



## Housing and Redevelopment Authority of Duluth, Minnesota Alliance Agency: 2001-2004

### Background

The Executive Director of the Housing and Redevelopment Authority of Duluth, Rick Ball, submitted a profile to the NAHRO Access Alliance in February of 2001. At that time, the agency was requesting assistance with building its capacity to carry out development activities.

With 1245 public housing units and 1188 Section 8 units, the agency was interested in preserving existing units as well as developing new affordable housing outside of the public housing rubric. Specifically, it had two projects, a 280 unit mixed-income/mixed use HOPE VI, and acquisition and rehabilitation of a 70 unit multi-family rental development, that it was focused on bringing to fruition.

### Assistance Provided

The NAHRO Access Alliance provided multi-year technical assistance to the agency, as well as pre-development funding through the Local Initiatives Support Corporation (LISC). Assistance was provided to increase the capacity of the staff and to develop a 10 year strategic plan for the agency.

### Outcome

As a result of this assistance, the agency now has three projects underway. They partnered with a nonprofit to acquire and renovate the 70 unit development with a predevelopment loan accessed through the Alliance. They also received the HOPE VI grant they had applied for, and have been successful in getting three tax credit allocations for different phases and HOPE VI implementation, resulting in the development of 190 new housing units.

### The Perspective of the Duluth Housing and Redevelopment Authority

"NAHRO Access Alliance was truly instrumental in acting as a catalyst to assist our agency in moving into a development mode in a meaningful way. Their support has been transformational." Rick Ball, Executive Director

### The Perspective of the NAHRO Access Alliance

"LISC's initial engagement with the Agency was to do a ten year strategic plan for the agency. The strategic plan process was a collaborative process that included the HRA staff, the HRA Board, LISC Staff and community partners. The receptiveness and willingness of the HRA to work with LISC on a forward thinking plan for the agency has led to a next step, the creation of a business plan for the HRA." Mary Paumen, Director, LISC Housing Authority Resource Center

### General Category

Technical Assistance

Access to Capital

Board Development

Staff Development

Partner Development

Acquisition

Preservation

Homeownership