

APPENDIX A

Detailed Strategy Implementation Progress

The following Appendix provides a more detailed summary of *A Place to Call Home* (APTC) strategy progress.

Figure 1.
Track and Analyze Progress for Continuous Improvement Strategy Progress, 2025

2019 Strategies and Recommendations		Current Status	2025 Progress
Track and Analyze Progress for Continuous Improvement			
1	Create a system for annual housing program assessments	Established and ongoing	The City's Annual Housing Assessment is tied to the regular Affordable Housing Trust Fund cycle and is released each year.
2	Undertake a five-year comprehensive assessment	In progress	The City contracted with Root Policy Research to conduct a review and assessment of Missoula's <i>A Place to Call Home</i> housing strategy. The assessment and updated strategy will be complete by October 2025.
3	Create new methods for collecting rental housing cost and vacancy data	In progress	Currently, other local partners and organizations collect this data; City staff utilize data from these local sources.
4	Create an annual process for goal setting for City-supported housing programs and housing development	In progress	Annual goal setting related to housing is being done through the Annual Reporting and Allocation Plan process for the City's Affordable Housing Trust Fund.

Figure 2.

Align and Leverage Existing Funding Resources to Support Housing Strategy Progress, 2025

2019 Strategies and Recommendations	Current Status	2025 Progress
Align and Leverage Existing Funding Resources to Support Housing		
Establish an Affordable Trust Fund		
1 Adopt a trust fund ordinance or resolution that is inclusive of the range of contemplated housing programs and investments	Complete	The Affordable Housing Trust Fund (AHTF) Ordinance and Funding Commitments Resolution was adopted on July 20, 2020.
2 Create an allocation and administration process	Established and ongoing	Allocation plans and administrative processes are in place and have been operational since 2021.
3 Align existing funding sources into the trust fund allocation process	In progress	The Funding Commitments Resolution adopted on July 20, 2020, which articulated that additional financial resources be prioritized and aligned with projects and programs that support APTCH, including TIF, federal entitlement funds, and other city funding sources.
4 Explore new funding sources including City general operating funds, mill-levy, special districts, special improvement districts, bond funding, and private equity	In progress	City staff have researched various capitalization strategies. A summary of this research can be found in Appendix E.
Support New Community Development Financing Institution (CDFI) Financing Tools		
5 Convene lending stakeholders to work on expanding CDFI products		
6 Consider City loan guarantees to support below-market lending products	In progress	The City has convened a working group to examine expanding CDFI products in Missoula.
7 Promote existing CDFI products		

Figure 3.**Reduce Barriers to New Supply and Promote Access to Affordable Homes Strategy Progress, 2025**

2019 Strategies and Recommendations	Current Status	2025 Progress
Reduce Barriers to New Supply and Promote Access to Affordable Homes		
Incentivize Affordable Housing Development		
1 Create an affordable housing incentive program that defines program eligibility and beneficiaries	Complete	The City's Voluntary Incentives Program was adopted by the City Council in spring 2024. Staff continue to work with partners to identify incentives that reduce cost to the developer and result in dedicated below-market housing. However, code and land-use incentives alone have proven to be not enough to make projects work. Of the Voluntary Incentives that were developed, the financial incentives do not have a dedicated funding source, which limits the effectiveness and ability to use them.
2 Amend city code to include formal land use incentives for producing below-market rental and ownership homes	In progress	Affordable housing incentives are currently being developed as part of the Comprehensive Code Reform project.
3 Pursue changes to general land use code that reduce development costs while maintaining community quality	In progress	The Comprehensive Code Reform project will investigate ways to reduce cost and constraints to affordable housing. Staff have provided guidance on interim code changes that clarify affordable housing and incentives options in existing code.
Support Housing Consumers		
4 Expand City support for housing services	Established and ongoing	Consumer Housing Services is a funding program of the Affordable Housing Trust Fund. Housing case management was added to eligible activities in FY23. City staff deploy operating supports to partners wherever possible, including contracting with NMCDC and Homeword using HOME operating funds.
5 Increase community awareness and access to services	Established and ongoing	The unified application model was implemented in 2021 and has centralized staff outreach and messaging about programs and funding sources. The City continues to support access to and awareness of partner programs. Consumer Housing Services is a funding program of the Affordable Housing Trust Fund.
Promote Infill through Accessory Dwelling Unit (ADU) Construction		
6 Update ADU regulations and land use code	Complete	The City adopted ADU recommendations in Missoula's Municipal Zoning Code (Title 20) on October 19, 2020.
7 Implement a collaborative community informational campaign to increase public awareness about ADU options and process	In progress	The City and its partners hosted an ADU convening in October 2020; work continues on increasing community awareness around ADUs.
8 Expand access to construction and long-term financing, particularly for lower-income homeowners	In progress	Conversations on ADU financing are incorporated into ongoing partner discussions around housing finance and access.
9 Incentivize construction of below-market and voucher-preference ADU units	In progress	This recommendation will be dependent on the affordable housing incentives as part of the Comprehensive Code Reform project.
10 Set goals for increased ADU production and below-market ADU creation	In progress	This recommendation is in alignment with existing annual reporting efforts.

Figure 4.
Partner to Create and Preserve Affordable Homes Strategy Progress, 2025

2019 Strategies and Recommendations		Current Status	2025 Progress
Partner to Create and Preserve Affordable Homes			
Preserve Existing Affordable Housing			
1	Track affordable rental properties facing expiring affordable housing use	Established and ongoing	The City's Housing Programs staff maintain a list of these properties and work with community partners to strategize how to preserve them.
2	Develop new preservation financing tools in partnership with CDFIs	In progress	While no new tools have been created, the City has invested resources in housing cooperatives/community land trust acquisitions, preserving naturally occurring affordable housing, and creating ownership opportunities.
3	Adopt a policy to address displacement of mobile home communities for City-funded projects	In progress	City staff have been researching best practices from other communities, as well as what types of policy interventions are currently allowed under state law. City staff have also been meeting with community partners who work with mobile home communities to understand how to best serve them.
4	Establish a mobile home infrastructure assistance program	In progress	CPDI staff have been exploring partnerships with other city departments, including the loan program with Public Works.
5	Create an acquisition program for Community Land Trusts	In progress	While a formal Community Land Trust acquisition program has not been created, the City currently supports local CLT acquisitions with funding from the Affordable Housing Trust Fund and other federal and local funding sources.
Support Affordable Rental Development			
6	Create a formal support program for projects seeking 9% tax credits	Established and ongoing	The Affordable Housing Trust Fund can provide additional local match resources to LIHTC applications. Staff support applications through letters of support and public hearing coordination.
7	Align significant city resources behind 4% projects	Established and ongoing	
8	Align City support cycles with the Montana Housing funding schedule	Complete	The Affordable Housing Trust Fund and HUD Programs calendars are set to complement the Montana Housing schedule.
9	Support state-level advocacy for a more systematic 9% allocation methodology for the creation of state affordable housing tax credits	Established and ongoing	City staff have ongoing engagement in state-level coalitions and during legislative sessions.
Expand Affordable Homeownership Options			
10	Explore an entrepreneurial nonprofit development approach to catalyze affordable housing construction and generate new housing program funding	Established and ongoing	Currently, City staff and partners are testing concepts with city-owned parcels and in Master Planned communities.
11	Donate City-owned land for affordable housing development	Established and ongoing	Land Banking activities are underway; example projects include the Scott Street Ravara Development.