



*Strategic Plan 2019-2021*

# Carver County Community Development Agency

## Introduction:

The Staff of Carver County CDA developed this strategic plan. It provides the CDA with a three-year roadmap for services, projects and organization development. The Board of Directors and staff review progress and update the plan as needed. The staff coordinated the planning process and provided important support and analysis to complete this plan.

## History of CDA:

Minnesota State Legislature formed the Carver County Housing and Redevelopment Authority in 1980. Through the years we've seen incredible growth in large part due to the continued growth and development of Carver County. In 1992 the HRA was granted the first County-wide Levy payable in 1993. In 2002, the HRA was granted Economic Development Authority powers by the state legislature. Although the focus of the Carver County HRA hadn't changed, our roles in Carver County communities began to expand, leading us to a legislative name change in 2006 from the Carver County Housing and Redevelopment Authority (CCHRA) to the Carver County Community Development Agency (CDA). Through the name change we wanted residents and businesses to know that we had expanded our role and services even further.

Our Board and Staff partner with our cities, chambers of commerce, local businesses and residents to promote Carver County as an exceptional place to live, work and play in the Twin Cities metro area.

The CDA has invested millions of dollars into our communities for downtown and neighborhood revitalization. CDA staff assists approximately 3,000 clients per year with various housing needs. These needs will increase as Carver County's population is expected to approach 200,000 by 2030 -- three times the number of residents since 1990. The County has one of the strongest housing markets in the metro area, outperforming the region. This growth has been generated by a growing recognition of Carver County's outstanding quality of life and the Highway 212 extension and other major highway improvements.

The CDA has a focus on Affordable Housing, Community and Economic Development and providing various areas of support to the Cities in Carver County. We are continually refining and expanding our capabilities to:

- ⇒ Increase commercial development in Carver County.
- ⇒ Develop and implement a county marketing strategy.
- ⇒ Continue to develop workforce, general occupancy and senior housing to align with Carver County's vision of creating "Communities for a Lifetime" in Carver County.
- ⇒ Proactively plan and strategize for future growth.
- ⇒ Educate community citizens, cities, local chambers, businesses on what we do and the services we provide.
- ⇒ Create partnerships and collaborate with entities with similar objectives.



**Mission Statement:**

The Carver County Community Development Agency provides Affordable Housing opportunities and fosters Economic and Community Development in Carver County.

**Vision:**

To be an innovative leader in creating housing and economic opportunities to create “Communities for Lifetime” in Carver County.

**Values:**

**Commitment to Quality Results**

Providing quality housing and private development assistance activities will be the hallmark of the Carver County CDA.

**Quality Customer Service**

As the Carver County CDA communities continue to develop, we are committed to meeting our customers’ needs.

**Commitment to Our Employees**

To promote a challenging, fulfilling and safe work environment that recognizes employee commitment to excellence.

**Partnering**

The CDA will achieve its mission through actively seeking partnerships and collaborative efforts with Carver County, its communities and with other agencies.

**Integrity**

In undertaking our duties, we are committed to the values of honesty, fairness, and trust.

## AFFORDABLE HOUSING OVERVIEW

The CDA administers various **housing programs and provides services** to assist Carver County residents with their housing needs. Some of the programs administered are as follows:

- ⇒ Bridges– Minnesota Housing program to provide a housing subsidy for persons with serious mental illness.
- ⇒ Housing Trust Fund - Rental assistance program through the State of Minnesota designed to address homelessness.
- ⇒ Permanent Supportive Housing - Federally funded rental assistance program through the HEARTH Act.
- ⇒ Carver County Homes-scattered sites
- ⇒ Section 811 - Project based subsidy for low-income households with disabilities between the ages of 18 and 61.
- ⇒ Project Based Section 8 vouchers for homeless veterans and homeless families within the school districts.
- ⇒ Land Trust- Form of homeownership which provides permanently affordable home ownership opportunities.
- ⇒ The CDA provides for over 600 rental opportunities

## COMMUNITY/ECONOMIC DEVELOPMENT

The CDA administers various economic development programs and provides services to assist Carver County communities and businesses with their economic development, financing, redevelopment, marketing/attraction, etc. needs. Some of the programs administered are as follows:

- ⇒ Open To Business Program, a jointly run consulting and small business financing program between the CDA, Metropolitan Consortium of Community Developers (MCCD), local businesses and Carver County cities
- ⇒ Minnesota Cities Participation Program (MCP), a program that assists first time homebuyers in Carver County with approximately \$10,000,000 in funding through MHFA purchase a home that meets affordability criteria by providing at or below-market rate home mortgage loans and down payment assistance.
- ⇒ Greater MSP Economic Development Partnership, a twin cities group of public and private members involved in marketing and expanding the twin cities economic development efforts on a region-wide basis to increase employment and tax revenues in the twin cities area.
- ⇒ The Carver County CDA Community/Economic Development Area is an active member of numerous associations that promote community/economic development including, but not limited to:
  - DEED (Department of Employment and Economic Development) Positively Minnesota
  - MAPCED (Minnesota Association of Professional County Economic Developers)

- EDAM (Economic Development Association of Minnesota)
- SLUC (Sensible Land Use Coalition)
- Waconia Chamber of Commerce
- Watertown Chamber of Commerce
- Norwood-Young America Chamber of Commerce
- SW Metro Chamber of Commerce
- AMC (Association of Minnesota Counties)
- Met Council Housing Performance Scoring work group

**A range of support services are also available through the CDA which include:**

- ⇒ Housing Counseling
- ⇒ Home Buyer Education Services
- ⇒ Mortgage Delinquency Counseling
- ⇒ Post-purchase Support
- ⇒ Rental Assistance Counseling
- ⇒ Homeless/Displacement Counseling
- ⇒ Budget/Financial Counseling
- ⇒ Support Fair Housing Activities
- ⇒ Preserve the “Naturally Occurring Affordable Housing”
- ⇒ Support Single Family Housing Rehabilitation
- ⇒ Serve as the homeless Coordinated Entry Point for Families and Single Adults
- ⇒ Provide for an Affordable Mortgage product
- ⇒ Support Housing Stabilization initiatives for homeless families
- ⇒ Information and Referral
- ⇒ Business Loan Support
- ⇒ Business Plan Services for small and emerging companies/start-ups
- ⇒ Initiative Fund for Cities
- ⇒ The CDA has responded to over 150 businesses requesting assistance
- ⇒ Apply for state and or federal funding assistance in conjunction with a City
- ⇒ Local economic development research.
- ⇒ Provide Cities with Comp Plan Data and Support

## STRATEGIC ISSUES:

These are the factors that will affect our ability to deliver the promise of this plan, deliver our mission and effectively achieve our goals and strategies.

- How do we stay relevant in delivering our mission to Carver County Cities?
- How do we garner and sustain greater MISSION SUPPORT and funding from our Elected Officials?
- What are the keys to sustaining success with our Housing programs?

## GOALS AND KEY STRATEGIES: 2019-2021

*These key strategies were developed by the CDA Board of Commissioners and CDA Management Team.*

### **#1 Housing:** Increase Affordable Housing Choices for low- and moderate-income households

- ⇒ Secure funding to develop housing on CDA owned land to meet local needs
- ⇒ Expand school district housing through acquisition and voucher approval
- ⇒ Apply for PBV funding for existing senior housing residents
- ⇒ Expand community land trust program
- ⇒ Pursue partnership for provision of support services for seniors and individuals with disabilities
- ⇒ Work to preserve the current affordable housing in Carver County
- ⇒ Maintain CDA-owned housing at 95% occupancy
- ⇒ Provide homeownership opportunities and housing rehabilitation services
- ⇒ Support housing stabilization options for homeless populations
- ⇒ Support fair housing activities
- ⇒ Landlord/service provider trainings
- ⇒ Community Engagement Activities
- ⇒ Provide comments to MHFA regarding the State Housing Plan

**#2 Community Partnerships/Marketing:** Build relationships with City staff, Elected Officials and various Civic groups to build “Communities for a Lifetime”.

- ⇒ Initiate a marketing program of CDA services and programs within the County
- ⇒ Research each community as requested to assist in achieving common goals
- ⇒ Determine how structured, priorities, key players
- ⇒ Create strategies to identify their unique community needs
- ⇒ Work with Carver County departments to foster relationships with CDA and expand knowledge of CDA program and services
- ⇒ Grow relationships with policy makers in Carver County
- ⇒ Identify Community Assets

**#3 Community and Economic Development:** Be the catalyst for new development/redevelopment within the Cities of Carver County.

- ⇒ Economic Development and Placemaking Strategic Assessment
- ⇒ Increase marketing/outreach of Open to Business
- ⇒ Continue DEED publication and offer to all cities in Carver County
- ⇒ Explore hosting a county broker event or developer’s event (with MN Real Estate Journal if developer’s)
- ⇒ SCDP (Small Cities Development Program) expansion
- ⇒ Work in partnership with Greater MSP and DEED
- ⇒ Community Growth Partnership Initiative
- ⇒ Explore the possibility of rural development zones

**#4 Information Technology:** Continue to make our technology useful to increase operational effectiveness and client/community information.

- ⇒ Development Capital Plan for ongoing replacement of IT hardware & software upgrades – three year
- ⇒ Updating CDA website
- ⇒ Continue to update CDA technology

**#5: Administration:** Continue to create capacity in the finance and staffing area.

- ⇒ Maximize Investment Earnings
- ⇒ Ensure organizational staffing readiness as the agency changes
- ⇒ Continue employee health and wellness initiatives
- ⇒ Continue to develop agency-wide succession plan

## **CDA: ON-GOING MAJOR INITIATIVES**

**1. Community/Economic Development:** *Be a major catalyst/partner for projects with the purpose of creating new tax base, jobs and community revitalization.*

- a. Provide technical assistance to cities in Carver County.
- b. Continue to process Septic System and Well Loans for Carver County
- c. Work in partnership with Greater MSP and DEED.
- d. Assist with the implementation of the 2040 Comp Plan & Met Council Plan.
- e. Work with the industrial parks in Carver County cities.
- f. Work to meet Carver County transportation needs using the existing transportation system and expanding bus routes.

**2. Housing:** *Work towards meeting a broad array of housing needs, including: workforce, homeless, senior, and affordable.*

- a. Participate in County Planners group - housing round table for public officials.
- b. Continue countywide land trust in areas where it makes financial sense.
- c. Provide homeownership opportunities and housing rehabilitation services.
- d. Maintain all CDA-owned housing at 95% occupancy or greater.
- e. Enhance and maintain existing CDA housing stock to ensure quality housing for our residents
- f. Develop new senior and general occupancy apartments.
- g. Continued collaboration with partners involved in homeless initiatives.



**3. Technology:** *Use technology to become more efficient in daily operations.*

- a. Support new property management/finance/development software.
- b. Support financial tenant website portals.
- c. Implement electronic scanning, faxing and archiving.
- d. Implement data backup disaster recovery plan/system.
- e. Partnering with Carver County where economically feasible.
- f. Enhance CDA website to provide efficiencies for residents to rent an apartment, pay rent and communicate concerns.

**4. Administration:** *Stay competitive in the market place*

- a. Benefit Review
- b. Review operations and financial position
- c. Staff training as needed