



REFRAMING OUR APPROACH

Over the past 25 years, McKnight has invested \$200 million and collaborated with some of the country's most productive housing partners to help provide housing for more than 36,000 families. After a recent two-year program review and field study, looking at our history and listening to key stakeholders, we refocused attention on our most important goal: to improve outcomes for all people.

Today, our primary vision is to increase family stability and link families to greater opportunities throughout our region. We emphasize an integrated view of housing for all, building links among community resources to maximize results for every family.

High-quality affordable housing is a community asset, essential for investors, developers, and society at large to embrace. We have seen how affordable housing can create lasting change when linked to community assets such as transportation, education, and jobs. Locating housing in communities with access to opportunity improves family stability and quality of life. By helping to provide homes for everyone — from young families buying their first home to renters, the homeless, the elderly, and more — we strengthen our communities.

Housing in Minnesota is a public issue, and we intend to hold ourselves publicly accountable to produce results. We will be paying close attention to our defined impacts, measuring outcomes and indicators of progress. We aim to report back to the community and make adjustments as needed.

These are far-reaching principles and commitments. Success depends upon the strength of our partnerships and our collective ability to develop statewide strategies that ensure housing in Minnesota includes homes for us all.

*For more information on McKnight's approach, visit
www.mcknight.org/region.*

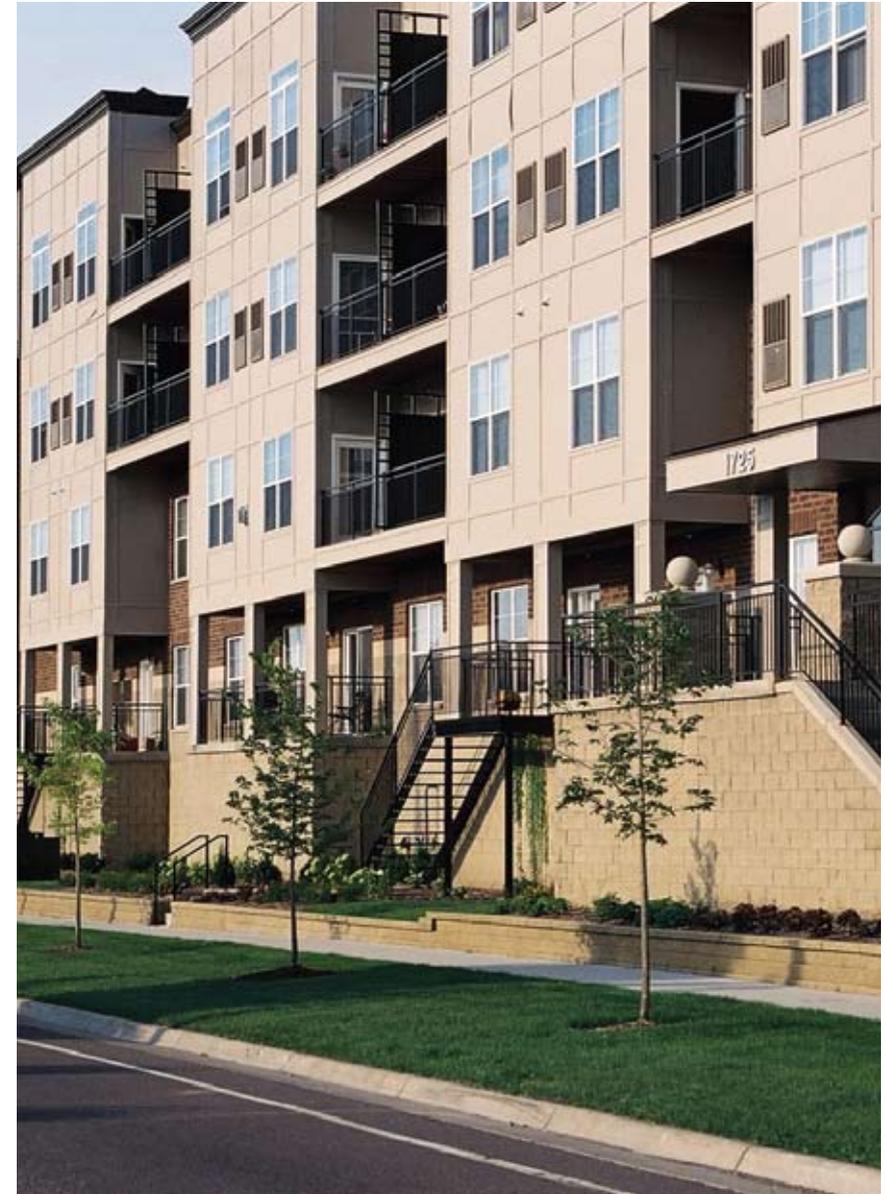


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A VISION FOR MINNESOTA FAMILIES



Quality homes for all, creating opportunities for all



GOAL: PUBLIC WILL

To increase public acceptance of and support for high-quality affordable housing as a fundamental characteristic of healthy communities

OUR OBJECTIVES

- Raise public understanding of affordable housing as a valuable community asset
- Advocate for housing choice as an essential component of healthy communities

WHAT WE WILL MEASURE

- Public policies that advance housing choice as a community asset
- Increase in public opinion endorsing housing options as a key component of healthy communities
- Increase in the number of communities requesting affordable housing
- Evidence of comprehensive local planning that delivers a full range of housing choices
- Increase in the number of mixed-income housing developments

OUR VISION OF SUCCESS

- Diverse populations are embraced throughout our neighborhoods and communities
- Communities with easy access to jobs, high-quality schools, and other resources increase the available affordable housing stock
- Community leaders support widely disbursed housing opportunities, implementing development strategies and policies as a means to building healthier communities
- Minority access to homeownership increases



GOAL: INNOVATION & DESIGN

To promote innovation and quality design beneficial for people, communities, and the environment

OUR OBJECTIVES

- Encourage ongoing innovation and improvement in housing design
- Increase the number of people and families living in high-quality, energy-efficient, and cost-efficient housing
- Promote housing that integrates services to ensure healthy family development

WHAT WE WILL MEASURE

- Increase in number of affordable homes developed in communities that provide direct access to jobs, schools, transit, and other resources
- Advances in affordable housing design that attract industry attention
- Increase in percentage of multifamily and single-family affordable housing meeting “green” criteria
- Progress in the number of units developed toward Minnesota’s goal to end long-term homelessness

OUR VISION OF SUCCESS

- Quality design advances the acceptance of affordable housing
- Sustainable building practices become a standard for all new and preserved affordable housing, improving environmental stewardship
- Affordable housing is available in places that offer families opportunities within communities — close to quality schools, employment, public transportation, and community amenities
- Expanded use of supportive housing increases family stability for our most vulnerable households



GOAL: INCREASED PRODUCTION & PRESERVATION

To accelerate the pace of production, preservation, and permanency

OUR OBJECTIVES

- Apply new strategies and financing tools to increase housing production, preservation, and permanency
- Enhance the capacity of organizations and community partnerships to create more high-quality affordable housing
- Advocate for greater public and private resources aimed at providing housing options for all Minnesotans

WHAT WE WILL MEASURE

- Changes in the strategies and financing tools that will increase production, preservation, and permanency of affordable housing stock
- Refinements and improvements in the systems that finance affordable housing
- Increased public and private investments in affordable housing
- Enhanced gap financing mechanisms providing the basis for permanently affordable housing

OUR VISION OF SUCCESS

- Effective financing models are implemented to convert market-rate housing, preserve existing housing, and increase permanency
- Increased capacity of nonprofit developers, government-sponsored entities, and community partnerships with for-profit developers to produce more housing choice
- Increase in housing resources expands housing options for all
- Foreclosures are mitigated, and the crisis gives way to opportunities for more sustainable homeownership