Table of Contents

I. OUR UNIQUE OPPORTUNITY ................................................................. 3
   Our Manifesto: We Can Build a Better Housing System ......................... 4
   The Challenge Before Us ...................................................................... 5
   Our Purpose and Vision ...................................................................... 6
   Our Unique Position .......................................................................... 7
   Our Approach to Innovation ................................................................ 7

II. OUR CONVICTION, GOALS, AND STRATEGIES ............................ 8
   1. Increase Supply .............................................................................. 8
   2. Expand Opportunities .................................................................... 8
   3. Activate More Housing Champions .................................................. 9

III. STRATEGIC FRAMEWORK GRAPHIC SUMMARY ............................ 11
I. Our Unique Opportunity
We Can Build a Better Housing System

Together, we can build a strong housing system that allows people, communities, and the region to prosper.

At the Family Housing Fund, we believe building a better Minnesota starts from the ground up—it starts with a place to call home. A decent home is the necessary foundation for building health and happiness. It’s the foundation that builds success stories. It’s the foundation that builds strong, healthy communities. And it requires all of us, working together, to build a strong system that supports access to decent, affordable housing for everyone.

Right now, the housing system as we know it is broken. Now, more than ever, we need more homes. But we also need systems change that gives more people access to decent affordable homes so they can build a prosperous life for themselves today, and in the future.

At Family Housing Fund, we catalyze change by working together with multiple partners and stakeholders to improve access, affordability, and resiliency across the entire housing sector. We know it takes more than a single approach for creating change. It requires an understanding of the entire complex system and how it works together—and where it doesn’t—to build a stronger, more unified housing system that works for everyone.

By working together, we can preserve and produce more homes more cost-effectively; expand access to decent and affordable homes; and inspire communities to take action toward building housing solutions that support all families.

When we transform mindsets, we transform systems. We transform relationships. And we transform how we work together to build pathways to prosperity for more people.

When families have a decent, affordable place to call home—whether as a homeowner or renter—they have a sense of belonging. They have a sense of community. They have opportunities to create their own wealth and build a better life.

This is how we build stronger, more resilient communities. This is how we work together to create a thriving region where everyone has an opportunity to prosper.
The Challenge Before Us

Over the last 80 years, new types of affordable housing programs have been developed to match new funding created. While these programs helped create additional affordable housing units, they also imposed new layers of regulation and process. As a result, today we have a complicated and highly segmented system that doesn’t function well for families who need it.

**MARKET FORCES DECREASING AFFORDABILITY**
Unlike food, medical care, and education, housing is a basic need with no entitlement and insufficient federal and state funding sources. As a result, the vast majority of households who qualify for housing assistance do not receive any help.

- **370K COST BURDENED**
  Households are paying 30% or more of their income on housing

- **1,300 LOSING AFFORDABILITY**
  Rental units are losing affordability every year after property sale

- **6K/3K EVICTIONS ARE FILED**
  Eviction actions are filed in Hennepin and Ramsey counties (respectively) a majority due to non-payment of rent

**HOMEOWNERSHIP INCREASINGLY OUT OF REACH**
Home prices are growing at historic rates while incomes remain stagnant. The Twin Cities has one of the nation’s highest racial gaps in homeownership rates.

- **$262K AVG PRICE OF HOMES**
  The median purchase price of homes across the region and it is still rising

- **Disparities are especially pronounced for black households, only 23% of whom are homeowners.**

**THREAT TO ECONOMIC VITALITY**
As shown above, individual families lose out when the housing market doesn’t work for everyone. But we lose as a region as well.

- **6,000 UNIT SHORTFALL**
  Annual housing shortage due to underproduction

- **48K JOBS (7-COUNTY METRO) REGIONAL ECONOMY**
  Potential losses over the next 20 years in the Twin Cities metro area

- **$4.3B**
  7% increase in one year (2017-2018)
Our Purpose + Vision

At the Family Housing Fund, we believe building a better Minnesota starts from the ground up—it starts with a place to call home. And it requires all of us, working together, to build a strong system that supports access to decent, affordable housing for everyone.

VISION FOR FAMILIES
When families have a decent, affordable place to call home, they have opportunities to build their own success stories and contribute to their communities.

VISION FOR THE HOUSING SYSTEM
A de-segmented housing system will produce and preserve more homes more cost-effectively, ensure a fair and predictable market, and increase the scale of housing solutions and opportunities that work for everyone in our region.
Our Unique Position

We work in a field with many peers, allies, and collaborative partners. We believe the Family Housing Fund is different in three specific ways, and we seek to leverage our uniqueness for greater progress toward our purpose and vision:

**BIG PICTURE**
Our breadth in perspective and relationships throughout the Twin Cities region gives us an unmatched view of the housing system.

**BOLD INFLUENCE**
We use flexible organizational resources to convert new ideas into solutions that benefit families through a process that involves:
- Identifying & exploring emerging issues
- Piloting market interventions
- Embedding interventions for systems change

**BALANCED PERSPECTIVE**
We support all types of affordable housing and value everyone working on housing solutions. Our knowledge of housing-related markets and public policies lead to authentic and practical relationships.
II. Our Conviction, Goals, and Strategies

TOGETHER, WE CAN:

Preserve and produce more units, more cost effectively.

Ensure a fair and predictable marketplace.

Inspire the public to participate and take action toward housing solutions.
Our Goals and Strategies

Together, we can preserve and produce more units more cost effectively, ensure a fair and predictable marketplace, and inspire more champions to participate and take action toward housing solutions.

**GOAL ONE  INCREASE SUPPLY**

More units are preserved and produced more cost effectively. New solutions and new partners disrupt entrenched practices, resulting in housing that is affordable for more families living in the Twin Cities.

**STRATEGIES TO SPARK AND CATALYZE CHANGE**

- Advance innovations to flatten or decrease development costs.
- Promote the optimal use of public resources, processes, and powers to support housing affordability and maximize public benefit.
- Support cities across the region in advancing housing agendas that meet the needs of low- and moderate-income families. Regional strategies align and connect cities’ actions.
- Efficiently develop, use, and maximize public and private finance tools.

**GOAL TWO  EXPAND OPPORTUNITIES**

The marketplace is fair and predictable, and low- and moderate-income families have greater access to opportunities to live in healthy, affordable homes.

**STRATEGIES TO SPARK AND CATALYZE CHANGE**

- Ensure homes in the region are safe and healthy.
- Improve housing stability by reducing involuntary moves and displacement.
- Broaden industry-accepted rental screening practices and develop criteria that more accurately predicts indicators of renter success.
- Expand access to homes throughout the region for households using rental subsidies.

**GOAL THREE  ACTIVATE MORE HOUSING CHAMPIONS**

A broader set of champions take coordinated actions toward housing solutions.

**STRATEGIES TO SPARK AND CATALYZE CHANGE**

- Elevate housing to be broadly viewed as critical infrastructure that is vital to the region’s prosperity.
- Lead our region toward embracing a mindset of opportunity, grounded in the belief that we can work together to solve the housing problems we face.
- Position the housing community to take full advantage of new public will and resolve.
III. Strategic Framework
Our Strategic Framework

**VISION FOR FAMILIES**
Affordable Homes
Prospering Families

**VISION FOR SYSTEMS CHANGE**
Expanded Opportunities
Increased Efficiencies
Scaled Solutions

**INCREASE SUPPLY**
More units are preserved and produced more cost effectively.

**EXPAND OPPORTUNITIES**
The marketplace is fair and predictable.

**ACTIVATE MORE HOUSING CHAMPIONS**
A broader set of housing champions are engaged.

New solutions disrupt entrenched practices, resulting in housing that is affordable for more families living in the Twin Cities.

Low- and moderate-income families have greater access to opportunities to live in healthy, affordable homes.

New housing champions take coordinated actions toward housing solutions.
2018 Board of Directors

OFFICERS

CHAIR
Jim Roth*
Metropolitan Consortium of Community Developers

VICE PRESIDENT/TREASURER
Jennifer Anderson
Community Reinvestment Fund

VICE PRESIDENT/CHAIR OF NOMINATING COMMITTEE
Kristin Beckmann
Center for Economic Inclusion

DIRECTORS

Karen Anderson*
Former Mayor,
City of Minnetonka

Nichol Beckstrand*
MN Multi Housing Association

Andrea Brennan*
Community Planning and Economic Development, City of Minneapolis

Gail Dorfman*
St. Stephen’s Human Services

Craig Klausing
Former Mayor, City of Roseville
Attorney

Lisa Goodman
Minneapolis City Council

Laura Helmer
Board Member, Community Foundation of Carver County

Mitra Jalali Nelson
Saint Paul City Council

Margaret Lovejoy
Family Place

Amy McCulloch
Twin Cities Local Initiatives Support Corporation

Rebecca Noecker
Saint Paul City Council

John Quincy
Former Minneapolis City Council

Tom Streitz
Twin Cities RISE

D’Angelos Svenkeson
Thor Development

Doug Van Metre*
Wells Fargo

Jonathan Weinhagen*
Minneapolis Regional Chamber of Commerce

* Members of the Family Housing Fund Strategic Planning Committee

---

2. The Loss of Naturally Occurring Affordable Housing (NOAH), Minnesota Housing, May 2018. Analysis utilized CoStar data.
3. Fourth and Second Judicial District Housing Court records
4. Housing Supply Overview, Minneapolis Area Association of Realtors, October 2018. maarstats.10kresearch.com/docs/hso/x/report?src=page
5. U.S. Census Bureau, American Community Survey 2012-2016 estimates

Ibid.