Carver County CDA: Strategic Plan 2016 - 2019

Strategic Plan 2016 - 2019

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 2002, we were 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.

To date, we have invested more than $140 million 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 even during the recent housing slowdown. This growth has been generated by:

- A growing recognition of Carver County's outstanding quality of life.
- The Highway 212 extension and other major highway improvements.

Since 2005, our Economic Development Department has responded to over 150 businesses with assistance on:
- Financing existing or expanding businesses with local banks and SBA loans
- Applying for state and or federal funding assistance in conjunction with a City
- Development of business plans and consulting for small and emerging companies/start-ups
- Provide demographic information to businesses and cities
- Research local land and development costs, provide local labor and related information
- Providing CDA Business Loan Funds to expanding businesses
- Local economic development research.
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.
- Complete an updated countywide housing study.
- 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.

**CDA PROGRAMS AND SERVICES**

**Cornerstones of CDA:**
A. Affordable Housing  
B. Community Development  
C. Economic Development
AFFORDABLE HOUSING OVERVIEW

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

- Bridges/Bridges RTC/Bridges ELHIF – Collaborative rental program between Carver and Scott Counties.
- Housing Trust Fund/HTF Re-entry - Rental assistance program through the State of Minnesota designed to address homelessness.
- Shelter + Care - Federally funded program through the HEARTH Act.
- Public Housing – Another federally funded program that utilized CDA-owned homes throughout Carver County.
- Transitional Housing – A 24-month program to assist renters in gaining stability for permanent housing.
- Section 811 funding
- Project Based Section 8 vouchers for homeless veterans
- Land Trust

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

- Housing Counseling – Comprehensive counseling for homeowners and renters. This includes significant education and one-one counseling for individuals looking for a mixture of permanent housing options.
  - Home Buyer Education Services and Counseling
  - Mortgage Delinquency Counseling
  - Post-purchase counseling (Home Maintenance Inquiries and refinance)
  - Rental Assistance Counseling
  - Homeless/Displacement Counseling
- Potential for financial literacy class.
- Resilient communities program (RCP)
HOUSING

**Senior Buildings**
- Centennial Hill Senior Residence, Chanhassen, MN, 65 Units
- The Crossings at Town Centre, Waconia, MN, 68 Units
- Oak Grove Senior Living, NYA, MN, 50 Units

**General Occupancy/Workforce Housing**
- Bluff Creek, Carver, MN, 18 Units
- Brickyard Apartments, Chaska, MN, 32 Units
- Windstone Townhomes, Chaska, MN, 88 Units
- Lake Grace Apartments and Townhomes, Chaska, MN, 91 Units

**Project Based Section 8**
- Waybury Apartments
Public Housing - By Community

Waconia
Spruce Apartments: 31 Units

Carver County (various, individual) 50 Units

Carver:
County Rd 40 (4)

Chanhassen:
Harvest Way
Harvest Lane (5)
Pima Lane
Pontiac Court
Santa Vera Drive (2)
Coneflower Curve (2)
W 77th St
Pima Lane

Chaska:
Fieldstone Circle (4)
Ash Street North
Chaska (cont’d): Chestnut Street
              Washington Lane E
              Parallel Street
              Broadview Ave
              Maple St N
              Holtz Lane
              Prairie St
              Parallel St
              Elm St

Cologne: Lake St W
            Benton

Norwood: Franklin Street
            Hill Street
            Oak St
            W Elm St
            Railroad St

Victoria: Victoria Dr.
          Marigold Circle
          Fieldcreek Cr

Waconia: Pine St
            1st St
            W 2nd St
            Elm St
            S Spruce St

Watertown: Angel Ave NW
           Territorial St E

**Transition Housing**
Duplex W. First St., Chaska, MN 2 Units
Duplex W. First St. Chaska, MN 2 Units

**Land Trust**
Chaska, Victoria, Waconia 28 Units

**Land**
Carver 3.7 acres
Waconia 5.9 acres
ECONOMIC DEVELOPMENT

Since its creation, the CDA has brought in close to $202,500,000 into communities across Carver County in funding for downtown and neighborhood revitalization and economic vitality.

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:

- Carver County CDA Business Loan Fund, a revolving loan fund for eligible businesses in Carver County that works in participation with local banks (Currently unfunded)
- 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 (MCPP), a first time homebuyers program that assists Carver County residents with approximately $1,500,000 in funding through MHFA purchase a home that meets affordability criteria.
- 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.
- Hennepin-Carver Workforce Investment Board (WIB) member that serves the Board of Directors to foster employment and economic development opportunities in the Carver and Hennepin County areas.

The Carver County CDA Economic Development Department is an active member of numerous associations that promote 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)
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.
**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 Boards?
- What are the keys to sustaining success with our Housing programs?

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**Goal Areas: 2016 - 2019**

1. **Community Development:** Transform current Economic Development into “Community Growth Partner” Initiatives
2. **Housing:** Develop and Implement a master plan for housing
3. **Administration and Organization:** Create capacity to increase service levels without increasing costs.
4. **Outreach and Marketing:** Increase awareness, understanding and acceptance of CDA with elected officials, residents and organizations in Carver County.
GOALS AND KEY STRATEGIES: 2016 – 2019

These key strategies were developed by the CDA Advisory Board and CDA Management Team.

#1 - Transition emphasis from Economic Development to Community Development

⇒ Pilot Program to further Community Development throughout Carver County - $500,000 fund

- Objective #1 - Gain County Board support
- Objective #2 - Engage city leaders and staff
- Objective #3 - Create an efficient model that uses existing processes and eligibility requirements

#2 - Utilize Technology To Improve Processes

- Investigate and develop automated payments for property rent (electronic payments - subsidies, landlords, etc.)
- Develop agency-wide succession plan
- Utilize salary and benefit studies, market data, to retain and attract staff

#3 - Complete Public Housing Conversion

- Build on Waconia land
- Explore transitional housing - 4 units (restriction expires in 2016); look at options
- Resident retention, e.g. Rehab Waybury Apartments
- Identify communities where businesses need housing - Met Council

#4 - Outreach and Marketing

- Engage City Council and Civic Organizations - staff, board members, or outside contractor
- Prepared presentations/talking points customized to specific audiences
- Better use of technology and Social Media: Facebook, YouTube, Twitter, etc.
- Link all cities to DCR
- Reach out to large employers HR departments
- Quarterly electronic newsletters via email list accumulated through CDA website
- Enhance and grow relationships with policy makers in Carver County (e.g. City Councils, County Commissioners)
CDA: ON-GOING MAJOR INITIATIVES 2016-2019

1. Community Development: Be a major catalyst/partner for new development projects with the purpose of creating new, “livable wage” jobs.

   a. Provide technical assistance to cities in Carver County.
   b. Work in partnership with Greater MSP and DEED.
   c. Assist with the implementation of the 2030 Comp Plan & Met Council Plan.
   d. Work with the industrial parks in Carver County cities. Recent emphasis on industrial development in Chaska and NYA
   e. Work to meet Carver County transportation needs using the existing transportation system and expanding bus routes: Completed 400 stall park and ride for City of Carver/SW Transit
   f. Data centers. Completed on and working on additional
   g. Maintain and increase funding levels of the existing Carver County CDA Business Loan Fund (BLF).
   h. Participate in all active Chamber meetings.

2. Housing: Develop and implement a master plan for 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. Added four additional units in 2015. Need funding to continue the expansion.
   c. Provide homeownership opportunities and housing rehabilitation services. First-time homebuyers mortgage funds allocated to Carver County thru local lenders. This is a yearly allocation from MHFA.
   d. Maintain all CDA-owned housing at 95% occupancy or greater.
   e. Develop new senior and general occupancy apartments. Carver Crossings under construction in 2015.
   f. 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 Fiber Project to connect CDA properties where economically feasible.
   f. Enhance CDA website to provide efficiencies for residents to rent an apartment, pay rent and communicate concerns.