



COLORADO  
MUNICIPAL  
LEAGUE

# CML Special Conference

September –22-24, 2021 • Westminster, CO

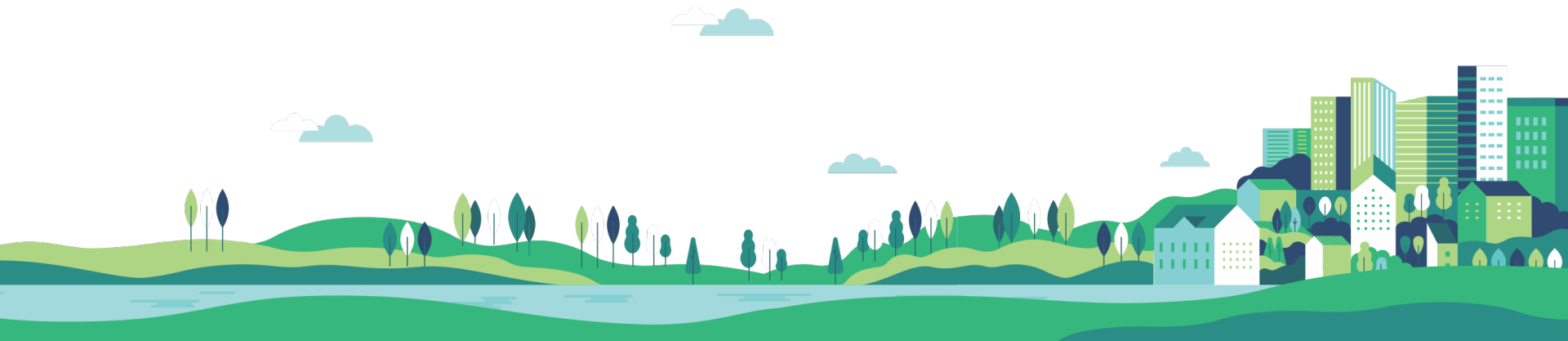
## *Affordable Housing: Different Folks, Different Strokes*

Contents of this presentation reflects the view of the presenter, not of CML.



# Welcome!

*Clint Kinney, Town Manager – Snowmass Village*  
*Betsy Crum, Housing Director – Snowmass Village*  
*Meaghan Overton, AICP, Housing Manager – Fort Collins*



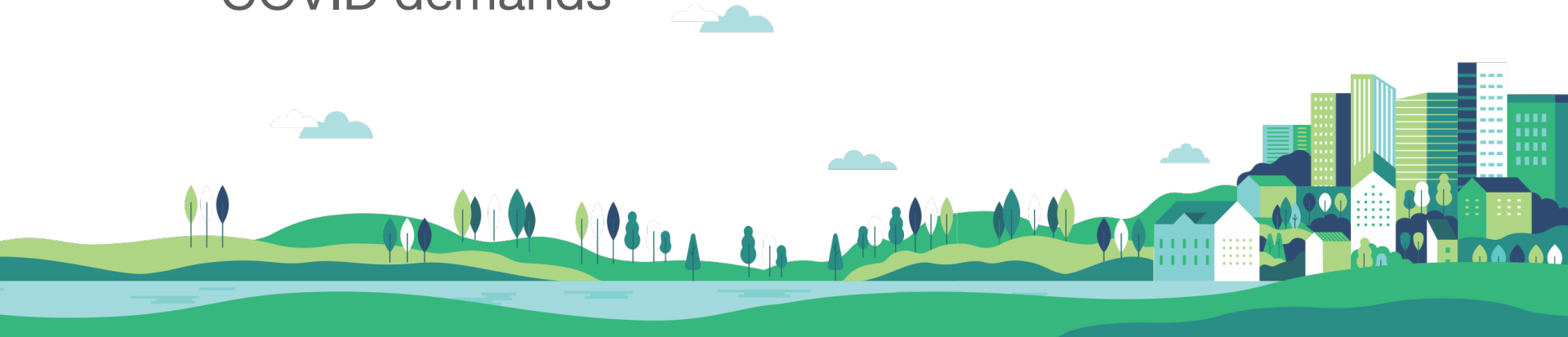
# Why Should we care about Affordable Housing?

- Economic viability and flexibility
- Environmental sustainability
- Better health and educational outcomes
- Basic human need



# Demand Trends

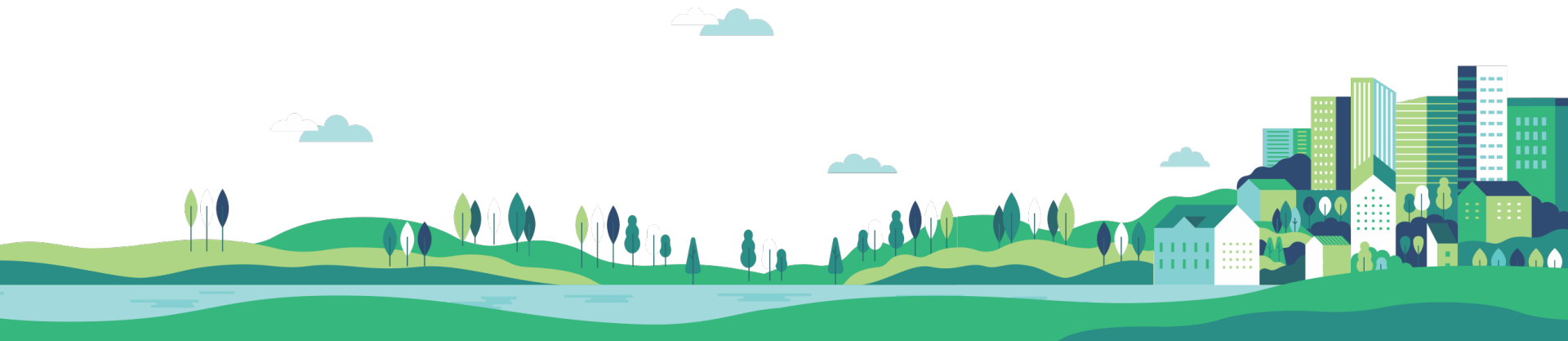
- Job Growth
- Growth in year-round sectors
- Population Growth
- Historically low interest rates
- COVID demands





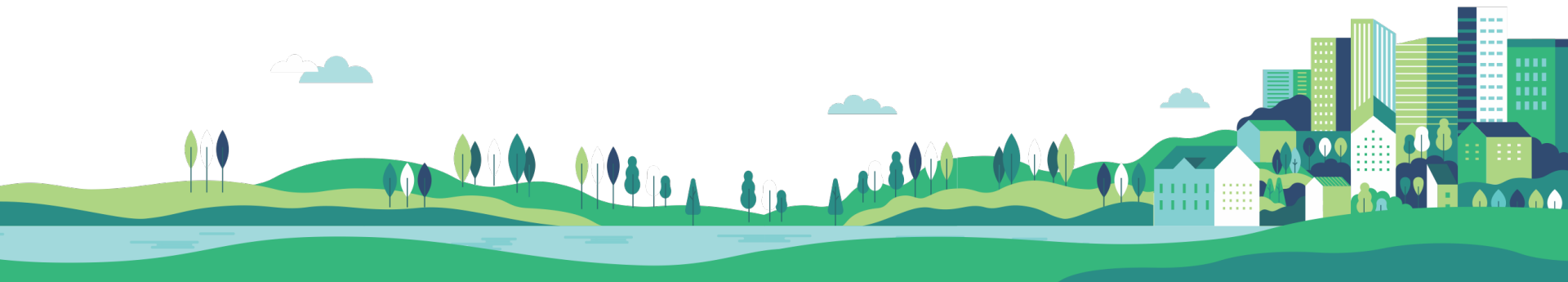
# Supply Trends

- Limits on growth in inventory
- Second home ownership
- Short term rentals constrain the supply



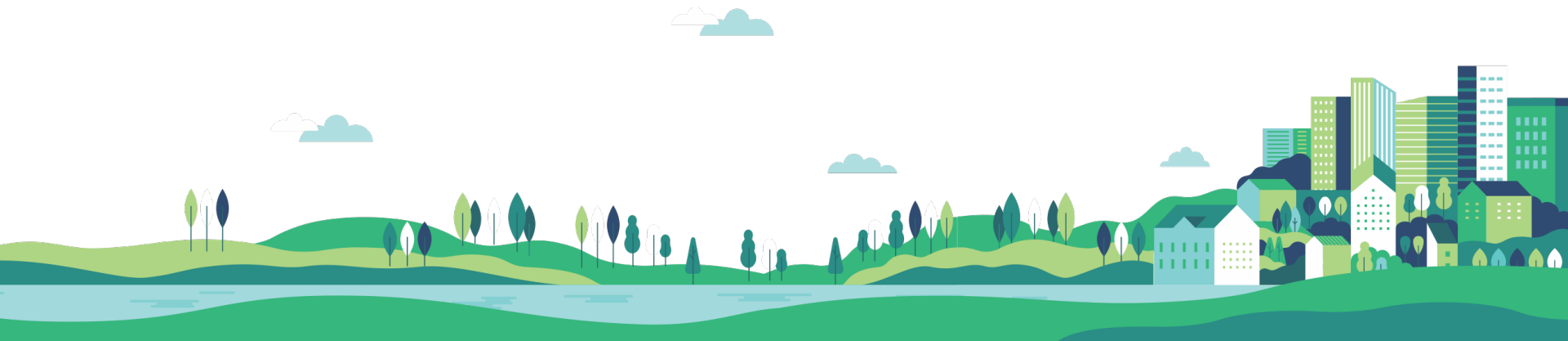
# Affordability Trends

- High residential construction costs
- The gap between what a household can afford and the median price of a home has widened greatly
- Long commutes are the “market” solution to affordability challenges
  - Impact the environment
  - Loss working potential
  - Impact on families

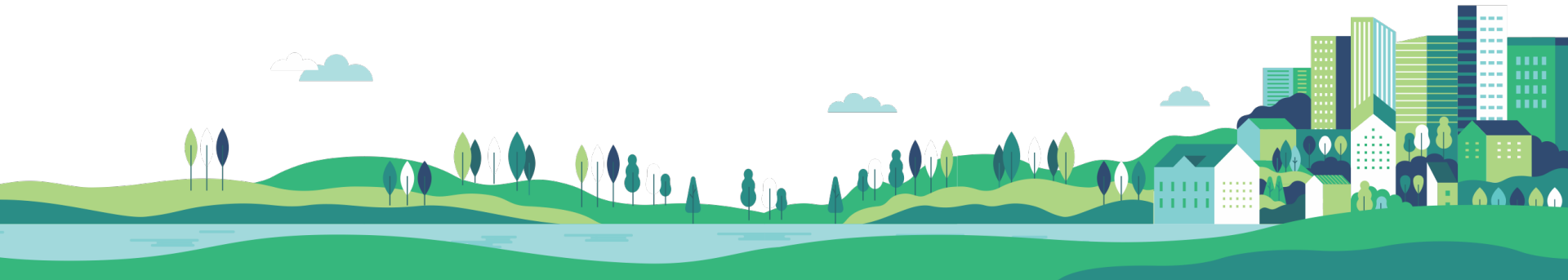




## Betsy Crum, Housing Director



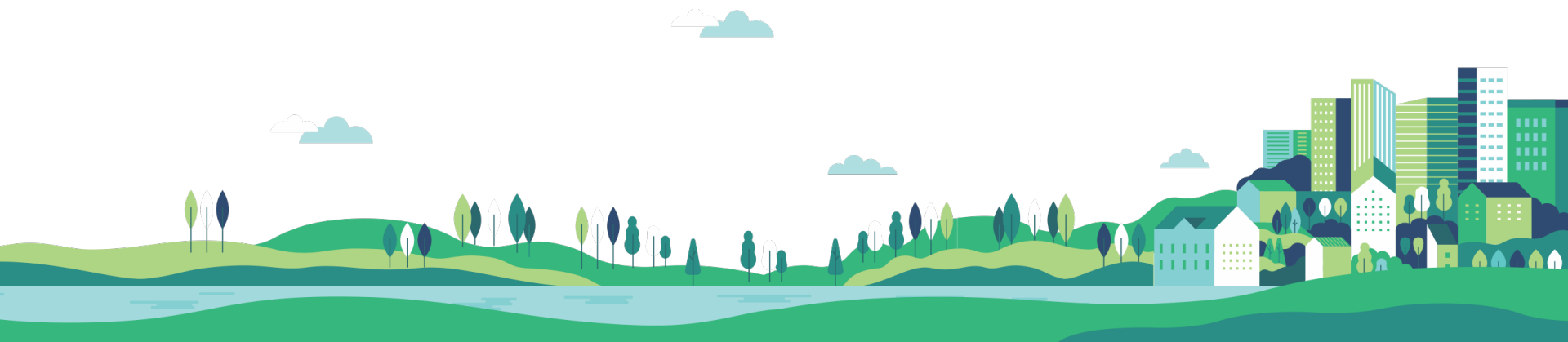
- **Population:** ~3,000
- **Size:** 25.6 square miles
- **Elevation:** 8,209 ft
- **Median age:** 49.3
- **Housing Units:** ~ 2,990
- **Affordable Inventory:** ~ 750 (25%)
- **Percent of Second Homes:** 45%
- **Median Home Sales Price:** > \$2 Million
- **Median Market Rental (Monthly):** > \$4,000



# Workforce Housing Program Strategic Purpose:

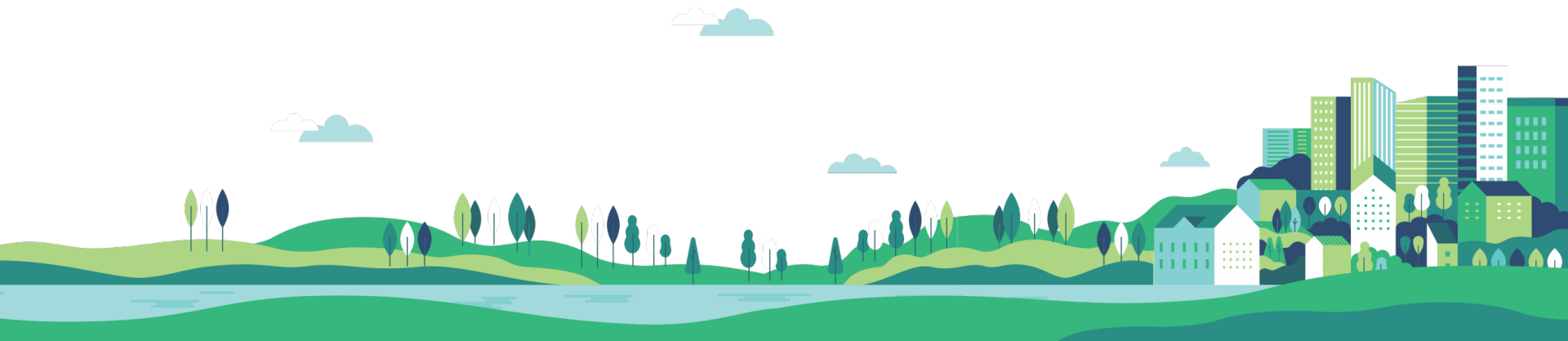
Support the housing needs of a diverse workforce that participates in the local economy.

Support a vibrant, sustainable community that is in balance with the character and resources of the Town.



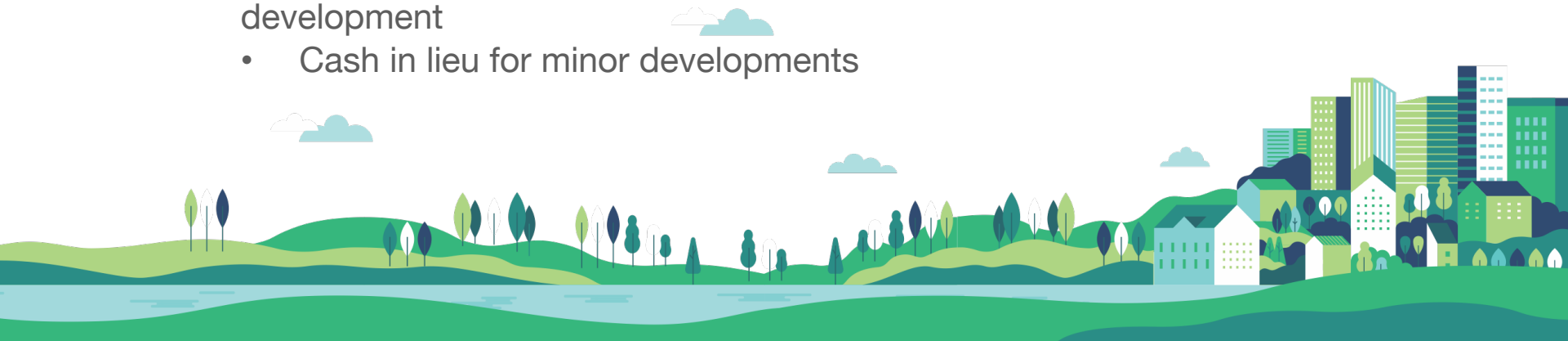
# Workforce Housing Program Tactical Approach:

- ~ Expand housing choice and affordability, with the objective of housing 60% of the Snowmass Village workforce.
- ~ Mitigation Housing Requirements
  - ~ Excise Tax
- ~ Affordable Housing Development



# Mitigation Housing

- Zoning Regulations: Accommodate sixty percent (60%) of new employees generated by development within the Town
- Options (in order of preference):
  - Developer builds units and transfers to Town
  - Developer builds the units and sells or rents to qualified employees
  - Developer grants lands to Town for future development
  - Cash in lieu for minor developments



# Excise Tax

- Limited Excise Tax
- Allows the construction of improvements in excess of the allowable floor area for certain single-family detached dwellings.
- Construction, remodeling or expansion
- 70% of square footage in excess of the allowable floor area not to exceed five hundred fifty (550) square feet or ten percent (10%) of the allowable floor area, whichever is less
- Dedicated for Affordable Housing





# Workforce Housing Development

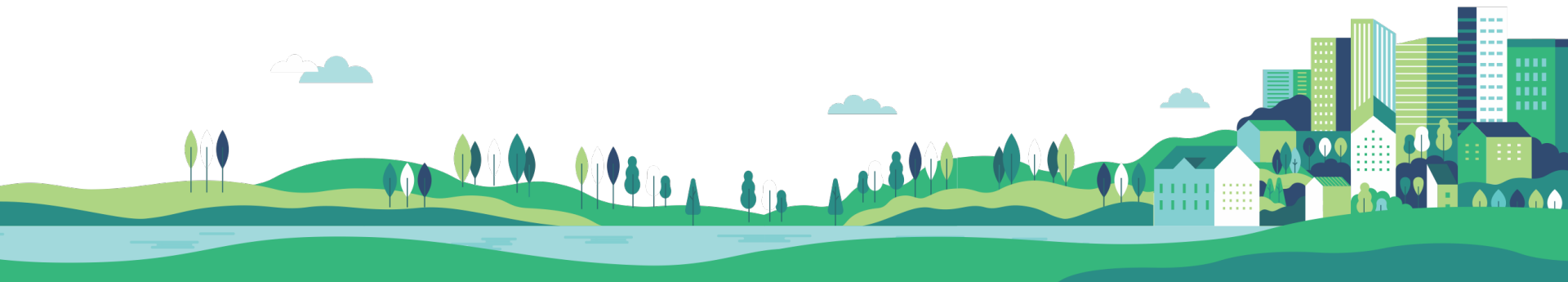
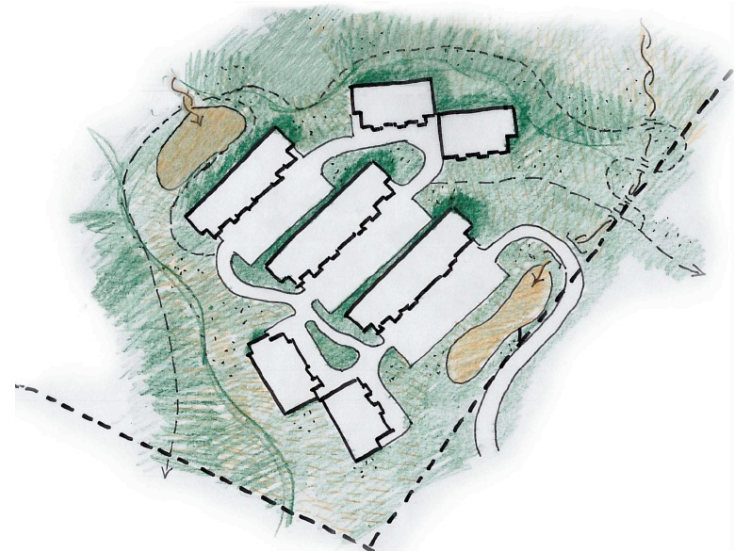
- **TOSV Housing Department**
- Develops and manages workforce portfolio
  - 191 Deed-restricted for-sale units – resale managed by TOSV
  - 262 year-round, TOSV owned rental units
  - 40 seasonal, TOSV owned rental units
- Point of Contact for partnerships, mitigation housing





# Workforce Housing Master Plan

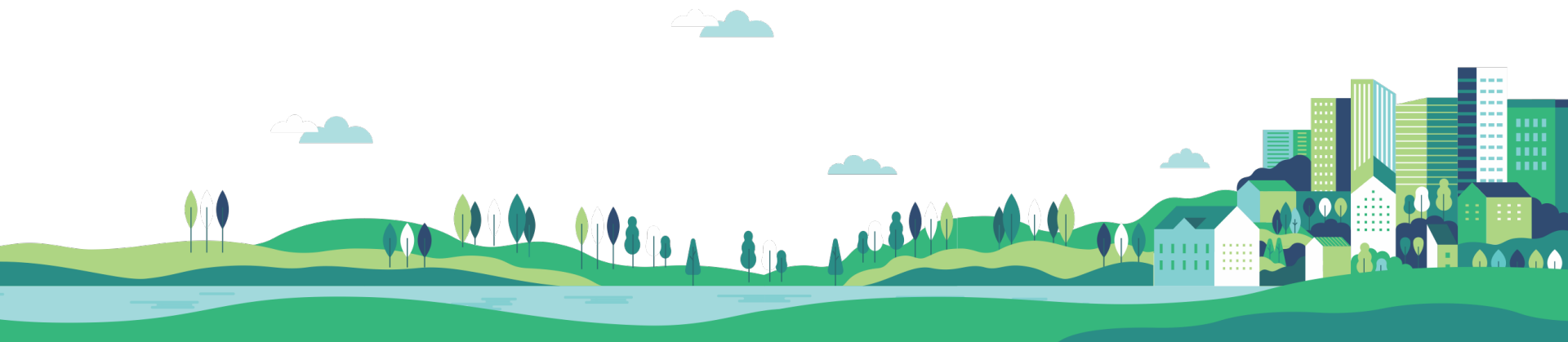
- Goal: 200 additional units
- Five town-owned sites
- Emphasis on:
  - Existing Development Nodes
  - Partnerships with businesses, Regional nonprofits
  - Flexibility to meet opportunities



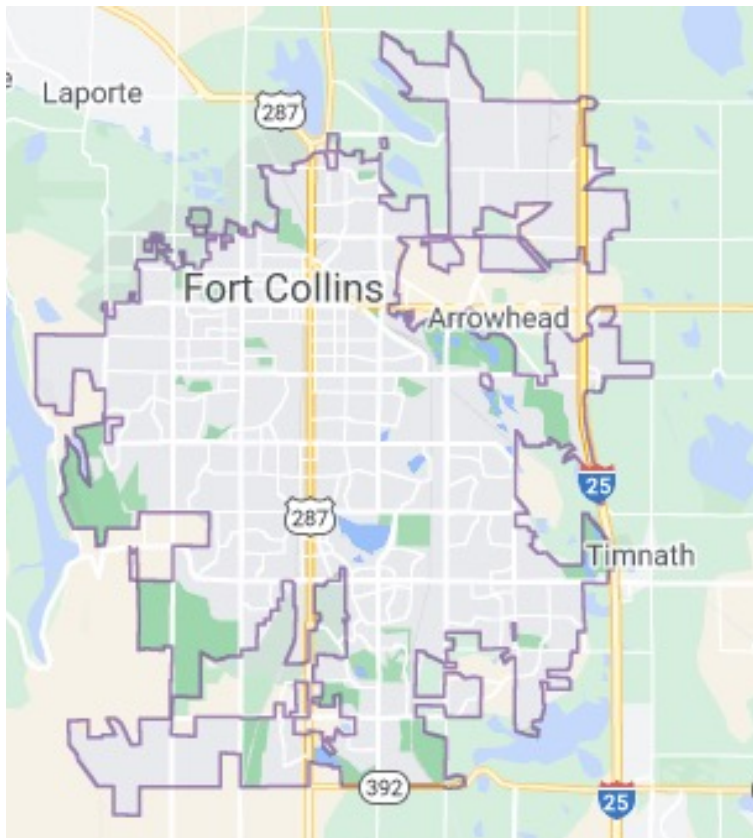




**Meaghan Overton, AICP | Housing Manager**

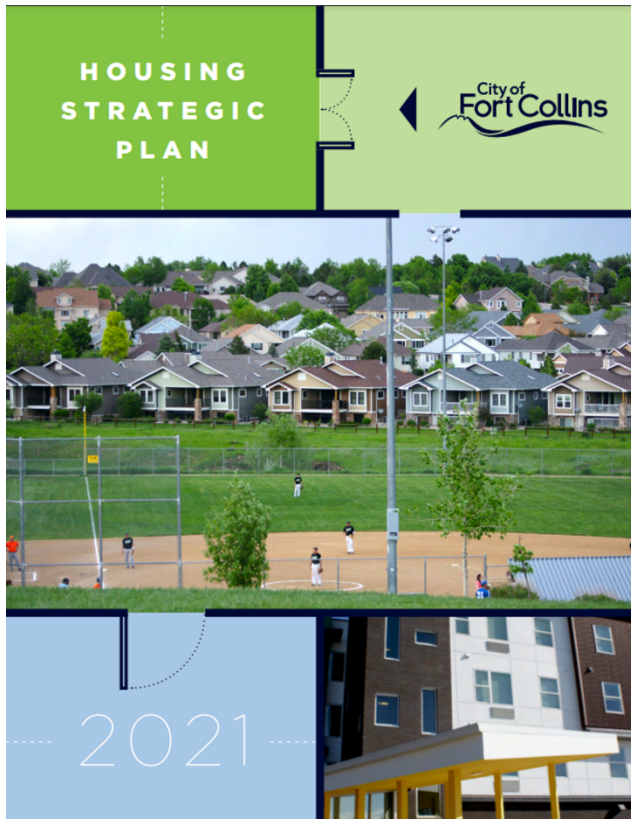


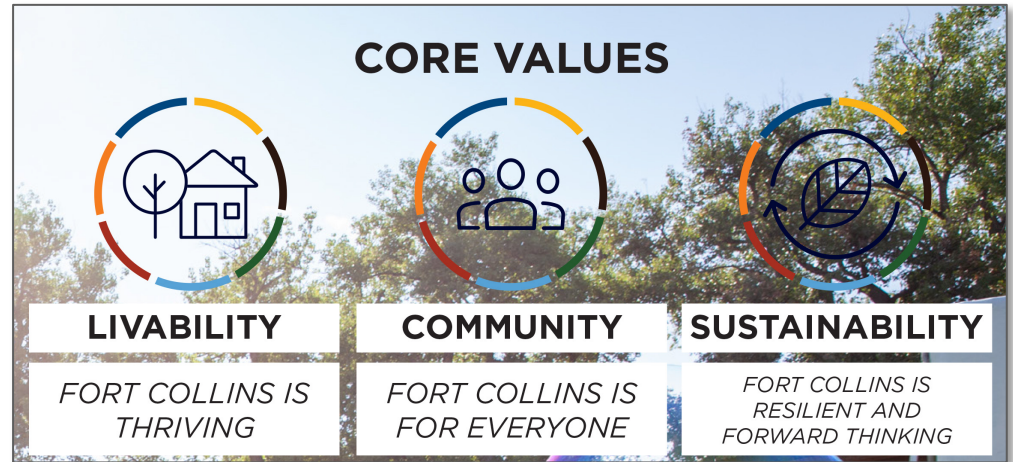
# Fort Collins At a Glance



- **Population:** ~170,000
- **Housing Units:** ~72,000
- **Size:** 57 square miles
- **Affordable inventory:** ~3,500 (about 5%)
- **Median age:** 30.6
- **Average Household size:** 2.4
- **Area Median Income, family of 3 (HUD):** \$86,400

# Housing Strategic Plan





- **Making the most of the land we have left**
- **Taking steps to support a healthy and resilient economy**
- **Encouraging more housing options**
- **Expanding transportation and mobility options**
- **Maintaining our focus on climate action**

# *Everyone has healthy, stable housing they can afford*

## Healthy



**1 in 4**

households report a  
family member with a  
respiratory ailment

## Stable



**46.9%**

housing units are  
renter-occupied

## Affordable



**60.6%**

rental households  
are cost-burdened



# Greatest Challenges

**Challenge #1:** Price escalation impacts everyone & disproportionately impacts BIPOC\* and low-income households.

**Challenge #2:** There aren't enough affordable places available for people to rent or purchase, or what is available and affordable isn't the kind of housing people need.

**Challenge #3:** The City does have some tools to encourage affordable housing, but the current amount of funding and incentives for affordable housing are not enough to meet our goals.

**Challenge #4:** Housing is expensive to build, and the cost of building new housing will likely continue to increase over time.

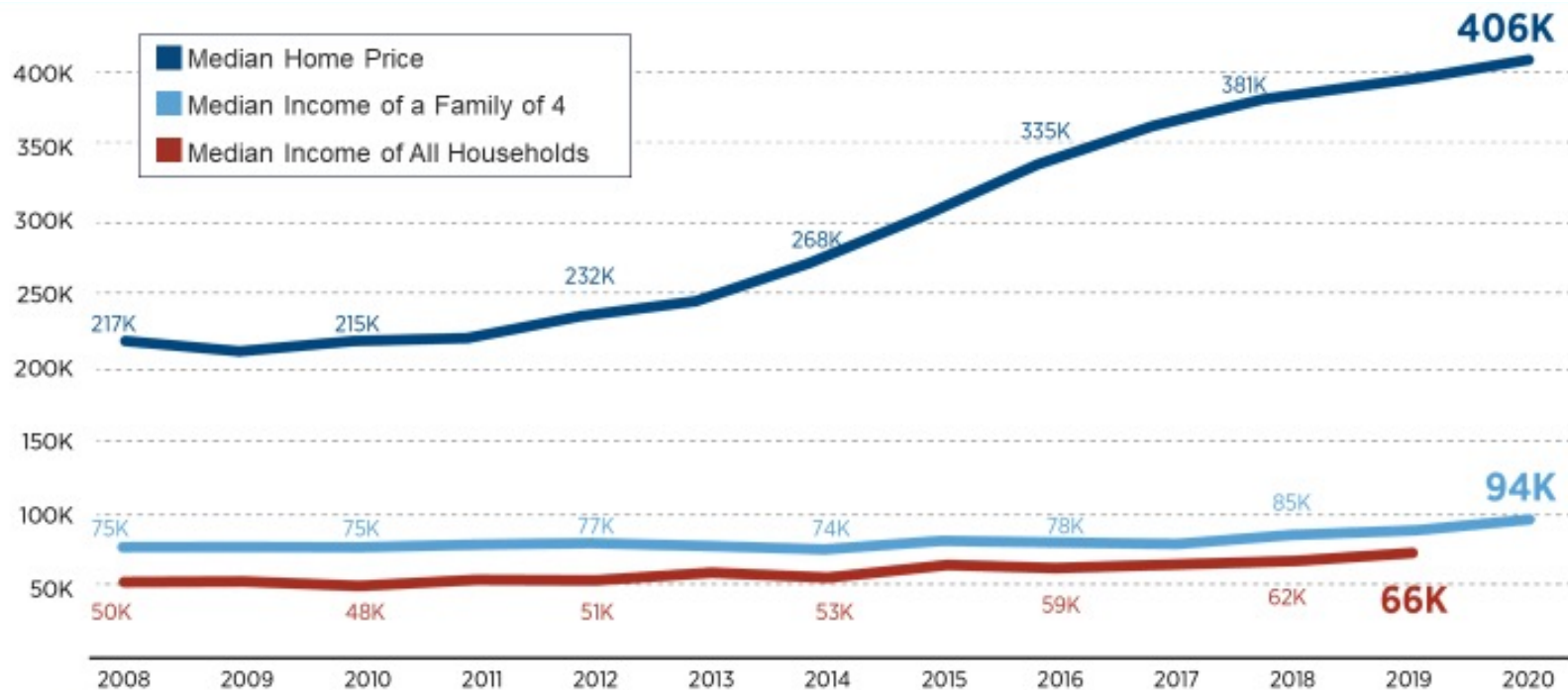
**Challenge #5:** It is difficult to predict the lasting effects of COVID-19 and the pandemic's impacts.

**Challenge #6:** Housing policies have not consistently addressed housing stability and healthy housing, especially for people who rent.



\*Black, Indigenous, and People of Color

# Housing Strategic Plan



Widening gap in who can afford median home price  
Half as many renters can afford the median home price (23% in 2012; 11% in 2018)

# A vibrant economy and thriving community *needs* affordable housing



## Nursing, Psychiatric, and Home Health Aides

Employment in Fort Collins **1,378**

Average Annual Wages **\$29,100**



## Preschool and Kindergarten Teachers

Employment in Fort Collins **455**

Average Annual Wages **\$34,300**



## Food and Beverage Serving Workers

Employment in Fort Collins **5,857**

Average Annual Wages **\$25,000**

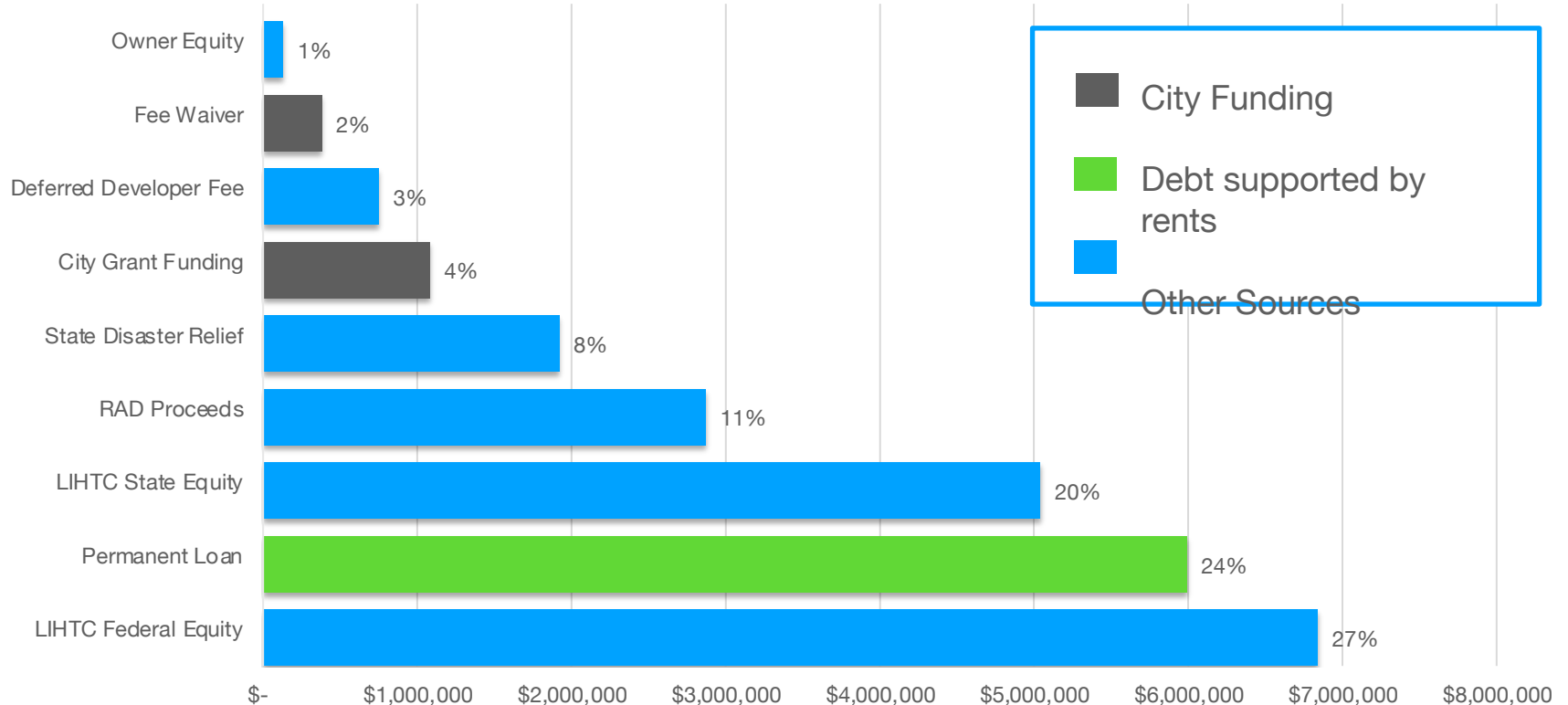


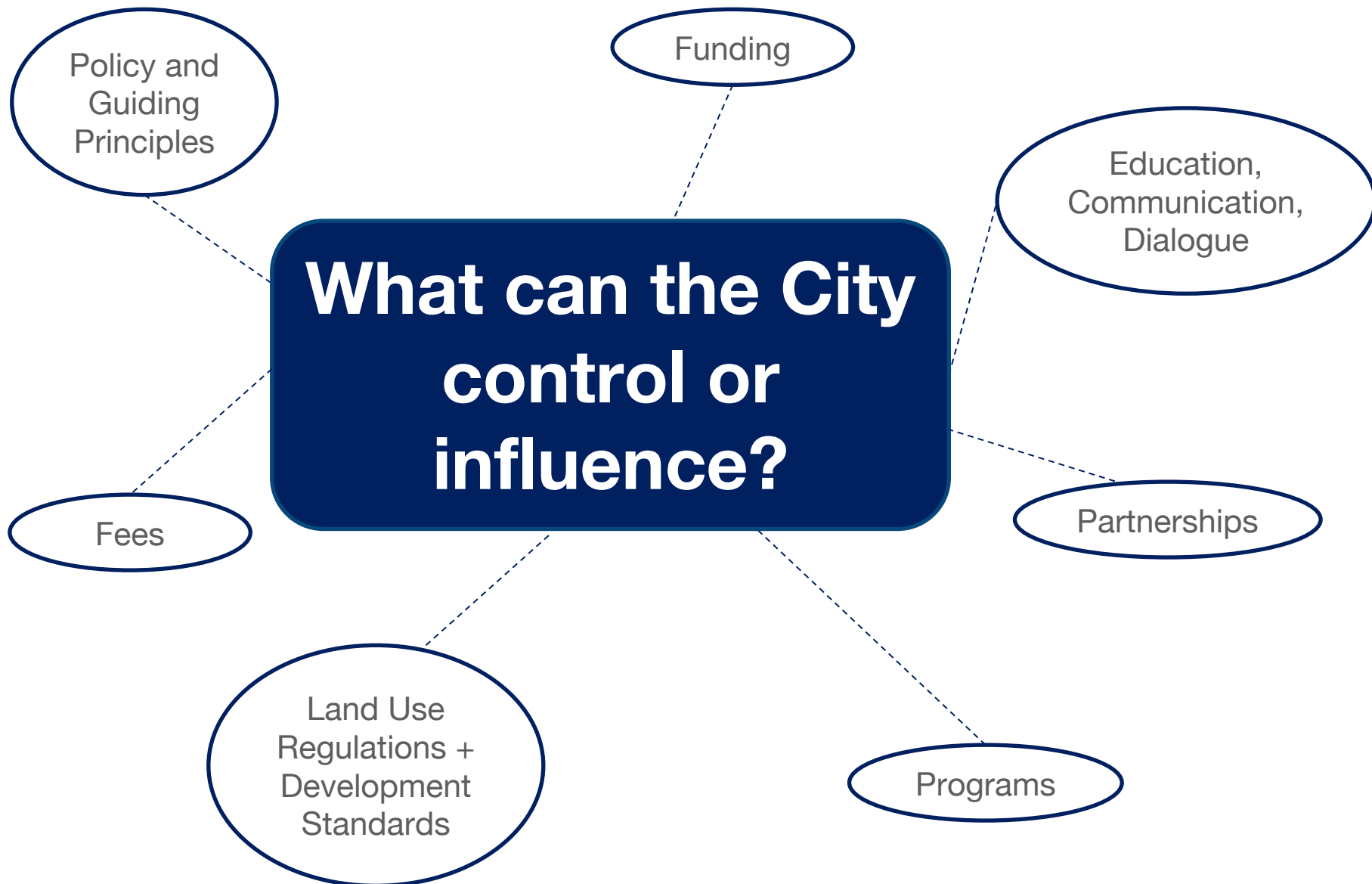
## Administrative Assistants

Employment in Fort Collins **3,017**

Average Annual Wages **\$38,800**

# Sample funding stack - \$25M multifamily rental project





## What we do:

- **Funding, Competitive Process (\$1.5-3M annually)**
  - Federal Community Development Block Grants
  - Federal HOME funds
  - Affordable Housing Fund
  - Affordable Housing Capital Fund
- **Programs and Policy**
  - Land Bank
  - Housing Strategic Plan
  - Metro DPA participation
  - Convening and partnering

- **Development Incentives**

- Fee credits (30% AMI units)
- Fee delays
- Expedited processing
- Density bonus

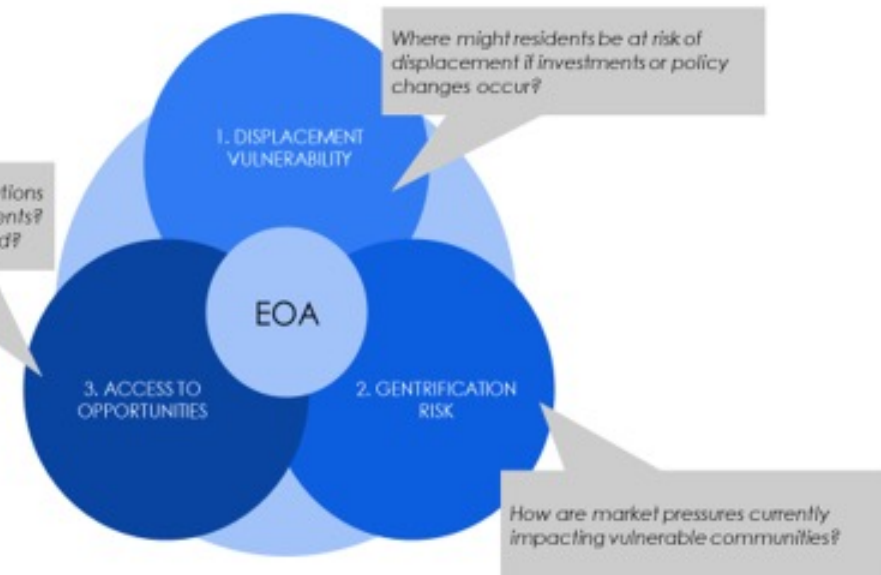
## What we *don't* do:

- **Build**
- **Develop**



- **HSP Strategies:** 1
- **Greatest Challenges:**
  - Price escalation impacts everyone & disproportionately impacts BIPOC\* and low-income households.
- **When:** Underway; completed by September 2021
- **Resources Committed:** \$30,000
- **Next Steps:** Create displacement and access to opportunity indices
- **Future Council Involvement:** Low – memo update

What opportunities do certain locations provide to current and future residents? How can deficiencies be addressed?







- **HSP Strategies:** 7, 9, 13, 14, 15, 16
- **Greatest Challenges:**
  - There aren't enough affordable places available for people to rent or purchase, or what is available and affordable isn't the kind of housing people need.
  - Housing is expensive to build, and the cost of building new housing will likely continue to increase over time.
- **When:** 2021-2022; Underway
- **Resources Committed:** Staff core team; \$350,000 appropriation
- **Next Steps:** Analysis of options; framework for code reorganization; fall engagement
- **Future Council Involvement:** High - decision-maker







- **HSP Strategies:** 20, 21, 26
- **Greatest Challenges:**
  - Housing policies have not consistently addressed housing stability and healthy housing, especially for people who rent.
- **When:** 2021-2024; Underway
- **Resources Committed:** Staff core team, \$25,000 for consultant (Root Policy Research) analysis of occupancy demographics and peer city programs
- **Next Steps:** Focus groups with landlords to explore potential incentives, propose options for rental programming and associated costs, seek additional Council input and community engagement this fall; potential 2023 budget offer
- **Future Council Involvement:** High - decision-maker





- **HSP Strategies:** 11
- **Greatest Challenges:**
  - The City does have some tools to encourage affordable housing, but the current amount of funding and incentives for affordable housing are not enough to meet our goals.
- **When:** 2021-2024; Underway
- **Resources Committed:** Staff time
- **Next Steps:** Council Finance Committee (early fall 2021); further Council discussion
- **Future Council Involvement:** High - decision-maker

### Community Capital Improvement Program

In April 2015, the voters of Fort Collins passed a 10-year quarter-cent tax renewal dedicated to community improvement projects. The program provides corresponding links to each of the 17 capital improvement projects for more information.

**Project status key:**  
 Completed - project is finished  
 Ongoing - annual funds, street improvements  
 In progress - main construction completed, in O&M phase  
 Scheduled - not yet initiated

#### Affordable Housing



**\$4m** - Ongoing - 2016-2025

Development and rehabilitation costs for public and private housing projects to increase income individuals and families

[Visit Social Sustainability's website](#)

#### Arterial Intersection Improvements



**\$6m** - Ongoing - 2016-2025

Updates to major arterial intersections to improve safety and re

Updates include:

- Completed Vine and Shields Intersection project
- Completed Horsetooth and College Intersection project
- Upcoming College and Tinley Intersection project

[Visit Engineering's website](#)

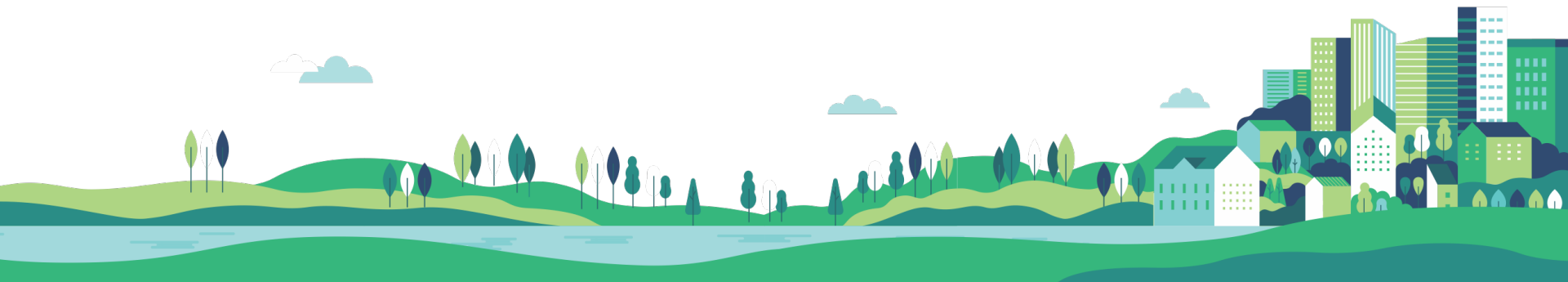
# Takeaways:

- Establish clear housing goal(s) – think BIG
- Be Strategic AND Tactical
- Distinguish between actions:
  - Policy
  - Program
  - Regulatory changes
- Use barriers as the starting point, not the stopping point
- Engage funders *after* deciding what you want to do – make sources work for your goals, not the other way around



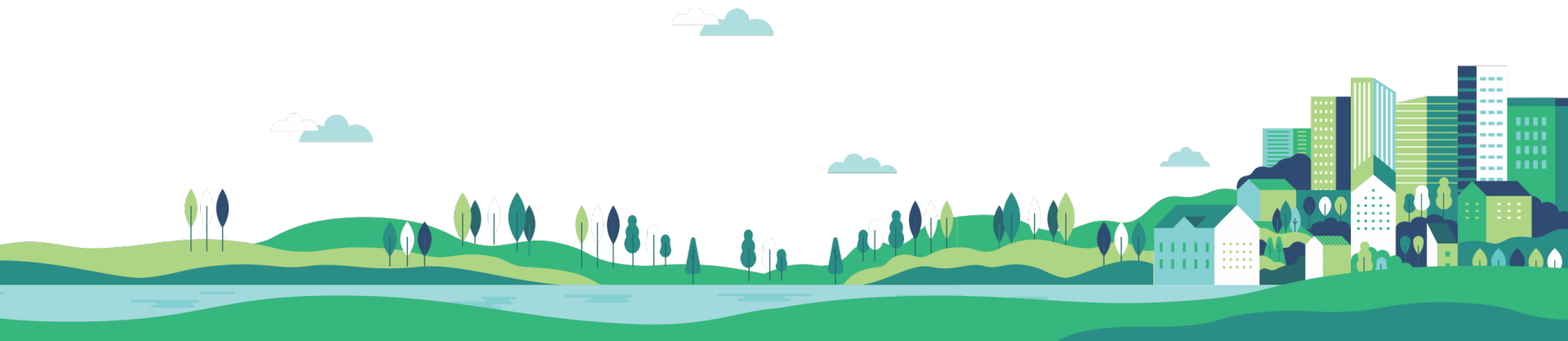
# Resources

- Innovative Affordable Housing Strategies Programs (HB 1271) Planning Grant:  
<https://cdola.colorado.gov/1271>
- DOLA Division of Housing:  
<https://cdola.colorado.gov/housing>
- COVID Recovery Funding Guide for Local Governments:  
<https://docs.google.com/spreadsheets/d/1tSoNSmKpdjWV-57LoraFtad5kelomghZ/edit#gid=663188868>



# Q&A Brainstorm Challenge –

## *What are your barriers?*





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