

**SECTION 5. HOUSING & COMMUNITY DEVELOPMENT STRATEGIC PLAN**

**Time Period: The Strategic Plan covers the period July 1, 2003 through June 30, 2008.**

**PART 1. GOALS & OBJECTIVES**

The following pages identify the local goals, objectives, and priorities for addressing these general HUD goals over the five-year period July 1, 2003 through June 30, 2008. The priorities for various programs and activities are identified on Table 2A, with “H” being a high priority for funding consideration, “M” medium priority and “L” low priority. A supporting narrative section will clarify the basis for assigning the specific priority, individual activity or proposed project, as well as identified obstacles to meeting underserved needs.

Based on a review of the community development and housing needs and conditions in the Urban County and HOME Consortium areas, the Urban County Executive Committee and the HOME Consortium Board have established the following goals and objectives (detailed in tables 2C and 1C):

**A. Summary of Specific Housing and Non-housing Community Development Objectives**

<b>Table 2C- Summary of Specific Housing and Community Development Objectives</b>	
<b>Applicant’s Name: <u>The Washtenaw Urban County &amp; HOME Consortium</u></b>	
<b><u>HOUSING</u></b>	
<b>Goal 1.</b>	<b>To increase homeowner rehabilitation opportunities for low-moderate income households.</b>
<b>Objective 1.1</b>	To increase homeowner rehabilitation opportunities, the HOME Consortium and Urban County will work in coordination with the County’s CDBG Minor Home Repair and the Weatherization program.
<b>Priority Need:</b>	<b>Priority H</b> on rehabilitation of owner-occupied housing units to households at 0-80% of area median income.
<b>Obstacles:</b>	The current MSHDA CDBG program has different program requirements than the HOME Program and the Urban County CDBG Program. Another obstacle may be recruiting and retaining rehab contractors when private sector work may be more lucrative.
<b>Objective 1.2</b>	The Urban County and HOME Consortium will work with city and township officials to identify units occupied by senior citizens with housing rehabilitation needs.
<b>Priority Need:</b>	<b>Priority M</b> will be given to senior households with incomes from 0-80% of the AMI.

**2003-2008 Washtenaw CDBG/HOME Consolidated Strategy & Action Plan**

<b>Obstacle:</b>	Some elderly homeowners experience challenges with payment of property taxes and become at-risk of tax foreclosure. The Urban County and HOME Consortium will work closely with the Housing Bureau for Seniors and other entities to assist with tax and mortgage foreclosure prevention strategies.
<b>Goal 2.</b>	<b>To increase homeownership opportunities for low-moderate income households.</b>
<b>Objective 2.1</b>	The Urban County and HOME Consortium will work with local CHDOs, non-profit, and government agencies that provide homebuyer counseling and down payment assistance. This will include some homeownership for handicapped persons, including accessible units.
<b>Priority Need:</b>	<b>Priority H</b> is given to households at 0-80% of area median income. However, the working experience of local CHDOs is that an income of >50-60% of AMI is often needed to sustain home ownership.
<b>Obstacle:</b>	The cost of housing continues to increase in Washtenaw County, which prices many lower-income households out of the homeownership market.
<b>Objective 2.2</b>	The Urban County and HOME Consortium will work with the Ann Arbor Housing Commission's Section 8 Homeownership Program to increase homeownership opportunities for Section 8 participants, who have incomes at <50% of AMI.
<b>Priority Need:</b>	<b>Priority H</b> is given to households at 0-80% of area median income.
<b>Obstacles:</b>	Only current Section 8 participants are eligible for the Section 8 Homeownership program. The program is still in its pilot phase and its effectiveness and sustainability has not been assessed. In addition, since CHA and other CHDOs have observed that an income greater than 50-60% of AMI is important for long-term stability of homeownership, this program must also work to address income shortfalls in these households.
<b>Objective 2.3</b>	The Urban County and HOME Consortium will work with CHDOs, non-profit and for-profit housing developers to acquire, rehabilitate, and convert rental property to owner-occupied property.
<b>Priority Need:</b>	<b>Priority M</b> is given to households from 0-50% AMI. <b>Priority L</b> for households at 51-80% of AMI.
<b>Objective 2.4</b>	The Urban County and HOME Consortium will work with CHDOs, non-profit and for-profit housing developers, lenders and other partners to build new or acquire and rehabilitate housing for LMI households.
<b>Priority Need:</b>	<b>Priority H</b> is for homeowner programs and private homebuilders to construct or acquire housing for homeownership opportunities for low-income households at 0-80% AMI.
<b>Obstacles:</b>	The cost of new construction is high in many areas. Financing strategies with developers and lenders will need to be created that make the units affordable.

<b>Objective 2.5</b>	The HOME Consortium and the Urban County will work with Habitat for Humanity to support its efforts at building affordable housing in Ypsilanti and Ypsilanti Township.
<b>Priority Need:</b>	<b>Priority H</b> is for homeownership opportunities for low- income households (0-50% of AMI).
<b>Obstacles:</b>	Some citizens in one area of Ypsilanti have expressed the view that Habitat has either built too many houses in that area or that the limited housing design produces stigmatized housing. Over-concentration of HFH housing needs to be avoided. In addition, since HFH targets households in the 35-50% of AMI income range, these households may struggle to maintain stable homeownership.
<b>Goal 3.</b>	<b>To improve the quality, management, and supply of existing rental property available to low-moderate income households</b>
<b>Objective 3.1</b>	The Urban County and HOME Consortium will work with township officials to identify rental property that is poorly maintained or poorly managed for acquisition, rehab to HQS and conversion to better management. This objective could include use of code enforcement and condemnation.
<b>Priority Need:</b>	<b>Priority M</b> is given to renter households at 0-30% AMI and 31-50% AMI. <b>Priority L</b> is given to households at 51-80% of AMI.
<b>Obstacles:</b>	Absentee and/or neglectful property owners may be difficult to locate and reluctant to negotiate.
<b>Objective 3.2</b>	The Urban County and HOME Consortium will work with CHDOs and other non-profit housing corporations to acquire and rehab rental housing for extremely low to very low-income households. This will include some handicap accessible units.
<b>Priority Need:</b>	<b>Priority M</b> is given to renter households at extremely low and very low incomes (0-30 and 31-50% AMI).
<b>Objective 3.3</b>	The HOME Consortium will work with Ypsilanti and the Ypsilanti Housing Commission in any efforts to redevelop the Parkridge public housing site and areas nearby.
	The Ypsilanti Housing Commission submitted a HOPE VI application to HUD in 1999. In the event the YHC chooses to resubmit, the Consortium will assist the planning and application process. In the event a different public-private effort is undertaken to redevelop the area nearby Parkridge, the Consortium will provide the same assistance.
<b>Obstacles:</b>	Historically, gaining consensus on the manner and method of redevelopment of the Parkridge area has not been easily obtained and maintained.

**Objective 3.4** The HOME Consortium will work with local CHDOs that focus on development of rental housing for disabled populations.

**Priority Need:** **Priority M** is given to households at 0-80% of area median income.

**Obstacles:** Physical and social barriers are still evident in the housing choices for those with disabilities.

**PUBLIC FACILITIES**

**Goal 4. To promote community stability through the coordinated delivery of services at designated places.**

**Objective 4.1** The Urban County will assess the feasibility of rehabilitating existing facilities and/or constructing new recreation facilities within the participating jurisdictions.

**Priority Need:** **Priority M** will be given to projects that serve individuals at 0-80% of AMI.

**Obstacles:** Limited resources may require multi-year funding strategies and local matching dollars for these types of projects.

**INFRASTRUCTURE & IMPROVEMENTS**

**Goal 5. To increase the quality of life of Urban County and HOME Consortium residents by attending to infrastructure needs in order to reduce safety and health risks to low income residents.**

**Objective 5.1** The Urban County will work to assess the eligibility of target areas or households for the construction and/or repair of sidewalks, street lights, water systems, sewer systems, roads, drains, etc.

**Priority Need:** Typically **Priority M** will be given to such projects that are targeted to serve households with incomes of 0-80% of AMI. However, due to expressed need, sidewalks will be given a **priority H**.

**Obstacles:** Limited resources may require multi-year funding strategies and local matching dollars for these types of projects. In addition, staff must verify that a sufficient proportion of the households that benefit from the project are eligible.

**Objective 5.2** The Urban County and HOME Consortium will develop general development plans to make physical improvements to identified manufactured housing developments within the Urban County and HOME Consortium areas that serve low to moderate income households.

**Priority Need:** **Priority M** will be given to such projects that are targeted to serve households with incomes of 0-80% of AMI.

**Obstacles:** Staff must verify that a sufficient proportion of the households that benefit from the project are eligible.

**SENIOR**

See Goal 6 below.

**YOUTH**

See Goal 6 below.

**ANTI-CRIME**

N/A

**ECONOMIC DEVELOPMENT/ OPPORTUNITY**

N/A

**PUBLIC/ HUMAN SERVICES**

**Goal 6. To promote housing stability by addressing identified gaps in public/human services.**

**Objective 6.1** The Urban County will develop a plan to assess the need for transportation services and public transportation extensions within the Urban County, particularly for the elderly and extremely to low-income households. The Urban County will use the results of this assessment to provide financial assistance to support transportation services.

**Priority Need:** **Priority H** will be given to such projects that are targeted to benefit households with incomes of 0-80% of AMI.

**Obstacles:** Staff must verify that a sufficient proportion of the households that benefit from the project are eligible.

**Objective 6.2** As funds become available, the Urban County will provide financial assistance for childcare subsidies within the Urban County that would benefit low to moderate income families.

**Priority Need:** **Priority M** will be given to such projects that are targeted to benefit households with incomes of 0-80% of AMI.

**Obstacles:** Staff must verify that a sufficient proportion of the households that benefit from the project are eligible.

**Objective 6.3** As funds become available, the Urban County will provide financial assistance to support youth programming within the Urban County.

**Priority Need:** **Priority M** will be given to such projects that are targeted to benefit households with incomes of 0-80% of AMI.

**Obstacles:** Staff must verify that a sufficient proportion of the households that benefit from the project are eligible.

**PLANNING/ ADMINISTRATION**

**Goal 7. To develop plans that will efficiently address concerns that are identified by low to moderate income target areas and other problems within the Urban County and HOME Consortium.**

**Objective 7.1** The Urban County and HOME Consortium will develop neighborhood plans for target areas to facilitate neighborhood revitalization and/or large-scale homeowner rehabilitation efforts.

**Priority Need:** **Priority M** will be given to such projects that are targeted to benefit households with incomes of 0-80% of AMI.

**Obstacles:** Staff must verify that a sufficient proportion of the households that benefit from the project are eligible.

**Objective 7.2** The Urban County and HOME Consortium will annually fund the Impediments to Fair Housing Analysis.

**Priority Need:** **Priority M** will be given to this process.

**Obstacles:** There are no foreseeable obstacles.

**OTHER**

N/A

**B. Summary of Specific Homeless and Special Population Objectives**

**Table 1C- Summary of Specific Homeless and Special Populations Objectives**

**Applicant's Name: The Washtenaw Urban County & HOME Consortium**

**SPECIAL POPULATIONS/ NON-HOMELESS**

**Goal 8. To promote a suitable living environment, improve safety and livability, reduce isolation, support family structures, and facilitate access to mainstream resources for the following special populations: elderly, frail elderly, individuals with severe mental illness, persons with developmental disabilities, individuals with physical disabilities, persons with addictions, and individuals with HIV/AIDS.**

**Objective 8.1** The Urban County and HOME Consortium will provide financial assistance to non-profits that provide permanent supportive services, which are designed to support individuals and families with special needs to achieve and maintain health, safety, decent housing, and employment.

**Priority Need:** **Priority M** will be given to assist special population households that have incomes up to 80% of the AMI. This assistance may take the form of

permanent housing supports, transportation, youth programming, or senior recreation programming.

**Objective 8.2** The Urban County and HOME Consortium will assist a local Community Housing Development Organizations to acquire units in the target area in order to preserve access to adult foster care for persons with disabilities.

**Priority Need:** **Priority M** will be given to assist special population households that have incomes up to 80% of the AMI.

**Obstacles:** This is a new strategy for preserving supportive housing for individuals with severe disabilities that need extensive in-home supports. In this model, non-profit housing organizations would purchase and maintain these units, which had until recently been owned by investors. Therefore, the non-profits can lease the units to Community Support and Treatment Services (formerly the local Community Mental Health) at a lower cost than for-profit companies would. However, since these houses are licensed group homes and must be preserved as such (rather than being transformed into supportive housing in the sense of "typical" housing), MSHDA may hesitate to give full support to this project.

**HOMELESS POPULATIONS**

**Goal 9. To address gaps in support services needs for Homeless individuals in the Wider Urban County Community.**

**Objective 9.1** The Urban County will fund permanent supportive services for homeless individuals and families, as funding is available.

**Priority Need:** Emergency, transitional, and permanent supportive housing for the homeless were given a **Priority L** rating, since housing needs for the homeless are currently addressed by the local Continuum of Care. However, supportive services to individuals and families were rated **Priority M**.

**Obstacles:** The challenge to meeting this goal will be to match these supportive services with affordable housing for the homeless in the Urban County area.

**PART 2. FUNDING RESOURCES**

**A. Federal Programs**

The Urban County and HOME Consortium will coordinate CDBG and HOME resources with other federal resources as opportunities arise. HOME funds will leverage other resources through collaborative relationships with public and private organizations.

The Washtenaw County Department of Planning and Environment Department in its Community Development division will administer the CDBG Urban County and HOME Consortium programs. This department also administers the local Shelter Plus Care grant program. Shelter Plus Care is a \$500,000 per year grant, and is up for renewal in

## **2003-2008 Washtenaw CDBG/HOME Consolidated Strategy & Action Plan**

---

the 2003 HUD funding cycle. Shelter Plus Care is available to low income homeless persons in the Urban County and Consortium areas.

The Urban County and HOME Consortium will coordinate with both Ypsilanti and Ann Arbor's Housing Commissions regarding use of the Section 8 program to assist very low income and extremely low income renters.

CDBG funds are also allocated to Washtenaw County via the Michigan State Housing Development Authority (MSHDA) small cities program. These CDBG funds are currently available to eligible households across the county.

MSHDA is a HOME Participating Jurisdiction. The potential use of MSHDA HOME funds will be solicited for housing projects within the Washtenaw Urban County and Consortium areas.

Emergency Shelter Grant (ESG) federal dollars are also managed by MSHDA. Approximately eight non-profit housing and/or service providers receive ESG funding, including non-profits based in Ypsilanti and/or having clients who live in the Urban County and HOME Consortium areas. Continuum of Care coordination (through the Community Development division of the county) also receives ESG funding.

### **B. Non-Federal Public: State Programs**

The Michigan State Housing Development Authority administers Low Income Housing Tax Credits to non-profit housing developers. It is expected that LIHTC resources will be utilized for projects in the Urban County and HOME Consortium area.

### **C. Non-Federal Public: Local Programs**

The Washtenaw County Board of Commissioners annually allocates approximately \$310,000 in general fund dollars to the Housing Acquisition fund. This is for use for affordable housing projects throughout the county, including the HOME Consortium and Urban County areas. A portion of these funds will be available for CDBG and/or HOME-eligible projects on a project-by-project basis.

In addition, the county owns two large houses that are leased to contractual providers to Community Support and Treatment Services (CSTS, formerly Washtenaw Community Mental Health). These lease payments, net of expenses, generate funds placed in a second Mental Health Housing Fund that is used to help acquire and rehab non-group home housing opportunities for low income disabled populations. This amount varies over time, but is currently providing approximately \$51,000 for housing. Resources in this fund may be available to Urban County/HOME-funded or HOME-eligible projects, if the project is for consumers with mental health services needs.

The County has provided general fund based financial assistance to nonprofit housing providers for numerous projects for over five years. Projects have included acquisition and rehab of troubled multifamily housing, and conversion to supportive housing, as well as single-family lease-to-own projects. The County also partially funds the Fair Housing Center of Washtenaw County.

Ypsilanti Township owns property, and occasionally acquires property through tax reversion or condemnation. Ypsilanti Township leaders have expressed willingness to donate or in some other manner contribute township-owned property to HOME-funded and/or Urban County projects. It is expected that local match can be realized with this arrangement.

The Washtenaw County Board of Commissioners allocates general fund dollars each year toward a Housing Acquisition fund.

**D. Private Resources**

The Huron Valley Chapter of Habitat for Humanity has been very active in Ypsilanti, and has an interest in projects in the Urban County and HOME Consortium area, particularly in Ypsilanti Township. The Urban County, the Consortium and Habitat for Humanity will work together in a collaborative manner. The Huron Valley Chapter of Habitat for Humanity is willing to allow its projects in these areas to be considered HOME-eligible for HOME matching funds purposes.

The Washtenaw United Way, the Ann Arbor Area Community Foundation and other foundations provide resources to non-profit housing and human services providers.

The Michigan Housing Trust Fund and the Local Initiative Support Corporation (LISC) are private, below market lenders to affordable housing projects.

Washtenaw County is a project site for a Corporation for Supportive Housing (CSH) community-wide supportive housing consortium of non-profit housing developers. Washtenaw Community Development provides facilitation and between meeting communications for the CSH consortium.