



Urban Land Institute Minnesota/ Regional Council of Mayors

Opportunity City Program Summary Report



City of Eagan

Draft Presented to the
City of Eagan
March 8, 2011

Urban Land Institute (ULI) Mission:

ULI provides responsible leadership in the use of land and in the creation of thriving communities worldwide.

Urban Land Institute Minnesota (ULI MN):

ULI Minnesota actively engages public and private sector leaders in land use planning and real estate development to learn, network and join in meaningful, strategic action. The future holds many challenges and opportunities; we need the diversity of ULI Minnesota’s professional community to meet them wisely.

Regional Council of Mayors (RCM)

Supported by ULI Minnesota, the nationally recognized Regional Council of Mayors represents Minneapolis, Saint Paul and 42 municipalities in the developed and developing suburbs. This collaborative partnership provides a nonpartisan platform that engages mayors in candid dialogue and peer-to-peer support, and builds awareness and action for a more connected, more sustainable and more prosperous region.

Table of Contents

- Opportunity City Pilot Program Summary - Eagan’s Story Page 3
- Housing Audit Process Pages 4–7
 - City Housing Goals & Policies..... Page 4
 - Evaluate Community Factors Page 4
 - Program Review Page 5
 - Community Change Report Key Points Page 6
 - Site Evaluation Summary Page 7
- Recommendations..... Page 8–10
- Next Steps Page 11
- Sponsors & Program Participants Page 12
- Appendix - *Includes background information surrounding all aspects of the housing audit process and detail on the review of housing programs, community change data, site review and examples of best practices.*

Opportunity City Pilot Program Report

Summary – Eagan’s Story

Eagan's Story

The City of Eagan is a nearly fully developed, vibrant community conveniently located in the southeast Twin Cities area along two major interstates. Eagan is a relatively large suburban community with a total population of 65,933 people, encompassing approximately 34 square miles or 21,000 acres. Its close proximity to both downtown Minneapolis and St. Paul, and location near the international airport have contributed to Eagan having one of the largest and most diverse employment bases in the region. The relationship between Eagan's large employment base and its housing needs are important to the City's future stability and economic prosperity.

Program Goals/Outcomes:

The goal of the Opportunity City Program is to build on the collaborative relationships among Regional Council of Mayors (RCM) and Urban Land Institute (ULI) professionals to identify and implement best practices that support a full range of housing choices for economic stability and regional prosperity.

The City of Eagan is one of seven metropolitan suburban communities selected to participate in the ULI MN/RCM Opportunity City Program. Eagan’s Mayor, Mike Maguire, is an active member of the Regional Council of Mayors. The City of Eagan committed \$5,000 to the Opportunity City Program as well as countless staff hours in the collection of information, evaluation of tools and strategies, and coordination of the housing audit.

By working together and learning from each other, the expected outcome of the process is to develop an approach that identifies local housing tools and strategies that can serve as a model for other cities and be brought to scale at the regional level. In addition, suburban cities can implement new tools and strategies to better prepare themselves for the future through: 1.) preservation, rehabilitation and production of quality housing units; 2.) use of regulatory incentives; 3) incorporating sustainability into land use plans; and 4.) connecting housing to jobs and transportation networks.

Historically, a large percentage of Eagan's homes were constructed from the 1970's to early 1990's. With the completion of Interstate 35E in the mid 1980's, major commercial concentration formed near the center of the City. The construction of Highway 77, a new Minnesota River bridge, and Interstate 35E accelerated the growth of the community.

Development of townhomes, condominiums, and single family homes boomed during the 1980s and early 1990s.

As the senior population living in Eagan has increased, residential development geared toward “empty nesters” and seniors has become more common. This has resulted in a decrease in persons per household and school- age children.

Even though the City has a wide range of housing choices, homes and residents are beginning to age, which presents challenges related to the need for increased maintenance and ability to diversity the City's housing stock to be attractive to young families and young professionals.

Eagan has a strong history and policy of working with other agencies to achieve community goals. In particular, the City's relationship with the Dakota County Community Development Agency will continue to be essential in addressing future housing needs as the County continues to develop, preserve and administer housing programs in support of a full range of housing choices.

With the ability to guide redevelopment to diversify the housing stock, the City is in a good position to provide housing options that meet the needs of young professionals and older residents wanting to stay and thrive in the community.

The Housing Audit Process:

- 1.) Review of the housing framework: goals and community factors.
- 2.) Analyze the Community Change Report as it relates to demographic and household data.
- 3.) Review and evaluation of existing city tools and strategies surrounding the preservation and production of housing choices.
- 4.) Identification of specific recommendations for local implementation.

City Housing Goals and Policies:

The Opportunity City Pilot Program has five key themes in support of a full range of housing choices:

- Preservation and rehabilitation
- Production of housing units that support varied resident life cycles and incomes
- Use of regulatory incentives
- Sustainability
- Jobs/housing balance connected to transportation systems

The review of Eagan's goals and implementation strategies indicate a wide range of support for these key themes. (A full summary is included in appendix 1.)

- Increase the quality of housing stock and preservation of housing values
- Ensure strong, desirable and safe neighborhoods with well-maintained property
- Encourage appropriate recreational, educational, health and other supportive services for all residents
- Maintain a diverse mix of housing types and values for persons of all incomes and stages of life
- Maintain a “fair share” of housing to serve low/moderate income households
- Ensure orderly and compatible redevelopment with existing surrounding uses.

Evaluate Community Factors:

In every city, there are internal and external factors that hinder the city’s ability to provide a full range of housing choices. In Eagan, a few factors were evident, as determined through interviews with staff, planning commission, city council and review of city materials.

City is Close to Being Fully Developed

- Lack of land for new development increases the challenge to diversity the housing stock
- Current housing is beginning to age
- Redevelopment of existing uses is costly and time consuming which may hinder the benefits of revitalization and increase property values

Higher Land and Housing Costs

- Higher land values may make it more difficult to attract/retain young households due to a higher cost of new homes
- Younger households typically purchase existing homes as they become available

Households and Homes are Aging

- The City is experiencing an increased number of property maintenance violations
- Decrease in persons per household, which results in an increase in empty nesters, lower turnover and households aging in place. These factors impact city and school services and facility needs. This aging trend is expected to continue.



Program Review:

Through the Dakota County Community Development Agency (DC-CDA), Eagan residents have access to a wide variety of housing programs for home renovation and purchase assistance. The renovation and purchase programs primarily serve low- to moderate- income households with incomes at or below 50-80% of the area median income (AMI), based upon family size. Medium income is defined at an annual income of \$78,000 for a family of four. The City of Eagan property taxes support these programs through contribution of the annual county tax levy in the amount of approximately \$1.3 million. The following is a summary of the programs reviewed as part of the housing audit over the last five years. (Refer to Appendix 3 for details on the programs).

Single Family Rehab Loan

- Provides up to a \$25,000 loan for home renovations. For those with income less than 50% AMI there are no payments until the home is sold, refinanced or becomes non-homestead. For those with incomes between 50-80% of the AMI, 3% of the loan is deferred. Since 2005, the program has served 53 homeowners, which is less than 0.4% of Eagan’s single family households.

First Time Homebuyer Loan

- Offers a first mortgage loan with an interest rate of 4.75% for those first-time homebuyers who have an income at or below 80% AMI and a purchase price less than \$276,683. Since 2005, there have been 149 loans issued to first-time buyers of Eagan homes.

Down Payment Assistance

- Provides up to \$10,000 in funds with zero interest and no payments until resale, refinance or the home becomes non-homestead. Thirty-one residents have been provided with down payment assistance.

Housing Counseling Services

- There were 768 Eagan residents served by home ownership classes (417) and foreclosure prevention (351) over the past 5 years.
- Each year there were more residents taking a home ownership class rather than a foreclosure prevention class – with the exception of 2008, which was the height of the economic downturn.

Production & Preservation of Affordable Housing.

In addition to its housing programs, the DC-CDA provides funding for the development of new mixed income and affordable housing for seniors and families, as well as the renovation of apartments in the City of Eagan.

New affordable & market- rate housing for families =- 264 units built and 47 planned

- *Commons on Marice- 156 (32 affordable)*
- *Oak Ridge Townhomes – 42 units*
- *Erin Place Townhomes – 34 units*
- *Cedar Villas– 104 units (21 affordable)*
- *Future Northwood Site – 47 units*

Renovation of existing affordable housing

- *View Pointe Apartments – 66 units*

Supportive Housing for youth & families = 61 units built/planned

- *Lincoln Place – 25 units*
- *Dakota Woodlands – 21 units*
- *Robert Lewis – 15 units*

New Senior Housing = 245 units

- *Lakeside Pointe – 60 units*
- *Oakwoods of Eagan – 65 units*
- *Oakwoods East – 55 units*
- *O’Leary Manor – 65 units*

City Official Controls & Land Use Strategies

In addition to specific housing programs, the City uses several methods through its land use and official controls to support and promote redevelopment and reinvestment of the City’s housing stock and reuse of land.

- **Special Areas** – There are seven special development areas that allow flexibility and land use cohesiveness for future development/redevelopment.
- **Planned Development District** – The tool is used for mixed use developments and to allow design flexibility where smaller lots/streets and connectivity are considered.
- **Property Maintenance Ordinance** – The City has adopted an exterior maintenance ordinance to address home and business exterior code violations to maintain property values and protect the health and safety of residents.
- **Cedar Grove Master Plan** – The City is committed to providing 20% of units as affordable within this development area.
- **Sustainability** – Several key sustainability strategies have been identified within the City's comprehensive plan including the promotion of green building and development techniques.
- **Active Living Program** – The City identifies several land use initiatives to support active living, including participation in the "Designing for a Lifetime" program to assess and report on the community's ability to serve older residents.

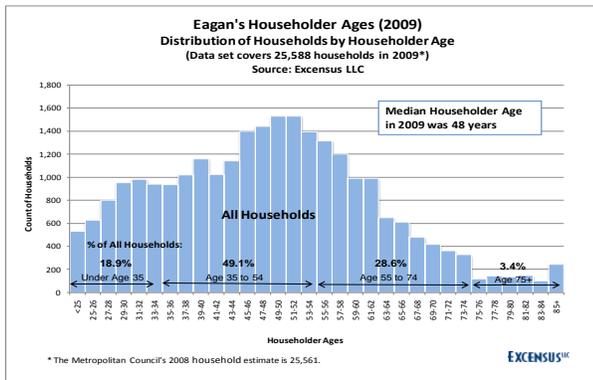
Community Change Key Points:

Eagan's community change data - the review of householders ages; mix of housing types; owner and renter status; value of ownership housing; new birth trends; turnover and retention; and where people are moving to and from and in what type of housing - resulted in the observation of three key themes:

1. **The progression of those individuals aging in place will make it increasingly difficult for younger households to find single family housing in the City.**
2. **The majority of younger households are living in rental housing and when they choose to move, they are leaving the City.**
3. **There is a small percentage of affordable ownership housing that may impact the ability to retain and attract younger professionals and families.**

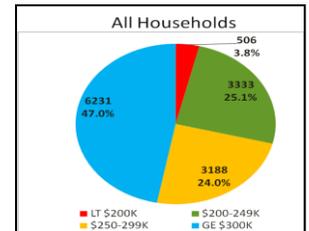
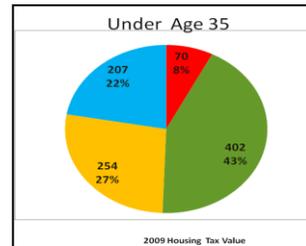
The following is a summary of some key finding from the report. (Refer to Appendix 5 - Full Eagan Community Change Report).

- **Household Growth:** Eagan has a resident base dominated by households ages 35 to 54. Between 2004–2009, the majority of growth was seen in those ages 55 or more (+2,149) – a 36% increase compared to the national growth rate of 25 percent. At the same time, households under age 35 experienced a 4.2% decrease in growth. Similarly, those age 35 to 54 (middle-aged and the largest number of household's) experienced an 8% loss of growth.



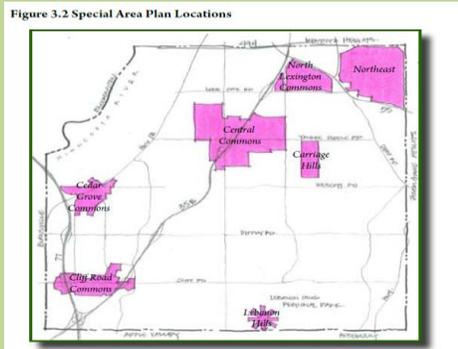
- **Turnover of Residents.** Household turnover is a measure of mobility, which is an important indicator of housing availability. The overall turnover rate (2004-09) is 6.8%. This rate has trended down each year since 2004, resulting in many more households not moving. The owned single family turnover rate is even lower at 2.7% - further limiting housing opportunities for people wanting to move into the City or move from an apartment to a single family home. There is a higher than average rate of households in multifamily housing moving out of the City indicating that there may be a lack of affordable single family options for them to move into.

- **Housing Mix.** In 2009, there was an owner-to-renter ratio of 74/26% and a mix of single family to multi-family of 53/47%. 58 percent of households age 35 and under are in rental housing which is 41 percent of all the rental units. These are the future buyers of homes in Eagan. The percentage of younger households in rental housing is higher than Dakota County's average of 34.7 percent indicating that younger households in Eagan are more dependent on rental housing.
- **Value of Housing.** In 2009, only 29% of homes had a tax value less than \$250,000, and less than 4% of home are under \$200,000 value. Of the total units less than \$200,000, 14% are owed by those under age 35. Households under the age of 35 have been moving away from the higher priced single family homes in the City. Most of this decline is seen in homes built between 1980 and 1999. A growing proportion of the homes built before 1980 are in the hands of households ages 55 and older, while 200 of those homes are occupied by households ages 75 or older. It is expected that this trend will continue and the need for housing maintenance services to increase with it. Because the single family housing of those over age 55 is not reselling in this market, many householders will chose to stay, to reinvest in updating the housing. They may remain for another 15 to 20 years.



- **Retention.** Overall, 28% of those who moved within the 7-county area from a home in Eagan found another home or apartment in the City between 2004 and 2009. This is a lower turnover rate than other cities studied – Brooklyn Park at 33% and Rosemount at 35%, but higher than Shoreview at 20% and Minnetonka at 25%. The largest percentage of turnover by age group is for those under age 35. However, within this age group, there is the smallest percentage of retention at 23%, indicating a need for new housing choices, or the availability of existing choices, for that age group. Within Eagan, 28% of apartment renters moved to a single family dwelling. This compares to 36% for Dakota County as a whole.
- **Employment Base.** Of the 47,000 jobs in the City, 13% are held by Eagan residents. Eighty-three percent of Eagan working residents commute, with 40% of those commuting to Hennepin County. Twenty-seven percent of Eagan residents working are under the age of 30 and 20% of those younger residents make less than \$1,251 per month – the majority (56%) make over \$3,333 per month – and are likely middle aged and mid career.

Opportunity Site Evaluation. ULI MN/RCM have prepared community site principles that support a full range of housing choices and utilize best practices to maximize efficient land use, connect housing to jobs and provide access to transportation networks. As part of the Opportunity City Program, a team of ULI MN professionals reviewed three key development areas in the City of Eagan where there is a future opportunity to provide new housing options within connected and walkable mixed-use neighborhoods. The following is a summary of the ULI MN team's recommendations for the sites - considering the 11 community site principles and in response to the discussions with Eagan policy leaders. **(See appendix 7 for a full report on the Eagan site evaluation and appendix 6 ULI MN for the community site principles.)**



Cedar Grove Commons - The City should maintain their existing purchasing strategy as funds become available to ensure that the area's vision can continue to be achieved. Evaluate additional connections to public spaces and proactively program the spaces to create a stronger sense of place and interaction. Work with the DC-CDA to provide funding to enhance existing retail and entertainment uses within the area and evaluate the long term strategy of a Business Improvement District (BID) to address maintenance, signage and funding for broadband access. Encourage land uses around the BRT area to generate additional place making activity.

Central Commons Area - One of the key recommendations for Central Commons is to break down the area into smaller "identify specific" sub areas that have a different character and planning/development focus. This would help create a stronger sense of place and identity. In addition, encourage higher density and a range of housing choices within the areas to support transportation options and allow for vibrant and flexible commercial districts. Continue to support the ring road concept but incorporate strong way-finding techniques through special signage and road naming that creates a unifying theme. Incorporate a neighborhood street grid pattern for development behind the big box areas. Encourage the county to modify county roads allowing for a more urban setting and development at corners. Create a NE opportunity (retail) & NW opportunity (employment) typology of land. Enhance the SW opportunity with housing uses that take advantage of the vistas. With the pending closure of the Lockheed Martin facility, there is an opportunity for the city to reevaluate future land uses for the 50-acre property. A key strategy should include pursuing another major corporate client for the site to recapture the job loss. However, the city should also consider redevelopment options that include mixed uses, site reorientation and reuse. The city could partner with **ULI MN to engage in a Technical Assistance Panel (TAP)** process for the site uses – incorporated with housing.

Cliff Road Commons - This area is a good location in the City for higher density housing that can be connected to the BRT station that provides access to shopping/recreating areas. The HGK Future Land Use Plan is currently adequate but the land use patterns and uses may need to be modified as the market changes. In addition, the plan should integrate the commercial property more fully into the mixed use development area, and there should be better connection to the residential neighborhood to the south – when opportunity presents itself through voluntary sale or foreclose.

For all three development areas, there should be integration of full broadband access as development and redevelopment occurs. In addition, the City could consider using Twin Cities LISC's Corridor Development Initiative to involve community stakeholders in exploring ways to leverage community goals and values through redevelopment and infrastructure investment

Recommendations to Increase the City's Capacity to Provide a Full Range of Housing Choices:

The City of Eagan has had strong partnerships with other agencies and history of proactive planning and policy development resulting in a strong employment base and a diversity of housing units.

However, key observations emerged through the Opportunity City process that will impact planning to support future housing choices and changes in market demands.

- **The loss of young households as they move**
- **The lack of turnover of aging adults**
- **A lack of connectivity and walkability created by suburban street patterns and segregated land uses**

These factors contribute to aging in place, loss of families and challenges in attracting the younger age cohort necessary to support schools, retail and city services. Increasing the number of options for both young households who want to live in the city and older adults who want to move from their single-family homes but stay in the city will be important. City leadership can prioritize its policies related to future land use and housing programs that help to create more connectivity and provide additional options and opportunities related to renovation and redevelopment to address these issues. There is no quick fix. The recommendations below should be considered as short and long term options to include within the City's housing and development tool box and evaluated to provide a balance in addressing the needs of residents as they age while maintaining an attractive community for young households. We have provided examples of best practices in italics after several recommendations. More details on these and other best practices are provided in appendix 8 for the city's further review.

Enhance neighborhood preservation strategies.

City leaders have a variety of public tools and strategies they can use to determine their participation in neighborhood preservation. Continuing to be part of the solution and helping to ensure that property is maintained takes strong local leadership and vision. Providing a wide range of strategies that balance renovation, maintenance and redevelopment of the existing housing stock is important.

- Continue to market **DC-CDA loan programs for home renovations**. Evaluate need to create a City-specific program that targets households who have income above the maximum allowed for use of the County and State programs. Targets could include 120% Area Median Income, home value and age thresholds – *Roseville Renovation Program model*.
- Consider establishing a **rental licensing or registration program** to maintain quality in rental housing and provide a mechanism for engaging the rental community – landlords and tenants - *Bloomington Rental Licensing Program or Roseville Rental Registration models*.
- Consider long term strategy and economic benefits of a **point of sale type program** to ensure that property values are maintained over time - *St. Louis Park Program model*.
- Consider the cost and benefits of **designating established neighborhoods** within the City to provide an increased sense of place, support for neighborhood initiatives, and a way for the City to more actively engage residents in land use, renovation, safety and service issues.
- Continue to consider use and need for **Housing Improvement Area** tool to help finance the renovation of townhome and condominium complexes.

Be proactive in addressing aging in place.

Like most of the metropolitan region, Eagan is beginning to see evidence that residents are aging and remaining in their homes longer; they are “aging in place.” Retention of households—even as they age—is a benefit for the city; it helps keep the social fabric and volunteer base of the community vibrant. However, losing younger households as they grow and move away and not having options that older adults desire to move into can stifle home values and shift public and private sector service and retail needs. Local leaders can provide policies and tools that create opportunities for all resident life cycles and maintain a vibrant community that keeps residents safe while maintaining healthy levels of household turnover (more than 4%) and resident retention (higher than 20%).

- Evaluate options for allowing **accessory dwelling units** within existing single family neighborhoods to provide options for families to care for aging parents within the home or on the same lot. (*Refer Appendix 4 for a summary of ULI MN research and sample ordinances*).

Recommendations

- **Identify existing NORCs** (naturally occurring retirement communities) –through targeted demographic mapping of neighborhoods with at least 60% head of households over age of 55 - expand on *Excensus Community Change data* - to help plan for transportation and other service geared toward seniors. Ex: senior villages.
- Build on recommendations from the **Design for a Lifetime Initiative and the ongoing activities of the Active Living Initiative**. Expand upon this work by conducting an Aging in Place survey of resident needs.
- **Expand support for DARTS** - Household Services that provides maintenance advice and service to seniors on a fixed incomes.
- Utilize housing service providers to stimulate/incentivize **Universal Design** features in renovations for housing for those over age 55.

Attract and retain young households.

Efforts to provide opportunities for young households in the City are important to providing a full range of housing choices and to regenerate neighborhoods stabilize school enrollment and keep commercial services and retail businesses viable. National statistics indicate that future households will demand more compact and connected communities. The City of Eagan has several opportunities to develop land that includes options for young professionals and growing families in connected livable communities. The City can provide resources with a specific focus on retaining and increasing the younger resident population.

- Market availability of homes and/or renovation programs to young households by **partnering with the City's school districts, faith-based organizations and the real estate community**.
- Invest in the **Senior Housing Regeneration Program** – market to older households who wish to sell their home – renovate and resell to young households and/or first-time homebuyers – *Ramsey County model*.
- Evaluate options for allowing **accessory dwelling units** within existing single family neighborhoods to provide options for older children to live with parents but retain independence – within existing home or on the same lot.
- **Invite non-profit community development agencies** to become community partners and develop new workforce housing for young households.
- **Include new lifestyle rentals within key special area plans**. Target young professionals who are not ready to purchase a single family home but want condo-type environment with amenities within the complex. This type of housing helps to create a ready market by attracting and retaining future buyers of single family homes and users of parks and services. Modify land use codes to allow them to be less prescriptive and more flexible to meet the needs of the target market at that time and support architectural creativity.

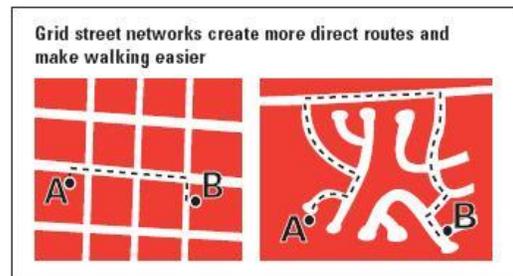
Increase connectivity through new housing strategies and support of transit investments.

While the City is nearly fully developed, there are opportunities through redevelopment and development of vacant land to construct new housing that addresses aging and helps to attract younger households. Supporting new housing units, in addition to proactive maintenance and renovation of existing housing, will help to ensure that a full range of housing options are available within the city in connected, livable communities. Also, federal transportation, housing and environmental policies have shifted to support strong, sustainable communities by connecting housing to jobs, fostering local innovation, and helping to build a clean energy economy. In order to support this mission, it is important that not only federal but state, county and local housing and transportation investments are coordinated with local land use decisions. The coordination will result in reduced transportation costs for families, improved housing affordability, energy savings, and increased access to housing and employment opportunities.

- **Require a mix of housing options** – type, style, size and price – within Tax Increment Financing Policy and require a minimum of 20% of new housing to be affordable for working families.
- **Maintain and enhance density for housing** that is connected to jobs, transportation options, and community amenities, including parks, open space, shopping & schools.
- Support the **expansion and availability of broadband capacity** within all residential areas and require connectivity when housing projects are being built.
- Use **ULI MN Community Site Principles** within the review of master plan developments and to respond to development proposal that include housing. The Community Site Principles support connectivity in land uses, street patterns and the connection of housing with jobs and transportation networks.

Recommendations

- **Provide a full range of housing choices** within all new housing developments. Support a mix of options for young professionals connected to employment areas, workforce housing with a range of affordability options and housing for seniors and empty-nesters.
- Adopt a **Complete Streets Ordinance** that requires new and redeveloped street patterns to support connectivity, walkability and bikability.
- Work with employers and Chambers of Commerce to embrace the value of employees who live close to work.
 - Evaluate opportunity to partner with key employers to support a Live Where you Work housing loan program. – *St. Louis Park model*
- **Encourage residents to use available transit** and entice retail and professional services companies to locate near park & ride and/or BRT locations.
 - 83% of Eagan working residents commute to work – with 40% of those commuting to Hennepin County, 17% Ramsey and 15% within Dakota County
 - Designate transit stations as community assets and amenities
 - Encouraging higher density and a range of housing choices within walking and biking distance to transit stations allows for vibrant and flexible commercial districts.
- Encourage Dakota County to **modify county road design** to support a more urban setting that connects land uses and transportation decisions allowing for more walkability and connectivity to people rather than vehicles.
- **Evaluate local street design to connect cul-de-sac neighborhoods**, increase mixture of land uses (commercial, civic, recreational and residential) and allow more traditional neighborhood development – increasing traffic flow, reducing travel time and creating a broader sense of community.
 - More and more recent national statistics conclude that there is a higher public cost in the maintenance of cul-de-sacs compared to a typical street grid pattern, and there is a decrease in connectivity of the residents to the broader community.
 - According to “**Safe Routes to Schools**” guide, increasing connectivity of streets, paths and sidewalks reduces travel distances and makes it easier for pedestrians and bicyclists to access destinations. Adding “connector paths” within cul-de-sac neighborhoods can increase walkability and provide additional travel options.
 - According to John Wasik, author of *The Cul-de-Sac Syndrome: Turning Around the Unsustainable American Dream*. "A cul-de-sac is basically a big, long driveway that ends at your house. It's not very efficient from a connectivity standpoint."
 - A study by the **Charlotte, N.C., Department of Transportation** found they decrease efficiency and increase fire department costs.
 - A study by **the University of Connecticut's Center for Transportation and Urban Planning** found cul-de-sacs had more auto accidents because they must exit onto a much larger, heavily traveled arterial road.
 - According to a **Milwaukee Magazine** November 2010 article, “A plow can generally clear six to eight traditional streets in the time it takes to deal with one cul-de-sac, which is a 90-foot asphalt circle (on average) comprised of hazards seen and unseen.



Continue to work cooperatively with Dakota County Community Development Agency (DC-CDA)

The City of Eagan and all of Dakota County's cities are fortunate to have the housing renovation, purchase assistance and affordable options provided by the Dakota County Community Development Agency. The wide range of programs and commitment to develop a wide range of housing options is a benefit to the cities and residents within the county.

- Support annual levy contribution.
- Partner on new affordable housing developments that meet city goals and objective to provide a full range of housing options in the City.
- Hold annual housing forum among adjoining cities and county policy leaders - engage community in the discussion of housing needs. Understand the sub-regional housing market and impacts on neighborhood schools in larger districts.

Next Steps:

The Opportunity City Program is only the first step in supporting a full range of housing choices in the community. Suggestions for next steps associated with implementation of the recommendations that balance issues of aging in place and housing attractive and affordable to younger households include the following:

- Gain acceptance of the ULI MN/RCM Opportunity City report by the City Council.
- Prioritize recommendations that will have the largest impact in supporting housing goals for a full range of housing choices. Identify short and long term priorities.
- Prepare a work program that outlines the steps and time needed to effectively implement short term priorities. Evaluate budget and staff resource implications tied to each priority.
- Determine how the recommendations affect land use codes, program service providers and staff workload. Include performance targets to track the progress of program changes and additions. Setting performance targets and tracking the progress of local tools and strategies against benchmarks will provide a level of understanding to public officials and residents that become critical during the annual budgeting process. (Detail regarding performance measures as it related to housing tools and strategies are attached in appendix 9.)
- Evaluate the need to amend the City's comprehensive plan based upon implementation of recommendations.
- Discuss the broader meaning of demographic data as it compares to current market conditions and evaluate how the data relates to the region. Incorporate future data updates and online neighborhood level data tool.
- Hold an annual housing summit to review progress on priority recommendations and determine next steps and implications of implementing long term strategies.

City policy leaders are faced with an important opportunity to include a full range of housing options for their current and future residents. This supports economic prosperity for the long-term success of city services and business vitality. Policy leaders should support next steps that make valuable changes to the way that the tools and strategies are delivered throughout the City. Many of the recommendations have budget implications and affect staff resources. Prioritization of the recommendations will be essential.



A special thanks to the Opportunity City Program Sponsors. Without their financial contribution, the program would not be possible

- Family Housing Fund
- Metropolitan Council
- City of Eagan
- Dakota County Community Development Agency

Thank you to the following participants in the ULI MN/RCM Housing Initiative Opportunity City Program.

- **Eagan City Council** - Mayor Mike Maguire, Council Members Paul Bakken, Gary Hansen, Cyndee Fields, Meg Tilley
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