

APPENDIX D

NON-FUNDING CONSTRAINED RECOMMENDATIONS

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The following Appendix details an initial set of recommendations that could be prioritized and implemented by the City should a dedicated funding source be identified.

Preserve

Advance anti-displacement initiatives and efforts that protect tenants

Recommendation: The City could play a more active role in advancing anti-displacement initiatives and efforts that protect tenants, including:

- Explore establishing a Displacement Fund to support residents with limited incomes that are required to move due to unforeseen circumstances, including redevelopment.
- Explore establishing a Housing Ombuds, which could provide services for residents and landlords, as well as supporting unhoused residents with navigating the crisis response system and access concerns.
- Explore establishing a Displacement Prevention Navigator pilot program, which employs navigators to assist households with resources and guidance who are subject to displacement.
- Explore establishing a policy that provides a right to free legal assistance to low-income renters facing eviction cases.
- Develop a grant or loan program for residents in mobile home parks interested in developing resident-owned communities (ROCs). The loan program could also cover relocation assistance, small home repairs or rehabilitation costs. This program could also provide mobile home park owners financial incentives to maintain infrastructure and other necessary upgrades.
- Establish a Relocation Fund to assist mobile homeowners who are required to move due to a change in use of their mobile home park.
- Support dispute resolution by creating and distributing educational materials on landlord and tenant rights and responsibilities.

Track affordable properties facing expiring affordable housing use

Recommendation: The City should continue working with partners and dedicate funds to support acquisition/rehabilitation that renews affordability contracts.

Assist

Mobilize City resources and support for housing services

Recommendation: The City can continue to support a greater number of housing consumers with support from the Affordable Housing Trust Fund. Additionally, the City should consider partnering with different organizations to provide a wider array of housing services.

Increase community access to and awareness of available programs and services

Recommendation: The City could play a more active role in increasing community awareness and access to services, including:

- **Consumer Service Portal:** In the City's original housing strategy, the City identified the lack of a single access point that captures the range of housing services available in the community. The City should support the creation of a single online resource and periodic print material for consumer housing services resources that provides a one-stop way for people to understand and access the range of housing services being provided in the community.
- **Increase existing services:** Gaps in housing counseling services and the need to expand the number of homebuyer education and financial skill-building classes were identified as needs in the previous housing strategy. The City should work with partners to understand current gaps in housing services and provide financial resources to fill those needs.

Build

Encourage infill housing development throughout the Missoula community

Recommendation: The City could play a more active role in encouraging infill housing throughout the Missoula community, including:

- **Implementing a comprehensive marketing campaign** that describes the benefits of infill and affordable housing to the Missoula community. With more available funding, the City could support dedicated events, advertisements, and leverage other community efforts to increase support for affordable housing in the community.
- **The City could also make infill projects eligible to be reviewed by the Affordable Housing Review team.**

Support modular construction efforts to increase affordable homeownership options

Recommendation: The City should explore how it can more actively support the development of modular housing construction. For example, the City of Boulder, CO built a modular factory that produces permanently affordable homeownership opportunities for community members. The modular factory is a partnership between the City, Boulder Valley School District, and Flatirons Habitat for Humanity. For the effort, the City provided staffing and funding to construct the factory and purchase the tools required to equip it.

Note: There are new tools now available for housing construction to the Missoula community not previously in place when *A Place to Call Home* was first published, including the Missoula Housing Impact Fund, MRA's Workforce Housing Program, the Montana Housing Infrastructure Loan and Bond Programs, and CPACE. The City should also look for opportunities to leverage MRA's Workforce Housing Program to build new income qualified units and generate contributions for the Affordable Housing Trust Fund.

Continue support for 4% and 9% LIHTC projects, including through the Affordable Housing Trust Fund

Recommendation: The City could develop a standalone category in the Affordable Housing Trust Fund to provide a local match for LIHTC applications. This would provide more certainty for entities submitting LOIs.

Continue advocacy efforts to improve funding transparency and tax credit allocation

Recommendation: The City could provide more dedicated staff capacity to develop a strategy and coordinate with public and private sector stakeholders to work with the Montana Department of Commerce's Housing Team to shape policy related to 9% allocation methodology and other efforts that improve the financial feasibility of developing affordable rental housing.