

Coalition for Rochester Area Housing

Founding Charter

I. Framework

Communities in the Rochester area aspire to be vibrant, livable, inclusive places where people of all backgrounds can find ample opportunity for employment, live in safe, decent, and affordable housing, patronize local businesses, and engage as active citizens and participate in community life.

Housing is a critical part of a community's economic infrastructure, as important as schools, roads, and bridges. Housing that is affordable to individuals and families is an essential building block of livable communities and crucial to a growing economy, enabling employers to attract and retain a qualified workforce. Rochester area communities need affordable homes to support job growth and economic development.

Together as a coalition, public and private sector leaders in the Rochester area have the capacity and resources to develop a broad and sustainable housing market that works for more people, today and into the future.

II. Purpose

The Coalition for Rochester Area Housing will lead a collaborative community program to acquire, invest, manage, and distribute locally originated funds and related resources to create and/or preserve affordable and workforce priced housing in the Rochester area.

III. Objectives

- Identify and prioritize opportunities for collective action that address and advance regional affordable workforce housing goals
- Develop projects that test the viability and feasibility of innovative housing solutions and options
- Distribute resources to create or preserve affordable and workforce priced housing in the Rochester area in an efficient manner
- Ensure ongoing participation and involvement from major stakeholders and funders
- Encourage ongoing fundraising from the community

This Charter contains guiding principles for the Coalition for Rochester Area Housing and it is subject to change as the Coalition evolves with time. All changes made to the Charter must be approved by the Coalition Leadership Council members through a consensus process.

IV. Principles

Collective Action. We prioritize collaborative efforts that have tangible results that could not have been accomplished without our collective efforts. Coalition partners collaborate to accelerate and escalate accomplishment of shared goals. Individual actions by Coalition partners that address shared goals can also further the effectiveness of this collaboration.

Focus. The Coalition will invest in sustainable models that produce or preserve revenues and reduces reliance on philanthropy as the sole revenue source.

Innovation Orientation. The Coalition will prioritize investment in projects that test or prove new housing concepts that can then be replicated or mass-produced by commercial housing developers.

Building Community. The Coalition will invest in projects that contribute to the overall livability of the Greater Rochester area.

Accountability. The coalition will establish and maintain project metrics that ensure that investments achieve the intended purpose.

Leadership. We are driven by passion. Member companies are dedicated to the Coalition and contribute their time, ideas, and financial resources to promote its success.

V. Coalition Framework and Partnership

Coalition Framework:

The Coalition seeks to formalize a coordinated decision-making process that will enable local affordable housing developments to compete more effectively for, and thus leverage, state and regional resources, as well as private capital.

Investment of the scale required in the Rochester area will need to be extremely well coordinated and have a sound decision-making structure. Rochester Area Foundation, which has the mission to improve the quality of life in the greater Rochester area through philanthropic leadership and community partnerships, will be the lead agency for the coalition. Rochester Area Foundation will manage the coalition and serve as the fiscal home for the Rochester Area Housing Fund.

Meeting the challenge of assembling, managing, and allocating resources for affordable housing will require leadership, partnership, cooperation, determination, and a long-term commitment by the participating major funders.

In the coalition model, ideas and proposals for affordable and workforce housing projects will be submitted to Rochester Area Foundation and First Homes staff. Staff will be responsible for prioritizing, vetting, and determining the financing necessary to implement ideas with the input of community housing experts. Staff will generate detailed proposals, which will be recommended to the Coalition Leadership Council.

This Charter contains guiding principles for the Coalition for Rochester Area Housing and it is subject to change as the Coalition evolves with time. All changes made to the Charter must be approved by the Coalition Leadership Council members through a consensus process.

The Coalition Leadership Council is the governing body for the Coalition, and its members will prioritize proposals from Staff and ultimately determine specific funding packages for each with input from experts as necessary. Funding sources may be existing dollars in the Rochester Area Housing Fund, grants, or may be recommended from member-held funds at RAF or elsewhere. Each funder would retain their final decision-making authority. All partners of the Coalition are not expected participate in all project activities, and partners may elect to engage in projects based on individual priorities.

Disbursements for projects will ultimately come out of the Rochester Area Housing Fund, but may go to other nonprofits or private companies as outlined in the proposal. Revenues from Housing Fund projects would flow back in to the Rochester Area Housing Fund, which is managed by RAF and measured against metrics set by proposals and long-term goals.

Coalition Founders

Coalition Founders will be permanent partners of the Coalition Leadership Council. Founders include representatives from Olmsted County, the City of Rochester, Mayo Clinic, and Rochester Area Foundation.

Coalition Partnership:

A new coalition of affordable workforce housing and economic development leaders must be formally established to engage effectively in the challenge of meeting the Rochester area's growing demand for affordable workforce housing. Three distinct levels of partnership will be offered in the Coalition:

Coalition Supporters

Any individual, family, organization, or corporation who contributes to the Rochester Area Housing Fund will be considered a supporter of the Coalition for Rochester Area Housing and receive updates on coalition activities.

Coalition Shareholders

Individuals or entities cumulatively contributing over \$25,000 to the Rochester Area Housing Fund will be considered Coalition Shareholders, and will receive updates on coalition activities, will be listed on the Coalition webpage, and will be invited to Coalition Shareholder meetings.

Coalition Leadership Council

Individuals or entities contributing over \$250,000 cumulatively to the Rochester Area Housing Fund or a RAF Housing Donor Advised Fund may be invited to be a member of the Coalition Leadership Council in addition to all features of being a Coalition Shareholder.

This Charter contains guiding principles for the Coalition for Rochester Area Housing and it is subject to change as the Coalition evolves with time. All changes made to the Charter must be approved by the Coalition Leadership Council members through a consensus process.