LA CROSSE WISCONSIN

Proposal: Housing Study and Needs Assessment

Proposed by:

URBAN PARTNERS

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215-829-1901

July 18, 2023

URBAN PARTNERS

COMMUNITY & ECONOMIC DEVELOPMENT

July 18, 2023

Ms. Diane McGinnis Casey
Community Development Manager
City of La Crosse
400 La Crosse Street
La Crosse, WI 54601

Dear Ms. McGinnis Casey:

Urban Partners is pleased to submit the following proposal for the development of the Housing Study and Needs Assessment for the City of La Crosse, WI. Urban Partners is a Philadelphia-based economic development consulting practice with a 43-year track record of providing high quality services to our clients. The team members assembled for this project are leading national experts that have successfully completed numerous housing market analyses and planning initiatives in various communities that are approaching important crossroads for determining their future housing policy, especially as it relates to housing production and affordability.

In the last decade, Urban Partners has completed residential market analyses and housing strategies for communities in Delaware, Florida, Georgia, Indiana, Kentucky, Missouri, New York, Ohio, Pennsylvania. and Virginia; and will provide the City of La Crosse a fresh perspective on stimulating the housing market to meet the needs of all residents.

What sets Urban Partners apart from our competitors is that we are more than number crunchers—we also possess a wide range of planning, economic development, and real estate development experience, often bridging the gap between academic studies completed by public entities and the on-the-ground experience of the development community. Our team has the technical skills to assess and formulate strategies to attract different types of residential development (e.g., low-maintenance homes for seniors, amenity rich multi-family rentals for young working professionals, workforce housing, income-restricted affordable, and others).

Please let me know if you have any questions about the Urban Partners team or our approach to this project. I can be reached directly at (215) 829-1901 or ikwon@urbanpartners.us and I look forward to speaking with you.

Sincerely,

Isaac Kwon
Principal, Urban Partners

Project Summary

Our understanding of this assignment is that the City of La Crosse wishes to complete a data-driven study to provide decision makers, stakeholders, and community leaders a basis for formulating customized housing priorities, policy alternatives, and intervention strategies for the city. Having successfully completed housing market analyses and planning initiatives in numerous communities throughout the country, Urban Partners understands the challenges of sustaining a vibrant, yet equitable housing market that serves all residents in various life stages.

Seminal questions that this study will address include:

- Based on socio-demographic trends, as well as economic and population forecasts, what are the city's current and 5/10/15-year housing needs?
- Are there sufficient quantities of housing types that can support employers with attracting and recruiting highly qualified talent to the city—particularly young professionals?
- What are the market and fiscal implications for increasing numbers of employees telecommuting? What are the threats and opportunities related to long-term remote work patterns?
- Does the city have the right balance between owner-occupied and rental housing? If not, what strategies could be employed to improve the balance?
- Based on analysis of age housing stock (57% of the homes built before 1970), what are strategies for rehabilitation of older housing stock? What strategies might be implemented to address identified deficiencies in the maintenance and repair of both owner-occupied and privately owned rental properties?
- Are there sufficient quantities of housing types that can accommodate seniors (low-maintenance units in pedestrian-oriented neighborhoods)?

Answering these questions based on real-time data and on-the-ground market conditions will provide an accurate snapshot of the city's housing market and help shape the policy discussions. It is evident from the stated goals in the RFP that this study needs to go well beyond mere number crunching. We believe that it is crucial for the City of La Crosse to select a consultant team that has both the data management/analytical expertise as well as <u>broad-based planning and economic</u>

development backgrounds from which the strategy recommendations can be articulated. Urban Partners team—comprised of nationally regarded planners, economic development specialists, and housing market analysts—checks off all these boxes and will deliver high-quality results for this project.

Distinguishing Characteristics of the Urban Partners Team:

- We have completed a vast array of market analysis and economic development strategies that go far beyond research and quantitative analysis—our strategies serve as detailed blueprints for communities to realistically consider their assets and opportunities for growth, to exploit their competitive advantages and to understand the required next steps involved in moving forward.

- We position our clients to replicate our analytical methodology for future updates. We do not assert trade secrets or proprietary techniques for housing market analyses. At the client's request, we can provide periodic updates of our analysis in a cost-effective manner.

- Each staff member mobilized for this study has decades of public engagement experience, often in socio-economically diverse communities. We skillfully conduct public meetings and smaller focus groups; prepare resident surveys; and make presentations to council meetings, neighborhood groups, and housing/economic development entities.

- We pay careful attention in presenting technical information in ways that can be easily understood by a diverse audience. We believe that the Housing Study and Needs Analysis is first and foremost a public document, and therefore its "readability" should not be considered an afterthought. Urban Partners has also utilized project websites and *ESRI Story Maps* to present the report to the public.

Below: ESRI Story Map prepared for the Valparaiso Residential Market Analysis– Executive Summary.
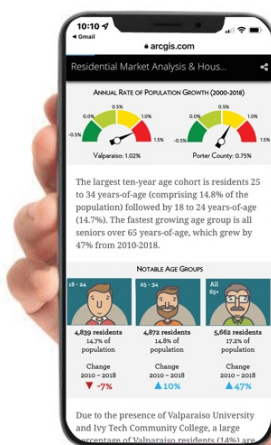
Description of Project Team

Urban Partners is a national community and economic development consulting firm that assists public, private, and non-profit clients plan and implement feasible development and revitalization efforts. Since 1980, our attention to market and economic realities has helped clients complete an extensive portfolio of revitalization and development projects. Our work includes community-wide plans, district-based strategies, site specific assessments, and cultural/community facility feasibility. We provide sound real estate market analysis to identify the realm of alternatives and detailed fiscal/economic analysis to establish the long-term requirements of project development and sustainable operation.

Housing Market Analysis & Strategy

We prepare detailed analyses of housing markets that include supply and demand analysis, forecasting of future housing needs, incentive programs to provide unmet demand, and affordable housing needs analysis. Our work usually involves the engagement of community stakeholders in formulating housing priorities. We also assist specific housing developments in identifying target markets and planning production strategies.

Market Research/Feasibility Analysis

We create specialized economic development strategies for projects having complex development needs, including military bases, hospital complexes, and properties with significant environmental remediation needs. We undertake comprehensive studies, recommend viable development alternatives, identify economic/fiscal impacts of development schemes, and assist in securing developers and project financing.

Downtown & Commercial District Revitalization

We develop overall revitalization strategies for entire downtowns and commercial districts, create site-specific economic development strategies, and assist in the implementation of our recommendations. Our experience involves retail, office, residential, entertainment, lodging and cultural activities - as well as supportive uses such as parking, circulation, infrastructure and streetscape.

Community Planning & Municipal Assistance

We have a strong commitment to working with community development corporations, public agencies, and institutional partners on neighborhood revitalization issues. We create community master plans, identify specific projects, perform market and financial feasibility analysis, and structure the creative and workable financing strategies necessary to move complex urban development projects from conception to completion.

Cultural Heritage Economics

We assist cultural institutions, heritage areas, and recreational facilities in planning, financing, and implementing development projects and supportive programmatic activities that serve their mission and contribute to the tourism economy. We conduct economic impact analyses of cultural tourism activities that demonstrate the far-reaching impact of special exhibitions, festivals, and permanent arts, heritage and recreational programming on a region.

Smart Growth/Regional Planning

We are very active in transit-oriented development projects, cooperative regional planning efforts, and other smart growth initiatives that concentrate development in established urban areas, minimize sprawl development, and protect open space resources. Our services include policy tools such as transfer of development rights and other programs that facilitate implementation of sustainable development activities.

Our firm is a certified minority-owned business (DBE) in Georgia, Indiana, Kentucky, Maryland, New Jersey, New York, North Carolina, Ohio, and Pennsylvania.

Staffing Plan

Each of the staff members featured below are available for the task hours required to complete this project in nine (9) months assuming a start date of September 1, 2023.

Principal in Charge

□ **Isaac Kwon**, Principal, will serve as the Principal in Charge for this project. Isaac brings more than 25 years of experience in community/economic development and neighborhood-based planning. In the last several years, Isaac served as the project manager for most of the firm's recent housing market analyses, including the following communities:

- Housing Needs Analysis and Strategy (Fishers, IN)
- Dublin Housing Study (Dublin, OH)
- Housing Strategy (Delaware County, OH)
- Downtown Cleveland Housing Demand Analysis (Cleveland, OH)
- Development Feasibility Studies (Middleburg Heights/Strongsville, OH)
- Residential Market Analysis and Housing Strategy (Valparaiso, IN)
- Lexington Housing Market Demand Study (Lexington, KY)
- Comprehensive Housing Market Analysis (Joplin, MO)
- Citywide Housing Study (St. Cloud, FL)
- Comprehensive Housing Needs Assessment (Dauphin County, PA)
- Rental Housing Needs Assessment (Newark, DE)

Prior to joining Urban Partners, Isaac served nearly a decade as a real estate developer for community-based housing development organizations. Isaac received his bachelor's degrees in Geography and Asian American Studies from the University of California, Los Angeles (UCLA) and is a graduate of the University of Pennsylvania with a master's degree in City and Regional Planning.

Project Manager

□ **Nell Pearson**, Associate, will co-manage this assignment alongside Isaac and coordinate day-to-day activities of the project. Nell has participated in various projects for the firm, including the Greater Downtown Cleveland Housing Demand Study and the Delaware County OH Housing Strategy. Prior to joining Urban Partners in 2022, Nell served as an AmeriCorps member at the Gowanus Canal Conservancy, focusing on community outreach, environmental education, and green space advocacy. Nell has worked for several environmental nonprofits such as the Bicycle Coalition of Maine, the Piedmont Environmental Council, and Earth Matter NY. She also served as a 2022 Summer Fellow at the Montgomery County Council in Maryland, and as a summer intern at the Department of Housing and Urban Development's Real Estate Assessment Center (REAC). Nell is a graduate of University of Pennsylvania with a master's degree in City Planning and received her bachelor's degrees in history and anthropology from Bates College.

□ **Christopher A. Lankenau**, AICP, Principal, will help manage this project and complete the analytical work alongside Isaac and Nell. Chris is an experienced city planner and economic development specialist having guided dozens of projects for the firm, including the Housing Needs Assessment for Ontario County NY, the Residential Market Analysis for the City of Valparaiso, IN, and Housing Study for Dublin, OH. Chris's current work focuses on community revitalization and economic development in both commercial and residential areas, including real estate market analysis, demographic analysis, and fiscal impact analysis, as well as economic feasibility analysis for adaptive use and new development projects. Chris also has experience in community outreach, transportation planning, and land use planning. Chris is a graduate of Michigan State University with a master's degree in Urban and Regional Planning.

□ **James E. Hartling** is a Founding Partner of Urban Partners and has served as partner-in-charge for most of the firm's downtown, neighborhood revitalization and economic development projects in Philadelphia, Hartford, Trenton, Camden, Pittsburgh, Baltimore, Cleveland, Miami, Newark and many other communities in the Mid-Atlantic and the Southeast. Jim served many years as a lecturer at the University of Pennsylvania, holds the position of Vice Chairman of Entrepreneur Works, and serves on the advisory board of the Philadelphia Local Initiatives Support Corporation. Jim received his A.B. from Princeton University in Mathematics and his master's degree and predoctoral degree in planning from the University of California at Berkeley.

Please see **Appendix 1** for detail bios for each staff member shown above.

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Relevant Experience & References

The following projects are similar housing study and market analysis projects completed on-time and within the budget allocated by the Urban Partners team (see **Appendix 2** for detailed project sheets)

• Housing Needs Analysis and Strategy (Fishers, IN)—attached as a work sample in **Appendix 3.**
• Dublin Housing Study (Dublin, OH)
• Comprehensive Housing Needs Assessment (Dauphin County, PA)
• Housing Strategy (Delaware County, OH)
• Comprehensive Housing Market Analysis (Joplin, MO)
• Residential Market Analysis and Housing Strategy (Valparaiso, IN)
• Lexington Housing Market Demand Study (Lexington, KY)
• Downtown Cleveland Housing Demand Analysis (Cleveland, OH)
• Citywide Housing Study (St. Cloud, FL)
• Rental Housing Needs Assessment (Newark, DE)
• Gillespie Property Market Analysis (Fayetteville, NC)

Below is a list of references for work previously completed by Urban Partners:

1. **Megan Vukusich**
   Director of Planning & Zoning, City of Fishers, IN
   (317) 588-1431 • *vukusichm@fishers.in.us*
   Project: **Fishers Housing Needs Analysis and Strategy**

2. **Tammy Noble**
   Senior Planner, City of Dublin, OH
   (614) 410-4649 • *tnoble@dublin.oh.us*
   Project: **Dublin Housing Study**

3. **George H. Connor**
   Executive Director
   Dauphin Co. Office of Community & Economic Development
   (717) 780-6254 • *gconnor@dauphinc.org*
   Project: **Dauphin County Housing Study and Needs Assessment**

Scope of Services

Phase 1: Kick Off & Background Analysis

■ **Task 1: Project Initiation/Document Review**

The Urban Partners team will hold a project initiation meeting (by video conference) with the staff members representing the City of La Crosse to discuss the detailed work plan, the communication strategy, and, if necessary, provide input for a larger "Study Review committee" recruitment process.

We will then start reviewing previous reports, plans, and studies that provide background details about La Crosse's demographics, market characteristics, physical conditions, future growth plans, and programmatic supports.

■ **Task 2: Kickoff Meeting (Study Review Committee Meeting #1)**

We will hold an in-person Kickoff Meeting with the Study Review Committee. The purpose of this meeting would be to:

1) Confirm the project schedule for deliverables and meetings;
2) Identify all pertinent data, documentation, and reports about the residential markets in La Crosse and the region;
3) Identify key stakeholders for one-on-one interviews and the public engagement plan;
4) Articulate individual and collective expectations; and
5) Clarify issues of importance to committee members that should be considered in the execution of the project.

At the conclusion of the Kickoff Meeting, we will conduct a windshield survey of the city, taking note of housing conditions, areas of challenges and opportunities, and locations of recently completed developments and current project sites.

■ **Task 3: Demographic Trend Analysis**

We will undertake a review and assessment of demographic trends and forecasts for the city. We will document a full range of demographic trends such as population, households, household composition, race/ethnicity, education, income, mobility, and housing occupancy/vacancy/tenure.

Additionally, we will purchase ESRI psychographic tapestry data that will divide La Crosse residents into sub-groups based on shared characteristics to explain and predict consumer behavior. This information will help inform future housing demand.

Examples of ESRI LifeModes *segment profiles.*

■ **Task 4: Economic Trends Overview**

We will examine current economic and business investment activities in the city, including emerging and declining industry sectors, migration and commuting characteristics, and other indicators. We will analyze anticipated job growth, employment categories and wages, and unemployment rates (types of jobs and typical wages), as well as incomes necessary to afford market-rate housing at different levels.

We will examine key employers, zones of concentrated jobs, and study the spatial mismatch of jobs and labor force that may currently exist. Using available data and stakeholder interviews, we will ascertain the telecommuting patterns for city residents/labor force.

We anticipate that data sources for this analysis may include the U.S. Census Bureau (for Decennial Census, American Communities Survey, and Longitudinal Employer-Household Dynamics data), U.S. Bureau of Labor Statistics, the Internal Revenue Service, and any additional information provided by the Study Review Committee.

Additionally, as part of the Stakeholder Interview process outlined in Task 9 below, we will interview major employers in the city to incorporate their experiences and observations about La Crosse's housing market—especially as it relates to employee recruitment and retention efforts.

Employment

La Crosse is home to 45,126 jobs as of 2020. Nearly 10,400 employed city residents out-commute, while 12,122 live/work in La Crosse. 33,004 non-residents commute into the city for work.
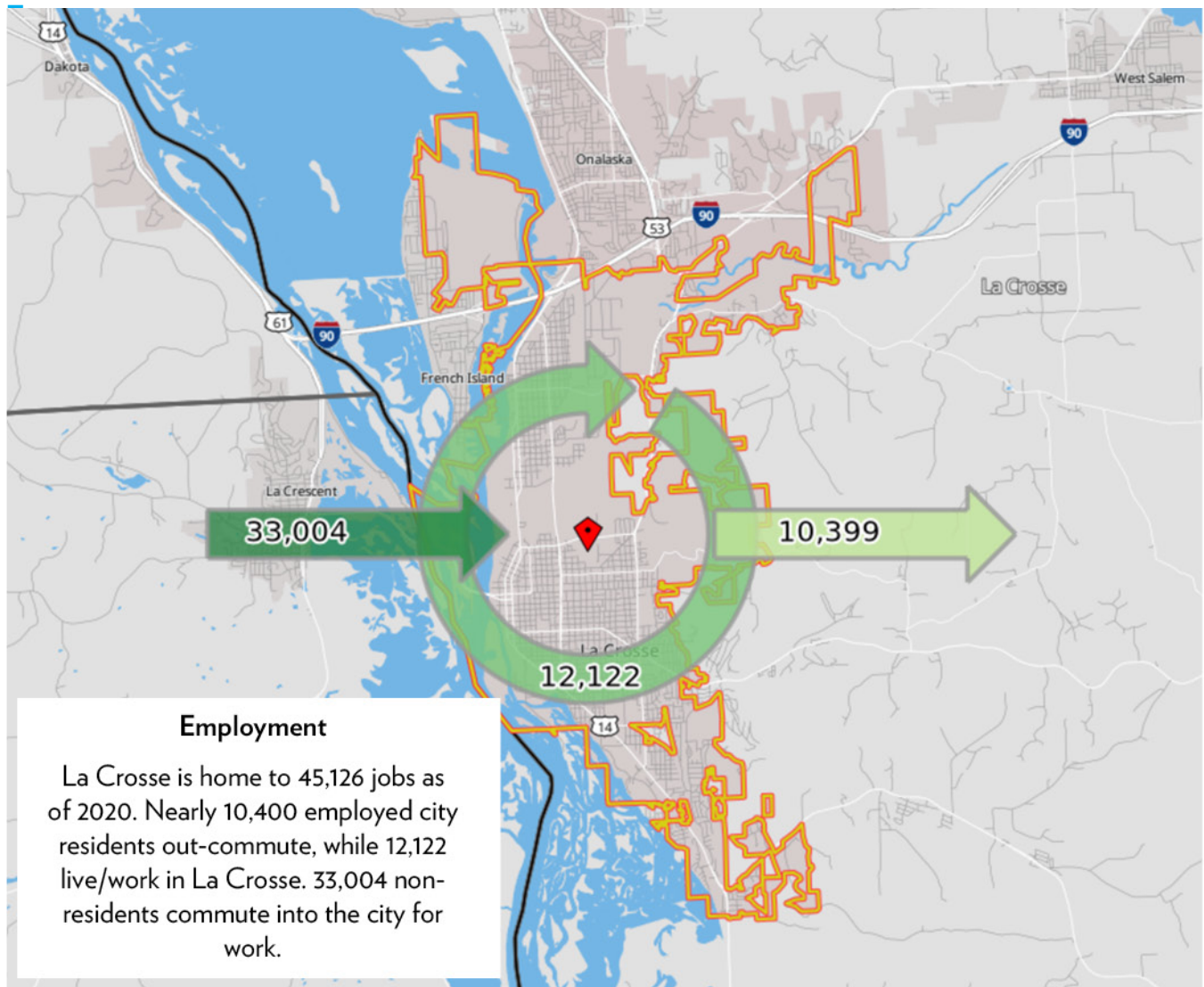
■ **Task 5: Housing Supply Analysis**

To identify and analyze the diverse market characteristics within the City of La Crosse, we will divide the city into a series of submarkets. We will perform a baseline inventory of all the residential housing supply in each submarket by the following characteristics:

- Tenure
- Year built
- Vacancy status
- Number of units in structure

We will document residential construction trends (i.e. trends/rates in building permitting activity and housing product delivery). We will also document the levels of short-term rental (STR) activity and their effects on the housing market.

■ **Task 6: Housing Insecurity/Affordability Analysis**

Using a variety of data sources, we will complete an analysis of housing affordability and a review of the city's income-restricted housing stock.

First, we will complete a housing cost-burden analysis for La Crosse households by HUD defined income segments based on the Area Median Household Income. The industry standard for calculating this analysis is based on HUD's Consolidated Housing Affordability Strategy (CHAS) dataset which provides estimates of households by income level and housing costs as well as information about the affordability and occupancy of the housing stock.

Second, we will document income-restricted complexes in the city, including HUD public housing and multi-family developments, and Low-Income Housing Tax Credit developments. We will document each community's target market (e.g., senior or general population), compliance period expiration dates, and vacancy/waiting list information. We will reach out to the owners or managers of these income-restricted communities to ascertain current occupancy, waiting lists, and resident characteristics.

Third, we will document the utilization rates of Housing Choice Vouchers (formerly known as Section 8 Vouchers) in the city as a proportion of the overall rental housing market for each census tract.

■ **Task 7: Peer Cities Analysis**

For the purpose of benchmarking the City of La Crosse to other peer communities located in the Midwest Region, we will conduct a comparison analysis of various demographic and housing-related data. These indicators include:

- Population and population growth
- Population density
- Population by generational segments
- Household income
- Age of housing stock
- Homeownership rate
- Size (no. of units) of rental housing structures
- Housing value and affordability
- Percentage of low-income households
- Housing cost burden by tenure
- Jobs and employment (i.e., total jobs and commuting characteristics)

If desired by the City, we will work with the Study Review Committee to identify aspirational communities located in other regions and expand the above analysis.

■ **Task 8: Analysis of Land Use, Zoning**

We will examine other important considerations that affect housing production, choice, and availability—including zoning/land use policies, infrastructure availability, public transit service, and retail/commercial services, etc.

Additionally, we will analyze currently adopted building codes and land development codes to determine their impact on housing costs and their impact to the development of housing.

Phase 2: Public Engagement

Detailed below is a multi-pronged approach to gather and incorporate the diversity of opinions in a cost-effective manner that's consistent with the goals stated by the City of La Crosse. The Urban Partners team has successfully designed and executed the following engagement strategy in various communities throughout the country.

■ **Task 9: Key Stakeholder Interviews**

Using the contact information gathered from the Study Review Committee, the Urban Partners team will conduct a series of interviews with La Crosse area real estate professionals, housing providers, and other key stakeholders—including civic organizations, colleges, major employers—to learn about their perspective on housing market, proposed initiatives or investments that could impact demand, employee retention efforts.

We anticipate that the majority of these interviews will be conducted remotely, via telephone or Zoom, but some may be scheduled as in-person conversations.

■ **Task 10: Housing Survey**

To paint a fuller picture of the residents' perspective of the housing market, we will work with the Study Review Committee to circulate an online survey (we've successfully administered online residential preference surveys for numerous communities including Boone County, IN; Ontario County, NY; Delaware County, OH; Wayne County, PA; Lexington, KY; St. Cloud, FL; Erie, PA; and Camden, NJ).

To obtain input and experiences from households at the lowest spectrum of the income distribution and/or residents that may not have convenient internet access, we will prepare a paper version of the survey and work with city/regional partners to disseminate and collect the paper surveys.

A summary of comments will be produced for the Interim Report in Task 12 below.

Public Engagement Experience

The Urban Partners team members possess a wealth of experience in stakeholder engagement working in communities with similar socio-economic characteristics as the City of La Crosse. We provide multiple ways for residents and community stakeholders to learn about the project and provide valuable input.

Phase 3: Housing Market Analysis

■ **Task 11: Residential Market Analysis**

Rental Housing Market

Using a combination of on-the-ground field survey conducted by the Urban Partners team, census data, and rental permit records that may be maintained by municipal agencies, we will perform a detailed analysis of the rental housing market in La Crosse.

We will start with a comprehensive inventory of rental housing by submarkets within the city:

- Housing units by housing types (traditional multi-family, as well as non-conventional single-family rental conversions).
- Segmentation of rental housing into types:
  - Market rate units (i.e., non income-restricted, or subsidized), including homes in the workforce segment (affordable to households in the 80% to 120% of the Area Median Income)
  - Units restricted to low-to-moderate-income households (i.e., Low-Income Housing Tax Credit, HUD Multi-Family, USDA Rural Development, Public Housing, Housing Choice Vouchers).
  - Housing units designated for seniors at different levels of care.

Working from the inventory of rental homes, we will then complete the following:

- Analysis of market performance of key rental home segments (asking rent, price per square foot, vacancy, features/amenities offered)
- Provide an analysis of the stock of assisted and market-rate affordable rental properties (also known as Naturally Occurring Affordable Housing, or NOAH) within the city.
- Provide an analysis of the distribution of current and planned affordable housing and identify geographic areas with a lack, or a concentration of, affordable housing, both assisted and unassisted (i.e., without subsidies).

Owner-Occupied Housing Market

Using the city property records as primary sources of information, we will perform a detailed analysis of La Crosse's owner-occupied housing market.

We will start with a comprehensive inventory of owner-occupied housing by submarkets within the city:

- Housing units by housing types (single-family detached, single-family attached, and multi-family).
- Income-restricted home sales to low- and moderate-income households.
- Market-rate units affordable to low- and moderate-income households (also known as Naturally Occurring Affordable Housing, or NOAH).
- Housing units designated for seniors at different levels of care.

We will then complete the following transactional analysis for the for-sale market:

- Single-family and multi-family home sales (single-family detached, townhome, condominium, age-restricted, etc.).
- Number of sales per year and submarket location.
- Median sale price and sale price per square foot.
- Average length on market based on Multiple Listing Service listing.
- Absorption rates, length of development for recently completed projects.

Finally, we will complete the following analysis for the for-sale market:

- An analysis of for-sale units currently marketed, looking at current price point and geographic dispersion of sales by price point.
- An analysis of the new home market including data on housing types being built, sales by price point, inventory remaining in active subdivisions, and a price per square foot comparison of current offerings.

■ **Task 12: Interim Report**

A compilation of analyses in previous tasks will be organized into a report form and delivered to the Study Review Committee for review. In order to establish a common vernacular, the report will contain a glossary of housing terms that can be used in the discussion, including:

- Affordable Housing
- Accessory Dwelling Units
- Area Median Income
- Cost Burden
- Group Quarters Income-Restricted
- Market-Rate
- Public Housing
- Section 8

The report will be transmitted to the Study Review Committee members electronically at least one week prior to the meeting in Task 13.

■ **Task 13: Study Review Committee Meeting #2 (In-Person)**

The Urban Partners team will facilitate an in-person meeting with the Study Review Committee to review the Interim Report. We will prepare a slide presentation to summarize key findings. We will also use this meeting to start pivoting toward discussions of housing policies that respond to the challenges and opportunities profiled in the report.

Phase 4: Housing Needs Assessment

■ **Task 14: Forecast of Future Housing Demand**

Before taking a deep dive into anticipated market opportunities for La Crosse, we will determine the larger context in which housing demand in the La Crosse–Onalaska Region can be evaluated. Based on long-term projected growth for the city—as well as regional and state trends related to housing—we will determine La Crosse's demand for housing for the next 15 years (detailed in five-year increments).

The following are important factors in determining the future housing demand:

- Implication of large-scale economic investment and the likelihood of other high-impact employers locating or expanding in the City of La Crosse.

- The continued growth of work-from-home employment opportunities that are shifting market demand away from high-cost areas and toward communities with high quality-of-life, including dining, arts & entertainment, and outdoor recreation amenities.

- The changing age distribution, most importantly the growth of retired persons and the emergence of the Millennials and Zoomers with vastly different housing preferences than previous cohorts.

Based on the above analysis, we will perform an evaluation of housing needs in La Crosse. This will include a forecast of the quantity of units required, as well as recommendations by housing type, target age group, tenure, size, and location. We will determine a continuum of housing that describes housing needs for residents and workforce to accommodate a wide range of incomes, projected through 2045.

Additionally, we will refer back to the ESRI Tapestry Segmentation data, as well as a deeper examination of the age of householder and tenure information for the city, to produce a likely consumer/household profile. This analysis will provide a meaningful look into housing preferences for different types of homes (ownership vs rental, multi-family vs single-family, age restricted vs designed primarily for young working professionals, etc). We will also examine quality-of-life features such as shopping, dining, entertainment, and outdoor recreation offerings in each submarket to the extent that they influence housing choice and market competitiveness.

	2020	2025	2030	2035	2040	Change 2020-2040
All Households	**37,515**	**41,601**	**45,486**	**48,389**	**50,630**	**13,115**
15 to 34 Years	7,822	9,035	9,368	9,336	9,270	1,448
35 to 64 Years	24,487	25,208	26,665	27,752	28,581	4,094
65+ Years	5,206	7,358	9,453	11,301	12,779	7,573
All Owner-Occupied Housing	**29,078**	**31,752**	**34,460**	**36,428**	**37,816**	**8,738**
15 to 34 Years	4,185	4,716	4,768	4,640	4,487	302
35 to 64 Years	20,447	20,796	21,732	22,340	22,722	2,275
65+ Years	4,446	6,240	7,960	9,448	10,607	6,161
All Renter-Occupied Housing	**8,437**	**9,848**	**11,027**	**11,961**	**12,814**	**4,377**
15 to 34 Years	3,637	4,319	4,600	4,696	4,783	1,146
35 to 64 Years	4,040	4,411	4,933	5,412	5,859	1,819
65+ Years	760	1,118	1,494	1,853	2,172	1,412

Detailed housing demand projection completed for the City of Fishers, 2020-2040.

■ **Task 15: Recommendations and Implementation Strategies**

Based on market conditions profiled above, as well as the projection of future housing demand for the next 15 years and input from residents and community stakeholders, we will develop draft recommendations and implementation strategies for the Study Review Committee to evaluate in the upcoming meeting (Task 16).

Best practices utilized by other similar communities in pursuit of their housing objectives will be researched and documented. This research will include innovative and scalable investment strategies that could help start to address housing needs and demands. We anticipate the range of short- and long-term recommendations and strategies will address the following:

- Strategies to alleviate housing production constraints (e.g., land, materials, labor, and capital) and increase housing attainability for all residents.
- Strategies to meet the workforce housing needs (80-120% AMI).
- Strategies and programs to develop, preserve, and expand housing opportunities for persons and households with low incomes (80% AMI and below).

- Strategies to combat deterioration and encourage preservation of the older housing stock.
- Strategies for the redevelopment of substandard housing stock.
- Recommendations to overcome identified structural impediments to housing development.
- Identification of policies and tools, including incentives that have successfully been used to spur different kinds of housing development.
- Strategic options for promoting or attracting market-rate developers.
- Land suitability assessment (i.e. identification of sites where the city can best direct its efforts to meet the future housing needs)

■ **Task 16: Study Review Committee Meeting #3 (Via Video Conference)**

The Urban Partners team will conduct a virtual meeting with the Study Review Committee to finalize the Recommendations and Implementation Strategies. We will also use this meeting to strategize best approaches to release the information to the public and make public presentations.

Phase 5: Recommendations, Final Report and Presentations

■ **Task 17: Final Report Preparation**

We will synthesize all deliverables into a single document that includes the technical report and the proposed housing strategies. We will prepare an easy-to-understand report/presentation for primary public release, using infographics, graphs, illustrations, and maps to convey much of the detailed analyses, while laying out definitions of basic housing market terminologies for common basis of understanding.

Additionally, we propose to use ESRI StoryMap to prepare an online version of the executive summary. We recommend the City of La Crosse embed this StoryMap presentation onto its website and utilize it as the main public document with a link to download the full report.

■ **Task 18: Public Presentations**

Urban Partners will work with the Study Review Committee to select the time/location/format of public presentations. We will be available for multiple presentations and work sessions with the staff, as long as they are scheduled on the same trip.

In addition to the full technical report, we will prepare a ESRI Story Map that illustrates the key findings and describes recommended strategies in a reader friendly online format. Contents published on ESRI Story Map are seamlessly optimized for any desktop/laptop, tablet device, or smart phone (shown below is the [Residential Market Analysis and Housing Strategies for the City of Valparaiso, IN](#) published on ESRI Story Map).

Budget & Schedule

Proposed Budget

The Urban Partners team cost proposal is based on this Staff / Task / Cost matrix that includes a breakdown of tasks, labor assignments and rates—with a not-to-exceed project cost of $64,500.

Task	Urban Partners			
	I. Kwon	N. Pearson	C. Lankenau	J. Hartling
PHASE ONE: KICK OFF & BACKGROUND ANALYSIS				
1 Project Initiation/Document Review	8			
2 Kick Off Meeting (Study Review Committee Meeting #1), Site Visit	8	8	8	
3 Demographic Trend Analysis		12		
4 Economic Trends Overview		8		
5 Housing Supply Analysis		12		
6 Housing Insecurity/Affordability Analysis	2	12		
7 Peer Cities Analysis	2	8		
8 Analysis of Land Use, Zoning	2	8		
PHASE TWO: PUBLIC ENGAGEMENT PROCESS				
9 Key Stakeholder Interviews	16		16	
10 Housing Survey	2	16		
PHASE THREE: HOUSING MARKET ANALYSIS				
11 Residential Market Analysis				
- Rental Market		30	2	
- Owner-Occupied Market	2	30		
12 Interim Report	8	30	4	2
13 Study Review Committee Meeting #2 (in-Person)	8	8	8	
PHASE FOUR: HOUSING NEEDS ASSESSMENT				
14 Forecast of Future Housing Demand	14			12
15 Recommendations and Implementation Strategies	24	8	14	2
16 Study Review Committee Meeting #3 (via Video Conference)	4	2	2	
PHASE FIVE: RECOMMENDATIONS, FINAL REPORT				
17 Final Report Preparation	8	36	4	
18 Public Presentations	8	8	8	
Total Hours	116	236	66	16
Hourly Rate	$198	$78	$198	$249
Labor Cost	$22,968	$18,408	$13,068	$3,984
Out-of-Pocket Expenses (travel, data purchase, printing)	$6,072			
TOTAL LUMP SUM FEE (NOT TO EXCEED)	**$64,500**			

Proposed Schedule

The Urban Partners is prepared to complete this assignment in a 9-month period. Shown below is our proposed schedule in relation to each task based on the assumption that the project will kick off early-September. We estimate that a total of 434 task hours are necessary to complete this assignment. Based on the projection of our current commitments for the staff members proposed for this project, we have sufficient capacity to complete this assignment within 9 months and on-budget.

|	September	October	November	December	January	February	March	April	May	June
PHASE 1: KICK OFF & BACKGROUND ANALYSIS										
1 Project Initiation/Document Review	■									
2 Kick Off Meeting (Study Review Committee Meeting #1), Site Visit	①									
3 Demographic Trend Analysis	■	■								
4 Economic Trends Overview	■	■								
5 Housing Supply Analysis		■	■							
6 Housing Insecurity/Affordability Analysis		■	■							
7 Peer Cities Analysis		■	■							
8 Analysis of Land Use, Zoning		■	■							
PHASE 2: PUBLIC ENGAGEMENT PROCESS										
9 Key Stakeholder Interviews		■	■	■	■					
10 Housing Survey		■	■	■	■					
PHASE 3: HOUSING MARKET PROFILE										
11 Detailed Analysis of the Renter-Occupied Housing Market			■	■	■	■	■			
Detailed Analysis of the Owner-Occupied Housing Market			■	■	■	■	■			
12 Interim Report						■	■			
13 Study Oversight Committee Meeting #2 (In-Person)						②				
PHASE 4: HOUSING NEEDS ASSESSMENT										
14 Forecast of Future Housing Demand						■	■	■		
15 Recommendations and Implementation Strategies								■	■	
16 Study Review Committee Meeting #3 (via Video Conference)									③	
PHASE 5: FINAL DOCUMENT & PRESENTATION										
18 Final Report Preparation									■	■
19 Public Presentations										■

Appendix 1: Staff Resumes

Attached are detailed resumes for Urban Partners team members.

- Isaac Kwon, Principal (Principal in Charge for this study)
- Nell Pearson, Associate
- Chris Lankenau, AICP, Principal
- James Hartling, Founding Partner

Isaac Kwon
Principal
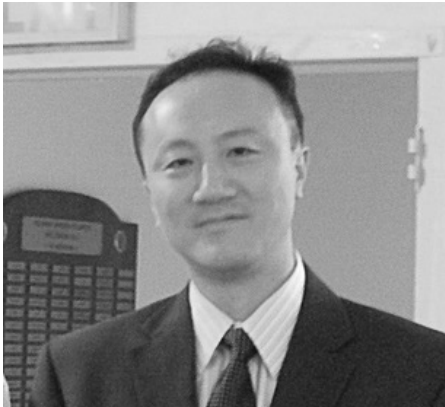
EDUCATION
University of Pennsylvania
Master's in City and
Regional Planning

**University of California,
Los Angeles**
Bachelor's in Geography
Bachelor's in Asian American
Studies

MEMBERSHIPS & AFFILIATIONS
Urban Land Institute, Member

Calvary Center for Culture and
Community, Board of Director

Community Design
Collaborative, Volunteer Planner

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Isaac Kwon is a community and economic development consultant with more than 20 years of experience working in urban communities throughout the nation. Since joining Urban Partners in 2008, Isaac has managed a wide array of economic development projects for the firm, including downtown and commercial district revitalization strategies, neighborhood master plans, market analysis and feasibility studies, and economic impact analyses. Isaac has managed most of the firm's recent housing market analyses, for various communities in Delaware, Florida, Georgia, Indiana, Kentucky, Ohio, Pennsylvania, South Carolina, and Virginia. Isaac possesses the experience and skillsets to assess and formulate strategies to attract different types of housing development (e.g., workforce housing, market-rate, income-restricted affordable, age-restricted senior housing, and others).

Prior to joining Urban Partners, Isaac served as the real estate development director for three different community development corporations in Philadelphia. He was responsible for all facets of real estate development—including site acquisition, financing, design oversight, construction management and marketing. Isaac possesses extensive experience in urban neighborhood development and in packaging a variety of local, state and federal financing sources.

HIGHLIGHTS OF RELEVANT PROJECT EXPERIENCE:
Residential Market Analysis and Strategy Plans
- Comprehensive Housing Market Analysis (Joplin, MO)
- Housing Needs Analysis and Strategy (Fishers, IN)
- Housing Study (Dublin, OH)
- Gillespie Street Residential Market Study (Fayetteville, NC)
- Residential Market Analysis (Valparaiso, IN)
- Fayette County Housing Demand Study (Lexington, KY)
- Citywide Housing Study (St. Cloud, FL)
- Housing Needs Assessment (Newark, DE)
- Downtown Cleveland Housing Study (Cleveland, OH)
- Housing Authority Portfolio Assessment (Richmond, VA)
- PA Housing Finance Agency Assessment (Harrisburg, PA)
- SW Philadelphia Affordable Housing Strategy (Philadelphia, PA)

Commercial District/Downtown Revitalization
- Route 301 Chesterfield Market Study (Chesterfield, VA)
- Buford Hwy Economic Development Plan (Brookhaven, GA)
- Poinsett Corridor Market Analysis (Greenville, SC)
- Downtown Hammonton Market Analysis (Hammonton, NJ)
- Downtown Westport Master Plan (Westport, CT)

Nell Pearson
Associate

EDUCATION
University of Pennsylvania
Master's in City and
Regional Planning

Bates College
Bachelor's in History,
Anthropology

AWARDS
Phi Beta Kappa

Fulbright Award - Vrije
Universiteit Amsterdam

INTERESTS
Climate Leader at Penn Fellow
Saxophone

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Nell Pearson (she/her) is a recent graduate of the Master of City Planning candidate at the University of Pennsylvania. She graduated from Bates College in 2020 with degrees in history and anthropology.

Prior to joining Urban Partners, Nell served as an Americorps member at the Gowanus Canal Conservancy, focusing on community outreach, environmental education, and green space advocacy. Nell has had experience interning with several environmental nonprofits such as the Bicycle Coalition of Maine, the Piedmont Environmental Council, and Earth Matter NY. She has also had the opportunity pursue her interest in policy as a 2022 Summer Fellow at the Montgomery County Council in Maryland, and as a summer intern at the Department of Housing and Urban Development's Real Estate Assessment Center (REAC).

HIGHLIGHTS OF RELEVANT PROJECT EXPERIENCE:
Residential Market Analysis and Strategy Plans
- Housing Strategy (Delaware County, OH)
- Housing Study (Dublin, OH)
- Housing Needs Assessment and Market Study (Wayne County, PA)
- Housing Study (Ontario County)
- Housing Study (Boone County)

Other Projects
- ACANA Africa Center RACP
- Upper Dublin Township Facility RACP
- Springettsbury, PA Comprehensive Plan
- Downtown Cleveland Development Study
- Residential Market Analysis for Camden Woods Development in Strongsville, OH

Christopher Lankenau, AICP
Principal

EDUCATION
Michigan State University
Master's in Urban and Regional Planning

University of Vermont
Bachelor's in Geography

MEMBERSHIPS & AFFILIATIONS
American Planning Association

American Institute of Certified Planners (AICP)

Fairmount Community Development Corporation - Vice President, Board of Directors

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Christopher Lankenau, AICP, is a planner and economic development consultant with 25 years of professional experience. Since joining Urban Partners in 2006, Chris has managed a variety of projects ranging in scale from single sites to large master plans on behalf of municipalities, community development corporations, and non-profit organizations in several states. His current work focuses on community revitalization and economic development in both commercial and residential areas, including real estate market analysis, demographic analysis, and fiscal impact analysis, as well as economic feasibility analysis for adaptive use and new development projects. Chris also has experience in community outreach, transportation planning, and land use planning.

Prior to joining Urban Partners, Chris was a Senior Associate at the Pennsylvania Economy League, where he focused on community revitalization in Southeastern Pennsylvania's older core communities. Chris also has significant planning experience as a consultant with the Philadelphia firm of Kise Straw & Kolodner (now KSK Architects, Planners and Historians), where he managed a variety of planning projects with a particular focus on commercial district and community revitalization. Previously, Chris also held staff positions with county planning agencies, serving as planner for the Montgomery County Planning Commission (PA), as well as the Maryland National Capital Park and Planning Commission.

HIGHLIGHTS OF RELEVANT PROJECT EXPERIENCE:
Commercial District/Downtown Revitalization
- Rejuvenating Urban Centers (Dutchess County, NJ)
- Englewood Downtown Master Plan (Englewood, NJ)
- Souderton Business Improvement District Feasibility Plan (Souderton, PA)
- Downtown Glassboro Arts and Entertainment District Plan (Glassboro, NJ)
- Hagerstown City Center Plan (Hagerstown, MD)
- Trenton 250 Master Plan (Trenton, NJ)
- Downtown Boyertown Vision & Action Plan (Boyertown, PA)
- Martinsburg Mills & Rail Corridor Revitalization Initiative (Martinsburg, WV)
- Downtown Etna Commercial Revitalization Analysis (Etna, PA)

Market Research/Feasibility Analysis
- Market Analysis for Downtown Erie (Erie, PA)
- Garrett Williamson Foundation Master Plan (Newtown Square, PA)
- Johnstown Train Station Reuse Study (Johnstown, PA)
- New Granada Theater Reuse Plan (Pittsburgh, PA)

James E. Hartling
Partner

EDUCATION
University of California at Berkeley
Master's in City Planning

Princeton University
Bachelor's in Mathematics

MEMBERSHIPS & AFFILIATIONS
Entrepreneurworks - Chairman, Board of Directors

Local Initiatives Support Coalition (LISC) Philadelphia – Advisory Board

Community Design Collaborative, Advisory Board

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James Hartling has served as partner-in-charge for most of Urban Partners' economic development projects and has been responsible for examining the market feasibility of many large-scale development and redevelopment projects since the firm's inception in 1980. He has directed the firm's downtown revitalization efforts in numerous cities in the mid-Atlantic and East Coast, and has prepared and helped implement neighborhood housing and commercial revitalization strategies in both large cities and smaller communities. Additionally, he has directed the firm's work involving the planning and development of new village centers and transit-oriented developments, as well as significant participation in the establishment of transfer of development rights programs (TDR) in New Jersey and Pennsylvania. He has also completed numerous studies documenting the regional tax and employment impacts of major cultural institutions.

From 1977 to 1980, Jim administered $15 million annually of CDBG and EDA funds as Deputy Director for Economic Development of Philadelphia's Community Development program. Previously, Jim was on the faculty of the University of Texas teaching in both the graduate planning and public affairs programs. There he conducted research and training projects on economic and community development and human services delivery. He has also held staff positions with planning and development agencies in Texas, California, and New Jersey.

HIGHLIGHTS OF RELEVANT PROJECT EXPERIENCE:
Downtown/Commercial District Revitalization
- Downtown Savannah Master Plan (Savannah, GA)
- Allentown Arts District Master Plan (Allentown, PA)
- Englewood Downtown Master Plan (Hagerstown, MD)
- Arts & Entertainment District Plan (Glassboro, NJ)
- Bridging the Busway Transit-Based Plan (Pittsburgh, PA)

Market Research/Feasibility Analysis
- Black Horse Pike Market Feasibility Study (Camden County, NJ)
- Buford Highway Improvement Plan (Brookhaven, GA)
- Poinsett Corridor Market Analysis/E.D. Plan (Greenville, SC)
- Union Township/Route 82 Corridor Study (Union Township, NJ)

Smart Growth/Transit Oriented Development
- Broad & Erie Community Development Plan (Philadelphia, PA)
- A Vision for Homewood and Point Breeze North (Pittsburgh, PA)
- Millbourne Station Area (Millbourne, PA)

Appendix 2: Relevant Projects

The following are detailed project sheets of similar housing study projects completed on-time and within the budget allocated by the Urban Partners team.

- Housing Needs Analysis and Strategy (Fishers, IN)
- Dublin Housing Study (Dublin, OH)
- Comprehensive Housing Needs Assessment (Dauphin County, PA)
- Housing Strategy (Delaware County, OH)
- Comprehensive Housing Market Analysis (Joplin, MO)
- Residential Market Analysis and Housing Strategy (Valparaiso, IN)
- Lexington Housing Market Demand Study (Lexington, KY)
- Downtown Cleveland Housing Demand Analysis (Cleveland, OH)
- Citywide Housing Study (St. Cloud, FL)
- Rental Housing Needs Assessment (Newark, DE)
- Gillespie Property Market Analysis (Fayetteville, NC)

Fishers Housing Needs Analysis and Strategy

Location:
Fishers, IN

Client:
City of Fishers

Collaborators:
MKSK

Completion Date:
2021 (current)

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The City of Fishers—a rapidly growing suburb of Indianapolis, IN—is consistently named as one of the best communities to live in the U.S. by many publications. In the last 30 years, Fishers has transformed from an exurban community of 8,000 residents to a robust city of nearly 100,000 residents. Population forecasts predict that Fishers will continue to grow in the next two decades, adding another 30,000 resident by year 2040.

As the city matures and open development parcels are all spoken for, the City of Fishers is engaging in planning efforts to ensure the residential market will continue to provide high-quality housing options for residents at different socio-economic backgrounds for the foreseeable future. In 2021, the City of Fishers retained Urban Partners to complete a comprehensive analysis of the housing market in Fishers and facilitate a series of Focus Group meetings to recommend housing strategies.

Working with MKSK, Urban Partners also completed a fiscal impact analysis for alternative development schemes at one of the few large remaining developable parcels in the city. The analysis demonstrated tax revenue and municipal expense impacts from different development patterns at this site (see following page).

Key services performed

- Comprehensive Housing Market Analysis
- Population Forecasts
- Housing Policy Recommendation
- Stakeholder Engagement
- Public Presentation

Project Profile:

Housing Study for the City of Dublin

Location:
Dublin, OH

Client:
City of Dublin

Completion Date:
2022

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The City of Dublin, located just outside the northwest corner of Columbus, OH, plays a significant part in providing needed area jobs, services, and amenities. Dublin is known as a high-quality, single-family residential suburb with primarily large lots and an abundance of parks and open space that includes 1,136 acres of undeveloped parkland, 60 developed parks, and 100 miles of bike paths.

More recently, Dublin has integrated a more urban mix of residential development, retail, restaurant, office, and services uses creating a unique "urban core" for the City within the Bridge Street District. With 80 percent of future housing needs projected to be one and two person households with no children, the Bridge Street District is targeted to fulfill this this future need.

As part of an effort to maintain a robust yet balanced housing market, the City of Dublin retained Urban Partners to conduct a comprehensive residential market study, examining current market conditions and formulating strategies for future investment and policy interventions. The study is projected to be completed in mid-2022.

Key services performed

- Comprehensive Housing Market Analysis
- Population Forecasts
- Housing Policy Recommendation
- Stakeholder Engagement
- Public Presentation

Comprehensive Housing Study & Needs Analysis

Location:
Dauphin County, PA

Client:
Dauphin County Redevelopment Authority

Completion Date
2022

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Dauphin County is located in south-central Pennsylvania and is included in the Harrisburg-Carlisle Metropolitan Statistical Area. Harrisburg, the Capital City and the urban nucleus of Dauphin County, is the region's cultural, businesses and government center. Beautifully situated on the mile-wide Susquehanna River, Harrisburg merged big-city influence and sophistication with small-town friendliness and charm. The upper tier of Dauphin County provides a quiet county setting with quaint towns lying in pristine mountain valleys. The southern portion of the county is much more urbanized in and around Harrisburg and Hershey, with economic resources including Harrisburg International Airport, the New Baldwin Corridor Enterprise Zone, over 20 major industrial parks and office districts, and a highway system developed far beyond what one would expect for an area of this size, as well as a main line Amtrak passenger service and an intermodal terminus for double stack rail freight.

As part of an on-going effort to promote a healthy and balanced housing market in the county, this study was commissioned to help decision makers, stakeholders and community members develop a meaningful sense of housing markets, an understanding of key housing issues and identification of new strategies as well as strategies utilized elsewhere to address the county's housing needs.

Key services performed

- Housing Market Analysis
- Population Forecasts
- Housing Policy Recommendation
- Stakeholder Engagement
- Public Presentation

Delaware County Housing Strategy

Delaware County, OH, is one of the fastest growing counties in the State of Ohio. From 2010 to 2020, Delaware County added 39,346 residents, which represents nearly a quarter of the total population growth in the State during this time period. Amid this rapid growth and a corresponding increase in housing prices—residents, social service organizations, government agencies, faith-based organizations, business leaders, and other stakeholders came together to coordinate, enhance, and expand existing services while identifying potential housing options and new services that may provide for a more robust approach to providing stable, attainable housing, and a sense of community for all.

In 2019, the Delaware County Housing Alliance (DCHA) was formed to educate the community about Delaware County's housing need and to advocate for high-quality housing opportunities for residents of all socio-economic backgrounds in the county. To better understand current housing needs, as well as the needs for the near-term future, DHCA has engaged Urban Partners in 2022 to complete a Housing Strategy for Delaware County.

Key services performed

- Housing Market Analysis
- Population Forecasts
- Housing Policy Recommendation
- Stakeholder Engagement
- Public Presentation

Location:
Delaware County, OH

Client:
Delaware County
Housing Alliance

Completion Date:
2022

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Joplin Housing Market Analysis

Location:
Joplin, MO

Client:
City of Joplin

Completion Date:
2021 (current)

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The City of Joplin, located along the historic Route 66 in southwest Missouri, is situated mostly within Jasper County but a small portion in Newton County. Though the zinc mining industry that fueled the City's initial growth in the 19th century has dissipated, Joplin continues to serve as the center of economic activity in the region, accounting for more than half of all jobs in Jasper/Newton Counties.

As part of an effort to maintain a robust yet balanced housing market for the benefit of all its residents, the City of Joplin commissioned a Comprehensive Housing Market Analysis and retained Urban Partners as a consultant to undertake the study. The stated goals of the study are to provide City decision makers, stakeholders, developers, and community members with comprehensive and meaningful data to establish a baseline of existing housing stock for current and future residential needs in Joplin. Using this document, the City intends to guide new housing investments using a set of strategic funding and policy interventions.

Key services performed

- Comprehensive Housing Market Analysis
- Population Forecasts
- Housing Policy Recommendation
- Stakeholder Engagement
- Public Presentation

Residential Market Analysis – Valparaiso, Indiana

The City of Valparaiso is located in Northwest Indiana, just one hour southeast of Chicago at the eastern edge of the metro area and approximately 15 miles south of Lake Michigan. Serving as the county seat of Porter County, Valparaiso is experiencing moderate and consistent growth particularly in the form of new residential subdivisions and infill housing developments. Valparaiso has a thriving and active downtown which is often noted as one of the community's greatest assets.

In 2020, the City retained Urban Partners to conduct a comprehensive residential market analysis. In addition to analyzing the supply-and-demand dynamics of Valparaiso's housing market, Urban Partners assisted the city formulate policies to address housing diversity, affordability, future land use, and improvements to overall quality of life for all residents of Valparaiso.

Key services performed

- Comprehensive Housing Market Analysis
- Population Forecasts
- Housing Policy Recommendation
- Stakeholder Engagement
- Public Presentation

Location:
Valparaiso, IN

Client:
City of Valparaiso

Completion Date:
2021

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Lexington Fayette County Housing Market Demand Study

Urban Partners has completed work on a Housing Market Demand Study for Fayette County, KY. We coordinated with a partnership of civic and private organizations, including the Fayette County Division of Planning, the Lexington Fayette County Property Valuation Administrator, the Lexington Downtown Development Authority, the Lexington Bluegrass Association of Realtors, the Building Industry Association of Central Kentucky, and the Fayette Alliance Foundation.

This study identified mid-term (10 year) housing demand in the county based upon recent building and sales patterns, existing housing stock, and demographic projections, while highlighting issues demanding special attention to ensure Lexington's housing market matches the needs of current and future residents. Working with the steering committee, Urban Partners quantified the incremental housing demand, segmented by housing typology and tenure. This study will help inform the City's future housing development strategy, which will consider factors involved in responding to the various components of demand described in the study.

Key services performed

- Housing Demand Analysis
- Population Forecasts
- Town-and-Gown Community Planning
- Housing Policy Recommendation
- Public Presentation

Location:
Lexington, KY

Client:
Lexington Fayette
Urban-County Government

Completion Date:
2017

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Project Profile:

Downtown Cleveland Housing Demand Analysis

Location:
Cleveland, OH

Client:
Downtown Cleveland Alliance

Completion Date:
2018

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Downtown Cleveland, after many decades of population loss, is currently undergoing a major renaissance supported by a robust housing market. In 2018, the Downtown Cleveland Alliance (DCA) retained Urban Partners to complete a Comprehensive Housing Demand Analysis for Downtown Cleveland (comprised of the Flats, Warehouse District, Gateway District, Playhouse Square, Nine-Twelve District, and Campus District) and the surrounding neighborhoods (including Detroit Shoreway, Ohio City, Tremont, Midtown, St. Clair Superior, and Central).

The results of this study, which was published in the fall of 2018 detailed future housing needs, as well as a recommended housing type mix, such as rental/homeownership, condos, townhomes, age restricted housing, income-restricted housing, etc. Additionally, Urban Partners recommended a set of goals that pertain to housing policy and potential toolkits to promote a healthy and balanced housing market that expands and preserves housing opportunities for all residents.

Key services performed

- Housing Demand Analysis
- Population Forecasts
- Economic Trend Analysis
- Housing Policy Recommendation
- Stakeholder Engagement
- Public Presentation

Project Profile:

Citywide Housing Study

Location:
St. Cloud, FL

Client:
City of St. Cloud

Completion Date:
2019

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Strategically located in a rapidly growing county—and endowed with comparatively low cost vacant and developable land—the City of St. Cloud has grown exponentially in the past several decades. From 2000 to 2018, St. Cloud has added 33,000 new residents which is equivalent to a staggering 165% growth during that period.

Thus far, St. Cloud has grown as a bedroom community where most of its employed residents work elsewhere. Though this is not an atypical narrative for smaller cities, the residents of St. Cloud aspire for a livable, vibrant live-work-play community. The seminal questions for the Housing Study were:

- What are the housing needs for the city for the next 20 years based on projected and desired growth?
- What types of homes are needed (e.g., tenure, size, density, targeted age and household income, etc.)?
- How can these market opportunities be optimally matched up to the desired character of various neighborhoods?

The results of this study, which will be completed in the Summer of 2019, will provide the City of St. Cloud a meaningful sense of the housing market to formulate housing priorities and growth management strategies.

Key services performed

- Housing Demand Analysis
- Population Forecasts
- Housing Policy Recommendation
- Stakeholder Engagement
- Public Presentation

Rental Housing Needs Assessment

Location:
Newark, DE

Client:
City of Newark

Completion Date:
2017

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Over the recent years, the University of Delaware has experienced significant growth in off-campus student population, and the City has experienced related community impacts associated with this growth. In a city of 32,000 residents and roughly 14,500 rental households, an estimated 10,700 of the renters are UD students living off campus.

Urban Partners was retained by the City of Newark to conduct a detailed analysis of the supply and demand of rental housing, including the review of historical and current data, and projections based on city and University of Delaware population growth, zoning designations, and economic development for the next twenty-five years.

Additionally, our analysis included: i) comprehensive evaluation of rental housing needs in Newark, including recommendations by housing type, size and location; and ii) an assessment of the current homeowner assistance programs, single family occupancy and maintenance controls, and strategies as a tool to balance the impacts associated with off campus student rental housing growth.

Key services performed

- Housing Demand Analysis
- Town-and-Gown Community Planning
- Housing Policy Recommendation
- Public Presentation

PHFA Homeownership Choice Program Assessment

The Homeownership Choice programs offered by the Pennsylvania Housing Finance Agency (PHFA) from 2000-2008 provided funding for the development of a range of single-family homeownership projects and the rehabilitation of residential units in mixed-use developments; program funds were awarded competitively for real estate development projects in urban neighborhoods and core communities throughout the Commonwealth.

In 2014, Urban Partners was part of a consultant team consisting of housing and community development experts that evaluated the program's community impacts, strengths and limitations, and the demand for similar financing program in the current housing market. The evaluation was funded through a grant from the Heinz Foundation.

In addition to the overall assessment of the program in terms of private dollars leveraged for every dollar of PHFA funds and the total number of units constructed, the consultant team chose ten projects for closer examination. From these case studies, the anecdotal evidence of the program's effects on the local housing market was examined. Key lessons from the program and the framework for a new initiative was prepared by the consultant team for PHFA to review and consider.

Key services performed

- Housing Policy Analysis & Recommendation
- Stakeholder Engagement
- Public Presentation

Location:
Harrisburg, PA

Client:
Heinz Endowment,
Pennsylvania Housing
Finance Agency

Collaborators:
Urban Ventures,
Wilson Associates

Completion Date:
2014

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Appendix 3: Sample Work

The following is the link to the Housing Needs Analysis and Strategy completed for the City of Fishers, Indiana:

Additional work sample can be made available upon request.