



LSCP Strategy Framework: Housing

This strategy provides a framework for how the LSCP will work to facilitate additional housing opportunities throughout Marquette County. While accurate at the time of adoption, the situation and associated tools are evolving quickly and the LSCP may pursue additional strategies or determine that an existing strategy within this framework is no longer applicable.

LSCP POSITION STATEMENT ON HOUSING

The Lake Superior Community Partnership recognizes the importance of a diversified housing ecosystem that provides sufficient housing opportunity for residents of all incomes and stages in life.

New housing development has fallen well behind historic trends, creating a shortage of housing options. This was amplified by the 2020 pandemic which has increased the demand for housing in rural communities offering a high quality of life and access to recreational assets, such as Marquette County. Housing shortages have also been amplified by an increase in short-term rentals which generally provide a higher return on investment. The LSCP also recognizes that new development is facing historically high material costs, outdated regulatory processes, a shortage of skilled trades workers, and cash flow challenges. This increased demand and constrained supply has led to historic increases in pricing, placing the average home in many parts of the county out of reach of a family making the median income. This, in turn, is having an impact on our area’s ability to retain and attract new workers to the area. Given our area’s attractiveness as a climate haven, demand is only expected to grow.

We believe a healthy market consists of all types and price points including single family, missing middle, apartments, condos, and more. The LSCP is encouraged by a significant pipeline of potential housing projects in the county and new tools coming online through state and federal resources. In collaboration with its partners, LSCP will take a leadership role in facilitating the local conversation and encouraging new development through a variety of methods to add to this existing pipeline.

OUR STRATEGIES

We believe the LSCP can directly help address the housing shortage in six ways, outlined below. Key to the success of these strategies is the ability to be nimble and identify where our partners may be better equipped to complete some tasks. Overall, the LSCP’s main focus will be leveraging its ability to bring partners together and facilitate the sharing of ideas and resources; however, we do believe there are specific actions the LSCP can take to complement those efforts. Timelines are intentionally not included to allow for ultimately flexibility and many of these items are expected to be integrated into the LSCP’s strategic plan and will be implemented over the next three years

GOAL 1: ENCOURAGE ONGOING COLLABORATION AMONG INTERESTED PARTNERS

Status	Item
Ongoing	Continue to convene the Marquette County Intergovernmental Housing Task Force on a regular basis
Ongoing	Include housing as a regular topic at LSCP events
Ongoing	Actively participate other housing workgroups, including the Central UP Regional Housing Partnership meetings
Ongoing	Continually assess the economic development ecosystem to facilitate partnerships and avoid programming and resource overlap



GOAL 2: MAINTAIN ACCURATE, UP-TO-DATE DATA TO FACILITATE DECISION MAKING

Status	Item
Ongoing – <i>Priority 2024</i>	Maintain a list of known current and future housing developments through proactive communication with local governments and other partners
Not Started	Establish an ad hoc group consisting of REALTORS, bankers, and developers who can provide valuable insight into real-time trends
In Progress – <i>Expected Jan 2024</i>	Partner with the Marquette County Land Bank Authority and investing communities to complete a target market analysis for Marquette County and identified sub-areas
In Progress – <i>Beta Release</i>	Utilize the Michigan Municipal League’s Housing Data Portal once it is operational

GOAL 3: SUPPORT STREAMLINED AND PREDICTABLE DECISION MAKING FOR SITE PLANS AND PERMITS

Status	Item
Ongoing	Complete the Housing Ready Checklist for any interested community in Marquette County
Ongoing	Encourage communities to pursue Redevelopment Ready Communities ® certification
Ongoing	Encourage zoning ordinances to include by-right approval for many types of housing
Not Started	Collect feedback from developers on their experience to identify potential enhancements
Not Started	Work with all levels of government to incorporate and maintain best practices which promote a collaborative and proactive regulatory environment
Awaiting MML Deliverable	Review the MML’s Pattern Book 2.0 designs once released (late 2023); if they do not appear to be feasible for local use, the LSCP will work with local governments and willing private sector investors to adopt locally-designed pre-approved building plans for small scale housing projects (i.e. “pattern books”)

GOAL 4: PROMOTE A ROBUST TOOLBOX OF FINANCIAL INCENTIVES WHICH REDUCE THE COST OF BUILDING

Status	Item
Ongoing	Remain informed of existing and new state funding programs
Not Started	Work with local governments to establish clear guidelines for local tools such as brownfields and Payment in Lieu of Taxes (PILOT)
Not Started	Create a housing developer online toolkit on the LSCP website
Not Started	Increase mentions of housing financial incentives in LSCP marketing tools
Ongoing	Increase awareness of InvestUP’s Build UP housing fund

GOAL 5: DEVELOP AND SUPPORT A ROBUST PIPELINE OF SMALL-SCALE HOUSING DEVELOPERS

Status	Item
Not Started	Work with partners to develop and implement a local “Build my Community” training program for small-scale developers
Not Started – <i>Priority 2024</i>	Hold emerging developer events in Marquette County in partnership with MEDC
Not Started	Include technical assistance resources in the developer online toolkit

GOAL 6: EDUCATE THE PUBLIC ON HOUSING DEVELOPMENT AND THE NEED FOR HOUSING AT ALL PRICE POINTS



Status	Item
Not Started	Create a “critical issue” page on the LSCP website dedicated to housing to provide resources and encourage healthy, well-informed discussions on the issue
Not Started	Submit comments on proposed housing development to local planning commissions and governing bodies supporting new development
Ongoing	Talk more frequently on local media about housing as an issue and our efforts to address it

OUR PARTNERS’ WORK

As outlined under Goal #1 above, we recognize the work of our partners and will continue to work with them directly whenever possible to maximize our collective impact. Key activities our partners are currently engaged in which can complement our work are below. This is not an exhaustive list and will evolve over time.

Partner	Key Activities
Marquette County Land Bank Authority: The MCLBA is pursuing innovative solutions to repurposing land within its authority to address the housing crisis.	<ul style="list-style-type: none"> • Partnership with Habitat for Humanity for Missing Middle Housing • Blight and Demolition work throughout Marquette County • Target Market Analysis – Lead Grant Applicant • Rural Readiness Grant for Housing Specialist
InvestUP: As the regional economic development organization, InvestUP has unique insight into the housing market and has an ability to bring out-of-the-area developers to Marquette County. They are also able to add significant influence at the state level to help bring additional resources.	<ul style="list-style-type: none"> • BuildUP Housing Development Fund • Ongoing support for large scale (50+ units) developments
NMU Foundation: The NMU Foundation is able to leverage its strong network and interest in continuing to make Marquette a community that alumni can be proud of and someday move back to. They have brought capacity to a major redevelopment project which otherwise may have been much more difficult that should add hundreds of units of housing to the area.	<ul style="list-style-type: none"> • Redevelopment of old Marquette General Hospital Site which is expected to include significant housing opportunities
Local Governments: All levels of local governments in Marquette County (townships, cities, and the county) have a role to play in reviewing and approving new housing development. Ensuring they have sufficient resources to expeditiously conduct their review and that they are operating with modern zoning and best practices for a collaborative regulatory process is essential to facilitating the rest of the work referenced in this strategy framework.	<ul style="list-style-type: none"> • Review and approval of housing projects • Consideration and awarded of local incentives to support new housing developments • Maintaining updated zoning and master plans
Central Upper Peninsula Planning and Development Region (CUPPAD): CUPPAD provides regional level data and planning and has historically played an	<ul style="list-style-type: none"> • Development of a Regional Housing Plan • Update of comprehensive economic development strategy (CEDS)

<p>important role in economic development planning, including housing strategies such as the county-level housing assessments in 2020. They are working with CAAM to co-lead the regional housing plan development effort.</p>	
<p>Community Action Alger Marquette (CAAM): CAAM provides resources to address homelessness, housing rehabilitation, weatherization, and more. They also serve as the Housing Assessment and Resource Agency (HARA) for 14 counties in the upper peninsula. Alongside CUPPAD, CAAM is co-leading development of the central upper peninsula regional housing plan (RHP).</p>	<ul style="list-style-type: none"> • Development of a Regional Housing Plan • Operation of programs for homelessness, veterans, housing stability, and more
<p>Habitat for Humanity of Marquette County: Habitat for Humanity continually provides opportunities to build new housing developments on a small-scale which are designed to be affordable to families in the workforce. Habitat has worked with local governments to redevelop sites as well as with the MCLBA.</p>	<ul style="list-style-type: none"> • Continued development of low-cost housing affordable to families in the workforce
<p>Marquette Housing Commission: Marquette Housing Commission is chartered under the laws of the State of Michigan to provide and administer affordable housing programs for the citizens of Marquette. The MHC provides a two hundred and fifty-seven affordable, pet friendly apartments at two locations within the city of Marquette.</p>	<ul style="list-style-type: none"> • Continued operation of existing affordable housing operations
<p>Michigan Economic Development Corporation (MEDC): While MEDC’s involvement in housing has historically been limited to mixed-use development in downtown areas, the MEDC has gradually moved to redirect resources to additional housing opportunities which meet community needs. Many of their technical assistance tools are beneficial to our efforts to build housing.</p>	<ul style="list-style-type: none"> • Emerging developer toolkit • Housing financial incentives • Emerging developer roadshows
<p>Michigan State Housing Development Authority (MSHDA): MSHDA provides financial and technical assistance through public and private partnerships to create and preserve safe and decent affordable housing, engage in community economic development activities, develop vibrant cities, towns and villages, and address homeless issues. MSHDA adopted the first-ever statewide housing plan in 2022 and is working to implement it on a regional level. They have also been provided with new tools, such as the</p>	<ul style="list-style-type: none"> • Implementation of the Statewide Housing Plan



Missing Middle Housing funds, to spur rehabilitation and new development.	
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REPORTING ON THE STRATEGY FRAMEWORK

LSCP Strategy Frameworks are designed to be flexible and updated regularly based on new progress, resources, and external factors. Progress on this framework will be reported to the LSCP Board of Directors approximately every six months as well as to the general LSCP membership at the annual meeting (typically April). Priority items will be identified each fall and included in the LSCP workplan for the following year. Data collected as part of the LSCP strategic plan around housing development will be used to gauge the success of this strategy as well as qualitative feedback and information.