FINAL

2022 Strategic Plan

Redevelopment Authority of the County of Monroe

Prepared by:
The Gulotta Group LLC
703 Stones Crossing Road
Easton, PA 18040

September 2022

I. Introduction and Background

The Redevelopment Authority of the County of Monroe (Authority) serves the need of the elderly, disabled, and family households in the County of Monroe, through the provisions of quality, sustainable and affordable housing via the administration of several local, state and federal programs.

The existing programs supported by the Authority include the following:

1) CDBG Funds
   - Owner-occupied Housing Rehabilitation Program
   - Street/Road Improvements
2) Affordable Housing Trust Funds (Act 137)
   - First-Time Homebuyer Program
3) PHARE Funds
   - Senior Housing Rehabilitation Program
   - Land Bank projects
4) Act 152 Demolition Funds
   - Monroe County Demolition Program
5) LIHEAP/DOE
   - Weatherization Program
6) USDA/Rural Development -Housing Preservation
   - Supports the Monroe County Housing Rehabilitation Program

The Authority has an established practice of periodic strategic planning involving the Board of Directors and the management staff of the Authority. The most-recent strategic plan was prepared and adopted in 2017 and included the following strategic goals and objectives:

<u>Strategic Direction 1</u>: Continue Current Initiatives Related to Community Development in Monroe County with the Goal of Diversifying Funding Sources, Generating More Administrative Revenue, and Expanding Staff Capacity.

- administering the Community Development Block Grant program and HOME funds on behalf of the county and selected municipalities
- administering the owner-occupied housing rehabilitation program on behalf of the county
- continuing to assist communities in undertaking a variety of infrastructure projects, such as sewer and water line replacements, upgraded parking facilities, and other public facilities with the benefit of CDBG funds and other grants
- continuing to provide assistance to modest income seniors who need accessibility improvements to live in a community setting/ continue to assist modest income
- households with energy saving weatherization improvements

This Strategic Direction reflected the need for the Authority to continue its important work but in doing so to diversify its funding and to develop more staff capacity. The underlying need in this Strategic Direction is ensuring that the Authority is in a position to sustain its operations.

***Strategic Direction #2*: Ratchet-Up Efforts to Address Disinvestment in Monroe County Communities**

- expanding efforts to address blighted residential and commercial properties by administering a county-wide land bank and using various tools to address blight
- engaging private developers who are interested in undertaking in-fill developments in neighborhood and downtown areas by acquiring properties and packaging financing to make projects economically feasible
- seeking opportunities to partner with the Pocono Mountain Economic Development Corporation to repurpose vacant and abandoned industrial and commercial properties, and seeking opportunities to partner with the Monroe County Housing Authority to meet unmet needs in the areas of work force and senior housing
- serving as an issuer of tax-free loans for 501 (c) (3) organizations to construct facilities for public purposes.

This Strategic Direction reflects the role of the Authority in stemming blight and repurposing vacant and abandoned properties for productive uses. The Strategic Plan emphasized that the Authority cannot pursue these goals alone but should reach out to private sector and partner organizations.

***Strategic Direction #3*: Gain Greater Visibility in the Community Through its Good Work**

- engaging partners and local media by beginning and continuing a dialogue on community needs, community development educational programming, and how the Authority can remain relevant in the future
- meeting with county "movers and shakers" on a regular basis to discuss potential partners related to community development
- networking with partner organizations by developing a board liaison program.

This Strategic Direction focused on the need for the Authority to better communicate its successes and to connect with and to engage community partners in meeting community development needs including but not limited to affordable housing and repurposing blighted, abandoned properties.

In the summer of 2022, the Authority issued a Request for Proposals for Professional Services to lead an update of the 2017 Strategic Plan. The Gulotta Group was engaged for that project and was charged with helping the Authority's leadership create refreshed goals and objectives to guide its policymaking and management decision-making over the next five or more years.

The Gulotta Group engaged the Authority staff to gather observations and constructive input. Topics discussed were wide-ranging, focusing on the issues and challenges the Authority faces today and those that may have significant implications for its future.

Below summarizes the feedback received.

- Programs that support the owner-occupied housing rehabilitation and weatherization programs are strong
- Pressing need to grow the inventory of affordable housing units in Monroe County
- Building costs are escalating rapidly
- Workforce housing demand is strong
- Staff is very busy and staffing levels are low
- Succession planning is a critical priority
- Opportunities to create public/private partnerships should be explored
- The "Not in My Backyard" can impede the ability to create new affordable housing opportunities

II. Performance in Accomplishing Strategic Plan Objectives

The Board and staff collaborated to identify several key indicators of performance success. The indicators are not a substitute for organizational or community performance measures but instead were intended to describe how the Authority is making progress towards its Vision and succeeding in its Mission.

Strategic Direction 1: Continue Current Initiatives Related to Community Development in Monroe County with the Goal of Diversifying Funding Sources, Generating More Administrative Revenue, and Expanding Staff Capacity.

In assessing its performance with regard to this Strategic Direction, the Authority Board of Directors identified the following progress:

- Additional funding sources have been pursued (e.g., PHARE) and administrative revenue has increased.

- Rural Housing funding for housing rehabilitation has increased.

- COVID-19 funding (CDBG and Weatherization) has become available and has been substantially expended.

- The goal of reducing the annual county appropriation may be in sight.

- Additional capacity has been added with the Land Bank Administrator and a Weatherization Administrative Assistant.

Strategic Direction #2: Ratchet-Up Efforts to Address Disinvestment in Monroe County Communities

In assessing its performance with regard to this Strategic Direction, the Authority Board of Directors identified the following progress:

- The County Demolition Fund and Land Bank have been launched.
- Progress has been frustrating, but the pandemic and hot real estate market may account in part for the slow progress.
- Engaging municipalities, obtaining their cooperation and helping them understand the Authority Programs (Land Bank and Demolition Fund) remains a challenge.

Strategic Direction #3: Gain Greater Visibility in the Community Through its Good Work

In assessing its performance with regard to this Strategic Direction, the Authority Board of Directors identified the following progress:

- The Authority has been responsive when municipalities/county have asked the Authority.
- The Authority needs to do a better job educating municipalities about how the Authority and its programs can add value for municipalities; however, day to day responsibilities of Staff, including time required to administer additional funding received during COVID-19, have made this difficult.

III. Relevant Background Studies

In formulating Strategic Directions going forward, the Board considered the collection and review of various background materials and data which included the following:

<u>2020 Census Data</u>

The population of the County in 2020 was 168,327 a decline of .9% from 2010. A total of 79% (79,114) of the housing units were occupied and 21% (16,830) were vacant.[1] In 2010, the County had more housing units (80, 559) and 76% of these units were occupied.

The 2020 Census data indicated that the population of the County is becoming more diverse. In 2010 77% of the residents were determined to be one race-White compared to 66% in the 2020 Census. The Hispanic population increased slightly, from 13% to 17% between 2010 and 2020.

[1] However, American Community Survey 2020 5-year Estimates indicate that 75% of these vacant units are for seasonal, recreational or occasional use. When rented and sold units (but not occupied) are factored in the adjusted vacancy rate is about 6.9%. This indicates a relatively tight housing market.

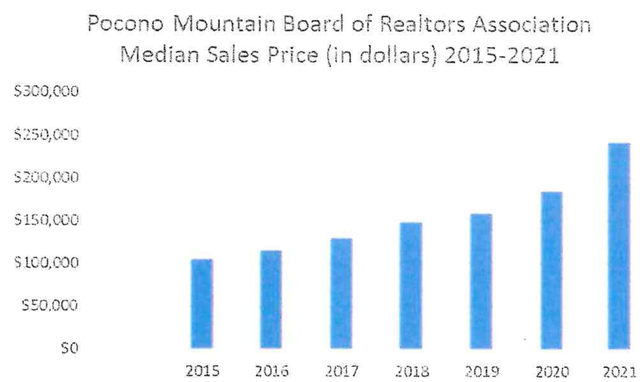
American Community Survey-5 Year Estimates

The number of Census questions is very limited; much more data is available through the American Community Survey (ACS) which is based on a sampling of the population. This information is updated annually through the Census Bureau. However, because this data does not account for the effects of the COVID-19 on the housing market, it became outdated quickly. The ACS data did indicate an increasing affordability problem among renter-occupied households: 57.7% were cost burdened in 2020 which means these households paid greater than 30% of their monthly income toward housing expenses including rent and tenant-paid utilizes. The comparable figure in 2010 was 48.6% in 2010.

Pocono Mountain Association of Realtors Data

This data is very compelling and does show the effect of the COVID-19 pandemic on housing affordability. Between 2015 and 2021 the median sales price increased by 130.5%, from $105,000 in 2015 to $242,000 in 2021. 99.5% of the asking price was paid in 2021 compared to 89% in 2015. The months supply of inventory was 8.8 months; in 2021 the comparable figure was 1.3 months and the inventory of homes for sale dropped from 2,188 homes in 2015 to 400 in 2021.

The Association of Realtors data showed that in just one year-between 2020 and 2021, the median sales price of single-family homes went up 32.4%.



National Low Income Housing Coalition (NLIHC) Out of Reach Report

On an annual basis, the NLIHC publishes data on the hourly wage needed to afford a two-bedroom apartment in every county in the United States. In 2021, the hourly rate required to afford a two-bedroom apartment in Monroe County was $21.10 or an annual income of $43,880.[2] This is one of the highest rates in the state. The comparable amount for Pennsylvania is $19.95 an hour. The NLIHC Report indicates that a minimum wage worker can afford housing expenses (rent and tenant paid utilities) totaling $377 a month or 30% of the monthly income for a minimum wage worker. The median hourly rates for selected occupations in Pennsylvania for

[2] The accepted guideline for affordability is that rent (plus tenant-paid utilities) does not exceed 30% of a household's income.

home and health care personal aides and teaching assistants in Pennsylvania are $12.72 hr. and $14.32 hr., respectively.

2014 County Comprehensive Plan: Community Development Policies

The 2014 County Comprehensive Plan references a number of policies that are relevant to the mission of the Authority. They include:

- Recycle vacant and underutilized land and buildings
- Create clear centers with multiple housing options
- Provide an adequate supply of owner and renter-occupied housing
- Rehabilitate existing owner or renter-occupied housing
- Encourage the development of walkable neighborhoods
- Encourage the development and preservation of affordable housing
- Create opportunities for public-private partnerships
- Promote accessible and visitable housing units and housing for persons with disabilities
- Support the provision of emergency and transitional housing
- Provide assistance to municipalities in developing standards for blighted properties
- Facilitate funding for roadscape conservation and improvement projects
- Educate residents and promote energy conservation tools such as weatherizing homes

It is noteworthy that many of these policies have been and will continue to be implemented through the Authority.

2018 Monroe County Housing Study

The 2018 Monroe County Housing Study sheds some light on housing needs on the County. However, because the most recent data for the study was American Community Survey data from 2015, it is somewhat out-of-date with respect to the affordability of single-family homes.

- As of 2015, the vast majority of housing in the county was single family.
- The county lost 6.2% of its households between 2010 and 2015.
- Fewer young people were homeowners compared to 2000.
- The number of housing units was up in 2015 but so were the number of vacant units.
- As of 2015, rents rose faster than inflation and home values stayed flat.

- However, affordability of owner-occupied housing is more of a problem compared to renter-occupied housing (there are only 15 units of affordable owner-occupied housing compared to 42 units of affordable renter-occupied housing for every 100 low/moderate income families).
- No multi-family housing building permits were issued since 2013 as of the date of the 2018 report.

Please note: The County of Monroe is in the process of updating their current Affordable Housing Plan. Plan development is being led by the Authority, who will act as the Plan's primary administrative and management entity. The updated Plan is estimated to be completed by June 2023.

2021-2023 Community Development Plan

In conjunction with requirements related to the Community Development Block Grant (CDBG) Program, the County is required to identify objectives that it may pursue in expending its CDBG funds. Objectives referenced in the 2021-2023 Community Development Plan for Monroe County are included in Appendix A. It is expected that the Authority will play a central role in addressing the vast majority of needs reflected by these objectives.

Waiting List Data

The Board of the Authority reviewed waiting list data from several sources to learn more about the extent of the housing need in the County.

Waiting lists for public housing total 4,877 households. The Housing Authority has a total of 300 public housing units; the waiting list for the rental assistance program administered by the Housing Authority (Housing Choice Voucher Program) is 188 households.

As indicated earlier, the Authority operates the owner-occupied housing rehabilitation program that assists modest income households with health and safety issues. Currently there are 195 households on a waiting list for this program on a first-come/first-serve basis. Separate programs are operated by the Authority for East Stroudsburg and Stroudsburg Boroughs. The waiting lists for these programs are 14 and 5 households, respectively. For the Weatherization Program, there are currently 515 households on their service list.

Implications of Background Study Data

The Board of the Authority discussed the implications of the data in these various studies. Observations include:

- The deteriorating housing affordability situation in the County which has become increasingly acute in the last five years. The 2023 Affordable Housing Study is expected to confirm the nature and extent of this problem.

- One reason for the decline in housing affordability is that the supply of housing is not keeping up with demand and therefore availability is very limited. In order to have a measurable impact on affordability, larger scale projects (owner and renter-occupied) need to be undertaken.

- The value of Authority programs that preserve what housing exists (through its owner-occupied rehabilitation and weatherization programs) is very important and this effort should continue. The preservation of existing housing stock through owner-occupied rehabilitation and weatherization programs is an essential part of a comprehensive approach to stabilize those housing units and neighborhoods in which they are located and provide a decent, safe and sanitary home for a low-income household.

IV. Revisiting Vision and Mission Statements

The Board brainstormed about the Vision of the Authority. The 2017 Vision Statement was quite long and there was consensus that it should be revised. Finally, the Board drafted an updated version of the Authority's existing vision statement. After further review and comment by the Board, the following Vision Statement was developed:

"The Vision of the Redevelopment Authority of the County of Monroe is to be a trusted partner in fostering a vibrant, prosperous and growing community for all in Monroe County."

The new Vision Statement discusses what the community will look like if the Authority succeeds (vibrant, prosperous and growing), who it will impact (all people in the County), and the Authority's role (trusted partner) in seeing this Vision realized.

The Mission Statement for the Authority remains unchanged from the 2017 plan:

"The Redevelopment Authority of the County of Monroe offers a unique set of redevelopment tools to encourage public and private investment for the purpose of enhancing the physical, social and economic fabric of our community."

The Mission Statement discusses the purpose of the Authority (offer a unique set of tools to encourage public and private investment) with stated a stated objective (encouraging public and private investment), and an ultimate goal (enhance the physical, social and economic fabric of the community).

V. Strengths, Weaknesses, Opportunities and Threats (SWOT) Analysis 2022

The Board discussed at some length the SWOT Analysis required to critically and constructively consider attributes of the Authority and opportunities that could lie ahead and potential threats faced.

The Foundation: Leveraging Strengths and Opportunities

Strengths	Why Important/How to Leverage
RA has been a pillar in community for over 60 years	Organization has a proven track record of success; considered a community asset
Staff is strong and experienced; management team holds people accountable	Organization has capacity to perform well and undertake projects needed by the community
RA has strong reputation/good working relationships with key organizations especially state and county government	Organization has support from local funders and is seen as a collaborative and helps with resources
The organization provides services that are needed by the community	Organization's awareness of the community's needs
Staff and board are committed to helping people	Organization's mission is readily embraced
The organization does good work and feedback from its stakeholders is positive	Reputation of the organization for accomplishment is evident based on good organizational tools – well organized, managing a lot of moving parts
Opportunities	
The RA has the opportunity to grow the Land Bank	The RA will be able to increase its visibility and provide added value to municipalities
There may be opportunities to undertake larger scale projects on parcels such as the former IBW site for the development of lifestyle and senior housing by partnering with organizations	The RA will be able to have a larger impact and better address existing and emerging needs such as increase inventory of affordable housing units
There is an opportunity to build and strengthen relations with partners	The RA will being able to work with tackling projects in the future and possibly bring more resources; streamlining process for partnering to improve services
There may be opportunities to tap into foundation and charitable giving by forming a subsidy 501 (c) (3)	The RA may need to replace one-time federal pandemic funding with local and sustainable funding resources
There may be an opportunity to issue bonds for 501 (c) (3) non-profits that are underrating major building/renovation projects	The RA can continue to position itself as a valued partner with the non-profit sector and can generate revenue from issuance fees

Strengths of the Authority relate to its assets and capabilities currently available, track record of accomplishment and commitment of Staff and Board that can be leveraged to achieve desired results. **Opportunities** are future conditions that include being able to have a larger (and potentially more visible impact), strengthening partnerships, and diversifying its funding sources.

The Challenge: Mitigating Weakness to Avoid Possible Emerging Threats

Weaknesses	Why Important/Potential Impact
Municipalities are not focused on importance of issues and tend to get sidetracked	The work of the RA hinges on municipalities being engaged and reaching out to the RA for assistance
RA Staff is busy accomplishing important day to day activities and cannot get time to work on strategic priorities	Staff is unable to get quality time to work on strategic priorities – staff is "stretched thin"
The RA lacks a communication plan including a website	Perception of RA and its work is shaped by traditional media and outreach
It is getting increasingly difficult to attract new contractors to bid on jobs because of the bidding climate	A limited number of contractors constrain the ability of the RA to increase production and eventually costs could increase
Threats	**Why Important/ Potential Impact**
Federal funding levels will go down as pandemic funding subsides, so possibility of funding cuts/ inconsistencies/unpredictability could occur	RA will lack sufficient resources to accomplish its work
There is a need for skilled workers to accomplish RA activities	Rehabilitation and weatherization programs may be adversely affected
Key RA staff is nearing retirement age – "big shoes to fill"	Transition to new key staff may not be smooth and may affect quality of organization's work, reputation, and funding

Weaknesses identified by the Board include the difficulty engaging municipalities, the crush of day- to -day responsibilities which make it difficult for Staff to focus on strategic priorities, the lack of a communication plan including a website, and the need to keep a robust list of contractors involved in its work. **Threats** relate to funding resources that will become less available as the pandemic subsides, a number of staff reaching retirement age and the corresponding need for a succession plan, and the availability of skilled and unskilled labor to complete repair/weatherization work on properties occupied by households that are served by the Authority's programs.

VI. Revisiting Strategic Directions and Goals

The Board believes that Strategic Directions and Goals from 2017 are still valid; however, the approach for accomplishing these directions and related goals may need to be altered:

Strategic Direction 1: Continue Current Initiatives Related to Community Development in Monroe County with the Goal of Diversifying Funding Sources, Generating More Administrative Revenue, and Expanding Staff Capacity.

This was consensus that the current initiatives referenced under this Strategic Direction should continue, however the threats identified will need to be addresses if its current efforts will be sustained. These include:

1. **The need to sustain and explore additional financial resource funding levels as pandemic funding goes down**
   - New sources of **state** funding such as Keystone Communities, Neighborhood Assistance Program, and Redevelopment Assistance Capital Program (RACP) funding should be pursued in addition to PHARE funding.
   - New sources of **federal** funding should be pursued including competitive Community Development Block Grant, HOME, and Community Projects Appropriations through U.S. Senators and Congressman
   - New sources of funding through **charitable giving** by seeking contributions from corporations and banks as charitable donations.

2. **The need to work with partner agencies to address the supply of construction workers and qualified contractors along with education and awareness**
   - The Authority will want to partner with area workforce development organizations to develop programs that will address the need for more skilled and unskilled labor. These initiatives could include apprenticeship programs, work-study programs through area community colleges and local technical schools
   - The Authority will want to extend its reach for contractors outside of its service area to attract new contractors who may not have as much work. Also, the Authority will want to partner with economic development organizations to develop programs to provide financing for start-ups or expansion of residential construction firms

3. **The need to maintain qualified leadership within the organization through effective and efficient business practices**
   - The Authority Board will want to work with the Executive Director to develop a succession plan that will cultivate new leadership within the organization and bring new leadership into the organization. This plan could include ramping up staff training, promoting professional growth to provide them with more

responsibility, and perhaps give added consideration to new hires that show leadership potential.

Strategic Direction #2: Ratchet-Up Efforts to Address Disinvestment in Monroe County Communities

Efforts to continue to pursue this Strategic Direction were ratified by the Board. In doing so, the goals of the Authority related to this Strategic Direction include opportunities to grow the land bank and the opportunity to undertake larger scale projects that are relevant. To this end, the Board clarified that:

1. **There is a need to be more proactive in identifying blighted properties**. To this end the Authority Staff is working closely with the Monroe County Planning Commission Staff to complete a blighted property study that map blighted properties. This mapping process will be helpful in focusing the efforts of the Authority to address blight by showing a concentration of blighted properties which could be repurposed with greater impact.
2. **There is a need to be more proactive in bringing developers (private and non-profit) to the table to undertake larger projects** that can have a more measurable impact on affordable housing and economic development needs; as an example, a housing developer producer guide could be prepared that would list all sites that are ripe for housing development in terms of proper zoning, available utilities (public sewer and water) sufficient road access, and floodplain/wetlands information. Local impact/building fees could also be included in this Guide. This Guide could be a joint project of the Authority, the Planning Commission, and the Housing Authority. A companion Economic Developer Producer Guide could be prepared in concert with PMEDC and the Planning Commission that would provide similar information plus information on economic development financing programs
3. **There is a need to confer with potential program partners (Housing Authority, United Way, Homeless Providers, Planning Commission, County Conservation District) in developing affordable housing** to reach consensus on the role of each organization in making progress in identifying and reaching affordable housing goals. The process for accomplishing this could be a working committee that would work with the consultant in preparing the Affordable Housing Study update.

Strategic Direction #3: Gain Greater Visibility in the Community Through its Good Work

One of the weaknesses identified is the lack of a communications plan including a website. The implications of this are that the Authority will have greater difficulty in engaging municipalities and other stakeholders in its work. A **communication plan** will make the strengths of the Authority more evident in that, presumably, such a plan would focus on the Authority's considerable accomplishments and reinforce the Authority's reputation as a valued and trusted partner.

VII. Conclusion

The strategic planning process is an important milestone in the Authority's continued focus on long-term strategic thinking, planning, and management. The time, thought and effort invested by both the Board and Staff allowed them to think strategically about the possibility for the Authority that go well beyond the routine meeting-to-meeting, tactical decision-making routine. The results have established a foundation for future improvement.

The Authority continues to look to the future with enthusiasm specifically, its evolving and central role with regard to community development in the county. In this Strategic Plan, there is growing recognition that the Authority should be part of a nucleus of organizations that recognize the importance of "going bigger" so the impact on an issue, such as affordable housing in particularly, will be more evident. The Authority will use its considerable strengths to leverage more opportunities that will benefit communities in the county. While the sustainability of funding and maintaining a highly qualified staff are challenges, this Strategic Plan has identified these issues as important and provided direction for the Authority as it moves ahead.

As a follow-up to this Strategic Plan Update, an Operations Plan will be drafted and approved by the Board to identify tasks, resources, and timelines for accomplishing its work consistent with this Strategic Plan.

APPENDIX A

2021-2023 Community Development Objectives

APPENDIX B

MATRIX SHOWING RELATIONSHIP OF STRATEGIC DIRECTIONS AND MONROE 2030 PLAN

APPENDIX A

OBJECTIVES IN 2021 COUNTY COMMUNITY DEVELOPMENT PLAN

The following is a listing of priorities and related objectives to address the diverse needs of low- and moderate-income households in Monroe County. These were identified as part of the process for applying for Community Development Block Grant (CDBG) Funds. This outline of objectives is focused upon Community Development needs which can partially be addressed through the use of CDBG funds in tandem with Act 137 funds, HOME Investment Partnership, Housing Preservation funding, PA Housing Finance Agency Programs and other financial resources including funding for homeless households through the Continuum of Care process.

Top Objectives-Housing

- To continue to fund for rehabilitation of substandard housing presently occupied by lower income households
- Increase availability of housing options for county residents such as affordable rental and homeownership options.
- Increase of supply for selected special population housing including retirement housing for senior citizens and transitional housing for the homeless
- Develop a comprehensive workforce housing strategy that supports the county's economic development goals
- Seek funding for purchase of vacant, foreclosed properties and rehabilitation of those properties

Top Objectives-Public and Community Facility Improvements

- Comply with Section 504 handicapped regulations and the Americans with Disabilities Act
- Rehabilitation and upgrading as well as new activities such as storm water and sewage collection systems
- Reconstruction of local roads, streets, and bridges

Top Objectives- Public Services

- Evaluate the needs or residents and each individual community, particularly the people who are actively using opioids and helping them transition to drug treatment and recovery

- Continue to provide much-needed transportation element to the county where public transportation is limited and the link between need and location is unclear
- Establish mechanisms to more effectively coordinate the delivery of health, social and welfare provided by non-profit and government agencies in Monroe County.

Top Objectives- Economic Development

- Continue to develop and expand the economic development revolving loan fund for small industry expansion
- Continue educational opportunities to improve employment skills
- Provision of a greater variety of job opportunities for low- and moderate-income persons

APPENDIX B

MATRIX SHOWING RELATIONSHIP OF STRATEGIC DIRECTIONS AND MONROE 2030 PLAN

	Strategic Direction #1	Strategic Direction #2	Strategic Direction #3
Monroe 2030 Policies	**Continue current Initiatives related to community development in Monroe County**	**Ratchet-Up Efforts to Address Disinvestment in Monroe County Communities**	**Gain greater visibility in the community through Its good work**
Recycle vacant and underutilized land and buildings		X	
Create clear centers with multiple housing options		X	
Provide an adequate supply of owner and renter occupied housing		X	
Rehabilitate existing owner or renter occupied housing	X		
Encourage the development of walkable neighborhoods		X	
Encourage the development and preservation of affordable rental housing		X	
Create opportunities for public-private partnerships		X	X
Promote accessible and visitable housing units and housing for persons with disabilities	X	X	
Support the provision of emergency and transitional housing		X	
Provide assistance to municipalities in developing standards for blighted properties		X	X
Facilitate funding for roadscape conservation and improvement projects	X		
Educate residents and promote energy conservation tools such as weatherizing homes	X		