Battle Creek Consolidated Plan
Strategic Priorities

Contents

Battle Creek Consolidated Plan Strategic Priorities

Mission: "To ensure a safe, prosperous, and equitable community by creating strong, sustainable, and inclusive neighborhoods and quality affordable homes for all people of Battle Creek."

Executive Summary

The City's Five Year Consolidated Plan is meant to establish strategic priorities and objectives in the area of community development and governs how federal funds are allocated by the city to projects and programs.   To assist with the development of the strategic plan, the City hired Allovance, a strategic planning consultant with a proprietary planning method and software application designed to guide stakeholders through a five step decision making process: strategize, compare, quantify, score, and select. This report lists all of the priorities and objectives derived from Allovance planning process, along with a brief description and scoring criteria for each objective.

Strategize

The planning process began with Community Development staff convening a strategy team in July of 2019 to create the initial set of priorities and objectives. This team was comprised of city staff and representatives from other organizations doing community development work.

Compare

Once the initial priorities were created, the strategy team performed a pairwise comparison to obtain the relative weights of each priority and objective. For this step, each strategic priority is compared to every other strategic priority. Within each individual priority all of the strategic objectives are compared to each other to obtain those relative weights. Here is an example of how those comparisons were made in the software application:

This step resulted in a "strategic value score card" showing the relative weights of each priority and objective. These weights represent how important each priority/objective is to achieving the mission of the Consolidated Plan.

Quantify

Allovance and City staff worked with subject matter experts, identified by the strategy team, to develop scoring criteria and a scoring scale for each objective. Criteria were also developed for urgency and complexity. Low, medium, and high desirability criteria were created for each objective in order to assess the relative impact of proposed project ideas. Low desirability criteria reflect quick wins or the minimum impact necessary for a project to be meaningfully furthering an objective. High desirability criteria reflect ideal outcomes for highly impactful activities.

Score

Proposed project ideas are scored against each of the objectives. Projects are typically scored first by the project owner and then reviewed and modified by the Community Development staff. The Allovance software uses the weights from the score card and the objective criterion to calculate the project's strategic value score. This number is combined with the project's urgency and complexity scores to create an overall score for the project. Here is an example of what scoring looks like in the application:

Select

Once the model is set up and all the projects are scored, the next step is to select the projects to be included in the five year budget. Allovance has a feature that will generate a list of optimal program portfolios based on the strategic value, complexity, and urgency of the projects. Of equal importance is the alignment of the proposed projects with the strategic values. This means that in addition to choosing the projects that are the most strategic, it is important to select a mix of projects that hit on all the values reflected in the score card.

The graph below is an example from the Allovance software that shows how a proposed mix of programs meet a set of objectives:

In the example, the proposed portfolio is closely aligned with three of the objectives, but exceeds the target for "increased access to attainable housing".

Battle Creek 2020-24 Consolidated Plan – Strategy Team and Subject Matter Experts

Chris Lussier, City of Battle Creek – Community Development Division

Mackenzie Scholte, City of Battle Creek – Community Development Division

Jason Francisco, City of Battle Creek – Code Compliance Division

Dennis McKinley, City of Battle Creek – Community Services Department

Christine Zuzga, City of Battle Creek – Planning Division

John Hart, City of Battle Creek – Economic Development

Eric Morris, City of Battle Creek – Code Compliance Division

Krista Edwards, Calhoun County Land Bank Authority

Nicole Dupont, The Coordinating Council & Summit Pointe

Helen Guzzo, Calhoun County Senior Services

Israel Flores, Northern Initiatives

Chris McCoy, New Level Sports

Carey Whitfield, NAACP & Battle Creek Area Association of Realtors

Marcie Gillette, City of Battle Creek—Community Services Department

Adam Dingwall, The Coordinating Council Leadership Cabinet, Past Chairman

Katina Mayes, Fair Housing Center of Southwest Michigan

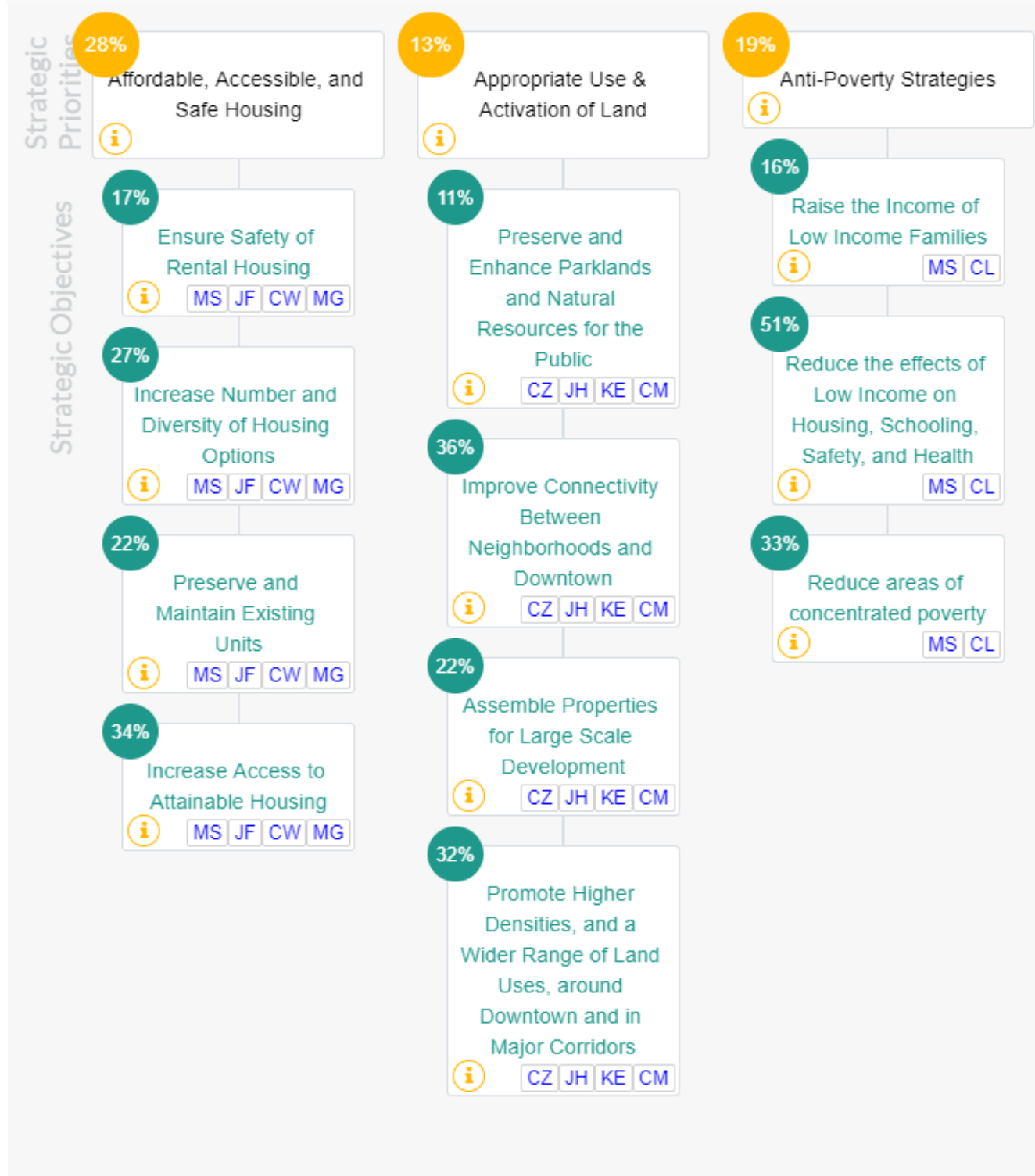Sharlee Coffman-Cook, Fair Housing Center of Southwest Michigan

Maggie Honaker, Calhoun County Continuum of Care

Robert Elchert, SHARE Center

Alisa Parker, Legal Services of South Central Michigan

Strategic Value Score Card

Mission: To ensure safe, prosperous, and equitable communities by creating strong, sustainable, and inclusive neighborhoods and quality affordable homes for all people of Battle Creek.

Strategic Priorities

28% Affordable, Accessible, and Safe Housing ⓘ

13% Appropriate Use & Activation of Land ⓘ

19% Anti-Poverty Strategies ⓘ

Strategic Objectives

17% Ensure Safety of Rental Housing ⓘ | MS | JF | CW | MG

27% Increase Number and Diversity of Housing Options ⓘ | MS | JF | CW | MG

22% Preserve and Maintain Existing Units ⓘ | MS | JF | CW | MG

34% Increase Access to Attainable Housing ⓘ | MS | JF | CW | MG

11% Preserve and Enhance Parklands and Natural Resources for the Public ⓘ | CZ | JH | KE | CM

36% Improve Connectivity Between Neighborhoods and Downtown ⓘ | CZ | JH | KE | CM

22% Assemble Properties for Large Scale Development ⓘ | CZ | JH | KE | CM

32% Promote Higher Densities, and a Wider Range of Land Uses, around Downtown and in Major Corridors ⓘ | CZ | JH | KE | CM

16% Raise the Income of Low Income Families ⓘ | MS | CL

51% Reduce the effects of Low Income on Housing, Schooling, Safety, and Health ⓘ | MS | CL

33% Reduce areas of concentrated poverty ⓘ | MS | CL

Mission: To ensure safe, prosperous, and equitable communities by creating strong, sustainable, and inclusive neighborhoods and quality affordable homes for all people of Battle Creek.

Strategic Priorities

18% Community Engagement Through Collaboration and Social Empowerment ⓘ

7% Fair Housing ⓘ

16% Neighborhood Vitality ⓘ

Strategic Objectives

27% Provide Support to Underserved Groups to Access and Use Resources ⓘ | MS | EM | HG | CM |

16% Increase Community Participation in Decision Making Processes ⓘ | MS | EM | HG | CM |

18% Improve the Community Development Delivery System ⓘ | CL | IF | ND | AD |

19% Increase Cross Sector Collaboration ⓘ | CL | IF | ND | AD |

21% Support Efforts around Homelessness Prevention ⓘ | CL | IF | ND | AD |

30% Educate the Public on Fair Housing Laws ⓘ | CL | DM | KM | SC |

22% Address Complaints About Discriminiation ⓘ | CL | DM | KM | SC |

48% Investigate Impediments to Fair Housing ⓘ | CL | DM | KM | SC |

25% Create a Sense of Place ⓘ | CZ | JF | KE | IF | MG |

12% Provide Access to Affordable Recreation ⓘ | CZ | JF | KE | IF | MG |

41% Improve Property Conditions in Low-Moderate Income Neighborhoods ⓘ | CZ | JF | KE | IF | MG |

22% Develop Intersections of Business Districts and Neighborhoods | CZ | JF | JH | KE | IF | MG |

Priority 1: Affordable, Accessible, and Safe Housing 28%

Communities are stronger when people have access to quality affordable and safe housing. This priority encompasses preserving current affordable housing, development of new units, increasing the diversity of housing options, ensuring that low and moderate income neighborhoods benefit from housing resources, and that rental housing is safe.

Objective 1A: Ensure Safety of Rental Housing 17%

Rental housing is safe when it is well-managed, well-maintained and free of hazards. Landlords and tenants associated with such properties are informed of their rights and responsibilities and are aware of available resources and supports.

Low Desirability Criteria:

- Increases landlord awareness of responsibilities, resources & best practices (between 50-200 landlords affected)

- Results in landlords making minor repairs or improvements to one or more of their properties (between 5 and 20 properties affected

Medium Desirability Criteria:

- Increases landlord awareness of responsibilities, resources & best practices (between 201-500 landlords affected)

- Results in landlords making minor repairs or improvements to one or more of their properties (between 21 and 50 properties affected)

- Results in the creation or substantial rehab of 2 to 10 units

High Desirability Criteria:

- Increases landlord awareness of responsibilities, resources & best practices (effect is pervasive)

- Results in landlords making minor repairs or improvements to one or more of their properties (51 or more properties affected)

- Results in the creation or substantial rehab of 11 or more units

- Maintains the number of properties that are registered, inspected and permitted

Strategic Value Criterion

Strategic Value Score

100

75

50

25

No Desirability   Low Desirability   Medium Desirability   High Desirability
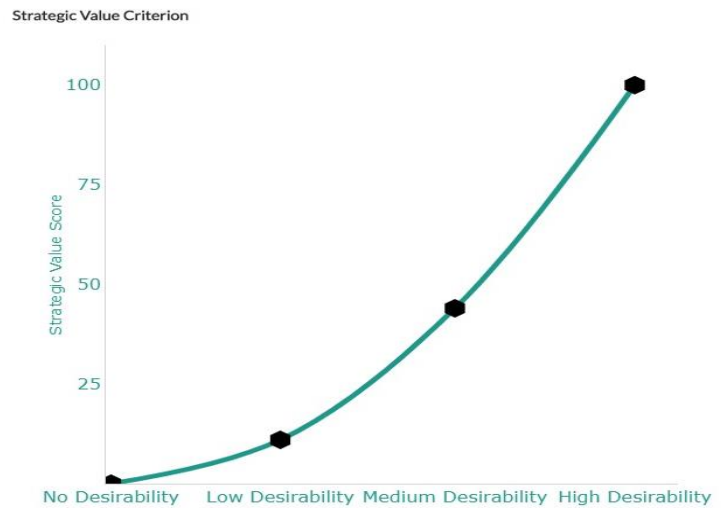
Objective 1B: Increase Number and Diversity of Housing Options 27%

This objective involves increasing the amount of affordable housing as well as diversifying the type of units currently available. The city's current housing stock is fairly homogeneous and there is demand for alternatives. Example strategies include creating permanent supportive housing, locating properties in more walk-able and lively areas, or building new unit types like loft apartments, duplexes, quads, or town houses.

Low Desirability Criteria:

- Encourages denser development in downtown and along major corridors

- Results in the substantial rehab of an abandoned or functionally obsolete property within one mile of downtown.

- Increases the number of units on an already developed, functioning property within one mile of downtown.

Medium Desirability Criteria:

- Results in the creation of one or more units of new infill construction within one mile of downtown.

- Results in the substantial rehab of four or more abandoned or functionally obsolete units within one mile of downtown.

- Results in the substantial rehab of an abandoned or functionally obsolete unit in the downtown or along a major corridor.

- Increases the number of units on an already developed, functioning unit downtown or along a major corridor.

High Desirability Criteria:

- Results in the creation of one or more units of new infill construction downtown or along a major corridor.

- Results in the creation of five or more units of new infill construction within one mile of downtown.

- Results in the substantial rehab of four or more abandoned or functionally obsolete units downtown or along a major corridor.

- Results in the substantial rehab of ten or more abandoned or functionally obsolete units within one mile of downtown.
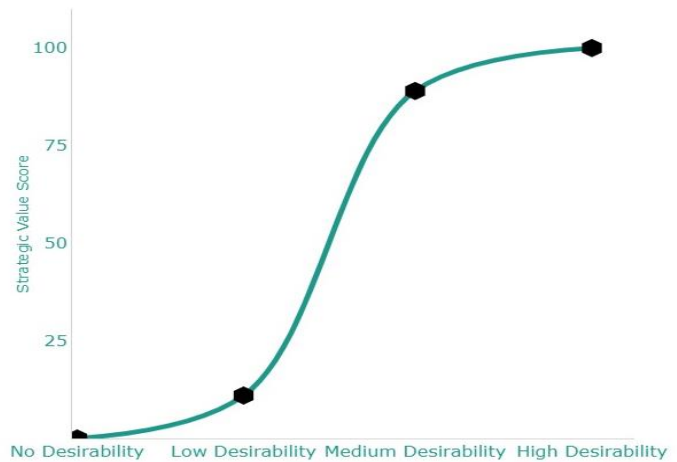
Objective 1C: Preserve and Maintain Existing Affordable Units 22%

This objective focuses on providing resources to current homeowners to maintain their homes and funding local housing non-profits (or developers) to acquire, rehab and resell existing properties as affordable housing.

Low Desirability Criteria:

- Results in 5 to 15 completed minor home repair projects

- Results in 1 to 4 substantially rehabbed properties

- Results in one completed Acquisition/Redevelopment/Resale project

- Increases home/business owner awareness of responsibilities, resources & best practices for property maintenance (between 50-200 owners affected)

Medium Desirability Criteria:

- Results in 16 to 35 minor home repair projects

- Results in 4 to 8 substantially rehabbed properties

- Results in 2-4 completed Acquisition/Redevelopment/Resale projects

- Increases home/business owner awareness of responsibilities, resources & best practices for property maintenance (between 201-500 owners affected)

High Desirability Criteria:

- Results in 36 or more minor home repair projects

- Results in 9 or more substantially rehabbed properties

- Results in 5 or more completed Acquisition/Redevelopment/Resale projects

- Results in a public-private partnership to fund housing incentives to purchase or rehab homes in an Low/Mod Income Neighborhood

- Increases home/business owner awareness of responsibilities, resources & best practices for property maintenance (effect is pervasive)

Strategic Value Criterion
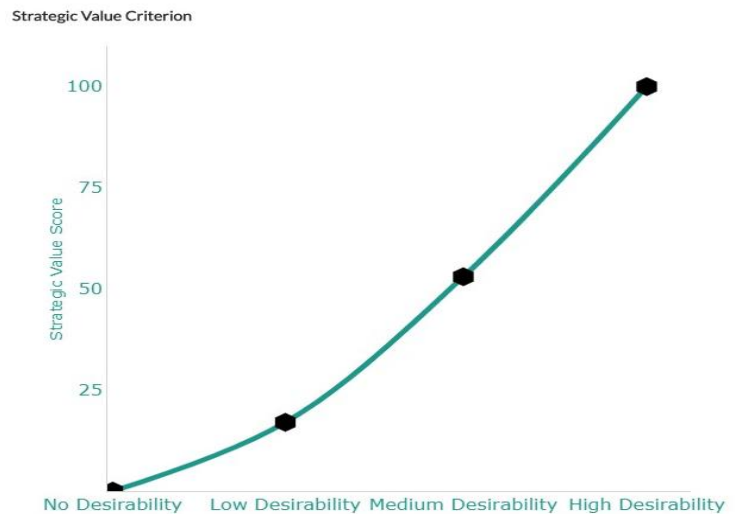
Objective 1D: Increase Access to Attainable Housing   **34**%

Battle Creek envisions a future when all families and individuals have free and open access to housing anywhere in the city. Data suggest that some groups have challenges and need support. Discrimination or steering based on protected class status (race, gender, disability, family size, etc.), poor credit or rental history, and lack of sufficient modifications to support physical access are examples of such challenges.

Low Desirability Criteria:

- Promotes general awareness of the housing process or rights (between 200 and 500 affected)

- Provides training about the housing process or rights (between 20 and 50 affected)

- Provides on going case management to LMI individual/family (between 5 and 15 affected)

- Results in support to tenants or housing seekers that are homeless, have a poor credit history, a past criminal conviction or are facing eviction.

Medium Desirability Criteria:

- Promotes general awareness of the housing process or rights (between 500 and 1000 affected)

- Provides training about the housing process or rights (between 51 and 100 affected)

- Provides on going case management to LMI individual/family (between 16 and 30 affected)

- Increases eviction conditional dismissals by 15%

- Eliminates a barrier or provides a subsidy resulting in a LMI individual securing permanent housing (between 10 and 25 affected)

- Results in a private/public partnership that helps seekers attain housing locally

High Desirability Criteria:

- Promotes general awareness of the housing process or rights (more than 1000 affected)

- Provides training about the housing process or rights (more than 100 affected)

- Provides on going case management to LMI individual/family (more than 30 affected)

- Increase eviction conditional dismissals by 30%

- Eliminates a barrier or provides a subsidy resulting in a LMI individual securing permanent housing (more than 25 affected)

- Results in a high capacity private/public partnership that helps seekers attain housing locally

Strategic Value Criterion
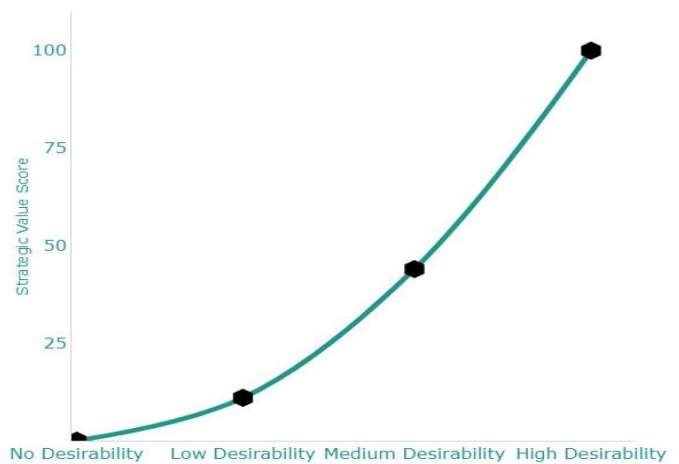
Priority 2: Appropriate Use and Activation of Land 13%

Encourage the activation of public, vacant and/or underutilized land in low income areas, consistent with the City's master plan. Activation of these spaces enables communities to preserve natural resources for public use; promote higher densities and a wider range of land uses around downtown and major corridors; assemble property for larger scale developments, and improve connectivity between neighborhoods and the downtown.

Objective 2A: Preserve and Enhance Parklands and Natural Resources for the Public 11%

Local parks and natural resources like Goguac Lake and the Battle Creek and Kalamazoo Rivers are important assets for the community. Whether a pocket park in a neighborhood or a trail along a river, activating and improving access to these spaces in ways that improve the quality of life for all residents is a priority, especially those in neighboring low and moderate-income neighborhoods.

Low Desirability Criteria:

- Increase awareness of available natural resources

- Enable assessment of existing conditions

- Maintain the current condition of the natural resource

- Activates a small area (<100 users per year) - e.g. pocket park or neighborhood park

Medium Desirability Criteria:

- Improve access to natural resources

- Improves quality of one or two natural resources

- Enhance the use of the natural resource

- Activates a medium area (100-500 users per year) - e.g. destination park or trail

High Desirability Criteria:

- Active use of natural resources by diverse population

- Improves quality of several natural resources

- Transformative use of the natural resource

- Activates a regional area (>500 users per year) - e.g. river, trail system, lake, or neighborhood-wide amenity
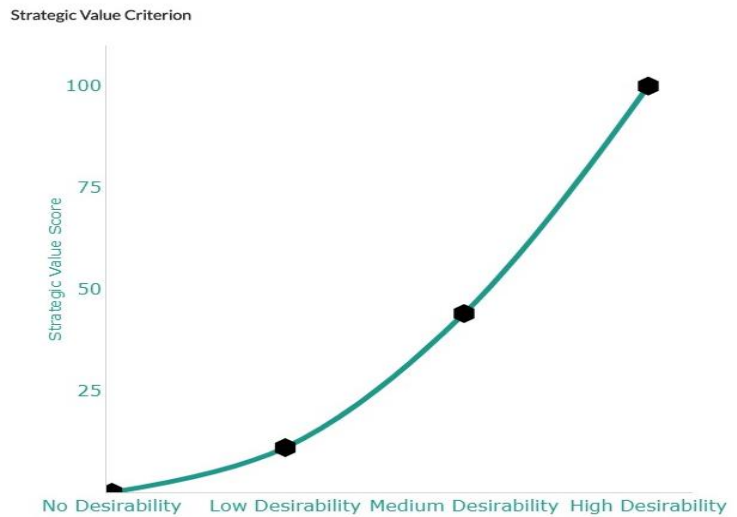
Strategic Value Criterion
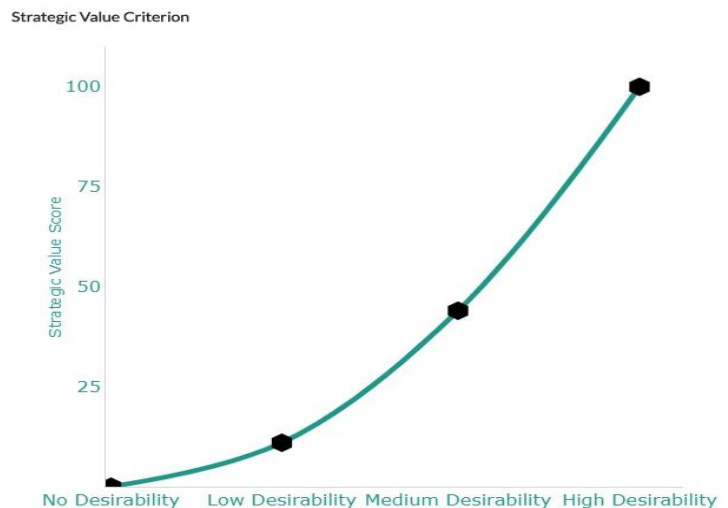
Objective 2B: Improve Connectivity Between Neighborhoods and Downtown 36%

Address barriers to walkability between neighborhoods, downtown and other community anchors.

Low Desirability Criteria:

- Connection with at least 1 anchor institutions and businesses

- Reduce various nuisance conditions by 25% (blight, noise, and odor)

- Improves 25% of walkability attributes (cleanliness, landscaping, amenities (seating, shade, curb ramps, condition of street furniture, quality of paving materials, and sidewalk continuity)

- Neighborhood 10-20 minutes walk from downtown

Medium Desirability Criteria:

- Connection with 2-4 anchor institutions and businesses

- Reduce various nuisance conditions by 50% (blight, noise, and odor)

- Improves 50% of walkability attributes (cleanliness, landscaping, amenities (seating, shade, curb ramps, condition of street furniture, quality of paving materials, and sidewalk continuity)

- Neighborhood 5-10 minutes walk from downtown

High Desirability Criteria:

- Connection with 5-10 anchor institutions and businesses

- Reduce various nuisance conditions by 75% (blight, noise, and odor)

- Improves 75% of walkability attributes (cleanliness, landscaping, amenities (seating, shade, curb ramps, condition of street furniture, quality of paving materials, and sidewalk continuity)

- Neighborhood <5 minutes walk from downtown

Objective 2C: Assemble Properties for Large Scale Development 22%

This objective involves assembling smaller parcels with little reuse potential into larger tracts for redevelopment. Of particular interest are projects proposed as part of a larger redevelopment plan that encourages multiple uses in or adjacent to downtown.
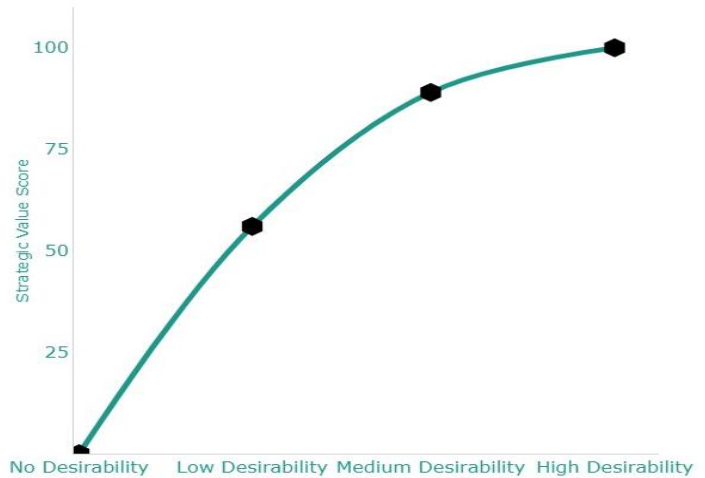
Low Desirability Criteria:

- Connection with at least 1 anchor institutions and businesses

- Reduce various nuisance conditions by 25% (blight, noise, and odor)

- Improves 25% of walkability attributes (cleanliness, landscaping, amenities (seating, shade, curb ramps, condition of street furniture, quality of paving materials, and sidewalk continuity)

- Neighborhood 10-20 minutes walk from downtown

Medium Desirability Criteria:

- Connection with 2-4 anchor institutions and businesses

- Reduce various nuisance conditions by 50% (blight, noise, and odor)

- Improves 50% of walkability attributes (cleanliness, landscaping, amenities (seating, shade, curb ramps, condition of street furniture, quality of paving materials, and sidewalk continuity)

- Neighborhood 5-10 minutes walk from downtown

Strategic Value Criterion

High Desirability Criteria:

- Connection with 5-10 anchor institutions and businesses

- Reduce various nuisance conditions by 75% (blight, noise, and odor)

- Improves 75% of walkability attributes (cleanliness, landscaping, amenities (seating, shade, curb ramps, condition of street furniture, quality of paving materials, and sidewalk continuity)

- Neighborhood <5 minutes walk from downtown

Objective 2D: Promote Higher Densities and Wider Range of Land Uses Around Downtown and in Major Corridors 32%

This objective is focused on creating a stronger and more competitive downtown by increasing population density, which has been linked to increased productivity and capitalizes on already built infrastructure.

Low Desirability Criteria:

- Preserve number of dwelling units at 5 DU/Acre

- Infill/redevelopment more than 1 block from the corridor

- One project in a designated area (under half an acre)

Medium Desirability Criteria:

- Results in denser dwelling units based on property size (6-10 DU/Acre)

- Infill/redevelopment within 1 block from the corridor

- Anchor/small scale development (0.5-1 acre)
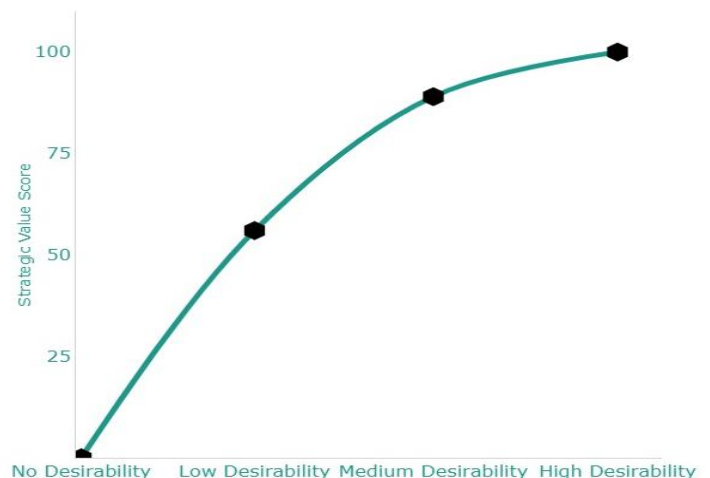
High Desirability Criteria:

- Results in much denser dwelling units based on property size (>10 DU/Acre)

- Infill/redevelopment on the corridor

Strategic Value Criterion

- Creates or advances formal plan for higher densities around downtown and major corridors

- Large scale development (more than 1 acre)

Priority 3: Anti-Poverty Strategies 19%

Individuals and families can be said to be in poverty when having resources far below those of an average individual or family results in exclusion from ordinary patterns, customs, activities, or quality of life. This priority encompasses strategies that raise income, reduce the impact of being low income, and break up concentrated poverty.

Objective 3A: Raise the Income of Low Income 16% Families

This objective includes increasing incomes directly through job training, job placement, and/or skill development.

Low Desirability Criteria:
- Results in one time job training, job placement, and or skill development activity (30 to 50 individuals affected)
- Income increased directly through job training, job placement, and/or skill development (5 to 10 individuals affected)

Medium Desirability Criteria:
- Results in one time job training, job placement, and or skill development activity (51 to 80 individuals affected)
- Income increased directly through job training, job placement, and/or skill development (11 to 20 individuals affected)

High Desirability Criteria:
- Results in one time job training, job placement, and or skill development activity (more than 80 individuals affected)
- Income increased directly through job training, job placement, and/or skill development (more than 20 individuals affected)


Strategic Value Criterion

Strategic Value Score

100 — 75 — 50 — 25

No Desirability   Low Desirability   Medium Desirability   High Desirability
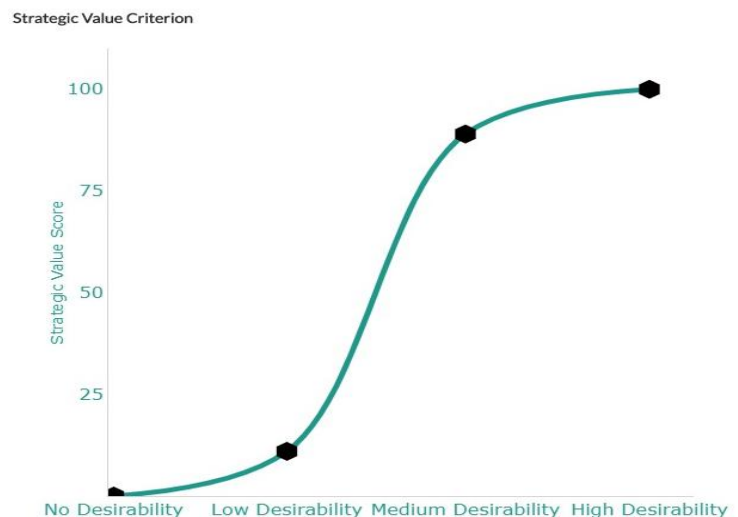
Objective 3B: Reduce the effects of Low Income on Housing, Schooling, 51% Safety, and Health

This objective is focused on reducing the impact of being low income on quality of life and can be met in variety of ways including: making housing more affordable or safe, reducing barriers to early childhood education, improving public transportation options, improving health Criterias in low income areas and increasing the affordability and availability of child care.

Low Desirability Criteria:
- Results in making housing more affordable or safe
- Results in making neighborhoods safer

- Reduces barriers to early childhood education

- Improves public transportation options

- Improves health outcomes in low income areas

- Increases the affordability and/or availability of child care.

- AND provides a direct benefit to 10 to 30 individuals/families
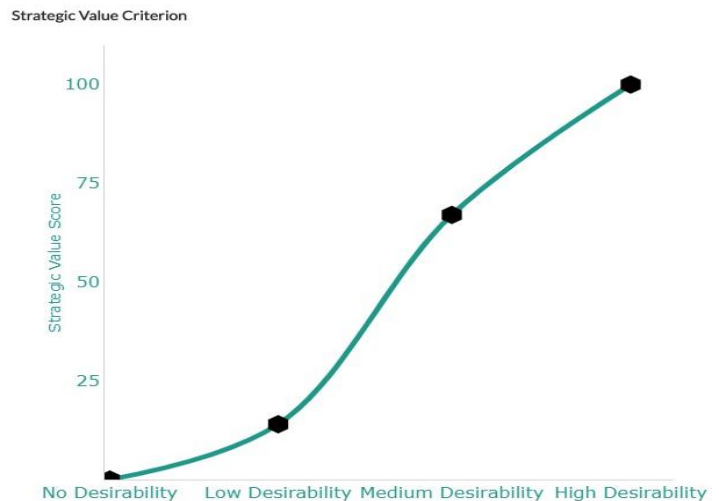
Medium Desirability Criteria:

- Provides one or more of the low desirability benefits in a way that targets a demonstrably vulnerable population or area. Some examples include:
  - o Exremely low or very low income families
  - o Elderly or disabled individuals
  - o CDBG Revitalization Areas
  - o Domestic violence victims
  - o Members of a protected class that has experienced hardship or discrimination

- AND/OR provides a direct benefit to 31 to 100 individuals

High Desirability Criteria:

- Benefit is offered in a highly collaborative environment or as part of a larger strategic plan where outcomes are likely to be lasting and impact on multiple objectives.

- AND/OR provides a direct benefit to over 100 individuals

Strategic Value Criterion

(chart: Strategic Value Score vs. No Desirability, Low Desirability, Medium Desirability, High Desirability)

Objective 3C: Reduce areas of concentrated poverty 33%

This objective prioritizes the de-concentration of poverty. This can be achieved either by improving the access low income families have to safe neighborhoods, quality housing, good schools and health care, or by making investments in neighborhoods where low income households are currently concentrated

Low Desirability Criteria:

- Results in low income families having better access to safe neighborhoods, quality housing, good schools and health care

- Results in investments in neighborhoods where low income households are currently concentrated

- AND 10 to 20 families affected

Medium Desirability Criteria:

- Creates a pathway for low income families to relocate or permanently access resources/benefits

- Results in a substantial public amenity or infrastructure improvement in a LMI neighborhood

- AND 10 to 20 families affected

- OR a low desirability outcome met with 21 to 50 families affected.

High Desirability Criteria:

- Creates a pathway for low income families to relocate or permanently access

- Results in a substantial public amenity or infrastructure improvement in a LMI neighborhood

- AND more than 20 families affected

- OR a low desirability outcome met with more than 50 families affected

Strategic Value Criterion
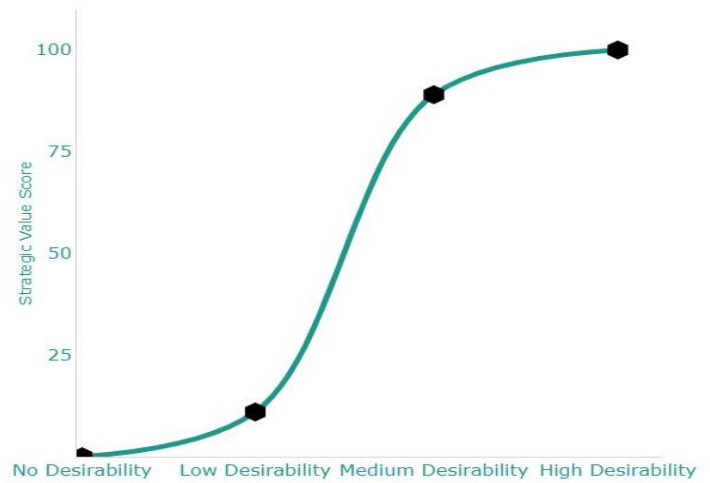
Priority 4: Engagement, Collaboration and Social 18% Empowerment

This priority promotes engagement and empowerment at all levels of the community. "Empowerment" refers to the process by which people gain control over the factors and decisions that shape their lives. To that end, this priority puts an emphasis on projects that promote ownership, create or clarify pathways for community members to access and utilize resources; and/or that engage them in community decision making processes.

Other objectives in this priority promote organizing at the institutional and organizational level to create a sense of shared purpose, increase capacity, coordinate planning, partner across sectors and build coalitions.

Objective 4A: Provide Support to Underserved Groups to Access and Use Resources

Emphasizes projects that result in improved access to resources, engage harder to reach populations, involve coaching, and utilize more efficient and accessible processes.   27%

Low Desirability Criteria:

- Provide self directed help for people to access processes

- More people are aware of available resources

Medium Desirability Criteria:

- In-person engagement to help people access processes

- More people understand the steps to utilize available resources

High Desirability Criteria:

- Accessible efficient processes with less barriers to entry

- More people are using available resources

- Improve resource utilization in groups that are most difficult to reach

Strategic Value Criterion
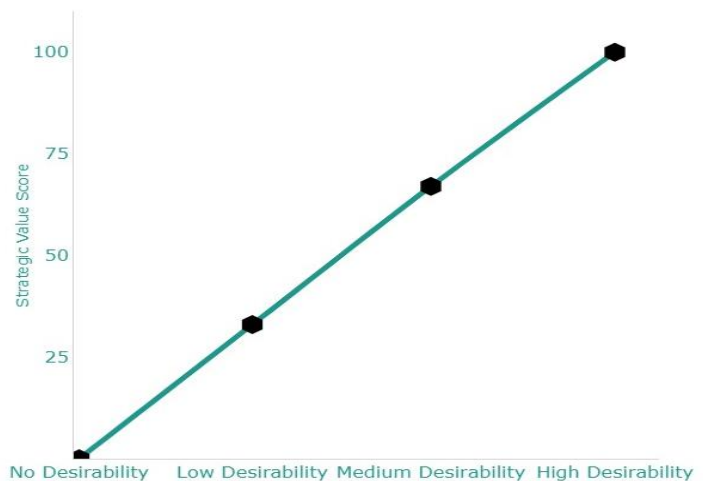
Objective 4B: Increase Community 16% Participation in Decision Making Processes

This objective emphasizes the importance of involving the community in important decisions. Metrics range from gathering input from people affected by the projects to empowering community members to shape and implement their own solutions.

Strategic Value Criterion
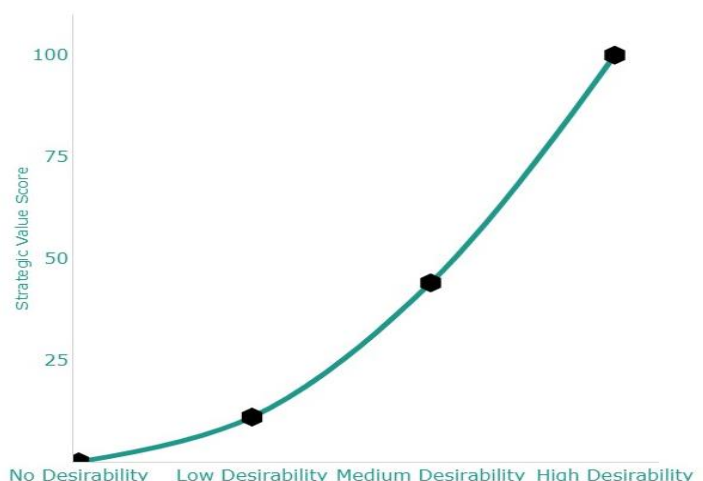
Low Desirability Criteria:
Increase understanding of how decisions are made

Medium Desirability Criteria:
Community is involved in defining and planning solutions to existing challenges

High Desirability Criteria:
Provide a framework with financial resources to enable communities to plan, commission, manage, deliver, and evaluate their own services

Objective 4C: Improve the Community Development Delivery System 18%

This objective addresses the findings of the Community Development Ecosystem Assessment conducted by PFate & Associates, LLC in May of 2019 and available on the City's website at www.battlecreekmi.gov/186. The focus is on the governmental, non-profit, and for-profit developer capacity to implement coordinated housing and community development strategies in Battle Creek.

Low Desirability Criteria:

- Regular meetings of non-profit housing stakeholders

- Strategy for building capacity for community development

- Help existing housing organizations

Medium Desirability Criteria:

- Regular meetings of all housing stakeholders (profit and nonprofit)

- Attract lenders, developers, or anchor institutions

- Partner with housing organizations to increase their capacity

- Leverage housing best practices

High Desirability Criteria:

- A collaborative leadership group that coordinates housing strategies

- A high performing community development corporation
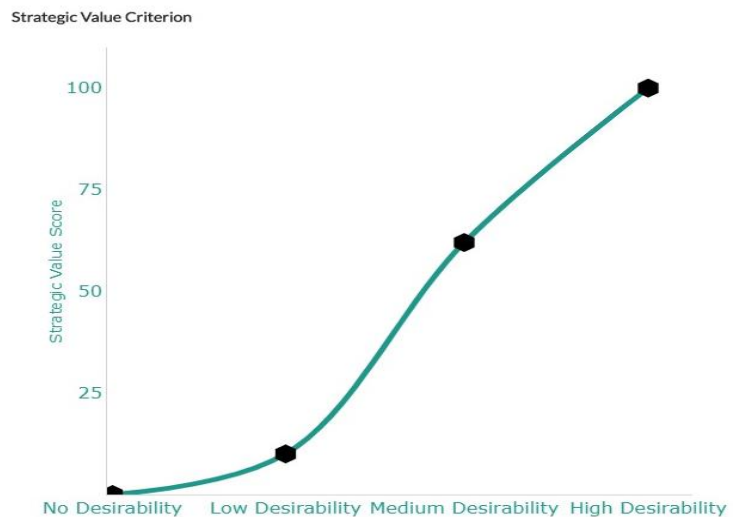
Objective 4D: Increase Cross Sector Collaboration 19%

Communities and neighborhoods are complex systems and successful holistic revitalization requires a coordinated approach. This objective is concerned with improving coordination between health, housing, transportation,

education, and public safety organizations. Successful projects bridge agencies in multiple sectors, engage them in collaborative projects and leverage funding from multiple partners.
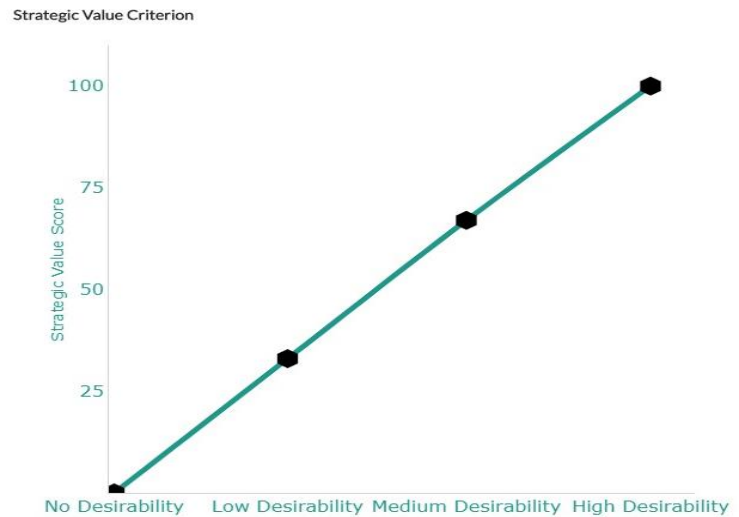
Low Desirability Criteria:
Meetings to bridge agencies in multiple sectors

Medium Desirability Criteria:
Engage in collaborative cross sector projects

High Desirability Criteria:
Invest in cross sector collaborative projects

Strategic Value Criterion

Objective 4E: Support Efforts around Homelessness Prevention 21%

The primary focus of this objective is to support local collaborative homelessness prevention efforts. Priorities for this work are established by the Calhoun County/Greater Battle Creek Homeless Coalition.

**Low Desirability Criteria:**

- Increases eviction conditional dismissals by 10%

- Results in increased services for homeless individuals (20-50 individuals)

- Improves collaboration of multiple sectors around eviction diversion and/or rapid rehousing

Medium Desirability Criteria:

- Increases eviction conditional dismissals by 20%

- Create incentives for landlords to participate in the rental round table

- Results in the rapid rehousing of 5-20 homeless individuals

High Desirability Criteria:

- Increases resources of one ore more agencies to help with eviction diversion and/or rapid rehousing

- Increases eviction conditional dismissals by 30%

- Establishes a good landlord program

- Results in the creation of new permanent supportive housing units

- Results in the rapid rehousing of more than 20 homeless individuals

Strategic Value Criterion
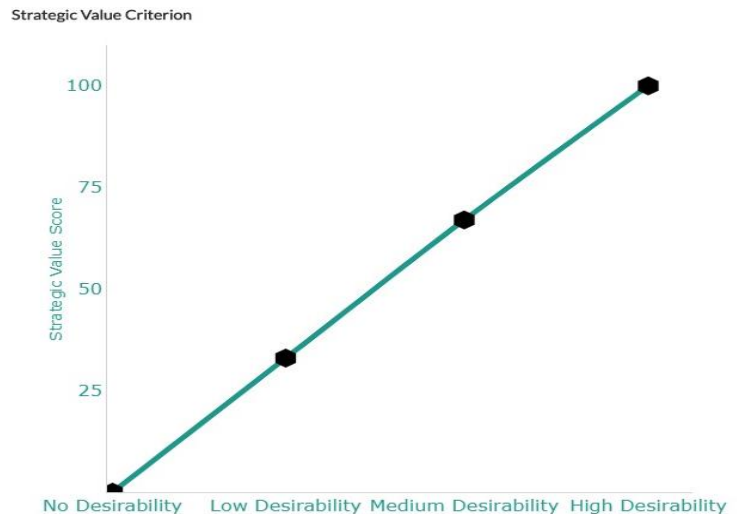
Priority 5: Fair Housing 7%

Fair housing is the right to choose housing free from unlawful discrimination. Federal, state and local fair housing laws protect people from discrimination in housing transactions such as rentals, sales, lending, and insurance. When accepting grant funds from HUD, the City agrees to use the funds to affirmatively further fair housing.

Objective 5A: Educate the Public on Fair Housing Laws 30%

This objective includes increasing public awareness through a range of means including public education campaigns, trainings, seminars, conferences and other public events.
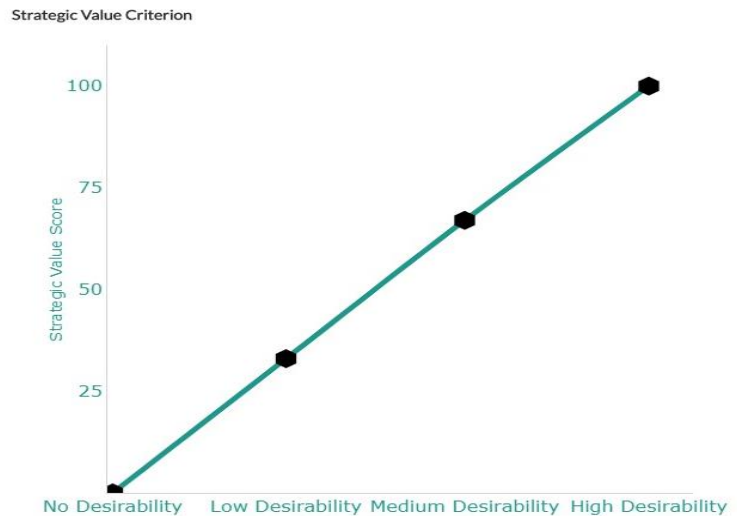
Low Desirability Criteria:

- Promotes general awareness of fair housing laws, rights, responsibilities or impediments (between 200 and 500 affected)

- Provides training about Fair Housing (between 20 and 50 affected)

- Increase the number of inquiries by 2%

- Increase the number of participants in the rental round table sessions

Medium Desirability Criteria:

- Promotes general awareness of fair housing laws, rights, responsibilities or impediments (between 500 and 1000 affected)

- Provides training about fair housing (between 51 and 100 affected)

- Increase the number of fair housing inquiries by 5%

- Quarterly training for vulnerable population in the shelter, and 2-3 other areas

- More formal training for influencers (e.g. landlords, realtors, and local government)

- Results in focused training or coaching for members of a protected class that is known to have experienced discrimination (i.e. education that is directly targeted at addressing a specific impediment to fair housing)

High Desirability Criteria:

- Promotes general awareness of fair housing laws, rights, responsibilities or impediments (more than 1000 affected)

- Provides training about fair housing (more than 100 affected)

- Increase the number of fair housing inquiries by 10%

- Establishes ongoing training or coaching for members of a protected classes that is focused on a specific impediment or type of discrimination that is known to exist in the current marketplace.

- Results in incorporating fair housing training into local, formal curriculum (community college, k-12 education, professional training, etc.)

Strategic Value Criterion

Objective 5B: Address Complaints About Discrimination 22%

This objective includes projects that create or improve processes for fielding and resolving discrimination complaints.

Low Desirability Criteria:

- Establishes or maintains services that process fair housing complaints

- Results in referrals to appropriate enforcing agency when fair housing complaints are made

- Provides education and/or some coaching about rights and resources for potential victims of fair housing discrimination

Medium Desirability Criteria:

- All low desirability measures AND:

- Results in the capacity to conduct local investigations of fair housing complaints

- Services include continuous follow up with complainants to ensure that they are on the right path to resolution

- Services are promoted regularly in the community, such that someone experiencing discrimination would know who to call with their complaint 20% of the time

Strategic Value Criterion
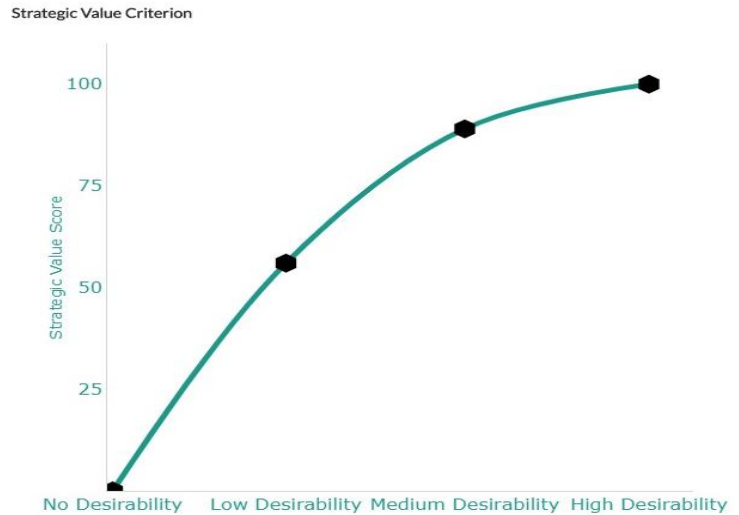
High Desirability Criteria:

- All medium desirability measures AND:

- Results in a standard practice of conducting local investigations of all credible fair housing complaints

- Results in the capacity to conduct systemic investigations when patterns of difference in treatment are observed

- Knowledge of services are pervasive throughout the community, such that someone experiencing discrimination would be highly likely to know who to call with their complaint

Objective 5C: Investigate Impediments to Fair Housing

48%

This objective includes projects that identify, test, and/or analyze impediments to fair housing.

Low Desirability Criteria:
- Results in the identification of an impediment to fair housing

- Measures the impact of an existing impediment on the outcomes and experiences of an affected protected class

- Addresses and rectify an impediment with low probability/low impact

Medium Desirability Criteria:
- Results in the identification of 2-3 impediments to fair housing

- Measures multiple impacts of an existing impediment or impediments on the outcomes and experiences of affected protected classes

- Address and rectify an impediment with low probability/high impact or high probability/low impact

High Desirability Criteria:
- Results in the identification of 4 or more impediments to fair housing

- Measures multiple impacts of an existing impediment or impediments on the outcomes and experiences of affected protected classes

- Results in a deeply and extensively sourced investigation (20 or more paired tests, extensive data analysis, etc.)

- Effectively investigates a challenging area of fair housing to test using a new or innovative approach

- Address and rectify an impediment with high probability/high impact

Strategic Value Criterion
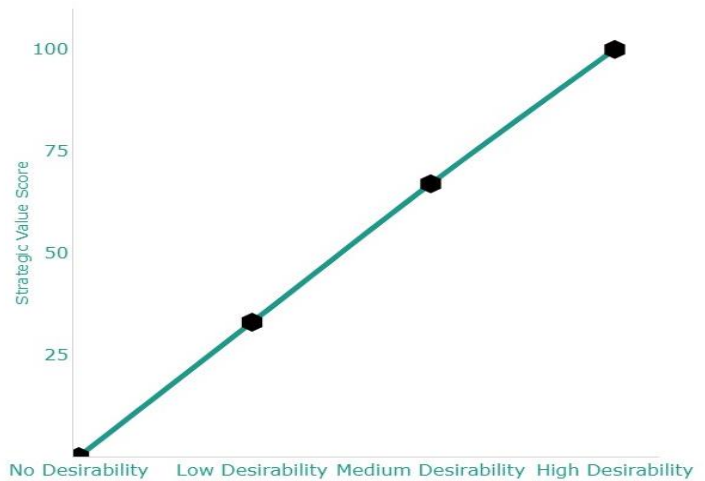
Priority 6: Neighborhood Vitality 16%

Vibrant and strong neighborhoods make a strong city. They possess a sense of place and a feeling of safety and familiarity. Houses are occupied and well maintained and public spaces are inviting, walkable, and lively. Strategies and projects that successfully address this priority create, facilitate, ensure, or enhance these conditions.

Objective 6A: Create a Sense of Place 25%

"Place" as it is used here is defined as a public space whose physical design and use reveals the individuality of those who reside there and allows people to interact meaningfully to create a deep sense of belonging. Such spaces are safe and comfortable, leverage neighborhood assets, establish or reflect local norms, and reflect the identities of the people who use them.
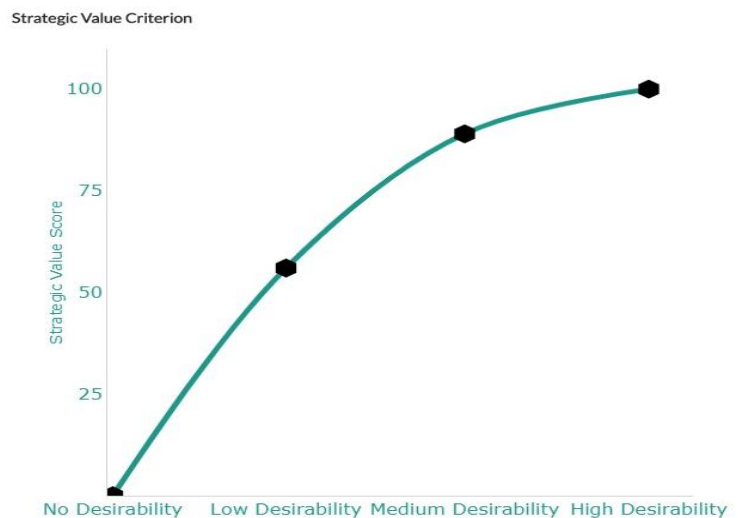
Low Desirability Criteria:

- Engages community members in neighborhood level planning

- Supports physical improvements that establish identity

- Strengthens relationships among neighbors to establish neighborhood norms

- Leverages neighborhood assets

- Incorporates three or more elements of placemaking: safety, walkability, transit, housing choices, gathering places, city services, special character, relationship to wider community.

Medium Desirability Criteria:

- All of the above

- Leads to the development of one or more informal neighborhood plans

- Incorporates all elements of placemaking: safety, walkability, transit, housing choices, gathering places, city services, special character, relationship to wider community.

- Improves three or more placemaking elements and leads to increased accessibility within a two block area (e.g. pocket park: creates a walkable destination, signage adds character, new sidewalks increase access, location is proximate to housing encouraging easy gathering, gathering families increases safety)

- Activates underutilized space

- Leads to inclusive activities or events that bring neighbors together

High Desirability Criteria:

- Adoption of one or more formal neighborhood plans

- Improves most or all placemaking elements and leads to increased accessibility within a quarter mile area

- Includes programming for the targeted users and the neighborhood (series of events, more structured)

- Aligns with goals in neighborhood plan

- Establishes a sense of place about the whole community/city

Strategic Value Criterion

Objective 6B: Provide Access to Affordable Recreation 12%

This objective emphasizes projects that promote, create or improve recreation amenities and opportunities in low and moderate income areas.

Low Desirability Criteria:

- Increases opportunities for families living in LMI areas to regularly participate in physical activity

- Increases the awareness of the benefits of regularly participating in physical activity

Medium Desirability Criteria:

- Increases accessibility to recreation programming for economically disadvantaged youth (14 and under)

- Improves the quality of a neighborhood park or recreational amenity

Strategic Value Criterion

High Desirability Criteria:

- Results in the implementation of a project prioritized by the City's Non-Motorized Transportation Plan in a LMI area.

- Results in the implementation of a project prioritized in a local neighborhood parks improvement "business plan", or by a local neighborhood parks "partnership as defined in the City's 2019-23 Recreation Master Plan
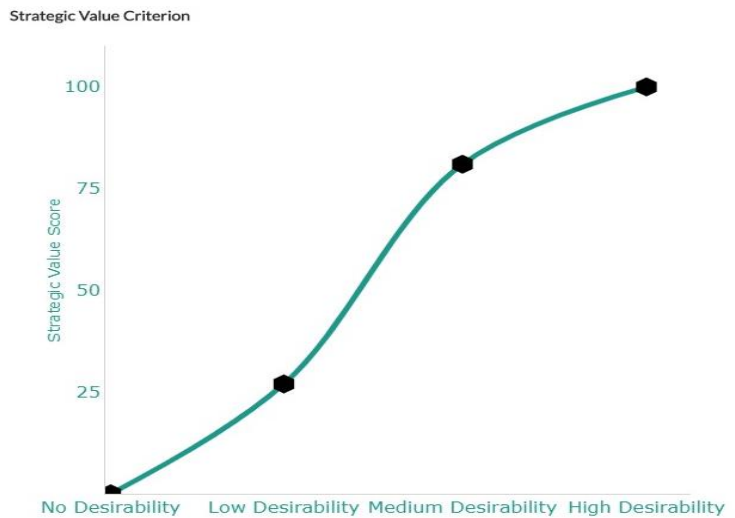
Objective 6C: Improve Property Conditions in Low-Moderate Income 41% Neighborhoods

This objective refers to improving the appearance, maintenance and quality of housing in low- and moderate-income neighborhoods and encouraging environmentally responsible building and development.

Low Desirability Criteria:

- Provides subsidies for exterior property improvements in LMI residential areas (20-40 properties affected)

- Results in property maintenance and repair education for LMI individuals (up to 50 individuals)

Medium Desirability Criteria:

- Provides subsidies for exterior property improvements in LMI residential areas (40-60 properties affected)

- Results in property maintenance and repair education for LMI individuals (over 50 individuals)
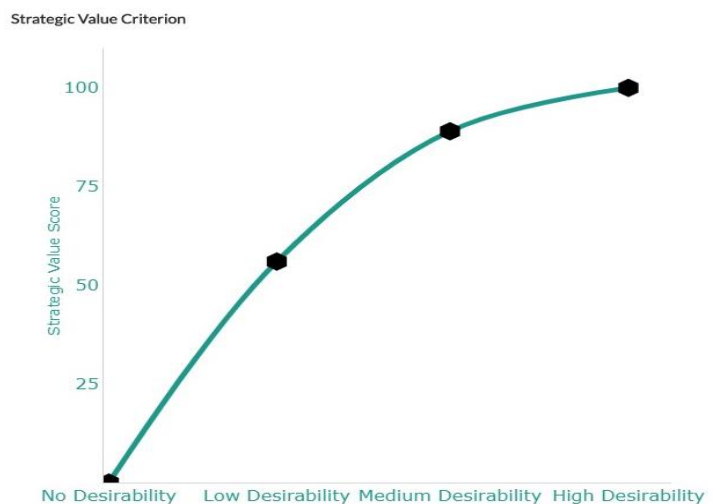
Strategic Value Criterion

High Desirability Criteria:

Provides subsidies for exterior property improvements in LMI residential areas (more than 60 properties affected)

Objective 6D: Develop Intersections of Business Districts and Neighborhoods 22%

This objective is concerned with improving the look & feel of the transitions between smaller commercial nodes and adjacent or surrounding low- and moderate-income neighborhoods.

Low Desirability Criteria:

Occurs at or near an intersection between a residential neighborhood and a neighborhood commercial district (as opposed to a regional commercial district or downtown)

AND does one of the following:

- Increases compatibility between residential and commercial uses

- Reduces various nuisance conditions in a transition area by 25% (blight, noise, and odor)

- Improves 25% of walkability attributes in a transition area (cleanliness, landscaping, amenities (seating, shade, curb ramps, condition of street furniture, quality of paving materials, and sidewalk continuity)

- Increases or improves the services and goods available to adjacent neighborhoods

- Creates a buffer or more clearly defines or right-sizes a district

- Creates a sense of place or identity for the residential and/or commercial areas

Medium Desirability Criteria:

Achieves a low desirability outcome at or near an intersection where residential and commercial activity are already highly concentrated.

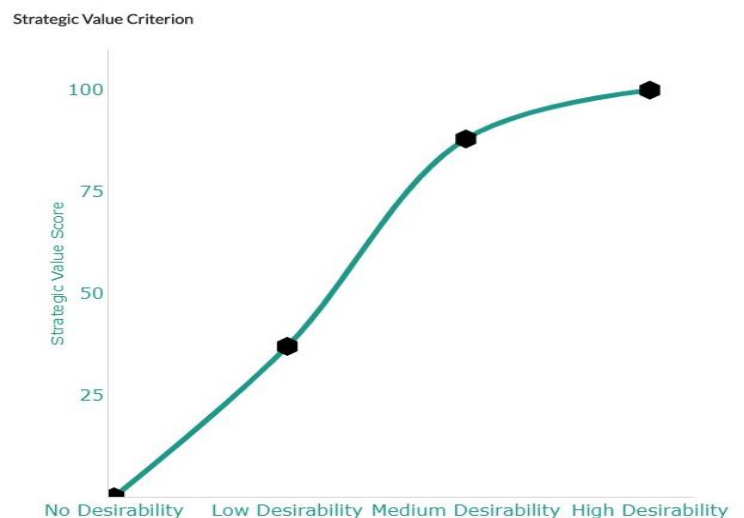OR

Achieves 3 or more of the low desirability outcomes

OR does one of the following:

- Reduces various nuisance conditions by 50% (blight, noise, and odor)

- Improves 50% of walkability attributes (cleanliness, landscaping, amenities (seating, shade, curb ramps, condition of street furniture, quality of paving materials, and sidewalk continuity)

High Desirability Criteria:

Achieves 3 or more low desirability outcomes at or near an intersection where residential and commercial activity are already highly concentrated.

OR does one of the following

Strategic Value Criterion

- Reduce various nuisance conditions by 75% (blight, noise, and odor)

- Improves 75% of walkability attributes (cleanliness, landscaping, amenities (seating, shade, curb ramps, condition of street furniture, quality of paving materials, and sidewalk continuity.