

The 5 Elements of C.I. – Strategic Housing Edition

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1. **Common Agenda:** All participants have a shared vision for change, including a common understanding of the problem and a joint approach to solving it through agreed-upon actions.
 - In the fall of 2016, the BHACF hosted the first Collective Impact Housing Summit. Over 80 stakeholders attended from the City, County, State government, philanthropy, local business and local nonprofit service organizations. As a result of this summit, the John T Vucurevich Foundation commissioned the Rapid City Housing and Market Analysis to provide us with the data required to understand the specific needs of our region. The results of this study were shared at the June 2018 CI Housing Summit. At this event, five identified elements were discussed: **Policy, Finance, Development, Education – both landlord and tenant, Inclusion, and Leadership**. It was clear from the input of multiple stakeholders that in order to make progress, we needed a leader, someone to navigate efforts and connect stakeholders to the work to be done. Goals for the Collective Impact Strategic Housing Initiative were established:
 - To increase housing inventory, accessibility and stability, targeting multi family rental projects serving those making the Average Median Income or less.
 - To reduce housing insecurity and its long-term consequences
 - To lessen the housing burden for more people, increasing residents' buying power
 - Align resources – policy, funding, and property management and resident services to keep more people in stable housing.
 - In the fall of 2018, David Lust was hired as the Housing Consultant to lead the work, primarily focusing on Policy, Finance and Development.
2. **Shared Measurement:** Collecting data and measuring results consistently across all participants ensure that efforts remain aligned, and participants hold each other accountable.
 - In 2018 the results from the Black Hills Knowledge Network Housing Study and Market Analysis helped us define the initiative goals. We learned that Rapid City needed a minimum of 3500 additional housing units with rents less than \$900/month and 1,459 additional units with rents less than \$500/month. In 2020, the BHACF contracted with Benchmark Data Labs (formerly the BH Knowledge Network) to provide a data update, confirming the initiative's focus.

3. **Mutually Reinforcing Activities:** Participant activities must be differentiated while still being coordinated through a mutually reinforcing plan of action.
 - The City of Rapid City Community Development Department met with CI Housing Stakeholders to help define a new Rapid City Strategic Housing Plan. The new plan will address efforts that the City could initiate in both the development side of the housing work and the resident focused side of the work.
 - The BHACF Programs Manager worked with nonprofit partners, the Pennington County Housing Development Authority, and the Rapid City Police Department to develop a Property Manager Tool kit, defining community resources and connections.
 - The BHACF Programs Manager connected with the Black Hills Regional Homeless Coalition to better understand issues related to eviction mitigation and rehousing.
 - The Housing Consultant connected and developed conversations with potential developers, current projects, and city planning.
 - The John T Vucurevich Foundation connected with CommonBond Communities and encouraged them to explore possibilities for their supportive, affordable housing model in Rapid City. This resulted in agreements between CommonBond, the JTVF and the BHACF with a CommonBond goal to develop 400 supportive housing units by 2035.
 - In May of 2020, the Strategic Housing Trust Fund was established at the Black Hills Area Community Foundation. An operating agreement and a multi-stakeholder advisory group was created to review and recommend investments from the Fund with final approval of the BHACF Board of Directors. The primary goal for the fund is to provide very low interest revolving loans to projects that address identified workforce housing needs.
 - Pennington County Health and Human Services works to provide rental, utility and economic assistance to residents who qualify. With additional flexible funding provided by the JTVF and the Strategic Housing Trust fund, Pennington County HHS between April 1, 2020 and March 31, 2021 was able to assist 440 applicants with utility requests, close to \$130,000 in assistance was provided.
 - Partnering with Elevate Rapid City, significant advocacy was initiated with the state legislature, the GOED, and the SDHDA. With one-time funds coming to our State through federal recovery programs, we have a rare opportunity to bring significant and much needed funds to our local housing initiative.

4. **Continuous Communication:** Consistent and open communication is needed across the many players to build trust, assure mutual objectives, and create common motivation.
 - Regular meetings take place with the Strategic Housing Advisory Group.
 - Several members also serve on the City's Community Investment Committee, connecting these CDBG funds to the larger strategic housing picture.

COLLECTIVE IMPACT



- The BHACF Programs manager regularly connects with nonprofit partners.
 - The JTVF and BHACF have reached out to over 130 stakeholders, inviting them to participate in the nationally hosted Housing Solutions virtual conference in May.
 - Another all-day housing summit was originally planned for May of 2020 and is now reschedule for October 20th 2021.
5. **Backbone Support:** Creating and managing Collective Impact requires a separate organization(s) with staff and a specific set of skills to serve as the backbone for the entire initiative and to coordinate participating organizations and agencies.
- The Black Hills Area Community Foundation (BHACF) serves as the backbone organization for Rapid City's C.I. Affordable Housing Initiative. It provides financial support through grants and staff efforts, serving as a community collaborator and hub of communication for Strategic Housing work.