

**CITY OF PLYMOUTH
AGENDA
Special City Council
July 23, 2020, 6:00 PM**

1. CALL TO ORDER

1.1 [Instructions to participate in the Virtual Council Meeting](#)

2. TOPICS

2.1 [Joint discussion with the Housing and Redevelopment Authority on Strategic Plan -
Developers Panel and review of survey
HRA Strategic Plan process
HRA Strategic Plan Survey Results](#)

3. ADJOURN

**Special City
Council**

July 23, 2020

To: Dave Callister, City Manager**Prepared by:** Laurie Hokkanen, Administrative Services Director**Reviewed by:** Laurie Hokkanen, Administrative Services Director**Item:** **Instructions to participate in the Virtual Council Meeting****1. Action Requested:**

The Mayor provides instructions for the public to observe the meeting by phone or online.

2. Background:

Council meetings will be conducted virtually (via Zoom webinar/conference call) due to the state of local emergency for the COVID 19 pandemic.

Council and Housing Redevelopment Authority (HRA) are jointly meeting in a study session to discuss the HRA's Strategic Plan and review of survey. No public comments are taken at this meeting.

To observe/listen to the Study Session, please register in advance at:

https://us02web.zoom.us/webinar/register/WN__2uK00AyQ0G1I4PM7jgPvA

3. Budget Impact:

N/A

4. Attachments:

**Special City
Council**

July 23, 2020

To: Dave Callister, City Manager**Prepared by:** James Barnes, HRA Manager**Reviewed by:** Steve Juetten, Community Development Director**Item:** **Joint discussion with the Housing and Redevelopment Authority on Strategic Plan - Developers Panel and review of survey**

1. Action Requested:

Provide early feedback to the consultant and staff for the Strategic Plan update on possible affordable housing and redevelopment goals and objectives.

2. Background:

In January 2020, the Housing and Redevelopment Authority (HRA) approved a contract with Bennett Community Consulting (BCC) to assist with updating the HRA's Strategic Plan. The HRA is seeking input from the Council to help guide them on what the Council believes the HRA should focus their efforts on in this plan update.

The consultant has invited developers to provide information to both the Council and HRA on current conditions and trends in housing and redevelopment. The three panelists work in market rate housing, affordable housing and commercial and redevelopment fields. Links to the panelists bios are listed below. In addition to having a discussion with the panelists, the Council and HRA will have an opportunity to review the results of the survey they were asked to complete.

<https://www.ryancompanies.com/person/maureen-michalski>

https://dorancompanies.com/team_members/tony-kuechle/

<https://commonbond.org/cecile-bedor/>

3. Budget Impact:

N/A

4. Attachments:

[HRA Strategic Plan process](#)

[HRA Strategic Plan Survey Results](#)

PLYMOUTH

HRA Strategic Planning Process

Cathy Bennett



Bennett Community Consulting
fostering healthy and livable communities

Background

- 25 Year Experience in Community & Economic Development
- Public & Private Sector Experience
- Consultant to Cities, Counties, Non-Profits for over 13 Years
 - ULI Minnesota – Regional Council of Mayors – technical assistance on housing tools and strategies; conducted over 100 public sector workshops
 - St. Louis Park, Brooklyn Park, Coon Rapids, Woodbury, Roseville, Vadnais Heights, Columbia Heights, Anoka, Golden Valley, Shoreview

Questions to Understand



Housing/Redevelopment Needs



Vision, Goals and Priorities



Tools and Strategies



Role of HRA

Proposed Process



Input from HRA and City Council

Online survey
Developer input meeting
SWOT Analysis
Review Proposed Tools & Strategies



Input from Community/Stakeholders

Community Input – survey/virtual session(s)
Strategic Stakeholder Interviews

- Business Leaders
- School Officials
- Advocates



Outline Best Practices

New development
Preservation
Housing for Seniors
Federal Resources
Younger Households
Operational/Financial capacity



Prepare strategic plan

Process Flow

By Month	May	June	July	August	September	October	November
	1	2	3	4	5	6	7
Project Kick-Off, Planning & Analysis, SWOT	→						
HRA Input Meetings	★		★	★	★	★	★
Best Practice Review/Research	→						
Community/Stakeholder Input		→			●		
Draft Strategic Plan					→		
Staff Check-in; Progress Meetings	▲	▲	▲	▲	▲	▲	▲

★ Joint Special HRA/Council Meetings

● Community Virtual Input Session –
Housing and Redevelopment Needs

Questions/Discussion

Cathy Bennett

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Plymouth HRA Strategic Plan Survey Question Responses

July 16, 2020

Compiled by Bennett Community Consulting

A total of 10 HRA/Council Members Completed the Survey. Not all respondents completed each question. Results are anonymous.

Q1 - What are your goals for the HRA's strategic planning process? Please be detailed and specific. (8 out of 10 responses)

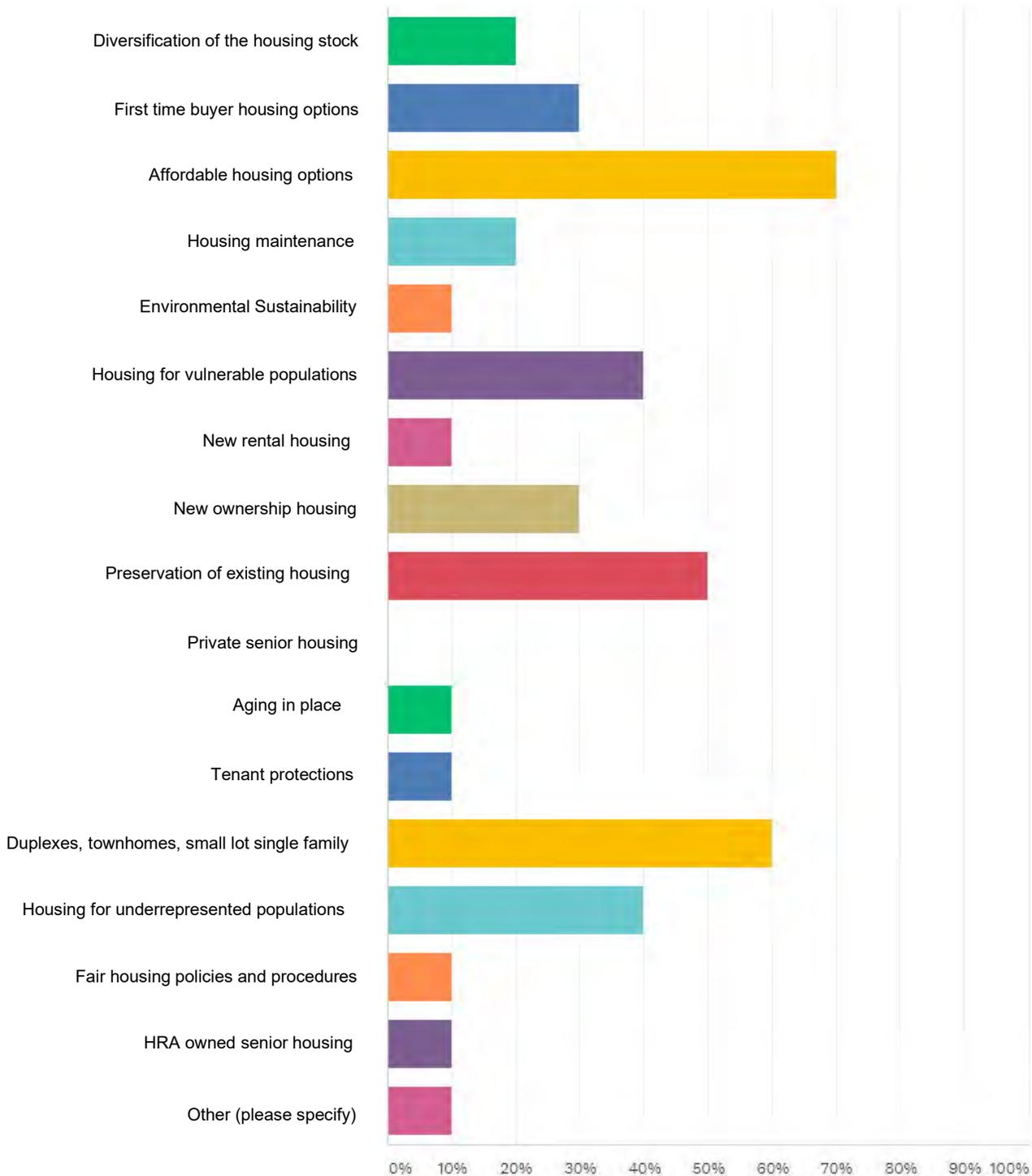
- I would like to provide additional affordable housing. This could be done either by land acquisition and construction or by working with developers.
- 1. Identify specific objectives of HRA and strategies to attain these objectives. 2. Help City Council and residences identify and define objectives City should pursue relative to housing strategies, consistent with City Council's overall strategy and objectives for the City.
- 1. Address our aging housing, especially on the east side of Plymouth. A lot of housing has deferred work - roofs, driveways, sidewalks/steps in addition to windows. 2. Create incentives to ownership of aging multi-housing projects to make improvements and re-invest back into their apartments.
- My goal for the HRA Strategic Plan is to have a plan for the next couple of years that aligns with the City Council's goals for housing and redevelopment.
- 1. Workforce housing support is THE top priority. 2. Existing homies must have enforceable maintenance requirements to maintain their residential quality. 3. The Commissioners should have more authority to explore opportunities for developing partners in develop innovative responses to such opportunities.
- Develop an overall plan for a multi-year path to improve housing in Plymouth--affordable, senior, rehab etc. Right now, we operate as a rubber stamp for administrative and governance issues--approving what we legally need to approve. Would love to see some new initiative's and ideas for long term housing assistance and policy.
- Create a transparent and market-friendly platform that promotes additional development for the city. The least expensive and fairest way to expand affordable housing and commercial (re)development is by reducing regulation and fees on new development. Fee schedules that are easy to understand and obtain. Ensure fees are commensurate with services being rendered to new development and not profit/tax generators for the city. Particularly impact fees. Entitlement processes that are easy to understand, fast to work through, and require little upfront cost to developers. Reduce zoning constraints, wherever/whenever possible. Establish ways to ensure staff/council are on the same page so that developers can trust staff and don't run into political surprises during development. Overall, lower the risk and complexity of new development.

- To bring clarity and focus to the planning process.

Q2 - What do you see as the most important housing issues in the City? 8 out of 10 responses.

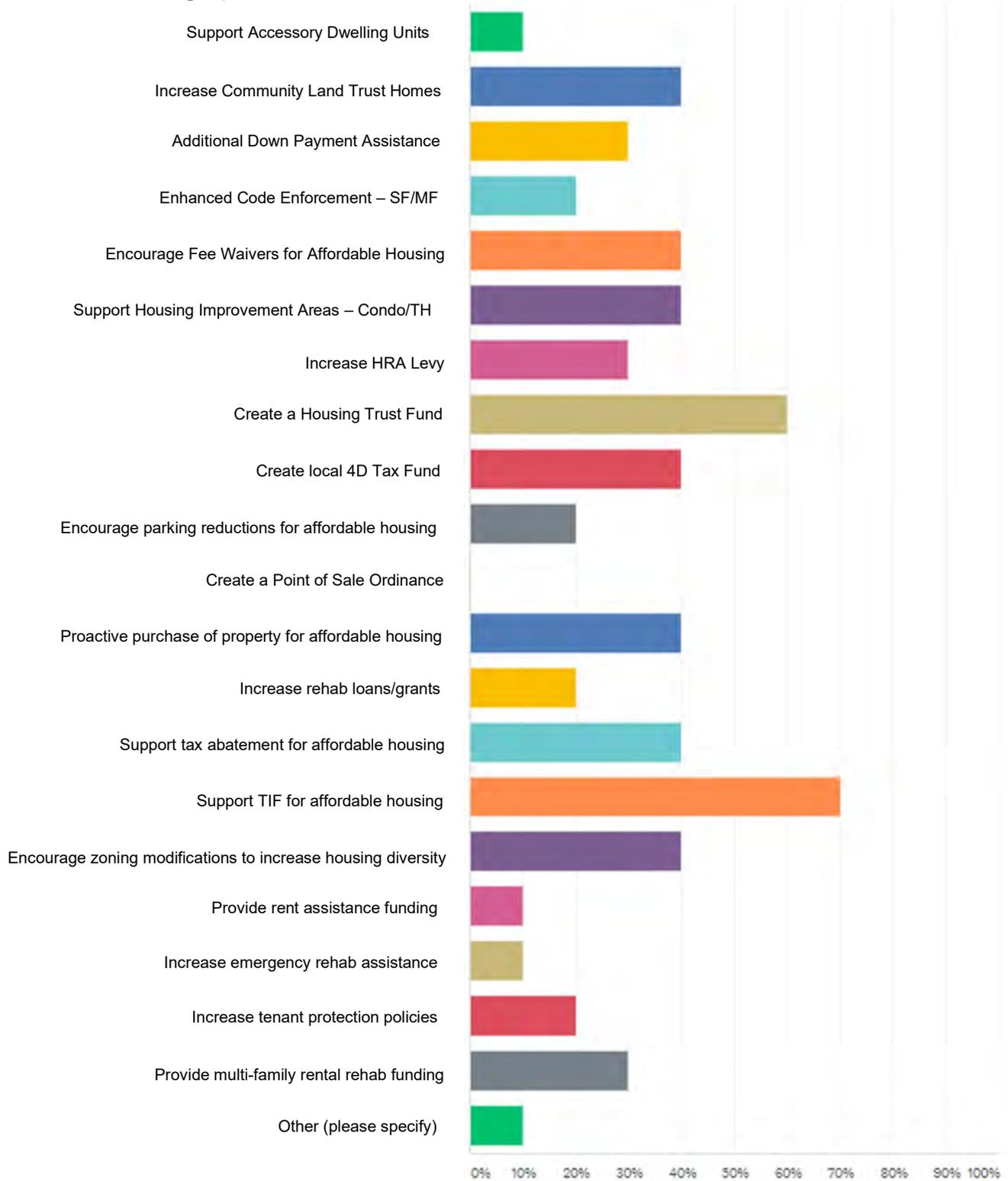
- Providing additional affordable housing.
- 1. Finding models/strategies that will result in implementation of goals identified for housing. 2. Confirm City stakeholders and government's appetite for implementing broader/more aggressive approach(s) to provide/improve housing stock in the city. 3. Confirm if all existing programs are still providing for identified needs; if not, change, reevaluate or sunset any that are not.
- Aging single family homes primarily in the SE part of Plymouth.
- Affordability is the most important issue. There is a real shortage of affordable housing. We have lots of houses priced > \$500,000. These houses are unaffordable to many families.
- Funding for preservation and rehab opportunities.
- Lack of affordable housing.
- How can the City make new development more affordable and less risky to increase housing supply, without increase taxes.
- Affordability.

Q3 - What are the top five priorities that you believe the HRA should focus on regarding housing in the next five years? (10 out of 10 answered)



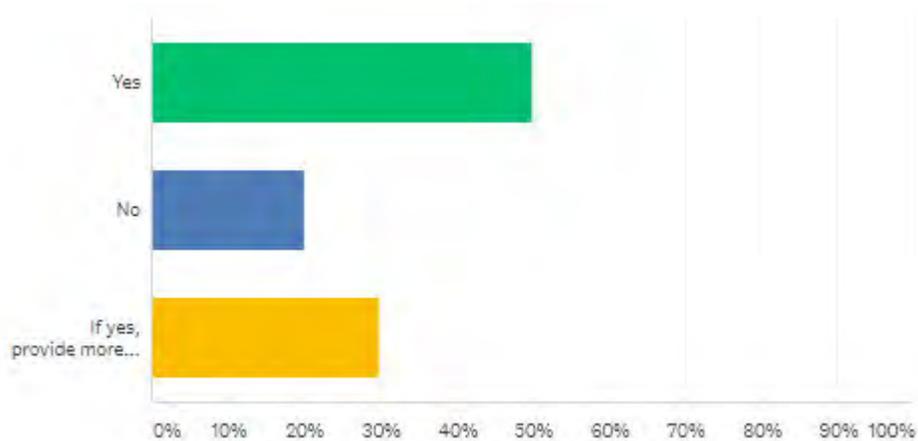
Other (please specify). I don't think it's the City's job to do any of this. It's the City's job to come up with a platform that promotes fair, new development and entrepreneurship. And, of course, to ensure the safe of its existing taxpayers.

Q4 - What city tools and strategies would you like to consider as part of the process for housing? (10 out of 10 answered).



Other (Please Specify). As mentioned above, I believe these actions are outside the purview of the City's job. While good intentioned, they are tools through which the city picks winners and losers. For example, affordable housing developers profit off of taxpayers (the fees generated from their projects are far in excess of market rate developers.)

Q5 - Do you believe the City should take a more active role in redevelopment in the City? (10 out of 10 answered)



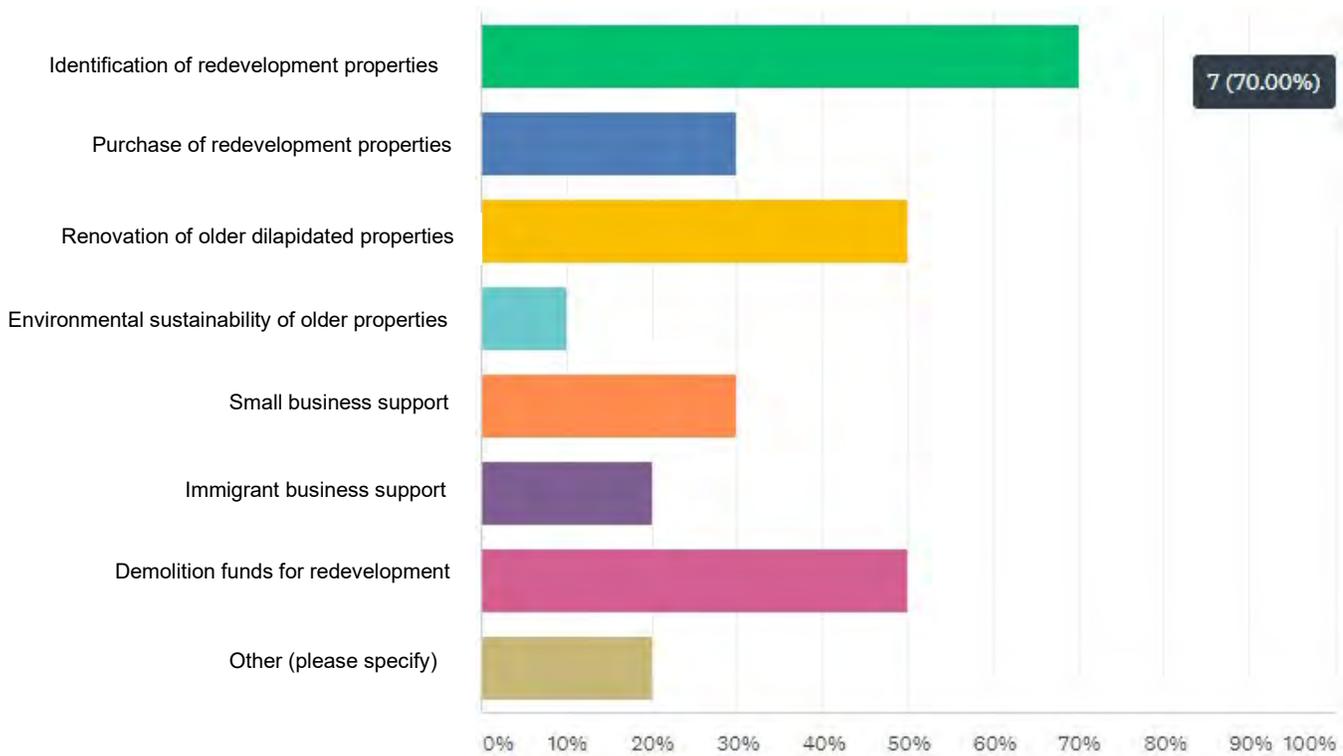
Other (please specify)

- Provide incentives for developers to cooperate with city planning
- Developers will work on what is easier to develop and what meets their profits targets. Need to create a vision of what could be redeveloped and encourage developers to look at potential and get feedback from them regarding potential redevelopment sites.
- Reduce restrictions and fees to promote redevelopment.

Q6 - What are the most important redevelopment issues in the City? Please be detailed and specific. (8 out of 10 responded).

- Affordable housing expansion.
- City Center redevelopment
- Redevelopment takes too long. Residents want action.
- 1. NIMBYs 2. Availability of fiscal resources to seize opportunities when they arise.
- Sustaining NOAH properties and including mixed income in redevelopment projects.
- Ensuring that the City respects/protects private property rights.
- Commercial area redevelopment where appropriate, preserving NOAH housing stock, flexibility with zoning code where feasible and appropriate, oversized lot division where appropriate
- Revitalize blighted areas. Provide incentives for development that meets city criteria

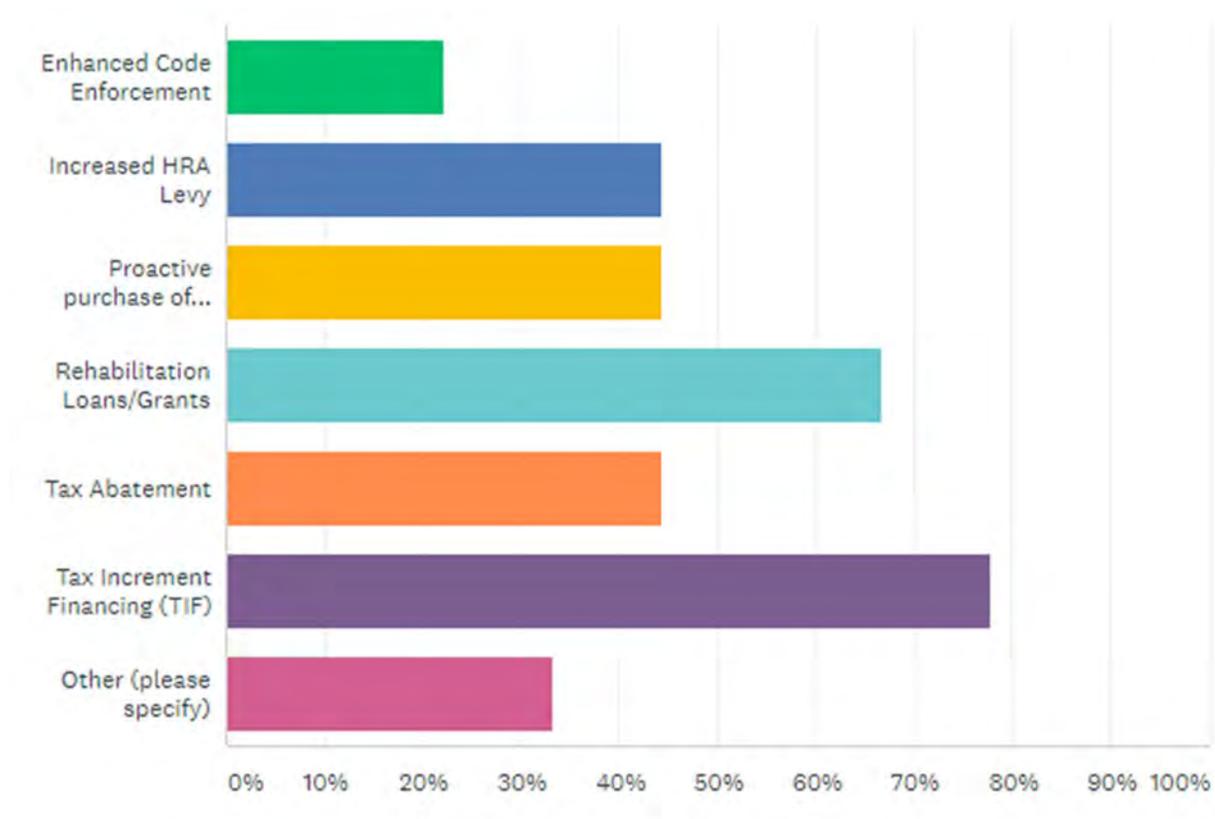
Q7. What are the top three priorities that you believe the City should focus on regarding redevelopment in the next five years? (10 out of 10 responded)



Other (please specify).

- Work with private, for profit sector first
- Ensure zoning requirements and regulations that don't inhibit redevelopment.

Q8 - What city tools and strategies would you like to consider as part of the process for redevelopment? (9 out of 10 answered)



Other (please specify)

- The strategy of best and highest usage of City funds to obtain the maximum benefit for housing stock in the City.
- Look at modifying existing codes that would encourage redevelopment.
- Too many nuances to all of these to give blanket approval to pursue them.

Q9. What do you see as the most important role of the HRA in furthering the City's housing and redevelopment goals? (9 out of 10 answered)

- Overseeing the budgets and policies of the assortment of housing services and programs provided in our city.
- Confirming commitment of Council and Mayor to making housing and redevelopment a priority for the City.
- Defining objectives and goals in concert with the Council and administering those programs.
- Working to find the unique and creative solutions to the problem of maintaining a variety of housing options in the city, for a variety of levels of "affordability."
- Stay ahead of the curve in this area. Try to be active not reactive
- Seeking leaders who can deliver measurable results.
- We need to be the voice and action group for diversity in housing in Plymouth. We need to be champions of affordable housing.
- Promoting fair and free development through reduced regulations, requirements, fees, and taxes.
- Becoming more engaged and proactive. (This comment is not intended to be a criticism to the HRA Board.)

Q10. Is there any other information you would like me to know or understand? (3 out of 9 answered)

- The HRA needs to remain versatile in its program and service offerings.
- City Council should monitor and hold the HRA and their staff accountable for meeting goals for each HRA. program.
- Helping us discover what we don't know, helping us think creatively and boldly and not the same old, same old.