

DRAFT

TOPEKA

CITYWIDE HOUSING MARKET STUDY AND STRATEGY

IMPLEMENTATION PLAN

2021

**PREPARED FOR
CITY OF TOPEKA GOVERNING BODY
NOVEMBER 2020**

TOPEKA PLANNING & DEVELOPMENT DEPARTMENT



Implementation Plan Committee

DRAFT

Teresa Baker, Housing & Credit Counseling (T2)

Michael Bell, CAC, Tennessee Town NIA

Linda Briden, Sunflower Realtor's Association (L)

Gary Cushinberry, CoreFirst Bank & Trust

Spencer Duncan, Councilperson, Dist. 8

Trey George, Topeka Housing Authority

Karen Hiller, Councilperson, Dist. 1

Haley Hishmeh, Kansas Housing Resources Corp.

Molly Howey, Greater Topeka Partnership (D)

Rick Kready, Pioneer Group

Chris Palmer, Cornerstone of Topeka, Inc. (L)

Susan McClatcherty, CAC, Valley Park NIA

Marsha Pope / Kathy Smith, Topeka Community Foundation (A)

James Prout, CAC Chair, Quinton Heights Steele NIA

Katrina Ringler, Topeka Planning Commission & State Historic Preservation Organization

Lloyd Rainge, Capital Federal

Margo Rangel, CAC

Stephen Schiffelbein, Topeka Justice Unity &

Ministry Project (JUMP) (A)

Tawny Stottlemire, Community Action, Inc. (T2) (W)

Tom Thull, FHL Bank (invited)

Christina Valdivia-Alcala, Councilperson, Dist. 2

Tim Vincent / Nikki Ramirez-Jennings, SENT

Steve Vogel/Charles Robuck, SNCO Landlords Assoc. (T2)

Janice Watkins, Habitat for Humanity (AP) (L) (R) (W)

Ivan Weichert, Builder's Association (A)

Sub-Group Contributors

Jim Crowl / Tabitha Pusch, SNCO Counselor's Office (L)

Vince Frye, Downtown Topeka, Inc. (D)

Susan Harris, Jayhawk Area Agency on Aging (AP)

Mark Rezac, KS Commercial Realtors (D)

Mary Thomas, Community Resource Council (R)

City of Topeka Planning & Development Department Staff

Bill Fiander, Department Director

Dan Warner, Division Director of Planning

Corrie Wright, Division Director of Housing Services

Bryson Risley, Neighborhood Planner & Analyst

Sub-Groups

(A) = Affordable Housing Trust Fund

(AP) = Aging In Place

(D) = Downtown Area Housing

(L) = Landbank

(R) = Rehab Assistance

(T2) = Take 2 Tenancy

(W) = Weatherization

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Governing Body Motion (7/21/2020)

“... adopt the study as an invaluable collection of data and strategy options, and request the City Manager work with citizens, staff, providers and Council to draft a starting implementation plan in 120 days.”

Purpose

This document is intended to be an addendum and supplement to the Citywide Housing Market Study and Strategy (Study) as directed in the Governing Body’s motion adopting the Study on July 21, 2020. The basic purpose of this document is to answer the question, “Where do we start?”. In other words, develop an action plan for 2021 that activates some, but not all, of the Study’s priority recommendations. Acknowledging that not all of the priority recommendations can, or should be, activated in its first year is crucial to moving forward with a heavy lift that is the Study’s implementation. Even with the Study’s sound implementation section, “where do we start” remained the biggest question if the community was to carry over full enthusiasm and momentum garnered during the Study’s creation.

Scope

The Implementation Plan Committee agreed to the following scope of work for this

document based upon the Governing Body’s motion:

Develop an action plan for 2021 that kick-starts recommendations of the adopted “Citywide Housing Market Study and Strategy” in time to report back to the Governing Body by November 17, 2020.

120-Day Process

August - The Housing Study Steering Committee was reconvened to guide decisions for this document. It was expanded to include representatives of housing providers, City Council, impacted neighborhoods, landlords, and economic development. Meeting #1 was held on August 24, 2020 to discuss scope, short-term tactic priorities, metrics, and community engagement. It was agreed to use the Citizens Advisory Council (CAC) for public engagement.

September – Staff met with the CAC to review Meeting #1 outcomes and get input. Sub-groups met to develop mini-action plans for the seven (7) priority short-term tactics. The action plans were presented to the full committee at Meeting #2 on September 28,

2020.

October – Staff met with the CAC to review Meeting #2 outcomes and get input. The final document was sent to the full Implementation Plan Committee for review.

November – Meeting #3 was held on November 2, 2020 with the full Implementation Plan Committee and the CAC on November 4 to make recommendations prior to submitting the final document to the Governing Body on November 17.

Core Housing Documents

There are three core documents the City uses to guide decisions for housing needs.

Consolidated Action Plan – The City’s Con Plan guides the use of HUD funds the City receives each year as an entitlement community. It serves as the City’s budget for how it intends to use these funds for eligible activities – housing, community development, neighborhood services, social services, etc. - while meeting HUD’s national objectives for the benefit of low-moderate income (LMI) citizens. While only required for CDBG, HOME, and ESG funds, the Con Plan can include fuller demonstration of how these needs are being met with other non-HUD entitlement sources. Of the roughly \$2.5 M the City receives subject to appropriations

by HUD, the vast majority (85%) is devoted to LMI households across the city with the remaining targeted for LMI neighborhoods.

Comprehensive Plan – The City’s future land use and physical development is guided by the adopted Comprehensive Plan. The Land Use and Growth Management Plan guides broad locational decisions for housing and zoning. Neighborhood Plans are adopted as elements of the Comprehensive Plan for 16 different neighborhoods and Downtown. These have more detailed land use, housing, and revitalization recommendations down to the block level. The City’s Neighborhood Revitalization Plan (NRP) is updated every 3 years based on the City’s neighborhood health map to incentivize more investment in at risk/intensive care neighborhoods. This series of plans guide “where” housing investment is preferred to occur.

Citywide Market Study and Strategy – Adoption of this Study in 2020 culminated the first comprehensive analysis of the city’s housing supply in thirty years as to whether it is positioned to meet future housing demand across a range of household affordability. It’s findings helped illustrate what types of housing is missing in the market, the barriers to diversifying housing stock, and what tools are needed to advance affordable housing

priorities. It generally found that local programs are working well, but require much more capacity and resources to sustain an equitable housing market than what is currently available. In short, it takes a village to do more.

How does this document relate to the core housing documents?

While the Implementation Plan (IP) is directly linked to the Market Study, it also is intended to align with all core documents. It is not intended to make new policy decisions or supplant previously adopted direction of the core documents. If new needs/priorities arise due to changing conditions then the core documents should be modified first. On the other hand, there should be some flexibility in the IP long as it otherwise aligns with the core documents. For best alignment, it is recommended that the IP be updated annually or whenever the Consolidated Plan or Market Study are updated. It is up to the IP process to determine what priorities of the Market Study and actions should be included year to year.

Prioritization for 2021

The Study recommended four priority recommendations:

- Fund the Affordable Housing Trust Fund
- Establish a strategic land bank

- Support the development of a community development corporation (CDC)
- Expand weatherization and home repair programs

In addition, the Study recommended 26 tactics, or tools, to address its overarching goals for Topeka. The timing of **new and expanded efforts** were further refined in the study as shown by the graphic on page 6 and broken down by short-term (1-3 years), mid-term (4-6 years), and long-term (7+ years) periods. It also shows “continued efforts” that should be sustained along the way.

The IP Committee was asked to select which new and expanded “short-term” tactics were either ready to be activated in 2021 (**Tier A**) or need more planning in 2021 before they are activated (**Tier B**). This also included any market-rate housing tactics. These tactics were further developed into mini-action plans (see pages 7-9) detailing what, who, when, and how they will be accomplished. Ideally, Tier A tactics will be activated in 2021 and become continued efforts once steps are achieved. Tier B tactics in 2021 will hopefully graduate to Tier A in 2022. New Tier A and B tactics may emerge when the IP is updated at the end of 2021.

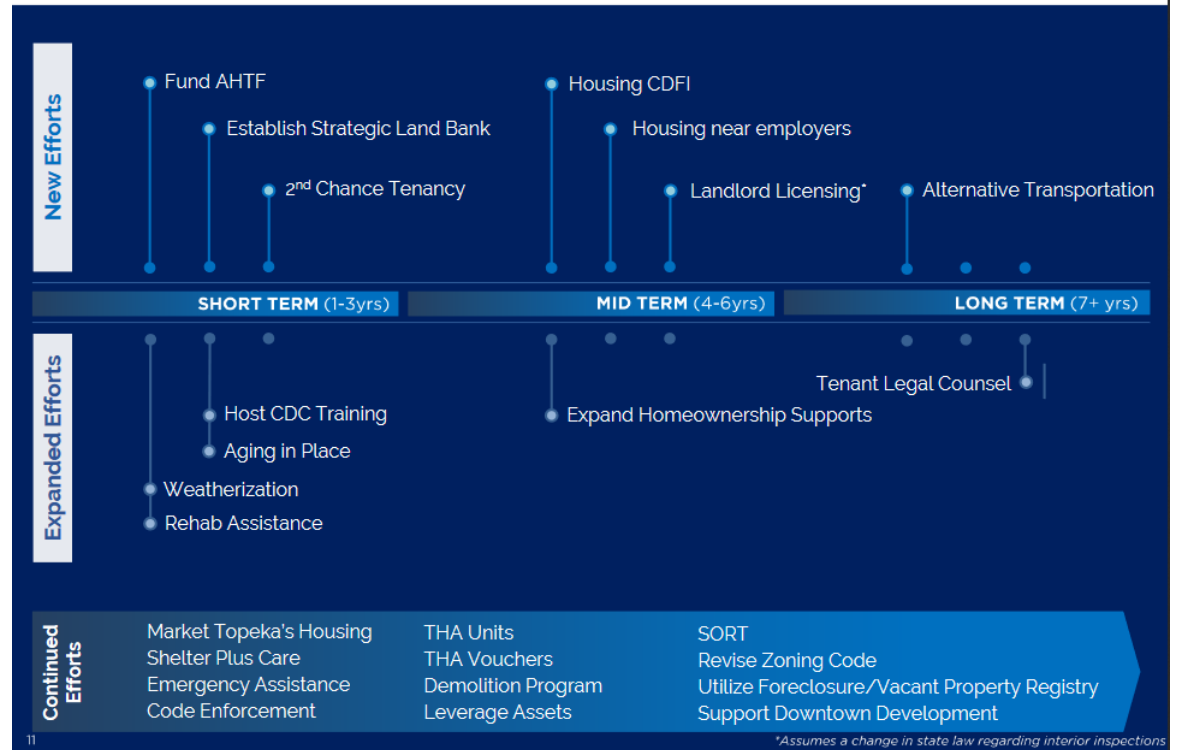
Not all tactics or four main priorities were deemed ready for 2021. Tier A and B tactics selected to date represent early “wins” for **new and expanded efforts** under the scope. If a tactic or continued effort is not included as Tier A/B in 2021, it does not mean it is

excluded from being advanced in the community if there is support and alignment with core housing documents. The IP 2021 is not intended to be universally inclusive of every affordable housing program or otherwise well-intended idea to improve neighborhoods. Its purpose is simply a starting implementation plan that moves the Housing Study forward beyond current efforts and keeps building critical momentum for more quality affordable housing in the community.

Next Steps

- Present the IP Committee’s recommendations to the Governing Body for acceptance
- Responsible organizations implement Tier A/B action plans and share periodic updates
- IP should be assessed in Q4 by IP Committee to affirm progress and update as needed for 2022
- Consider updating Housing Market and Strategy Study every 5 years (2024)

PRIORITIZATION





New or expanded tactics that are expected to be created and activated in 2021
(excludes continued efforts)

Affordable Housing Trust Fund

| Steps/Actions | Who (Lead/Support) | When (Q) | Metrics |
|--|------------------------------|--------------------|---|
| Amend AHTF ordinance (update DNR references, add Study), appoint Review Committee members, and transfer City of Topeka funds | Governing Body/City Mngr/CoT | 2020 Q4 2021 Q1 | \$241K (infill) \$77K (weatherization) |
| Convene AHTF Review Committee, establish application criteria and set housing targets rehab and new (Priority: "gap filler") | Review Comm/CoT Planning | 2021 Q1 | |
| Create factsheet and marketing materials | Review Comm/CoT Planning | 2021 Q2 | |
| Confirm champion(s) | GTP | 2021 Q2-3 | |
| Engage donors and capitalize fund | Champion/GTP | 2021 Q3-4 | \$200K - \$700K private |
| Prepare RFP and/or open up application process | Review Comm/CoT/Non-profit | 2021 Q4 | |

Weatherization

| Steps/Actions | Who (Lead/Support) | When (Q) | Metrics |
|---|---------------------------------------|----------|---|
| Devote some HUD funds to weatherization and use to leverage non-HUD funds into AHTF | CoT Housing | 2021 Q1 | \$ 20 homes assisted |
| Create and implement a DIY Weatherization 101 class for recipients of funding | Habitat/Community Action | 2021 Q1 | # of people trained and reduced utility costs |
| Provide DIY kits to low income households taking class | Habitat/Community Action | 2021 Q1 | # of homes w/ reduction in utility use (yr avg) |
| Agree to MOU creating unified data sharing system to track homes assisted | Community Action/Habitat/CoT Housing? | 2021 Q2 | |
| Create and implement a Certified Energy Efficient Rental Unit program (all landlords should be the goal) | Community Action/CoT Housing | 2021 Q3 | # of homes assisted # of energy audits |
| Provide emergency repair assistance and non-restricted funding (AHTF) to expand local weatherization programs | Community Action/Habitat | 2021 Q4 | # of homes assisted # of energy audits |

“Take 2” Tenancy

| Steps/Actions | Who (Lead/Support) | When (Q) | Metrics |
|--|---|--------------------|---|
| Develop training needs assessment - Get stakeholder input; ID need & best delivery method for training, determine desired outcomes | HCCI/ Community Action/SCLA | 2021 Q1 | # of stakeholders Pilot questions |
| Develop Second Chance Certification process - required classes, demonstration of capacity, income eligibility, etc. | HCCI with input from subgroup members | 2021 Q1 & 2 | Written, approved process |
| Establish landlord incentives to accept Second Chance Certified pilot graduates (AHTF?, CF?, 3rd party co-signer?) | HCCI/Community Action/SCLA Community Foundation (CF) | 2021 Q1 | # of landlord-approved incentives |
| Recruit up to 5 area landlords to accept tenants who have completed Second Chance Certification | HCCI/SCLA | 2021 Q2 | # of landlords |
| Recruit up to 10 candidates for Second Chance Certification. Launch pilot, targeting certification graduation by October 2021 | HCCI/Community Action HCCI | 2021 Q2 2021 Q3 | # of eligible candidates % of candidates certified |
| Successfully house certified graduates | HCCI/Community Action/SCLA | 2021 Q4 | #housed |

Aging In Place

| Steps/Actions | Who (Lead/Support) | When (Q) | Metrics |
|---|---|----------|--|
| Implement AARP Home Maintenance Class for Seniors (new) | Habitat | 2021 Q1 | # of stakeholder Pilot questions identified |
| Complete resource database and make it virtual specifically for seniors | JAAA | JAAA | |
| Create virtual presentations on long term planning for seniors | JAAA/ CoT Communications/ Habitat/ KLS | 2021 Q2 | # of views |
| Create income-based maintenance free senior housing (AHTF) | Habitat/Cornerstone | 2021 Q4 | # of units |
| Expand Habitat Homeowner Rehab for seniors (AHTF) | Habitat | 2021 Q4 | # of units |

Rehab Assistance (Self Help)

| Steps/Actions | Who (Lead/Support) | When (Q) | Metrics |
|--|-----------------------------------|----------|--|
| Activate Community Maintenance Classroom (hands on) | Habitat | 2021 Q1 | # of people trained |
| Increase participation in maintenance classes | Habitat/HCCI/CoT Housing | 2021 Q1 | # of people trained |
| Increase accessibility to interior/exterior paint and bulk materials (e.g. activate Brush w/ Kindness) | Habitat/CoT Housing | 2021 Q2 | # of houses painted and materials used |
| Develop DIY maintenance video | CoT Communications/Habitat/ Mary? | 2021 Q2 | # of views |
| Explore "enhancement" type program to reward volunteer hours with rehab assistance (non-CDBG) | Citizens Advisory Council (CAC) | 2021 | |



New or expanded tactics where more planning work needs to be done in 2021 before activation
(excludes continued efforts)

Landbank

| Steps/Actions | Who (Lead/Support) | When (Q) | Metrics |
|--|---------------------------------------|----------|------------------------------|
| Research models (KCMO, KCK, Pittsburg, Hutch, etc.); including funding mechanism and applicability to local conditions | Realtors/County Counselor/CoT Housing | 2021 Q1 | # of unit types per \$ spent |
| Review Topeka draft ordinance vs other cities | CoT Planning/Legal | 2021 Q1 | |
| Identify/confirm partnerships - County, realtor groups, GTP, City, housing providers, etc. | Cornerstone | 2021 Q2 | |
| Draft goals and program details; align with partners | Sub Group | 2021 Q2 | |
| Community outreach and transparency | Habitat/CoT Planning | 2021 Q3 | 2-3 public meetings |
| Draft Ordinance/Resolution Adopt Ordinance | CoT Legal / Sub Group Gov Body | 2021 Q4 | |

Downtown Area Housing

| Steps/Actions | Who (Lead/Support) | When (Q) | Metrics |
|---|--|--------------------|-----------------------------|
| Activate new downtown marketing webpage. Develop housing page ("open for living") | DTI/GTP TIP/GTP/CoT Planning | 2020 Q4 2021 Q1 | |
| Start JEDO discussion to determine if housing should be included as part of economic development incentives | GTP | 2020 Q4 2021 Q1 | |
| Adopt Downtown Master Plan; set 10-year target of 1,000 units | Gov Body/CoT Planning/DTI | 2021 Q1 | |
| Form "work group" to guide action plan; create developer list | GTP/DTI | 2021 Q1-2 | |
| Create package of pitch-ready properties and incentive info Pitch to potential developers | DTI/CoT Planning / work group DTI/GTP | 2021 Q2 2021 Q3 | # of projects/units started |
| Seek RFP authority to advertise new catalytic housing/mixed use construction site | JEDO/GoTopeka/CoT | 2021 Q4 | |

How do we measure our progress and commitment to meeting the need of the Study's **key findings**?

Lack of Quality Affordable Housing Stock

Create or preserve **800 affordable** units by the end of 2025 ($\leq 60\%$ AMI)

| | | |
|-----------------|-----------|----------------|
| Ownership (20%) | 160 units | 32 units/year |
| Rental (80%) | 640 units | 128 units/year |

Create or preserve **600 workforce** units by the end of 2025 (61%-120% AMI)

| | | |
|-----------------|-----------|---------------|
| Ownership (50%) | 300 units | 60 units/year |
| Rental (50%) | 300 units | 60 units/year |

Commit **\$5 Million extra** to the production and preservation of affordable housing by 2025

| | | |
|-----------------------|-------------|-------------|
| Private/philanthropic | \$4 million | \$800K/year |
| Public | \$1 million | \$200K/year |

Notes: Define "unit" (e.g. permit value, down payment assistance, L IHTC renewal, quality, etc.)

Limited Senior Housing Options

Create or preserve **500 senior** units by the end of 2025

| | | |
|---------------------------------------|-----------|---------------|
| Affordable | 330 units | 66 units/year |
| Market (e.g. maintenance free villas) | 88 units | 18 units/year |
| Independent Living | 44 units | 9 units/year |
| Assisted Living | 33 units | 7 units/year |

Notes: Define "unit" (e.g. new construction, aging in place rehab, memory care, etc.)

Cost-Burdened Households

| Reduce households who cannot afford fair market rental at least 10% by 2025 | Current | Target |
|---|---------|--------|
| Citywide | 33% | 29% |
| <ul style="list-style-type: none"> African-American | 52% | 46% |
| <ul style="list-style-type: none"> Hispanic | 38% | 34% |
| <ul style="list-style-type: none"> White | 31% | 28% |
| Reduce Cost-Burdened households at least 10% by 2025 | Current | Target |
| HHs paying more than > 50% | 13% | 11% |
| HHs paying more than > 30% | 17% | 15% |

Notes: Affordable fair market rent for safe and decent 2BR quality (\$588 rent + \$200 utilities) = \$16/hr minimum wage

Cost-burdened = HHs paying more than 30% of income on housing

Core Neighborhood Disinvestment

| Create or preserve 3,000 units equitably by 2025 | | |
|--|-----|-------------|
| Intensive Care Neighborhoods | 20% | 600 units |
| At Risk Neighborhoods | 30% | 900 units |
| Other | 50% | 1,500 units |

Notes: 1,400 affordable/workforce, 1,100 market rate, and 500 senior

| Increase Share of Infill Development for New Units | Current | Target |
|--|---------|--------|
| City Share of Countywide | 50% | 70% |
| BPVL vs. Non-BPVL | % | % |
| Promote Demolitions as Last Resort | Current | Target |
| Ratio of Demos to Major Rehabs | ? | ? |

High Housing Vulnerability**Improve Court-Ordered Eviction Ratings by 2025**

| | |
|-----------------------------------|----------------------------------|
| Eviction Rank vs. Population Rank | 3.8 ratio (58/220) to <3.0 ratio |
| Renter HHs evicted | 1 per 23 to 1 per 30 |

Improve Homeless Ratings by 2025

| | |
|-------------------------------|--------------------------------|
| Ratio Per 10,000 vs. State | 2.9 ratio (23/8) to <2.5 ratio |
| Minors as % of Homeless Count | 15.6% to 12% |

Homeless Prevention Assistance by 2025

| | |
|------------------------------------|---|
| Emergency /Accessibility Repairs | ? |
| Vouchers | ? |
| Mortgage/Rental/Utility Assistance | ? |

Limited Housing Choices**Diversify Housing Typology of New Units**

| | |
|---|-------------------------|
| Single-Family detached | 40-45% or less |
| Non-SF/Missing Middle | 55-60% or more |
| <ul style="list-style-type: none"> Downtown Area | 40% or more |
| <ul style="list-style-type: none"> Transit Proximity | % within 10 minute walk |

Meet Demand for Upper Market Segments by 2025

| | | |
|-------------------------------|-----------------|--------------------------------|
| Quality Mod-Priced - For Sale | \$120k - \$190k | <12% "below average" condition |
| Upscale - For Sale | \$250k - \$490k | 440 units |
| Upscale - Rental | >150% AMI | 60 units |

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HOUSING STORIES



Housing Stories

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APPENDIX:

Minutes of IP Committee Meeting #1

Minutes of IP Committee Meeting #2

Minutes of IP Committee #3

Submitted written comments

Topeka Housing Study Implementation Plan

Committee Meeting #1

Monday August 24, 2020

1:00 PM – Zoom meeting

Present: Michael Bell, Linda Briden, Janice Watkins, Katrina Ringler, Marsha Pope, Jeanette Spurgin, Lloyd Rainge, Teresa Baker, Steve Schiffelbein, Charlene Robuck, Margo Rangel, Tawny Stottlemire, Ivan Weichert, Kathy Smith, Chris Palmer, Steve Vogel, Trey George, Nicki Ramirez-Jennings, Bill Fiander, Dan Warner, Corrie Wright, Brent Trout, Karen Hiller, Spencer Duncan, Christina Valdivia-Alcala

Meeting #1 Objective: Consensus on scope, first year tactics (Tier A, Tier B, etc.), and metric types

1. Welcome and Intro

- *Mr. Fiander* – task of this committee is to develop a one-year implementation plan for the Topeka Housing Study in roughly 60 days. The committee builds upon the work of the Housing Study's steering committee.

2. Housing Study Overview

- *Mr. Warner provided an overview of the Topeka Housing Study.* Takeaways include -
- 30 percent of Topeka households are cost burdened showing a need for quality affordable housing. There has been a lack of reinvestment in core neighborhoods, specifically, in the existing housing stock.
- Topeka has a high rate of homelessness and evictions for a city of its size.
- In target areas analyzed, minority households have a higher instance of being cost burdened (paying greater than 30 percent of income on rent and utilities).
- The Housing Study outlines the future demand of affordable housing (4,000 units), work force (3,650 units), market rate (4,700 units) and senior housing (2,250 units).
- Some tactics covered in the Housing Study are to improve the quality of existing housing stock, address abandoned and vacant properties, expand resources and encourage housing stability, support development of a diverse mix of housing types, and expand the production of affordable housing.
- The four priority recommendations include – fund the affordable housing trust fund, establish a strategic land bank, expand community development ecosystem, and expand key programs (weatherization and rehabilitation). These different programs require an incremental approach with goals requiring partners to help seed funding and implement the plan.

3. Scope of Work

- Mr. Fiander – The draft scope was developed following a motion from the Governing Body to draft starting implementation in 120 days (July). Based upon this motion this committee needs to develop an action plan for the year 2021 by November 17th. The three main questions outlined in the scope focus on what short term tactics should be activated in the next 12 months (Tier A)? , which short term tactics should we be planning for activation in the next 12 months (Tier B)? , and how should we track and evaluate the progress of the action plan? Secondly, we should consider who will provide oversight of this action plan? And how often should it be updated?
 - Councilwoman Hiller – We need to define how many units we need and how fast will we create/preserve housing units. The Consolidated Plan’s adoption has been delayed to coincide with the adoption of the Housing Study Action Plan. Specifically, for the implementation plan we need to set measures and what data we collect first, with a goal to improve our quality affordable housing.
 - Mr. Fiander – Would you propose changing the scope?
 - Councilwoman Hiller – Defers to Mr. Fiander on the changing of the scope, but clarifies that if the volume of units created should dictate the necessity of something such as a Community Development Corporation (CDC). Additionally, we should define the populations we want to serve and how this plan will serve them. Raises the question is there any focus within this implementation plan that address quality of life?
 - Mr. Fiander clarifies that while the primary focus of the Housing Study Implementation Plan is affordable housing, it is okay to consider more if the group wants.
 - Mr. Vogel suggests that recommendations in the Implementation Plan should be very specific and detail who will lead each tactic, who the partners for implementation are and how we address barriers to implementation.
 - Ms. Briden – The discussions started from the Housing Study have opened up communication between housing entities but seconds the question of what barriers are there to implementation.
 - Ms. Ringler – Suggests assessment of the implementation matrix to identify projects that don’t require significant work and can be addressed with solutions like a policy change. Recomends a focus on the items which can be “easy wins” while continuously working on the larger issues that will require more time and effort.
 - Mr. Schiffelbein – Has Coronavirus limited what is accomplishable in this time frame?
4. Year One Tactics – Top 4 priorities (Affordable Housing Trust Fund, Weatherization expansion, CDC Development and Establishing a Land Bank)
- 4A. Weatherization

- Mr. Bell – Regarding Weatherization, Community Action already has a weatherization program. Will this program work together with the study's recommendation?
- Ms. Stottlemire clarifies the program run through Community Action is part of a federal grant program and focus on whole home weatherization.
- Ms. Wright confirms the expanded weatherization program would address smaller projects and compliment the City's Rehab programs as an additional tool they could offer.

4B. Establish Strategic Land Bank

- Ms. Watkins believes this should be the strongest priority of the group. A strategic land bank can address vacant properties and allow for properties to be acquired before they reach a demolition state.
- Ms. Briden seconds that and states that other markets, specifically, Wyandotte County have utilized this tool to address previously dilapidated areas. Momentum 2022 had a working group that covered parts of this topic and she is willing to share that information with the group.

4C. CDC establishment

- Councilwoman Hiller – Before pursuing the development of a CDC we need to evaluate how many units we want to produce. If the unit goal is too low this may not be a necessary program.

4D. Are any of these other tactics worth activating?

- Ms. Baker – A second chance tenancy program may help those who do not qualify for decent housing due to credit score or rental history. Believes this program would be good to activate earlier.
- Mr. Vogel – The burden of risk falls on landlords. Would charitable groups be willing to cosign for tenants?
- Mr. Palmer states that this seems similar to a program run by Catholic Charities and Capital Federal in other areas.
- Overall support to move second chance tenancy to Tier A.

4E. Aging in Place

- Ms. Watkins – Habitat for Humanity is probably the only group working on this in the community but is limited to low and moderate income households above the age of 55. Views this as the most sought after program besides their new builds.
- Mr. Bell – Jayhawk Area Agency on Aging should be included as a partner in this.
- Ms. Briden – Because we do not know of all of the programs that exist and resources that are in place we should not try to recreate the wheel for programs that already exist.

4F. Rehab Assistance and Technical Assistance

- Ms. Ringler - Can we come up with a single place where all of the resources are listed?
- Mr. Schiffelbein – Stated that CRC has a good resource directory.

4G. Other Tactics for consideration

- Councilwoman Valdivia-Alcala – living wage and percent of household that are cost burdened need to be considered.
- Councilwoman Hiller – Many households get cited and do not know how to get the work done to correct these deficiencies.
- Ms. Watkins – Habitat for Humanity will be opening a classroom that teaches homeowners how to do their own home repair.

5. Metrics and Measurements

- Mr. George- likes the baseline metrics but believes the affordable housing trust fund goal should be \$1,000,000 instead of \$500,000.
- Mr. Fiander – Generally metrics will be measured by overall investment, new units created, units preserved, households served, percent of households pay more than 30 percent of their income, investment/units by neighborhood health and unity typology mix. Are any other metrics needed to measure success?
- Mr. Weichert – clarifies that in the last few years the development process with the city has not been a barrier to new development. What he sees as the biggest issues is the cost of building materials, and that may be addressed with an affordable housing trust fund.
- Councilwoman Hiller recommends measuring first time home buyers and elderly helped.

6. Moving Forward – How to engage the public

- Councilwoman Hiller recommends a meeting with the Citizens Advisory Committee.

- Mr. Bell recommends communicating about the plan with Topeka Capitol Journal to reach more people and have personal stories tied to our outcomes.
- Mr. Cushinberry offered to help reach out to Topeka Capitol Journal as he sits on their advisory board.

Topeka Housing Study Implementation Plan

Committee Meeting #2

September 28, 2020

In Attendance: Dan Warner, Bill Fiander, Corrie Wright, Ivan Weichert, Rick Kready, Teresa Baker, Tim Vincent, Michael Bell, Kathy Smith, Marsha Pope, James Prout, Karen Hiller, Trey George, Steve Vogel, Chris Palmer, Haley Hishmeh, Steve Schiffelbein, Kris Wagers, Bryson Risley, Spencer Duncan, Lloyd Rainge, Susan McClacherty, and Heh2037.

Scope Review:

Mr. Fiander: About 30 more days for Housing Action Plan. Scope is development of Action Plan for year 2021. Primary focus affordable housing but market rate tactics included as well. Citizens Advisory Committee included for neighborhood input. Review of tactics that will be implemented.

Tactics:

1. Affordable Housing Trust Fund

Mr. Fiander states the Trust Fund ordinance language will need to be amended as it refers to Department of Neighborhood Relations, as well as any additional programmatic changes recommended in the action plan. City may be able to transfer some of its funds for infill and weatherization aside for AHTF. Committee would need to convene to establish metrics. As the oversight group of the program the Review Committee should have a role in metrics. There is a need to engage with GTP to confirm champion(s) of the program. The champion will be responsible for engaging donors and capitalizing the fund with need for \$200,000 - \$700,000 in private funds needed. When fund is established RFP can be prepared or application process can be opened.

Mr. Vogel asks about the infill and weatherization funds

Mr. Fiander clarifies these funds have been accumulating with funds remaining. The funds would have to be spent in the NRP area for infill, which was agreed upon by all taxing entities. This funding may be used for leveraging the AHTF.

C.W. Hiller: Clarifies concern from council that study was a market study and not an Implementation Plan. This group will ensure a master plan is in place for proper implementation. Also, that the infill money was used as gap funding for other HUD or City infill projects.

Mr. Fiander states that the study found our existing programs seem to work, the issue is the amount of funding and the need to provide any additional programs that could work

in conjunction with existing programs. These groups are designed to address the programs that we do not currently understand how they will function.

C.W. Hiller shares that working within the neighborhoods has informed her that neighborhoods want to be more involved in housing programs.

Mr. Vogel states this has been going on for 4-5 years and that the Holliday Inn West will be creating 100+ new units and this has made big headlines, but the smaller projects don't make headlines. He believes the goal should be to encourage private investment in Topeka.

2. *Weatherization*

Ms. Wright states the steps/actions outlined assumed AHTF was funded to some extent. (1) Devote some HUD funds to weatherization and use to leverage non-HUD funds into AHTF. (2) Create and implement a DIY Weatherization 101 class for recipients of funding. (3) Provide DIY kits to low income households who take the class. (4) Agree to MOU to track who receives weatherization from what entity. (5) Provide emergency repair assistance and non-restricted funding to expand local weatherization programs. This would help in the cases where HUD funds cannot be used do to environmental factors. (6) Create and implement a certified energy efficient rental unit program.

Mr. Prout asks about certification. To what extent can a unit get certified?

Ms. Wright says that landlords that apply can get certified, but more discussion may be needed.

Mr. Prout asks about the energy audits. Where you can identify a certain number of things that need repair, and receive a loan to get small repairs done. Do we have anything like that with Evergy, City, or other sponsor?

Ms. Wright says that several years ago there was a program like that through Black Hills.

C.W. Hiller says the group she was a part of recommend energy audits being available. With SORT this is too big of a project and doesn't let home-owners focus on just one or two rooms. Potential to look at donated materials that are available to tenants/landlords to receive materials.

Ms. Wright clarifies this was the intent for the DIY kits and would simplify the access to materials.

3. *2nd Chance Tenancy*

Ms. Baker: purpose is to make it easier for tenants with previous issues to have access to affordable quality rental housing. She suggests the name change to Take 2 Tenancy. (1) Develop training needs assessment – Get stakeholder input; ID the need and best delivery method for training. (2) Develop second chance certification process with required classes to demonstrate the capacity of the program. This would act as a pilot

program. (3) Establish a landlord incentives to accept Second Chance Certified pilot graduates. Something such as last month rent paid for in advance or AHTF to cover any costs related to damages. (4) Recruit up to 5 area landlords to accept tenants who have completed Second Chance Certification. (5) Recruit up to 10 households for SCC pilot launch, targeting certification graduation by October 2021. (6) Successfully house certified graduates. Following implementation follow up with both landlords and households to evaluate the success of the program.

Mr. Vogel: Working with the mindset of Why? Second Chance Certification is very difficult and a large lift for all parties involved. Generally, landlords do extensive screening on potential tenants and “good” landlords are not interested in renting to this segment of the population. A training packet of this extent may provide enough evidence to a landlord and shows the tenant is truly interested in taking the right steps. He acknowledges that even with this program in place there will be landlords who will not be interested, but they are not the landlords you are likely to attract for this.

Mr. Bell says he is encouraged by the program design. While there are tenants who have created issues for landlords, there are tenants whose next step is homelessness.

C.W. Hiller In thinking about the Housing Trust Fund, can we think of organizations who may put up own personal family foundations for this fund?

Ms. Pope says there are some IRS issues, but there are certainly other ways that interested parties could contribute too.

Mr. Palmer: Would individuals with personal funds act as the guarantor on a lease?

Ms. Pope clarifies some sort of fund could potentially be set up.

Mr. Vincent states that SENT is interested in becoming an area landlord for the program.

4. Aging in Place

Ms. Wright: Similar to weatherization these would generally rely on funding of the AHTF. (1) Implement AARP Home Maintenance Class for seniors. (2) Complete resource database and make it virtual specifically for seniors. (3) Create virtual presentation on long term planning for seniors. (4) Create income-based maintenance free senior housing (AHTF). (5) Expand Habitat Homeowner Rehab for seniors (AHTF).

Mr. Fiander clarifies the intent of the AHTF is not to be the primary funding source for new development but act as a gap funding mechanism.

5. Rehab Assistance (Self Help)

Ms. Wright: (1) Activate Community Maintenance Classroom (hands on). Habitat is working on this currently and it will be activated regardless of its advancement in the action plan. (2) Increase participation in maintenance classes. (3) Activate Brush with Kindness to increase accessibility to interior/exterior paint. Habitat is currently working

on this at a smaller scale, but more funds could provide a more robust program. (4)
Develop DIY maintenance video.

C.W. Hiller wants to know what other materials beyond paint could be included.

Ms. Wright says the Habitat ReStore is in place and the Habitat Tool Bus could be used in conjunction.

C.W. Hiller said volunteers could ensure the work is actually done, and that hardware stores have held classes in the past. Things like bulk purchasing may help neighborhoods work together and maximize the program. Reactivation of the Neighborhood Repair Program to make connections in the neighborhood.

Mr. Fiander said no talk of expanding or restarting the program, and much of the conversation would revolve around funding. HUD use in the past has required audits of the funds.

Mr. Bell states that from a macro standpoint the Neighborhood Repair program was a success and that it brought a sense of community.

C.W. Hiller says that even a resource bank of YouTube videos related to home repair could be helpful.

Tier B Tactics (New or Expanded)

1. Land bank

Mr. Warner: Possible to activate this at the end of the year if all goes well. (1) Research models; including funding mechanism and applicability to local conditions. (2) Review Topeka draft ordinance vs other cities. (3) Identify/confirm partnerships. (4) Draft goals and program details; align with partners. (5) Community Outreach and transparency. (6) Draft Ordinance/Resolution/Adoption.

Mr. Vogel: is the overall goal to reduce blight or produce housing? And if it is to provide housing how much effort will provide how much housing? How efficient is it?

C.W. Duncan programs like this serve both. It will reduce blight, but it will reengage these areas instead of pushing new projects to the fringes. It will keep the assets in the neighborhoods that need it.

Mr. Palmer: It will also address land with issues and the land will come out "clean". Will remove deed issues or address properties with tax issues.

Mr. Vogel: are these generally properties developers will not touch?

Mr. Warner: No, some are fairly simple issues this just makes access easier.

Mr. Bell: This allows neighborhoods to have some control of what happens with the neighborhoods. 1200 block in Tennessee Town had homes build by Habitat and partnerships with other orgs allowed the whole block to turn.

Mr. Fiander: Correct, this was used to ensure the property was going to be affordable and guaranteed that for the life of the property, HHs would meet income limitations.

C.W. Hiller we have to make sure we build capacity otherwise the city will own it and mow it. What was the real estate situation in that city? If we can find out that clearing titles is the biggest issue this would address it. The small example in Tennessee Town was not truly public.

Mr. Palmer: Yes, we talked about ensuring this does not become just a dumping ground.

Mr. Bell: A plan should be in place prior to land banking being used.

2. *Downtown Housing*

Mr. Fiander: Of the 7 tactics talked about this was the only one that addresses market rate housing that could potentially be ready. (1) Activate new downtown marketing webpage. Develop housing page (“Open for Living”). (2) Start JEDO discussion to determine if housing should be included as part of eco devo incentives. Hopefully, late 2020 or early 2021. (3) Adopt Downtown Master Plan; set 10-year target of 1000 units. (4) Form “work group” to guide action plan; create developer list. (5) Create package of pitch-ready properties and incentive info (Pitch to potential developers). TIF and NRP are two examples that can help with this. (6) Seek RFP authority to advertise new catalytic housing/mixed use construction site.

Mr. Vogel isn't there a big demand for Downtown units? And the existing stock fills up very quickly?

Mr. Fiander: You are correct, on a smaller scale these projects all fill up before projects are even complete.

Mr. Vogel: Why are we talking about incentives? And why is the private industry not doing the work?

Mr. Palmer: Didn't a lot of those projects receive incentives?

Mr. Fiander: Yes, LIHTC, Historic Credits, and NRP have been used. One of our issues is that we are affordable, and the rents that would be demanded for new investment are not high enough to demand new build units. The incentives are a necessary gap filler.

C.W. Hiller: How are we defining Downtown? Does it include NOTO or just Kansas Avenue?

Mr. Fiander states the defined boundary found in the Downtown Master Plan documents. Topeka Blvd to the BNSF Tracks to 12th Street up to NOTO.

C.W. Hiller states with her experience with JEDO is that rehab for single family has been included in the past. Our neighborhoods are interested in cutting loose from the

ability to do extensive rehabilitation every 15 years. And if we are banking land around the city do we want to limit the funding to just Downtown.

Mr. Fiander: This boundary is not 100% defined it is a general boundary and funds would not be limited to just downtown but may spill into surrounding neighborhoods.

C.W. Hiller: Maybe the two will drive each other, and maybe this gets people excited to build the fund (AHTF).

Mr. Bell: is encouraged that we are looking in the neighborhoods around downtown as well. But if we want the LMI housing that comes with it we need to look at how the developer(s) will allocate LMI housing in the project.

C.W. Hiller: neighborhoods are interested in activating the neighborhood retail throughout the city.

Mr. Fiander: Even looking at the Downtown Master plan not all blocks will be impacted, actually it will be relatively few blocks that are directly impacted. We just do not have the demand at this time to revitalize everything. And the concentrated impact will hopefully have a ripple effect.

Metrics:

Mr. Fiander: a lot of the groups began to define what the metrics would look like, but there were some metrics defined in the housing study. The Housing Study Findings to Measure are things we need to define further.

- Satisfying Housing Demand (Affordable/Workforce/Market/Senior)
- Cost Burdened Households
- Core Neighborhood Investment
- Transitional Housing/Homeless Prevention
- Living Wage and Access to Major Employers
- Upscale Housing
- Housing Choices/Typology
- Capacity (Organization and Household)

Personal Housing Stories:

Mr. Bell has submitted some ideas for stories. Has not had a chance to follow up yet.

Mr. Fiander thinks this will be a good idea to build a campaign for affordable housing.

Next Steps:

Mr. Fiander: Meet with and inform the CAC.

9/21/20

To: Bill Fiander and Team

From: Councilwoman Karen Hiller

I have been working with a group of neighborhood folks to get their direct input on the Affordable Housing proposals as well as to look overall at our Neighborhood Engagement and Redevelopment programming to see what would work best for all. We have met four times now and expect to work throughout the 120 day planning period on both the Affordable Housing Implementation Plan and the Consolidated Plan and related issues.

In short, I think I can safely say that the Work Group wants to see a robust and challenging master plan, available to all neighborhoods, emerge from the Housing Study.

To do that, the Affordable Housing Implementation Plan needs to start with data – data that emerged from the Study, combined with data from Planning and Neighborhood Relations data as needed - to set a baseline for where Topeka is and what our needs are, then to build what should be a 5-10 year plan that sets out a strategy to achieve those goals. I had sent Bill a draft outline plan right after the Housing Study results were announced. The Work Group has updated it. (Neighborhood Affordable Housing Implementation Plan – Starting Framework attached)

Once the strategies are set, THEN we can look at what additional programs or changes to programs are needed to meet those strategy goals, and where more money is needed.

The comments you see from our group reflect that overall vision and strategy. The comments also reflect the group's opinion that a different approach to working with the neighborhoods and looking overall at neighborhood revitalization is needed as well. (Tier A and Tier B comments submitted)

The group is looking at strategies to refresh Neighborhood Engagement and reinvent the Infrastructure approach in neighborhoods. You will hear from us further on those.

We are excited. Fresh strategies and the idea of raising new money are fabulous, of course. We just need to make sure, especially at this time, that we think not only of "programs" but also the "organic" strategies that make affordable housing and neighborhoods breathe and thrive.

Recommendations regarding the Housing Study's Prioritization Matrix (blue chart) follow below:

Maintain in New Efforts and Expanded Efforts:

Affordable Housing Trust Fund needs a use plan, minimum and stretch goals (See notes Tier A)

Weatherization needs energy audits and to be very flexible (See notes Tier A)

2nd Chance Tenancy may need funding and/or guarantees? (See notes Tier A)

Aging in Place (See notes Tier A)

Rehab Assistance (Self Help) could be a variety (See notes Tier A)

Landbank (exploration of model) (See notes Tier B)

Downtown Housing If in Tier B instead of Continued Efforts, should be **Neighborhood Housing**, which would include Downtown? (See notes Tier B)

Delete from New Efforts and Expanded Efforts:

Housing CFDI (would be included in New Financing Models below)
Housing near Employers (what, exactly?)
Landlord Licensing (should be taken care of by Code Enforcement, in Continued Efforts)
Alternate Transportation (should be in Continued Efforts)
Tenant Legal Counsel (covered by Tenant-Landlord Counseling and Legal Services in Continued Efforts)

We are assuming:

Host CDC training has been pushed off to MidTerm? Would say “Host CDC Training, if needed”?

Add to Tier A/Year 1:

40-Year Review and Celebration Look at what worked and what didn’t work for housing and neighborhoods in Topeka – past 40 years of CDBG, past 20 years of HOME and SORT
Housing Model Exploration Engage the community in exploring new Ownership, Design and Financing models (Possible Infill Housing/Housing Options Summit? Visual Design Preference exercises?)
New Neighborhood Engagement Model Change from project management to neighborhood engagement model for engagement overall and for housing planning (Samples provided by Michael Bell and Susan McClachney; redevelopment and empowerment professionals will be needed for success)
Grantwriting Assistance Available Anticipated by Council in 2021 City Budget and/or provided by Engagement Staff (above), Planning Staff and/or Partners
Strengthen Code Compliance 1) Citywide Beautification/Vegetation program, 2) Protocols for Complete Interior Inspections, 3) “Mothballing” standards for structures expected to be held vacant, 4) Restructured Consequences and Resource Assistance protocols to Optimize Compliance **(Code Compliance Proposals pending through Council Public Health and Safety Committee)**

Add to Continued Efforts (assume could be Expanded as well):

Infill Housing
Rehabilitation – Major, Exterior and Emergency
Accessibility Modifications
Tenant-Landlord Counseling
Homeownership
Homebuyer Support and Counseling
Anti-Blight Activities
Tool Bus
Transportation Assistance
Existing Consolidated (HUD), Transportation, Neighborhood, Land-Use, Historic Preservation, Complete Streets, Transit, Bikeways, Trails, Parks and Rec, and Public Participation plans
Transitional and Special Needs Housing
Tax Credit and Project-Based Section 8 Housing
Coop and Condominium Developments
Emergency Shelters

Eliminate from Continued Efforts:

SORT Eliminate or expect that it could substantially change. We are discussing recommendations to continue activities with the elements of SORT in neighborhoods, but cut them loose from the limits of targeting....thereby refreshing opportunities for planning, affordable housing, infrastructure and other activities in all neighborhoods. **(SORT proposal and Con Plan comments pending.)**

City of Topeka/Neighborhood Affordable Housing Implementation Plan – Starting Framework

Data

| | |
|--|---|
| 127,473 Population (2010 Census) | https://www.census.gov/quickfacts/fact/dashboard/topekacitykansas,manhattancitykansas,lawrencecitykansas,kansascitycitykansas/IPE12021 |
| 125,310 Population estimate (2019) | https://www.census.gov/quickfacts/topekacitykansas |
| -1.80% Population change (2010 - 2019) | https://www.census.gov/quickfacts/topekacitykansas |
| # housing units | |
| 53312 # households (2014-2018 average) | https://www.census.gov/quickfacts/topekacitykansas |
| # occupied | |
| # vacant | |
| % of all units | |
| # vacant parcels (map needed) | |
| 10.80% % population with a disability, under age 65 | https://www.census.gov/quickfacts/fact/table/topekacitykansas/DIS010218 |
| 11.10% % language other than English spoken at home | https://www.census.gov/quickfacts/topekacitykansas |
| 16.80% % population over the age of 65 | https://www.census.gov/quickfacts/fact/dashboard/topekacitykansas,manhattancitykansas,lawrencecitykansas,kansascitycitykansas/IPE12021 |
| 8999 # of veterans | https://www.census.gov/quickfacts/fact/table/topekacitykansas# |
| \$46,890 Median income (2014-2018) | https://www.census.gov/quickfacts/fact/dashboard/topekacitykansas,manhattancitykansas,lawrencecitykansas,kansascitycitykansas/IPE12021 |
| \$27,145 Per capita income (2014-2018) | https://www.census.gov/quickfacts/fact/dashboard/topekacitykansas,manhattancitykansas,lawrencecitykansas,kansascitycitykansas/IPE12021 |
| 84.20% % households with a computer (2014-2018) | https://www.census.gov/quickfacts/topekacitykansas |
| 69.20% % households with broadband subscription | https://www.census.gov/quickfacts/topekacitykansas |
| 2.29 # people per household (2014-2018) | https://www.census.gov/quickfacts/fact/table/topekacitykansas/HSD410218#HSD410218 |
| 90.20% % High School graduate, >25 years old (2014-2018) | https://www.census.gov/quickfacts/fact/dashboard/topekacitykansas,manhattancitykansas,lawrencecitykansas,kansascitycitykansas/IPE12021 |
| 28.40% % Bachelors degree or higher, >25 years old (2014-2018) | https://www.census.gov/quickfacts/fact/dashboard/topekacitykansas,manhattancitykansas,lawrencecitykansas,kansascitycitykansas/IPE12021 |
| # homeowners | https://www.census.gov/quickfacts/topekacitykansas |
| \$102,600 Median value of owner-occupied housing (2014-2018) | https://www.census.gov/quickfacts/fact/table/topekacitykansas/HSG495218#HSG495218 |
| 56.60% % of occupied | https://www.census.gov/quickfacts/topekacitykansas |
| % substandard | |
| # rentals | |
| \$790 Median gross rent (2014-2018) | https://www.census.gov/quickfacts/fact/table/topekacitykansas/HSG495218#HSG495218 |
| % rental vacancy rate | |
| % of occupied | |
| % substandard | |
| Range of % rental vacancy rate over 5 years | |

Targets

Existing (4000?) Properties to 'Safe and Affordable' Status

Change over time

of units considered safe and affordable

| | | | | | |
|----------|----------|----------|----------|----------|-----------|
| # year 1 | # year 2 | # year 3 | # year 5 | # year 8 | # year 10 |
| % year 1 | % year 2 | % year 3 | % year 5 | % year 8 | % year 10 |

Alcohol and drug services
 Mental Health services
 Emergency Aid – rent, utilities, medicine, food

| Goals for New Construction, Multi-Family | # year 1 | # year 2 | # year 3 | # year 5 | # year 8 | # year 10 | Partners/Respon | Funding Source |
|--|----------|----------|----------|----------|----------|-----------|-----------------|----------------|
|--|----------|----------|----------|----------|----------|-----------|-----------------|----------------|

2-6 unit homeowner _____ (range/any targeting)
 2-6 unit rental _____ (range/any targeting)
 6-20 unit homeowner _____ (range/any targeting)
 6-20 unit rental _____ (range/any targeting)
 21-100+ unit homeowner _____ (range/any targeting)
 21-100+ unit rental _____ (range/any targeting)

| Goals for Collateral Initiatives, At-Risk areas – to attract, for safety, to | # year 1 | # year 2 | # year 3 | # year 5 | # year 8 | # year 10 | Partners/Respon | Funding Source |
|--|----------|----------|----------|----------|----------|-----------|-----------------|----------------|
|--|----------|----------|----------|----------|----------|-----------|-----------------|----------------|

| | |
|---|----------------------------------|
| Vegetation | Code Compliance |
| Greenspace/parkland | Public Works, County Parks & Rec |
| Neighborhood Improvement Associations – networks, activities | NIA, Comm Engagement |
| Neighborhood Infrastructure (streets, sidewalks, alleys, utilities) – to standard | Public Works, Planning |
| Neighborhood Amenities (signage, bike repair stands, etc.) | Public Works, Planning |
| Neighborhood Retail/Commercial | Economic Development, JEDO, GTP |
| Community Policing | NIA, Police |
| Schools | Board of Ed, Principals, PTAs |
| Parks and Recreation | NIA, SCPR, Planning |
| Broadband | Public Works, Telecommunications |

| Goals for Policy updates | # year 1 | # year 2 | # year 3 | # year 5 | # year 8 | # year 10 | Partners/Respon | Funding Source |
|--------------------------|----------|----------|----------|----------|----------|-----------|-----------------|----------------|
|--------------------------|----------|----------|----------|----------|----------|-----------|-----------------|----------------|

Demolition as last Resort (recommendation from Market Study)
 Easier permitting to allow for new construction concepts?
 Mothballing (essential due to the high number of vacancies)

| Goals for Collateral Fundraising and Advocacy | # year 1 | # year 2 | # year 3 | # year 5 | # year 8 | # year 10 | Partners/Respon | Funding Source |
|---|----------|----------|----------|----------|----------|-----------|-----------------|----------------|
|---|----------|----------|----------|----------|----------|-----------|-----------------|----------------|

| | |
|---|------------|
| Minimum wage advocacy | Government |
| Additional Low Income Tax Credit availability | Government |
| Long term funding for Affordable Housing Trust Fund | |
| Allowable uses of AHTF | |
| Fundraising efforts for AHTF | |

Existing Plans related to Affordable Housing Plan (will be primary sources for guidance and policy discussions)

| Agency | Plan or Program |
|--------------------------------|---|
| City of Topeka | Consolidated Action Plan |
| City of Topeka | Topeka Pedestrian Master Plan |
| City of Topeka | Neighborhood & Area Plans |
| City of Topeka | Historic Preservation Plan |
| City of Topeka | Land Use & Growth Management Plan |
| City of Topeka/MTPO | Complete Streets Design Guidelines |
| City of Topeka/MTPO | Futures 2040: Topeka Regional Transportation Plan |
| City of Topeka/MTPO | Public Participation Plan |
| City of Topeka/MTPO | Unified Planning Work Program |
| City of Topeka/MTPO | Bikeways Master Plan |
| City of Topeka/MTPO | Transportation Improvements Plan |
| Kansas Historical Society | 2017-2022 Kansas Preservation Plan |
| Topeka Metro Transit Authority | Long Range Transit Plan |
| Shawnee County (SNCO) | 2038 SNCO Comprehensive Plan |
| SNCO Parks & Recreation | 2020-2025 SNCO Parks & Rec Strategic Plan |

SNCO Planning (resources)

[SNCO Planning has a very good list of planning and planning-adjacent websites and partners](#)

Tier A

new or expanded tactics that are expected to be created and activated in 2021; excludes continued efforts

| Tactic | Steps/Actions | Who (Lead/Support) | When (Q) | Metrics |
|-------------------------------|--|---|---------------------------|---|
| Affordable Housing Trust Fund | Set goals for the use of the funds - #units and \$\$ Must have master goals and strategies to support fundraising | Housing/Planning Staff Assumption no new staff | 4th Qtr 2020/1st Qtr 2021 | Project Completion Collateral Action |
| | Assume current programs will be considered for inclusion and/or expansion | | | |
| | Identify who will do the fundraising and likely sources | Steve Schiffelbein | 2021 | |
| | Review ordinance for congruence with current priorities | | 1st Qtr 2021 | |
| | | | | |
| | | | | |

| Tactic | Steps/Actions | Who (Lead/Support) | When (Q) | Metrics |
|----------------|--|---------------------------------|--|---|
| Weatherization | Clarify plans for the program....must include rentals 10 houses per year (Con Plan) not adequate | Housing Staff? Neighborhoods | 4th Qtr 2020 | Project Completion Collateral Action |
| | Seems that full energy audits should be done on all properties, with alternative options presented for improved comfort and cost savings | Community Action? | OR Suggest Year 1 Neighborhood Training, Assessments and Program Plans Year 2 Implementation | |
| | DIY options should be available – stretch funds, increase independence | Habitat? | | |
| | Selection of certain rooms or parts of the house should be an option Room-based heating and cooling appliances should be considered | | | |
| | Another option should be for certain offerings for full neighborhoods, where similar to Enhancement (or as part of Enhancement), people could DIY and/or neighbors could help neighbors (similar to cleanups) [See Rehab Assistance Comments as well] | | | |

| Tactic | Steps/Actions | Who (Lead/Support) | When (Q) | Metrics |
|--------------------|---|--------------------|----------|---|
| 2nd Chance Tenancy | Double-check if funding for services is needed | HCCI | | Project Completion Collateral Action |
| | Needs guarantee (similar to Section 8, Housing Choice and Impact Avenue)? | Housing Staff | | |
| | Research need, set capacity and goals | | | |
| | | | | |
| | | | | |
| | | | | |

Tier A

new or expanded tactics that are expected to be created and activated in 2021; excludes continued efforts

| Tactic | Steps/Actions | Who (Lead/Support) | When (Q) | Metrics |
|----------------|--|--------------------|-------------------|---|
| Aging in Place | Definitions are needed, as well as data support | Habitat | | Project Completion Collateral Action |
| | Should include program eligibility considerations related to the assessed ability of the senior to live affordable and safely after rehab? | JAAA, TILRC, RCIL | JAAA, TILRC, RCIL | |
| | | | | |
| | | | | |
| | | | | |
| | | | | |

| Tactic | Steps/Actions | Who (Lead/Support) | When (Q) | Metrics |
|---------------------------------|---|--------------------------------|--------------|---|
| Rehab Assistance (Self Help) | Program and eligibility needs to be defined | Housing Staff Neighborhoods | 4th Qtr 2020 | Project Completion Collateral Action |
| | Encourage to be similar to former Neighborhood Enhancement, at least as far as credit for labor for self or others | Habitat? | | |
| | Identify existing sources of technical assistance – classes, coaches, neighbors | | | |
| | Explore possibilities for bulk buying, related donations of materials for Individual, themed or neighborhood projects | | | |
| | | | | |
| | | | | |

Tier B

new or expanded tactics where more planning work needs done in 2021 before activation; excludes continued efforts

| Tactic | Steps/Actions | Who (Lead/Support) | When (Q) | Metrics |
|----------|---|------------------------|----------|-------------|
| Landbank | Identify expected needs next 10 years | Habitat, Cornerstone | Year 1 | Viable Plan |
| | Explore alternate models...SWOT analysis and history of models.... cost-effectiveness based on expected volume | Housing/Planning Staff | | |
| | Evaluate effectiveness of land bank model vs. current practice of City intervention buying only as needed and protocol of never paying more than appraised value or paying for relocation | | | |
| | | | | |
| | | | | |
| | | | | |

| Tactic | Steps/Actions | Who (Lead/Support) | When (Q) | Metrics |
|------------------|--|--|----------|---|
| Downtown Housing | Should this be for all NIAs (" Neighborhood Housing " ...Downtown and NOTO would be included)? Strong, but not unanimous, preference in group | Community Engagement | Year 1 | Project Completions Collateral Actions |
| | If Downtown, clarify goals for Downtown and NOTO Should include Workforce as well as Market Rate housing | DTI, NOTO | | |
| | Refresh all NIAs with their current neighborhood plans Assist them with housing types, price ranges and styles needed for major rehab and infill – set goals | Planning, Community Engagement....Redevelopment Professional | | |
| | | | | |
| | | | | |