.</b> Utilize funding tools such as HIA's, Conduit Debt Financing, and Bonding to be used to promote the improvement of housing and redevelopment sites.	Staff	Existing	Ongoing review	HIA's, Conduit Debt Financing and Bonding		HIA's, Conduit Debt Financing					
<b>C.</b> Continue to provide resources to maintain proactive code enforcement policies to prevent nuisance properties from negatively impacting surrounding properties.	Staff	Existing	6 mo. each year	\$26,690- 2012 Account 722 for abatement	Levy	Revolving funds		27,000			
<b>D.</b> Continue to explore, in partnership with the City, further regulation (such as licensing) of rental units within the City and develop a better understanding of the resources needed.	Staff/Consultant Code Officials, Police	New	Start 2013 annually	Fee based program		Fee based					
<b>E.</b> Identify at-risk neighborhoods and create partnerships to strengthen them.	Staff	New	Start 2013 continuing	Southeast Roseville Neighborhood integration	Levy	County and State Funds					
5. Retain and attract desirable housing and businesses that lead to employment, investment, and commitment to the community.											
<b>A.</b> Engage the community in developing objectives that articulate business develop priorities.	Consultant/Staff	New	2013	Planning process	Levy			30,000			
<b>B.</b> Support the creation of redevelopment plans for areas and corridors that would benefit from reinvestment and revitalization.	Staff/Planners/ Consultant	New	Ongoing	Review previous corridor plans for use and implementation		Met Council Planning Grants					
<b>C.</b> Use Public-Private partnerships to encourage reinvestment, revitalization, and redevelopment of retail, office, and employment districts.	Staff/Developer/ Owners	New	2014 ongoing	Loan program outcome from outreach process	Levy	Clean-up grants					
<b>D.</b> Create strong relationships with existing and prospective businesses to understand their needs and to maximize opportunities for business retention, growth, and development.	Staff/Mayor/ Consultant	New	Ongoing	Need to develop outreach and meeting process	Levy			10,000			
<b>E.</b> Develop programs for businesses that encourage people to live within the community.	Staff/HRC	New	2013		Levy		10 loans per year for live/work.	35,000			
<b>F.</b> Incentivize environmental stewardship of commercial development.	Staff/Xcel	New	2013 ongoing	Audit/resource program/loan program	Levy Levy			15,000 40,000			
<b>G.</b> Partner w/ City Council to pro-vide financial resources to facilitate community economic development & redevelopment objectives.	Staff	New	Ongoing	Meet with council quarterly to discuss objectives.			4 loans per year				
6. Provide the necessary staff support & resources to work with partners to ensure goals & objectives of strategic plan are accomplished in a timely manner.											
<b>A.</b> Review current HRA staff levels and provide any additional support needed to ensure implementation of the Strategic Plan.	CDD/Program Man./Debt Assistant Secretary Attorney	Existing	Ongoing	Increase in staff \$50000- \$60000	Levy			167,000			
								Increase fee to \$10000	10,000		
<b>B.</b> Explore and evaluate financial resources available to support the implementation of the Strategic Plan.	Staff	New and Existing	Ongoing	Staff time	Levy	Met Council Funds, Excess TIF districts					
<b>C.</b> Actively promote education, growth, and advancement of staff, board members, and community members.	Staff	Existing	Ongoing	2,225 2012 Some increase for community education.				3,500			
<b>D.</b> Provide Quarterly Progress Report to the HRA board of all HRA's funding sources, grant programs, and overall operations.	Staff	Existing	Ongoing	Staff time							
<b>E.</b> Conduct an annual review with the City Council of the HRA's strategic plan and budget. A new strategic plan will be developed every four years.	Staff/consultant	Existing	Yearly meetings with Council	Update in 2016	Levy						
<b>F.</b> See & nurture partnership w/ police & fire departments, neighboring cities, school districts, non-profits, and consumers to improve overall quality of life in the City.	Staff	Existing	Ongoing	Staff time. Some new programming will require additional staff time.	Levy						
							782,000 Max levy 698,000				