



## Housing Solutions Collaborative – Current Footprint & Pipeline

*Developmental data as of 12.19.23*

### Current Footprint

- **Scope and Scale**
  - 20 members across 19 U.S. states/D.C. – [Google Map](#)
  - Over 15,000 persons housed
  - Largest population served is Older Adults, followed by Families and IDD
  - Roughly half serve a mix of affordable and market rate
    - 70% manage at least 1 HUD property
  - Most own or manage fewer than 5 properties, though many properties are large
  - Top supportive services offered with housing:
    - Health and wellness
    - Food assistance
    - Senior services
    - Case management
  - Other housing programs offered:
    - Homelessness (40%)
      - “Three of our LIHTC properties have units dedicated to homeless.”
    - Voucher management
    - Housing supports, including repairs and resettlement
    - Rapid rehousing, emergency shelter, PSH, respite, etc.
    - Rental assistance
    - Housing for persons with IDD
- **Partnerships profile**
  - 60% work with partners to develop housing
    - Most mentioned were HUD, cities, developers, CDFIs, churches
      - Example comment: “Evergreen Management Group; Vantage Senior Care; Oak Park Regional Housing Authority; GMA Construction Inc.”
    - 60% have partnered with a church on housing
- **Greatest strengths**
  - Ability to provide supportive services, land, financial resources and adaptability
    - Example comment: “Our commitment to do it right and serve the individuals and families in our community, offering supportive services.”
  - Top housing development skills are:
    - Project management
    - Financing and budgeting
    - Community engagement

## Pipeline

- Scale:
  - At least 3,500 units in the pipeline (likely an underestimate)
- Financing:
  - Top funding sources: LIHTC, Philanthropy and HUD 202
  - Most projects are only 25% funded or less
  - Top choice for funding to fill gaps would be Philanthropic (followed by Federal and State)
- Pipeline projects (in their own words):
  - A possible new CILA in partnership with a Lutheran Church.
  - New LIHTC project in development. Market rate housing.
  - Additional PACE Center and Additional Affordable Housing
  - Affordable housing units on 9-acre wellness campus. The potential space could provide for up to 100 units. Also, single or multi-family units on approximately 20 residential properties off campus.
  - 84-unit rehab - very low to low income mix
  - Continued growth with our Iowa partners. Possibly another LIHTC in northern MN.
  - 30-unit LIHTC
- Biggest challenges (in their own words):
  - Ensuring appropriate funding for sustainability based on the State updating reimbursement rates
  - Capital markets, interest rates, labor
  - Length of time it takes to get a project from initial phase to completion. Financing the preconstruction portion of these projects is substantial. Rezoning challenges.
  - Funding to make the rents affordable enough to offer services and yet have a basic bottom line.
  - Financing at a self-sustaining level.
  - A clear funding strategy for campus and off-campus properties; internal expertise on development and management of potential campus property; determining "right" partnership model for potential projects.
  - Congregations are extremely slow to move on potential housing projects.
  - Securing the LIHTC funding
- Innovation interests (in their own words):
  - Sustainable financing for smaller CILA's (3-4 person)
  - Mission-backed capital, foundation supported
  - Utilizing church property and forming partnerships with ELCA and others to partner in building more affordable housing. Tiny home solutions. Redevelopment of existing apartments/hotels to solve homeless issues.
  - Incentivizing building on land connected to wellness services through innovative funding/financing; transitional housing for renters to turn into owners by building credit through renting; community-controlled real estate
  - Dealing with mental health issues of the residents and helping them remain in their homes longer and in a more peaceful manner