

P.O. Box 468
320 Sixth Avenue
Ouray, Colorado 81427



970.325.7211
Fax 970.325.7212
www.cityofouray.com

AGENDA CITY OF OURAY COMMUNITY PLAN UPDATE STEERING COMMITTEE MEETING

San Juan Room – Ouray Community Center – 320 6th Avenue
January 10, 2019 - 6:00 pm

- 1. Housing Presentation**
- 2. Review of Comparable Community Housing Policies and Plan Direction on Housing Policies**
- 3. Public Comment on Housing**
- 4. Other Matters**
- 5. Adjourn**

Three or more members of the Ouray City Council or Planning Commission may attend this meeting.

320 6th Avenue
PO Box 468
Ouray, Colorado 81427



970.325.7211
Fax 970.325.7212
www.cityofouray.com

TO: Ouray Planning Commission
FROM: Chris Hawkins, Community Development Coordinator
DATE: January 5, 2017
SUBJECT:

The January 10, 2019 Steering Committee meeting provides the first opportunity for the Steering Committee to have a focused discussion on housing. Housing is clearly one of the most important issues facing the community based on the community survey, and is integral to ensuring a sustainable and vibrant community.

Staff will start out the meeting by providing a housing presentation that includes input from the community survey as well as an overview of what constitutes affordable housing, and affordable housing considerations. We will then dive into the current Ouray Community Plan housing policies and comparable community housing policies to see what might fit and work in the City of Ouray.

Staff has attached comparable community plan housing policies for the Committee's considerations and also includes the current City housing policies. The Committee should review these policies and mark which goals and actions seem to fit within the City of Ouray in preparation for the meeting.

Our goal for this meeting is to start to develop affordable housing goals and actions to be incorporated into the new community plan. Staff will take the direction provided by the Steering Committee and begin drafting Plan policies that will be considered later in 2019.



As in many mountain towns, affordable housing is an ongoing concern in Ouray.

A continued increase in economic activity since the original plan was adopted, has created more jobs and the need for more employee housing; at the same time, no new low income housing has been added to the market. Much of the construction activity is occurring as infill of vacant lots, new high-end development in the North section of town, and redevelopment of existing properties in the older sections of town. Considerable new housing development is occurring in the North Ouray C-2 Industrial zone. Also in North Ouray, an annexation that would increase the area of the city by six acres has been approved. There is expected to be an increase in the number of annexation requests over the next 5-10 years. The cost of existing homes and vacant land continues to increase because of the accelerated demand for vacation homes, investment property and homes for new residents.

Goal

Encourage the supply of safe year-round low and moderate income housing in Ouray.

Objective

Provide housing opportunities for a stable and diverse population.

Policy

1. Evaluate Ouray's need for low and moderate income housing in conjunction with Ouray County housing needs.

Recommended Actions

1. Form a housing study group to explore needs, opportunities and constraints and make recommendations regarding low to moderate income housing, employee housing and senior housing.
2. Develop policies to encourage affordable housing development through the use of incentives.

DRAFT

**Ouray County 5-Year Strategic Plan
Ouray County Housing Advisory Committee (OCHAC)**

“The Ouray County Housing Advisory Committee’s MISSION is to provide access to safe, affordable, ownership and rental housing for those who live or are employed in Ouray County and seek the opportunity to build a life as a part of our community.”

Don Batchelder, Ouray County Commissioner; Bette Maurer, City of Ouray Council Member; Robb Austin, Town of Ridgway Council Member; Shirley Diaz, Member at Large; Andrea Sokolowski, Member at Large.

Introduction:

On October 24, 2016, the City of Ouray, the Town of Ridgway and Ouray County met to discuss housing issues in Ouray County. As a result of the meeting, the Town, City and County tasked the Ouray County Housing Advisory Committee (“OCHAC”; “the Committee”) with creating a Five Year Strategic Plan.

There are numerous components and steps to consider in the creation of affordable housing, both rental and purchase. The simplest way to address this issue is to quantify the gap between what the target population can afford and the cost of available housing units. The lower the average income is of the target population, the harder it is to close this gap. Housing costs are determined by two major factors: 1) cost of the land; and, 2) cost of the structure. Land costs include infrastructure to the property (i.e. roads, sewer, water, power, gas, and phone). Structure costs include tap fees, building fees/permits, extension of infrastructure, and cost of the structure. Absent a monetary subsidy, the steps available to close the gap are to decrease land costs and/or decrease structure costs. Wherever there is a public subsidy to help offset the gap, whether monetary, increased density, decreased regulation or structure size and quality, decrease fees or other subsidy, the governmental entity that provides this subsidy should identify the value of that subsidy and that value should then be protected via deed restriction or other mechanism so that the value will continue to support its original intended purpose.

The following goals and objectives are intended to further the overall effort of closing the gap and preserving any subsidy.

Survey and Public Information Gathering Processes

As a part of the Five Year Strategic Plan process, the Committee, engaged in an information and data collection process. The goal was to gather information, opinions and data from a variety of sources to inform the Strategic Plan. The Committee held a series of public information forums on a variety of topics and distributed a survey.

- On May 26, 2016, a public information forum was held for the purpose of gathering information from builders and developers. Karl Fulmer, Gunnison Valley Regional Housing Authority Director and Kathryn Grosscup, Housing Development Specialist for DOLA were featured as speakers. Fulmer identified planning and zoning regulations as hurdles facing the development of affordable housing and suggested several changes to overcome these challenges. Grosscup encouraged residents to help inform elected officials with usable data in order to encourage approval of affordable housing options. She explained resources available through the DOLA and the Division of Housing. (05-26-2016 Forum; Exhibit 1)
- On September 21, 2016, a forum was hosted by the Ridgway Ouray Community Council (ROCC) in which OCHAC was invited to share its plans and information regarding housing issues in Ouray County. Shirley Diaz, San Miguel Regional Housing Authority Director and OCHAC member gave a presentation regarding housing needs in Ouray County (09-21-2016 Housing Needs in Ouray County, Diaz: Exhibit 2).
- In January 2017, a questionnaire was distributed to the City, Town and County for the purpose of gathering information to begin forming the Five Year Strategic Plan. The information collected indicated that the entities favored zoning and regulatory changes to encourage the development of long-term rentals. In addition, fee waivers and impact fees were researched and considered for implementation. (January 2017 Questionnaire to City, Town and County: Exhibit 3)

- On October 17, 2017, the Committee and ROCC held a public forum for the purpose of discussing “What it Takes to Buy or Rent a Home in Ouray County.” The main goal of the forum was to collect input from home or rental seekers in Ouray County. Shirley Diaz, SMHRA Executive Director and OCHAC Member provided a brief presentation on affordability and lending education. The remainder of the forum was spent discussing what people could afford, and what was available for purchase or rent. Most homebuyers were seeking homes in the \$200,000 range. (*10-17-2017 Forum Notes: Exhibit 4*)
- On February 7, 2018, the Committee hosted a “Builders and Developers Forum” for the purpose of gathering information regarding suggestions for land use code, building code, or other regulatory changes or incentives to attain more affordable housing in Ouray County. The information gathered encouraged the allowance of smaller lots, accessory dwelling units (ADUs), and conceptual code changes. (*02-07-2018 Builders and Developers Forum Notes: Exhibit 5*)
- The final piece of information needed to inform the Strategic Plan was input from the Town, City and County elected officials. The questionnaire indicated that a housing authority/director was preliminary, but that the concept should be pursued, with a set list of objectives and requirements. Various funding mechanisms were suggested, including grants, a real estate transfer tax, and private contributions. (*05-2018 City, Town and County Elected Official Questionnaire Responses: Exhibit 6*)

Resources:

- In addition to the various surveys and forums, the Committee consulted a variety of existing studies and reports regarding housing and affordability. They are included in this report as exhibits and cited where applicable.
- Also included in the Exhibit List are the notes, minutes and presentations from the forums and questionnaires/surveys. There are included with the intent to provide the reader a fuller picture of the input offered by residents, industry professionals, elected officials and other interested parties.
- Exhibit List:
 - Exhibit 1 - 05-26-2016 Forum Notes
 - Exhibit 2 - 09-21-2016 Housing Needs in Ouray County, Diaz
 - Exhibit 3 – January 2017 Questionnaire to City, Town, and County
 - Exhibit 4 - 10-17-2017 Home Seekers and Renters Forum Notes
 - Exhibit 5 - 02-07-2018 Builders and Developers Forum Notes
 - Exhibit 6 - 05-2018 City, Town, and County Elected Official Questionnaire Responses
 - Exhibit 7 - 2009 Affordable Housing Action Plan
 - Exhibit 8 - 2011 Regional Housing Needs Assessment – Ouray and San Miguel Counties
 - Exhibit 9 - Boulder Regional Housing Partnership Resources

Methodology:

- Activity/Goal: These are “big picture” outcomes that that the City, Town, County and OCHAC will need to strive for as a united body. In order to achieve these goals, we recognize that they need to be broken down into intermediate steps so we can work toward achieving them in manageable increments.
- Action Steps: These are the most specific components of the Plan, and indicate what needs to be done in order to achieve the Activity/Goal. In some circumstances, this is left blank as the steps are to be determined after the establishment of a housing authority or other housing-related entity or staff.
- Responsible Party: This designates a person or entity specifically responsible for accomplishing the “Objective” within the Activity/Goal. Some are “hypothetical” as they require the existence of a housing authority or other housing entity/director to administer or create.

Note:

This report includes several depictions/versions of the Five-Year Strategic Plan; an Outline Version; Activity/Goal by Year; and by Activity / Goal. Each contains the same information.

Five Year Strategic Plan- Outline

I. Activity / Goal: Framework Documents:

1. Year 1- *(Note: this activity/goal must be driven by input from the entities, with OCHAC support and input)*

- a. Simplify guidelines document
 - Responsible Party: OCHAC
 - Action Steps:
 - OCHAC meets with City, Town and County to get specific direction regarding the guidelines. OCHAC and the entities recognize that a “one-size fits all” approach may not work for all three jurisdictions.
- b. Develop executive summary of guidelines
 - Responsible Party: OCHAC
 - Action Steps :
 - The purpose of an executive summary to make the guidelines approachable and usable by public and private entities.
- c. Develop, maintain and track list of possible deed restrictions and their applications
 - Responsible Party: OCHAC
 - Action Steps :
 - City, Town, and County to provide lists of deed restrictions. OCHAC members (or staff) develops and maintains a master list.

2. Year 2- *(Year 3 assumes that the Housing Authority has been established)*

- a. Draft provisions for a contract for an entity to administer guidelines
 - Responsible Party: Housing Authority/staff, in conjunction with City, Town and County
 - Action Steps :
- b. Encourage and facilitate contract with the entities for administration of housing
 - Responsible Party: Housing Authority/staff, in conjunction with City, Town and County
 - Action Steps :
- c. Continue to update Resource Materials annually
 - Responsible Party: Housing Authority/staff, in conjunction with City, Town and County
 - Action Steps :

3. Year 3-

- a. Continue to update Resource Materials annually
 - Responsible Party: Housing Authority/staff, in conjunction with City, Town and County
 - Action Steps :

4. Year 4-

- a. Continue to update Resource Materials annually
 - Responsible Party: Housing Authority/staff, in conjunction with City, Town and County
 - Action Steps :

5. Year 5-

- a. Continue to update Resource Materials annually
 - Responsible Party: Housing Authority/staff, in conjunction with City, Town and County
 - Action Steps :

II. Activity / Goal: Develop Revenues:

1. Year 1-

- a. Continued collection of City, Town and County Funding
 - Responsible Party: OCHAC
 - Action Steps:
 - OCHAC develops a list of potential revenue sources with pro/con statement for submittal to the entities.

2. Year 2-

- a. Develop and Submit to entities an impact fee proposal to be applied to new construction (i.e. building permits)
 - Responsible Party: OCHAC,
 - Action Steps :
 - A professional study will be needed to determine the viability of the funding source
- b. If an impact fee is determined to be a sustainable funding source, City, Town and County adopt impact fees
 - Responsible Party: City, Town and County, in conjunction with OCHAC input
 - Action Steps:
 - City, Town and County, in conjunction with OCHAC adopt impact fees into their fee structure. Public outreach efforts can be coordinated County-wide.
- c. Prepare a ballot initiative (mill levy, sales tax, use tax)
 - Responsible Party: Housing Authority staff; City, Town and County
 - Action Steps:
 - A professional study will be needed to determine the viability of the funding source, and the likelihood of approval.
- d. Evaluate Transfer Tax feasibility
 - Responsible Party: City, Town and County;
 - Action steps:
 - A professional study will be needed to determine the viability of the funding source.
- e. Investigate the use of marijuana tax revenues for the purpose of housing, or explore additional tax on marijuana sales for the purpose of housing
 - Responsible Party: City, Town and County
 - Action steps:
 - A professional study will be needed to determine the viability of the funding source.

3. Year 3-

- a. Develop a Land Bank / Land Trust
 - Responsible Party: Housing Authority; if no Housing Authority – City, Town and County
 - Action Steps :
- b. Develop a service contract for the purposes of home inspections, maintenance, etc.
 - Responsible Party: Housing Authority/staff,
 - Action Steps :
- c. If the Transfer Tax initiative is approved, a local ballot initiative would need to be pursued for local approval
 - Responsible Party: Housing Authority/staff, in conjunction with City, Town and County
 - Action Steps :

4. Year 4-

- a. Continue collection

5. Year 5-

- a. Continue collection

III. **Activity / Goal: Creation of a Housing Authority (based upon the existing IGA) or Other Housing-Related Entity** (Contingent upon existence of Housing Authority/housing-related entity staff)

1. Year 1-

- a. Preliminary work to form a Housing Authority or Other Housing-Related Entity
 - Responsible Party: OCHAC
 - Action Steps:

- Education, feedback, and data gathering efforts on the part of OCHAC from the City, Town and County, as well as public and private organizations.
- The action to form a Housing Authority will be driven by the progress of the Housing Advisory Committee and be contingent on available funding. The City, Town and County will participate and help inform the process through input, and potentially funding, or grant match.

2. Year 2-

- Prepare a budget
 - Responsible Party: Housing Authority
 - Action Steps:
 - Develop a secure funding source through grants, grant match from City, Town, County and other local organizations, direct funding from City, Town and County
- Form an Authority or Agreement with Entities through Intergovernmental Agreement (IGA)
 - Responsible Party: OCHAC/Housing Authority in conjunction with City, Town and County.
 - Action Steps:
- Develop Resource Materials; Secure Insurance; Determine Contract supplies, and other needed support
 - Responsible Party: OCHAC/Housing Authority
- Develop partnerships within the community
 - Responsible Party: OCHAC/Housing Authority
 - Action Steps: Develop relationships and strategic partnerships with: OCHA Board Development/ SMRHA Partnership; Space to Create Program; Private Developers - Identify Property Owners for Partnerships; Low Income / Mixed Income Housing Tax Credit Project; Habitat for Humanity; others

3. Years 3- 5

- Operation continues: address unaccomplished goals/objectives from Years 1 and 2

IV. **Activity / Goal: Develop Resource Materials** *(Contingent upon existence of Housing Authority/housing-related entity staff)*

1. Year 1-

- Develop “at-a-glance” information sheet for the City, Town and County
 - Responsible Party: Preliminarily, OCHAC will be responsible; however, dependent upon the creation of a Housing Authority, it would become the responsibility of staff.
 - Action steps:
 - Contingent upon the existence/development of a Housing Authority/Housing-related entity staff.
 - This goal was a specific request from the City, Town and County to create a “resource center” for home seekers and renters.
- Develop financial resource information for local affordable housing applicants
 - Responsible Party: Preliminarily, OCHAC will be responsible; however, dependent upon the creation of a Housing Authority, it would become the responsibility of staff.
 - Action Steps:
 - Contingent upon the existence/development of a Housing Authority/housing-related entity staff.
- Acquire and obtain approval of various sets of plans for accessory dwelling units and tiny homes.

2. Year 2 –

- Develop “How to Take Care of Your Property” Brochure
 - Responsible Party: Preliminarily, OCHAC will be responsible; however, dependent upon the creation of a Housing Authority, it would become the responsibility of staff.

- Action Steps:
 - Contingent upon the existence/development of a Housing Authority/housing-related entity staff.
- b. Develop “Expectations” Brochure for builders and developers.
 - Responsible Party: Preliminarily, OCHAC will be responsible; however, dependent upon the creation of a Housing Authority, it would become the responsibility of staff.
 - Action Steps:
 - Contingent upon the existence/development of a Housing Authority/housing-related entity staff.
 - Work with the builders and developers community, along with the Land Use/Planning Departments of the City, Town and County.
- c. Develop website
 - Responsible Party: Preliminarily, OCHAC will be responsible; however, dependent upon the creation of a Housing Authority, it would become the responsibility of staff.
 - Action Steps:
 - Contingent upon the existence/development of a Housing Authority/housing-related entity staff.

3. Year 3-5-

- a. Continue updating and developing needed resource materials

V. **Activity / Goal: Support Entities / Use Applications** *(Contingent upon existence of Housing Authority/hosing-related entity staff)*

1. Year 1 –

- a. Monitor Land Sales for Land Bank
 - Responsible Party: Preliminarily, OCHAC will be responsible; however, dependent upon the creation of a Housing Authority, it would become the responsibility of staff.
 - Action Steps:
 - Develop and track public lands that may be utilized for the provision of affordable housing, subject to local jurisdiction zoning and land use regulations
- b. Provide guidance resource materials (crude market sales)
 - Responsible Party: Preliminarily, OCHAC will be responsible; however, dependent upon the creation of a Housing Authority, it would become the responsibility of staff.
 - Action Steps:
 - Contingent upon the existence/development of a Housing Authority/housing-related entity staff.

2. Year 2 –

- a. Continue to monitor land sales for land bank
 - Responsible Party: Preliminarily, OCHAC will be responsible; however, dependent upon the creation of a Housing Authority, it would become the responsibility of staff.
 - Action Steps:
 - Contingent upon the existence/development of a Housing Authority/housing-related entity staff.
- b. Develop regional rental rate matrix by home size
 - Responsible Party: Preliminarily, OCHAC will be responsible; however, dependent upon the creation of a Housing Authority, it would become the responsibility of staff.
 - Action Steps:
 - Contingent upon the existence/development of a Housing Authority/housing-related entity staff.
- c. Provide home sales matrix

- Responsible Party: Preliminarily, OCHAC will be responsible; however, dependent upon the creation of a Housing Authority, it would become the responsibility of staff.
- Action Steps:
 - Contingent upon the existence/development of a Housing Authority/housing-related entity staff.

3. Year 3-

- a. Continue to monitor land sales for land bank
 - Responsible Party: Preliminarily, OCHAC will be responsible; however, dependent upon the creation of a Housing Authority, or through contracted services.
 - Action Steps:
 - Contingent upon the existence/development of a Housing Authority/housing-related entity staff

4. Year 4-

- a. Continue to monitor land sales for land bank
 - Responsible Party: Preliminarily, OCHAC will be responsible; however, dependent upon the creation of a Housing Authority, or through contracted services.
 - Action Steps:
 - Contingent upon the existence/development of a Housing Authority/housing-related entity staff

5. Year 5-

- a. Continue to monitor land sales for land bank
 - Responsible Party: Preliminarily, OCHAC will be responsible; however, dependent upon the creation of a Housing Authority, or through contracted services.
 - Action Steps:
 - Contingent upon the existence/development of a Housing Authority/housing-related entity staff

VI. Activity / Goal: Zoning and Regulatory Changes

1. Year 1 –

- a. Decrease the minimum lot size
 - Responsible Party: City and Town
 - Action Steps:
 - City and Town processes
- b. Examine different configurations of dwelling units (i.e. cohousing, duplexes)
 - Responsible Party: City and Town
 - Action Steps:
 - City and Town processes
- c. Continue to encourage accessory dwelling unit (ADU) development / regulatory processes for the provision of long term rentals
 - Responsible Party: City, Town and County; OCHAC
 - Action Steps:
 - City, Town and County processes, with OCHAC support and input
- d. Increase allowable building density per municipal lot
 - Responsible Party: City and Town
 - Action Steps:
 - City and Town processes
- e. **Needs more according to Don** Recommend adoption of inclusionary subdivision regulations with a requirement for a certain percentage of affordable housing. Such requirement could be met by designating lots/units or money in lieu thereof.
 - Responsible Party: City, Town, and County
 - Action Steps:
 - City, Town, and County processes
- f. Allow modular housing: tiny homes, mobile homes

- Responsible Party: City, Town, and County
 - Action Steps:
 - City, Town, and County processes
- g. Reduce onsite parking requirements
 - Responsible Party: City, Town, and County
 - Action Steps:
 - City, Town, and County processes
- h. Determine feasibility of financing tap fees for the purpose of funding affordable housing
 - Responsible Party: City and Town
 - Action Steps:
 - City and Town processes
- i. Review revisions to model energy code specific to smaller homes
 - Responsible Party: City and Town
 - Action Steps:
 - City and Town processes
- j. Review fire suppression regulations for duplexes to ensure cost effectiveness
 - Responsible Party: City, Town, and County
 - Action Steps:
 - City, Town, and County processes
- k. Examine use of smaller lot sizes and allowance of mobile homes in Colona
 - Responsible Party: County
 - Action Steps:
 - County processes
- l. Consider alignment of building and energy codes, where possible
 - Responsible Party: City, Town, and County
 - Action Steps:
 - City, Town, and County processes
- 2. Year 2 –
 - a. Examine lands adjacent to boundaries of municipalities for the propose of developing affordable housing units
 - Responsible Party: City, Town, and County
 - Action Steps:
 - City, Town, and County processes
 - b. Review building regulations from cost/benefit analysis; if and when there are contemplated changes, the City, Town and County should seek input from the builders and developers community
 - Responsible Party: City, Town, and County
 - Action Steps:
 - City, Town, and County processes
- 3. Year 3 –
 - a. Review building regulations from cost/benefit analysis; if and when there are contemplated changes, the City, Town and County should seek input from the builders and developers community
 - Responsible Party: City, Town, and County
 - Action Steps:
 - City, Town, and County processes
- 4. Year 4-
- 5. Year 5-

VII. Activity / Goal: Educational Forums

- 1. Year 1 –
 - a. Host two educational forums per year. Topics to be decided dependent upon cultural environment/needs.
 - Responsible Party: OCHAC
 - Action Steps:
- 2. Year 2 –

- a. Host two educational forums per year. Topics to be decided dependent upon cultural environment/needs.
 - Responsible Party: OCHAC
 - Action Steps:
- 3. Year 3 –
 - a. Host two educational forums per year. Topics to be decided dependent upon cultural environment/needs.
 - Responsible Party: OCHAC
 - Action Steps:
- 4. Year 4 –
 - a. Host two educational forums per year. Topics to be decided dependent upon cultural environment/needs.
 - Responsible Party: OCHAC
 - Action Steps:
- 5. Year 5 –
 - a. Host two educational forums per year. Topics to be decided dependent upon cultural environment/needs.
 - Responsible Party: OCHAC
 - Action Steps:

Five Year Strategic Plan by Year

Pages 10-12

Five Year Strategic Plan by Activity / Goal

Pages 13-15

Five Year Strategic Plan by Year

Year 1						
Framework Documents:	Develop Revenues	Creation of Housing Authority or Other Housing-Related Entity	Develop Resource Materials	Support Entities / Use Applicants	Zoning and Regulatory Changes	Educational Forums
<ul style="list-style-type: none"> • Simplify guidelines document • Develop executive summary of guidelines • Develop, maintain and track list of possible deed restrictions and their applications 	<ul style="list-style-type: none"> • Continued collection of City, Town, and County funding 	<ul style="list-style-type: none"> • Preliminary work to form a housing authority or other housing related entity • 	<ul style="list-style-type: none"> • Develop “at-a-glance” information sheet for the City, Town and County • Develop financial resource information for local affordable housing applicants • Acquire and obtain approval of various sets of plans for ADUs and tiny homes 	<ul style="list-style-type: none"> • Monitor Land Sales for Land Bank • Provide guidance resource materials 	<ul style="list-style-type: none"> • Decrease minimum lot size • Examine different configurations of dwelling units • Continue ADU development / regulatory processes for long term rentals • Increase allowable building density per municipal lot • Recommend adoption of inclusionary subdivision regulations with a requirement for a certain percentage of affordable housing. Such requirement could be met by designating lots/units or money in lieu thereof. • Allow modular housing: tiny, modular homes • Reduce onsite parking requirements • Determine feasibility of financing tap fees for the purpose of funding affordable housing • Review revisions to model energy code, specific to smaller houses • Review fire suppression regulations for duplexes to ensure cost effectiveness • Consider smaller lots and allowance of mobile homes in Colona • Consider alignment of building and energy codes 	<ul style="list-style-type: none"> • Host two educational forums per year

Five Year Strategic Plan by Year

Year 2						
Framework Documents:	Develop Revenues	Creation of Housing Authority or Other Housing-Related Entity	Develop Resource Materials	Support Entities / Use Applicants	Zoning and Regulatory Changes	Educational Forums
<ul style="list-style-type: none"> • Draft provisions for a contract for an entity to administer guidelines • Encourage and facilitate contract with entities for administration of housing • Update Resource Materials annually 	<ul style="list-style-type: none"> • Develop and submit to entities an impact fee proposal to be applied to new construction • If entities agree to impact fee proposal, entities adopt impact fees. • Prepare ballot initiative • Evaluate Transfer Tax feasibility • Investigate the use of marijuana tax revenues for the purpose of housing, or explore additional tax on marijuana sales for housing 	<ul style="list-style-type: none"> • Prepare budget • Form an Authority or agreement with entities through IGA • Develop resource materials: insurance, contract supplies, and other needed support • Develop partnerships within the community 	<ul style="list-style-type: none"> • Develop “How to Take Care of Your Property” brochure • Develop “Expectations” brochure for builders and developers • Develop website 	<ul style="list-style-type: none"> • Continue to monitor land sales for land bank • Develop regional reg rate matrix by home size • Provide home sales matrix 	<ul style="list-style-type: none"> • Examine lands adjacent to boundaries of municipalities for the purpose of developing affordable housing units. • Review building regulations from cost/benefit analysis; if and when there are anticipated changes; the municipalities should seek input from the builders and developers community. • . 	<ul style="list-style-type: none"> • Host two educational forums per year

Five Year Strategic Plan by Year

Year 3						
Framework Documents:	Develop Revenues	Creation of Housing Authority or Other Housing-Related Entity	Develop Resource Materials	Support Entities / Use Applicants	Zoning and Regulatory Changes	Educational Forums
<ul style="list-style-type: none"> Update Resource Materials annually 	<ul style="list-style-type: none"> Develop a Land Bank/Land Trust Develop a service contract for the purposes of home inspections, maintenance, etc. If the Transfer Tax initiative is approved, a local ballot initiative would need to be pursued for local approval 	<ul style="list-style-type: none"> Operation continues: address unaccomplished goals/objectives from Years 1 and 2 	<ul style="list-style-type: none"> 	<ul style="list-style-type: none"> Continue to monitor land sales for land bank 	<ul style="list-style-type: none"> Review building regulations from cost/benefit analysis; if and when there are anticipated changes; the municipalities should seek input from the builders and developers community. 	<ul style="list-style-type: none"> Host two educational forums per year

Year 4						
Framework Documents:	Develop Revenues	Creation of Housing Authority or Other Housing-Related Entity	Develop Resource Materials	Support Entities / Use Applicants	Zoning and Regulatory Changes	Educational Forums
<ul style="list-style-type: none"> Update Resource Materials annually 	<ul style="list-style-type: none"> Continue 	<ul style="list-style-type: none"> Operation continues: address unaccomplished goals/objectives from Years 1 and 2 	<ul style="list-style-type: none"> Continue updating and developing needed resource materials 	<ul style="list-style-type: none"> Continue to monitor land sales for land bank 	<ul style="list-style-type: none"> 	<ul style="list-style-type: none"> Host two educational forums per year

Year 5						
Framework Documents:	Develop Revenues	Creation of Housing Authority or Other Housing-Related Entity	Develop Resource Materials	Support Entities / Use Applicants	Zoning and Regulatory Changes	Educational Forums
<ul style="list-style-type: none"> Update Resource Materials annually 	<ul style="list-style-type: none"> Continue 	<ul style="list-style-type: none"> Operation continues: address unaccomplished goals/objectives from Years 1 and 2 	<ul style="list-style-type: none"> Continue updating and developing needed resource materials 	<ul style="list-style-type: none"> Continue to monitor land sales for land bank 	<ul style="list-style-type: none"> 	<ul style="list-style-type: none"> Host two educational forums per year

Five Year Strategic Plan: By Activity / Goal

<u>Activity / Goal</u>	<u>Objective: Year 1</u>	<u>Objective: Year 2</u>	<u>Objective: Year 3</u>	<u>Objective: Year 4</u>	<u>Objective: Year 5</u>
• Framework Documents	1. Simplify guidelines document, at direction of entities 2. Develop executive summary of guidelines 3. List of possible deed restricts and their applications	4. Prepare for transition to Housing Authority 5. Update Resource Materials annually	6. Draft provisions for a contract for entity to administer guidelines 7. Encourage and facilitate contract with the entities for administration of housing (housing authority) 8. Update Resource Materials annually (housing authority)	9. Update Resource Materials annually	10. Update Resource Materials annually.
• Action Steps	1. Meet w/ entities and get specific direction regarding guidelines 2. Meet w/ entities and get specific direction regarding guidelines 3. Meet w/ entities and get specific direction regarding guidelines <i>-NOTE: These activities must be driven by entities, with OCHAC support and input</i>	4. In conjunction with City, Town and County 5. In conjunction with City, Town and County	6. Advisory committee, or staff 7. Advisory committee, or staff 8. Housing Authority, or other housing related entity.	9.	10.
• Responsible Party	1. OCHAC 2. OCHAC 3. OCHAC	4. Initiated by OCHAC, but in conjunction with City, Town and County 5. OCHAC	6. Housing Authority, or other housing related entity. 7. Housing Authority, or other housing related entity. 8. Housing Authority, or other housing related entity.	9. Housing Authority, or other housing related entity.	10. Housing Authority, or other housing related entity.

• Develop Revenues	1. Continued collection of City, Town, and County funding	2. Develop and submit to entities an impact fee applied to new construction (i.e. building permits) 3. Anticipated adoption of impact fees by City, County and Town 4. Prepare Ballot Initiative for funding (mill levy, sales tax, use tax.) 5. Evaluate transfer tax feasibility 6. Consider utilizing some MJ tax revenues for housing, or an additional tax on MJ sales for the purpose of housing	7. Develop a Land Bank / Land Trust 8. Develop service contract (offer home inspection, maintenance, etc.) 9. If transfer tax passes, local ballot measure to approve locally.	10. Continue collection	11. Continue collection
• Action Steps	1. Develop list of potential revenue sources with pro/con statement for submittal to entities	**All will require professional studies**			
• Responsible Party	1. OCHAC	2. Housing Authority, or other housing related entity. 3. City, Town and County 4. Housing Authority, or other housing related entity; City, Town and County 5. City, Town and County 6. City, Town and County	7. City, Town and County (ideally would function better under housing authority.) 8. Housing Authority, or other housing related entity. 9. City, Town and County		

Five Year Strategic Plan: By Activity / Goal

<u>**Pertinent to Housing Authority and contingent upon staff**</u> <ul style="list-style-type: none"> • Create a Housing Authority / or some housing-related entity 	1. Preliminary work to form a Housing Authority or some housing-related entity.	2. Prepare Budget 3. Form an Authority or agreement via IGA 4. Insurance, resource materials, contract supplies, support	5. Operation continues, address unaccomplished goals/objectives from Years 1 & 2	6. Continue	7. Continue
• Action Steps	1. Education, feedback data gathering, etc. from 3 entities		5 .Continue	6. Continue	7. Continue
• Responsible Party	1. OCHAC	2. Housing Authority, or other housing related entity. 3. Housing Authority, or other housing related entity. 4. Housing Authority, or other housing related entity.			

<u>**Contingent upon Housing Authority/housing-related entity staff. **</u> — <ul style="list-style-type: none"> • Develop Resource Materials (specific request from entities for “resource center”) 	1. At-A-Glance information sheet by entity 2. Financial resources for local applicants	3. “How to Take Care of Your Property” Brochure 4. Expectations Brochure for builders	5. Develop website	6. Continue updating and developing needed resource materials	7. Continue updating and developing needed resource materials
• Action Steps	<u>**Contingent upon Housing Authority/housing-related entity staff. **</u>	<u>**Contingent upon Housing Authority/housing-related entity staff. **</u>	<u>**Contingent upon Housing Authority/housing-related entity staff. **</u> —	<u>**Contingent upon Housing Authority/housing-related entity staff. **</u>	<u>**Contingent upon Housing Authority/housing-related entity staff. **</u>
• Responsible Party	1. OCHAC – preliminarily, but if maintained, should be responsibility of Housing Authority, or other housing related entity. 2. OCHAC – preliminarily, but if maintained, should be responsibility of Housing Authority, or other housing related entity.	3. OCHAC – preliminarily, but if maintained, should be responsibility of Housing Authority, or other housing related entity.	4. Housing Authority, or other housing related entity.	6. Housing Authority, or other housing related entity	7. Housing Authority, or other housing related entity

<u>**Contingent upon HA/housing-related entity staff. **</u> <ul style="list-style-type: none"> • Support Entities / Use Applications 	1. Monitor land sales for land bank 2. Provide guidance resource materials (crude market studies)	3. Continue to monitor land sales for land bank 4. Develop regional rental rate matrix by home size 5. Provide homes sales matrix	6. Continue to monitor land sales for land bank	7. Continue to monitor land sales for land bank	8. Continue to monitor land sales for land bank
• Action Steps	1. Develop and track public lands that may be utilized for affordable housing; subject to local juris zoning and regulations (ongoing) <u>**Pertinent to Housing Authority/or contracted services**</u>	<u>**Pertinent to Housing Authority/or contracted services**</u>	<u>**Pertinent to Housing Authority/or contracted services**</u>	<u>**Pertinent to Housing Authority/or contracted services**</u>	<u>**Pertinent to Housing Authority/or contracted services**</u>
• Responsible Party	<u>**Contingent upon Housing Authority/housing-related entity staff. **</u>	<u>**Contingent upon Housing Authority/housing-related entity staff. **</u>	<u>**Contingent upon Housing Authority/housing-related entity staff. **</u> —	<u>**Contingent upon Housing Authority/housing-related entity staff. *</u>	<u>**Contingent upon Housing Authority/housing-related entity staff. **</u>

Five Year Strategic Plan: By Activity / Goal

<ul style="list-style-type: none">• Zoning and Regulatory Changes (i.e. density)	<ol style="list-style-type: none">1. Decrease the minimum lot size2. Look at different configurations of dwelling units (including duplexes, cohousing, etc.)3. Continue to encourage ADU development / regulatory process for long term rentals4. Increase allowable building density per municipal lot5. Recommend adoption of inclusionary subdivision regulation with a requirement for certain % of AH. Such requirement could be met by designating lots/units or money in lieu thereof6. Allow modular housing; tiny homes, mobile homes7. Reduce onsite parking requirements8. Look at financing tap fees for AH9. Look at Revisions to model energy code for smaller homes;10. Review fire suppression regulations for duplexes to ensure cost effectiveness11. Smaller lot sizes and allowance of mobile homes in Colona12. Building and energy code regulations should be the same for all three entities, where possible	<ol style="list-style-type: none">13. Look at lands adjacent to boundaries of municipalities for the purpose of affordable housing.14. Look at building regulations from cost/benefit analysis; when there are contemplated changes, municipalities and county seek input from builders	<ol style="list-style-type: none">15. Look at building regulations from cost/benefit analysis; when there are contemplated changes, municipalities and county seek input from builders	16.	17.
<ul style="list-style-type: none">• Action Steps	City, Town and County Processes				
<ul style="list-style-type: none">• Responsible Party	<ol style="list-style-type: none">1. City and Town2. City and Town3. City, Town and County, OCHAC4. City and Town5. City, Town and County6. City, Town and County7. City, Town and County8. City and Town9. City and Town10. City, Town and County11. City and Town12. County	<ol style="list-style-type: none">13. City, Town and County14. City, Town and County	<ol style="list-style-type: none">15. City Town and County		

<ul style="list-style-type: none">• Educational Forums (one-to-two per year)	<ol style="list-style-type: none">1. Educational Forums (topics pertinent to cultural environment/needs)	<ol style="list-style-type: none">2. Educational Forums (topics pertinent to cultural environment/needs))	<ol style="list-style-type: none">3. Educational Forums (topics pertinent to cultural environment/needs)	<ol style="list-style-type: none">4. Educational Forums (topics pertinent to cultural environment/needs)	<ol style="list-style-type: none">5. Educational Forums (topics pertinent to cultural environment/needs)
<ul style="list-style-type: none">• Action Steps					
<ul style="list-style-type: none">• Responsible Party	1. OCHAC	2. OCHAC	3. OCHAC	4. OCHAC	5. OCHAC

Exhibits

- Exhibit 1 - 05-26-2016 Forum Notes
- Exhibit 2 - 09-21-2016 Housing Needs in Ouray County, Diaz
- Exhibit 3 – January 2017 Questionnaire to City, Town, and County
- Exhibit 4 - 10-17-2017 Home Seekers and Renters Forum Notes
- Exhibit 5 - 02-07-2018 Builders and Developers Forum Notes
- Exhibit 6 - 05-2018 City, Town, and County Elected Official Questionnaire Responses
- Exhibit 7 - 2009 Affordable Housing Action Plan
- Exhibit 8 - 2011 Regional Housing Needs Assessment – Ouray and San Miguel Counties
- Exhibit 9 - Boulder Regional Housing Partnership Resources

HOUSING NEEDS IN OURAY COUNTY

Shirley L. Diaz
Ouray County Housing Authority
And Executive Director SMRHA



“We’re Building the Ability for the Community to be Informed.” Wayan Vota

- The 2011 Needs Assessment
 - ❖ The methodology used
 - ❖ Projections
- State Demographer Data from 2015
- Rental and Ownership Needs
- Whistler Housing Authority Needs Assessment



Methodology

- The Study looked at:
 - 1) Unfilled jobs
 - 2) Number of commuters who want to move here



Projections for 2015

- 3 scenarios are in the study
 - 1) .5% growth
 - 2) 1.5% growth
 - 3) 3% growth



Jobs in 2010 in Ouray County =2,292

1

- With .5% growth in 2015 we'd have 2,350

2

- With 1.5% growth we'd have 2,469


3

- With 3% growth we'd have 2,657



State Demographer Published Jobs

- State demographer data has our jobs in 2010 at 2,423
- RRC calculated our jobs at 2,292 in 2010
- State demographer data for 2014 has 2,589 jobs in the County
- The 1.5% job growth projection was 2,469 for 2015 in the study



Job Growth 2010 -2014

(Study #s and projections)

1


- 177 new jobs

2

- Equals approximately 140 employees

3

- Additional units needed?
94 or more



Job Growth With State Demographer Data 2010 -2015

1

- 166 new jobs

2

- Equals approximately 132 employees

3

- Additional units needed?
88 or more



Rental Needs

1

- How do we get new rental units built?

2

- How do we determine where they can be built and funded

3

- Public and Private Partnerships-OCHA



Ownership Needs

1


- What is our need and what is the price point for our workforce

2

- Does it get built at the expense of rental or along with rental

3

- Who builds the units and how does it get dispersed throughout the County



Everyone Should Be Able to Live & Work Here-Fact or Myth?

1

- Can everyone get a mortgage?

2

- Who wants to live & work here now?

3

- Will the community support taxes to make it happen?



How To DETERMINE OUR NEED NOW

THERE IS NO ONE WAY TO DETERMINE NEED

- **THE CALCULATIONS IN THE LAST NEEDS ASSESSMENT CAN BE DUPLICATED**
- **OTHER CALCULATIONS CAN BE USED**
- **NEW AVENUES CAN BE PURSUED**



WHISTLER: AN EMPLOYER FOCUSED MODEL

18 YEARS OF RESEARCH

Business Survey Model


- Assesses employment characteristics; and
- Housing Needs for Whistler's workforce





Whistler Survey

- All Employers Are Contacted
 - In 2015 they had a 36% response rate
 - They survey the winter and summer workforce
 - The 2015 report has a comparison chart from 02/03 season thru 14/15 season reports on page 24
 - The Report Can Be Found At:
<https://www.whistlerhousing.ca/pages/learn-more>



Summary:

Our Region has changed since 2010

Things we need to know

- Current Rental gap- who wants to live here and rent
- Current Ownership Gap- who wants to buy & can't
- Number of unfilled jobs
- Percent of in-commuters & where they want to live
- What is the seasonal need
- What is the year round need



Summary Continued:

Things we need to know

- How do we get housing built
- Does zoning accommodate development
- Is taxing an option
- Is there Private Development interest

What are our next steps?



REGIONAL HOUSING NEEDS ASSESSMENT

[HTTP://SMRHA.ORG/WP-CONTENT/UPLOADS/2016/08/NEEDSASSESSMENT2011.PDF](http://SMRHA.ORG/WP-CONTENT/UPLOADS/2016/08/NEEDSASSESSMENT2011.PDF)

WHISTLER

[HTTPS://WWW.WHISTLERHOUSING.CA/PAGES/LEARN-MORE](https://www.whistlerhousing.ca/pages/learn-more)

Chapter 6 Housing

The existing pattern of a mixture of housing types, family sizes and incomes in Salida neighborhoods is integral to the character of the community. Decent housing should be attainable by all citizens of Salida whether to rent or to own.

Affordable housing has been a growing concern in recent years as the increase in housing costs has outpaced wage increases. While Salida may seem to some like an affordable alternative to other Colorado resort communities, rising housing costs have put pressure on local residents to live outside of the municipality, live in sub-standard housing or leave the community.

Ensuring diverse housing opportunities are available will enhance and support the city's economic and social diversity, and help maintain the sense of community. There are a variety of recent studies and ongoing efforts to address the growing problem of cost-burdened households.

Neighborhoods New & Existing

New neighborhoods or infill homes should be compatible with community character with respect to density, design and demographics. The city recognizes that the cost of infrastructure per household is reduced as density increases and dense housing should be encouraged to the extent possible without negatively impacting the character of existing neighborhoods. New neighborhoods should mirror traditional patterns of nearby neighborhoods, offer connections to other parts of the community, and provide a variety of compatible housing types as well as amenities.

Downtown neighborhoods contain older homes on smaller lots within a short distance to services, schools and recreation. These neighborhoods are experiencing new development, such as condominiums and duplexes, and provide a mix of housing with a variety of home styles.

The historic downtown was constructed with storefronts on the ground level and often included housing or lodging units on the second floor. Many of the second floors have been vacant for some time; however, there has been a resurgence in downtown living in Salida and reuse of those upstairs units. This type of mixed-use living should be encouraged where appropriate in both the downtown and the SH 291 corridor within the city.

Design Guidelines

The residential neighborhoods surrounding downtown Salida have certain characteristics that are highly valued by residents and visitors alike. Although there is not a distinct architectural style in these early Twentieth Century neighborhoods, there are definable qualities that contribute to their attraction. The scale,



Cottage houses at 4th and F Street across from Alpine Park

pedestrian friendliness, front yards, and variety of materials all contribute to the highly-valued character of these neighborhoods.

Efforts began in 2007 in the neighborhood east of downtown to explore ways to maintain the character of the neighborhood through regulation. The result was the creation of a zoning overlay for the Sackett's Addition neighborhood along with the Sackett's Addition Design Requirements and Recommendations. This document informs residents and prospective buyers of the requirements of the overlay as well as suggestions to ensure that new construction and

remodels are compatible with the character of the neighborhood. This was the first instance of residential design regulations specific to the character of an existing neighborhood in Salida.



Victorian house in the Sackett Overlay

Diversity of Housing

Salida is not a city of gated communities or income defined neighborhoods. The city was built with functional neighborhoods constructed with a variety of home sizes, styles and income levels. Small multi-family structures were integrated into neighborhoods of large and small single-family homes providing neighborhoods which housed a variety of household sizes and incomes.

The diversity of housing types drives the integrated feel of the neighborhoods in Salida and this quality is highly valued. With Ordinance 2008-33, the City Council adopted several changes to the Land Use code to allow for duplex and townhouse configurations as well as address affordable housing in new annexations and planned developments. These changes provide a regulatory mechanism to help ensure a variety of housing types are possible, and in some cases required, in neighborhoods.

Affordable Housing

In the recent 2009 and 2013 Salida Community Survey, affordable housing repeatedly ranked as one of the greatest concerns of the community. This issue ranked highly with both new members of the community and long-time residents. The concern about housing is not just for young people getting started in their careers, but also for their parents who risk losing their children who must move to other areas to make ends meet. Salida has historically been a community where multiple generations can grow up and live out their lives. Increasing housing costs along with lack of employment are beginning to erode that valuable social fabric of the community.

The City of Salida does not directly provide affordable housing for the community. However, many of the policies and regulations set forth by the city affect the overall cost of providing housing in the community. The possibility exists for the city to implement an inclusionary zoning ordinance to include affordable housing requirements with other residential projects or providing meaningful incentives to developers that provide affordable housing. Other efforts from the city could include the possible allocation of city owned lands for affordable housing projects or offering reduced fees associated with the cost of developing affordable housing.

There are organizations in the community which provide low-income housing or assist low income households with housing improvements. The Salida Housing Authority (“SHA”) manages Mt. Shavano Manor which provides rental units for low income seniors and disabled adults. Through discussions with the director and board members it is evident they feel that there is a need for additional units to serve this population. This need is evidenced through the waiting list for units.

Mt. Shavano Manor was constructed in 1969 on land provided by the city. The site and units are well-constructed and maintained. The project is funded through rental payments and funding from the U.S. Department of Housing and Urban Development (“HUD”).

SHA provides 29 efficiencies; 16 – 1 bedrooms; 2 – 2 bedrooms and 3 – 1 bedroom fully handicapped ac-

cessible units. SHA serves qualified individuals who earn 30% - 50% of median income. SHA continues to have a waiting list for those in need of low income housing.

The Salida Development Corporation manages the Riverbend Apartments on Holman Avenue. Construction of the development came through a variety of funding sources including low income tax credits and the Colorado Division of Housing. Units at Riverbend Apartments are rented to low income families. There are 30 units including 22, 2-bedroom units and 8, 3-bedroom units. Ongoing expenses at Riverbend are funded through rental payments. The board has noted that they consistently have at least three families waiting that are pre-qualified and they generally have a wait time of six months to a year.

The Salida Development Corporation is interested in finding a suitable site to construct a similar development. They would like their next project to include single-family homes rather than the apartments they currently provide. Riverbend Apartments does accept Section 8 vouchers and serves families who earn 40% - 50% of area median income. Members of the board also feel there is a need for housing to serve families who earn 60% of area median income. Utilizing tax credits to off-set construction costs ensures that for at least 30-years the tenants of the units must meet income restrictions.



<http://www.chaffeehabitat.org/>

Chaffee County Habitat for Humanity (Habitat) was established in 2001 and is actively constructing units throughout the county. Eight units have been constructed with plans to serve an additional five families by 2013. Four single family homes include two in Poncha Springs, one in Nathrop, and one in Buena Vista. One duplex has been completed in Buena Vista and one in Salida. Applicants must be residents of the county for at least one year and meet three basic criteria: need, willingness to partner, and ability to pay their mortgage. Habitat operates on a 'sweat equity' model where selected applicants contribute

300-500 hours of work on the home during construction. Volunteers from inside and outside the county jointly build the home, significantly reducing the cost of construction. Selected applicants become homeowners when they purchase the home at cost from Habitat with an affordable mortgage. Habitat plans to expand their services to include rehabilitation of owner-occupied homes for those in the 30% - 50% area median income range they serve. Both new construction and rehabilitation bring community members together to ensure decent, affordable housing for families, young and old.



Wall raising at Starbuck Dairy Subdivision duplex Habitat for Humanity



www.UAACOG.org

The Upper Arkansas Area Council of Governments ("UAACOG") is a Community Housing Development Corporation and has a variety of housing programs in the area. UAACOG administers the Section 8 program in Chaffee County. There are 70 Section 8 vouchers available in Chaffee County and 78 families on the waiting list. In addition to the rental program,

UAACOG offers the Section 8 Voucher Homeownership Program. The program allows a person or family who is receiving Section 8 rental assistance to use the voucher as assistance for the mortgage payment. UAACOG administers the Section 8 Family Self-Sufficiency Program that helps families increase income and begin to set aside savings.

The Mutual Self-Help Program administered by UAACOG requires the prospective owners provide at least 65% of the construction of their new home in sweat-equity. This equates to about 30 hours per week from the household and friends during construction. UAACOG has built thirteen homes in Poncha Springs through the Mutual Self-Help Program.

All of these organizations have noted that while they recognize the need for affordable housing in Salida and would like to build more units, they have difficulty finding land with appropriate services that is within their ability to purchase.

UAACOG has additional housing related programs including a Home Improvement Program, Homebuyer Counseling and Homebuyer Financial Assistance. More information about UAACOG programs can be found at www.uaacog.com.

The City of Salida has begun to approach the issue of housing affordability on a variety of fronts. In 2007, the Chaffee County Housing Needs Assessment (“Needs Assessment”) was completed by Economic & Planning Systems (“EPS”). This assessment recognized the pressures being created in the local housing market due to the influx of higher income households, telecommuters, and a growing second home market. The report found that one in four Chaffee County households are cost burdened meaning more than 30% of their income is going towards rent or mortgage payments.

Following the findings in the Needs Assessment, the City Council adopted the City of Salida Strategic Housing Plan (“Strategic Plan”) created by the Rural Community Assistance Corporation. The Strategic Plan identifies twelve implementation measures for the city.

Adoption of the Strategic Plan was followed closely by the creation of the Chaffee Housing Trust (“Housing Trust”), a community land trust. Implementation measure #9 from the Strategic Plan states that the city should provide direct support for the Housing Trust. General Fund allocations were provided to the Housing Trust in 2009 and 2010. The Housing Trust is currently a dormant organization with no future projects at this time.

The Housing Trust commissioned a market feasibility for the Crestone Heights project completed in February, 2009. This study confirmed the findings of the Needs Assessment emphasizing the need for affordable priced units in the housing market. The Needs Assessment, Strategic Plan and Housing Trust market feasibility are all good sources of economic and demographic information related to housing in Chaffee County and Salida. The Colorado Department of Local Affairs, Division of Housing website is also a good source of housing related information: <http://www.dola.state.co.us/cdh/index.html>.

The variety of housing programs that exist along with the Needs Assessment show that a variety of household types are in need of housing assistance in our community. Needs range from seniors to struggling families and individuals with disabilities.

Energy Efficient, Safe and Sustainable Housing

In this era of growing concerns about climate change and uncertainty about the longevity of fuel supplies, energy efficiency is a prevalent concern. High energy costs impact the ongoing operating expense of a home and thus the affordability of housing. Environmental concerns should also be considered with regard to housing both from the perspective of the impact of renewable resources and health of the interior living environment.

Effective January 1, 2008 the city and county adopted the 2006 International Code for Energy Conservation. Adoption of this code is a first step by local government to consider the energy efficiency of structures and sets basic requirements for construction. UAACOG and Chaffee County both have programs to provide assistance for low-income homeowners and for landlords to improve the energy efficiency of their housing units. In 2009, the City Council passed an ordinance to allow the refunding of city sales taxes incurred during the purchase of photo-voltaic systems in the city.



New Habitat for Humanity duplex at
Starbuck Circle

Principles / Policies / Action Items

Principle H-I. Neighborhoods – New & Existing

Existing neighborhoods will continue to thrive and new neighborhoods will fit the traditional pattern and style of older neighborhoods.

Policy H-I.1 – Provide a mix of housing types and densities throughout the city to address a variety of incomes and lifestyles.

Action H-I.1.a – Develop guidelines for multi-family housing projects.

Action H-I.1.b – Review regulations for accessory dwelling units to ensure compatibility in neighborhoods and also provide another avenue for affordable housing.

Action H-I.1.c – Review condominium regulations to ensure compatibility in neighborhoods and to provide for additional density and housing types.

Policy H-I.2 – The character of existing neighborhoods should be protected.

Action H-I.2.a – Design and construction standards should be reviewed so that infill development in existing neighborhoods is compatible with the valued character features.

Action H-I.2.b – Identify the different neighborhoods of the city and the characteristics that make them unique.

Action H-I.2.c – Important view sheds, solar access and privacy should be protected with new infill development in existing neighborhoods.

Policy H-I.3 – Infrastructure should be maintained and improvements made in existing neighborhoods.

Action H-I.3.a – Work with neighborhoods to identify and prioritize infrastructure deficiencies such as sidewalks, curbs, lighting, stormwater drainage and street trees.

Policy H-I.4 – New neighborhoods should contain a mix of housing types, a variety of lot sizes, open space, parks and amenities and should be connected to services.

Action H-I.4.a – Review the annexation, subdivision and development standards of the Land Use Code to ensure new neighborhoods contain a mix of housing types, a variety of lot sizes, open space, parks and amenities.



Mixed-Use Development in the downtown area

Action H-I.4.b – Annexation proposals shall comply with the affordable housing recommendations in the City of Salida Strategic Housing Plan.

Action H-I.4.c – Review the Land Use Code to allow for small areas of commerce and business in new neighborhoods where appropriate.

Principle H-II. Affordable Housing

Salida will continue to be a city where working people, families, and residents of all generations and income levels can continue to afford to live in the community.

Policy H-II.1 – Promote new development projects that contain a variety of housing, including affordable units.

Action H-II.1.a – Any residential development at the Vandaveer Ranch should include a significant affordable housing component.

Action H-II.1.b – Consider adoption of an inclusionary zoning ordinance.

Action H-II.1.c – Seek changes to the Land Use Code to ensure that affordable housing is interspersed throughout the city, maintaining diversity in existing neighborhoods.

Action H-II.1.d – Revise development standards, procedures or fee structures that are barriers to the free market development of affordable housing.

Action H-II.1.e – Design affordable housing that fits with the character of the neighborhood.

Policy H-II.2 – Monitor demographic and market shifts to understand the needs for affordable housing in the community.

Action H-II.2.a – Periodically update the Needs Assessment.

Policy H-II.3 – Work cooperatively with other agencies to provide affordable housing and home improvements.

Action H-II.3.a – Maintain and strengthen relationships with affordable housing providers in the community and examine ways the city can provide both monetary and non-monetary support for housing agencies in the community.

Action H-II.3.b – Help to educate the public about current housing assistance programs in the community and provide educational opportunities on affordable housing for 1st time home buyers, realtors and builders.

Action H-II.3.c – The Salida Regional Planning Commission should consider appropriate areas for implementation of density bonuses related to preservation of undeveloped lands in the County and affordable housing close to the municipality.

Action H-II.3.d – When affordable housing units are provided, ensure the city has a mechanism or

partner organization to keep track of and enforce the deed restrictions or land ownership arrangements to ensure the housing remains attainable in the long-term for low and moderate income residents.

Action H-II.3.e – Facilitate discussions with major employers (e.g. R-32-J, Heart of the Rockies Regional Medical Center, Heart of the Rockies Chamber of Commerce, etc.) in the southern part of the County to understand the needs of their employees and possibly forge new partnerships to help meet employee housing needs.

Policy H-II.4 – Seek financial strategies to support affordable housing efforts.

Action H-II.4.a – Explore funding mechanisms to supplement affordable housing such as impact fees, grants and public/private partnerships.

Action H-II.4.b – If opportunities arise to acquire land suitable for housing, the city should consider pursuing the option, possibly in conjunction with the county or another affordable housing provider.

Principle H-III. Energy Efficient, Safe & Sustainable Housing

Dwelling units should be built and maintained for safety and efficiency.

Policy H-III.1 - Energy efficient housing reduces the operating costs of the household and as well as environmental impacts.

Action H-III.1.a – Continue to implement building code revisions that ensure safe and energy efficient housing.

Action H-III.1.b – Work with UAACOG and Chaffee County to promote energy efficiency upgrades for existing homes and rental units.

Action H-III.1.c – Continue to enforce the 2006 International Property Maintenance Code to ensure that multi-family housing and mixed use structures are well-maintained and energy efficient.

Action H-III.1.e – Ensure that updates to the Building Code allow for alternative energy to be used in residential construction.

Action H-III.1.f – Provide educational lessons to builders and other design professionals on the construction of energy efficient and healthy homes.

Action H-III.1.g – Expand energy efficiency codes for new and existing buildings to support weatherization and energy efficiency audits and upgrades for low income families.

SECTION VII HOUSING

*ALL TAOS FAMILIES AND HOUSEHOLDS
HAVE THE OPPORTUNITY TO OWN
QUALITY, AFFORDABLE HOUSING.*

EXISTING CONDITIONS AFFECTING HOUSING

Housing affordability remains a concern for many Taos residents. According to local real estate appraiser and consultant Mark Cowan and Associates, the median price of a single family home in the first six months of 1996 was \$162,000, down from \$173,00 in 1995. In the same period in 1997, the median price was \$145,000, as seen in Table 12. Even though mortgage interest rates and prices have dropped, single family homes remain beyond the reach of most Town of Taos families, whose median household income in 1997 (\$20,500) was only 38% of the qualifying income for the median priced home. A family of four living on the median annual income of \$20,500, assuming a 5% down payment and a 6.875% conventional mortgage, can afford a \$60,000 home or, put another way, a home that costs almost 60% less than a median priced home in Taos. Some relief is provided by the Town's relatively low property tax rates. As shown in Figure 48, 66% of all dwelling units in the Town of Taos are single family homes, 26% are units in multifamily dwellings, and 8% are manufactured or mobile homes. Other communities in the region, notably Angel Fire, Red River, and the Taos Ski Valley, have higher percentages of multi-family dwelling units resulting from their resort and visitor orientations.

Some suggest manufactured housing as the answer to affordable, owner occupied housing for Town of Taos residents. More than half of all new single family dwellings created in New Mexico in the past year were manufactured homes. The statewide trend is reflected in the Town of Taos. Although it is true that manufactured housing is an affordable option for many in terms of monthly payments, the prevailing financing terms and the slower appreciation (and, in some cases, depreciation) of mobile homes and manufactured housing make it a poor long-term investment option if affordable site built housing is available. The Town of Taos also has the opportunity to regulate the location of manufactured homes in order to provide the best environments possible for families that do not choose or cannot afford site built housing.

Housing policy in general is greatly impacted by the decrease in the number of persons per household. Reflecting Taos' aging population, the decrease in household size poses a challenge to increasing overall residential densities given Taos' traditional development pattern. Affordability is also hampered by this demographic shift, since the housing costs to individuals may be reduced if they are shared by a larger household.

Persons Per Household**Historical and Projected Persons per Household**

<i>Year</i>	<i>Town of Taos</i>	<i>Taos County</i>	<i>New Mexico</i>	<i>United States</i>
1960	3.31	4.13	3.69	3.29
1970	3.10	3.62	3.62	3.11
1980	2.64	2.99	2.99	2.75
1990	2.34	2.64	2.64	2.63
2000	1.93	2.07	2.29	2.36
2010	1.55	1.56	1.91	2.13
2020	1.17	1.05	1.53	1.89

Source: Bureau of Business and Economic Research, UNM, projections by Dekker/Perich/Sabatini

Table 11
Historical and Projected Persons Per Household

The Town of Taos and Taos County own and manage affordable housing sites and sponsor programs to increase affordable housing opportunities in the Taos area. These sites and programs are as follows:

Town of Taos Affordable Housing

The Town of Taos currently owns and manages four affordable housing sites on Linda Vista Lane (30 units), Gusdorf Place (25 units), Cervantes (19 units), and Zia Circle (10 units). Linda Vista, Gusdorf Place, and Cervantes contain varying mixes of one, two, three, and four bedroom units. Linda Vista also provides some efficiency units, and Zia Circle contains only one-bedroom units. Tenants at these affordable housing sites must earn 80% or less of Taos' median income, according to US Housing and Urban Development standards. Tenant rent varies according to the number of bedrooms each unit contains, and is based on one-third of the total household income. Average rates are \$87 per month for one bedroom, \$130 a month for two bedrooms, \$98 a month for three bedrooms and \$45 a month for

four bedrooms. Tenants also receive utility allowances for gas, electricity, water, sewer and sanitation based on bedrooms per unit. The majority of affordable housing tenants are elderly and Hispanic. Some moved into Town from surrounding communities like Amalia, Costilla, and Valdez to be closer to food stores and medical facilities. All Town of Taos affordable housing sites are slated for maintenance and renovation this year, including re-roofing, curb, gutter, and sidewalk improvements. Twenty additional units will also be built throughout these sites. Currently, the Town is developing a new affordable housing site, Chamisa Verde, on Paseo del Cañon East next to the Youth and Family Center.

Habitat for Humanity

Habitat for Humanity of Taos is a volunteer organization that builds homes in partnership with families who wouldn't normally be able to afford a home or who do not qualify for any type of home ownership program. When the organization completes the home, it is then sold to a family at cost. The family pays a no interest mortgage and contributes 500 hours of "sweat equity," which means that they assist in building the home. The organization has completed four homes throughout the Town and plans on completing four more by the end of the year.

Youth Build

In association with Habitat for Humanity, Youth Build constructs homes for the community and provides hands-on construction experience for Taos youth. Youth Build employs youth ages 16 to 24, primarily high school dropouts, in a ten-month program that trains them in the construction industry. Half of students' time is spent in the classroom while the remainder is spent on site.

Neighborhood Housing Services

Neighborhood Housing Services (NHS) is a non-profit Community Housing Development Organization (CHODO) that develops the new construction of moderately priced homes. In addition, the organization assists home buyers with short and long term counseling about home purchases. Home buyers can receive assistance through every step of the process. NHS also offers below market rate mortgage loans. The organization is based out of Santa Fe and is active in Taos. Recently, NHS has purchased eight homes within the Arroyo Park subdivision, located on the south end of Blueberry Hill Road. NHS will also develop phase one of the Town's Chamisa Verde project and is working on a 44 unit multi-family rental project.

Taos County Housing

Taos County currently owns and manages three different affordable housing sites that include 86 housing units.

Residential Sales Greater Taos Area (Excluding Taos Ski Valley)		
	1996	1997
Average Sale Price	\$182,955	\$190,359
Average Size	1798	1739
Weighted \$/sf	\$105.63	\$111.56
High Sale Price	\$580,000	\$680,000
Low Sale Price	\$58,000	\$70,000
Median Sale Price	\$162,000	\$145,000
High Size (sf)	5450	5821
Low Size (sf)	581	800
Prevailing Interest Rate	8.50%	7.88%
Income Required for 95% Mortgage Median Sales Price	\$64,692	\$54,590
Median Household Income	\$20,090	\$20,500
Percentage Median Income is of Qualifying Income	31%	38%

Source: Mark Cowan & Associates, NMMFA, and Mortgage Market Information Services

Table 12
Residential Sales in 1996 and 1997

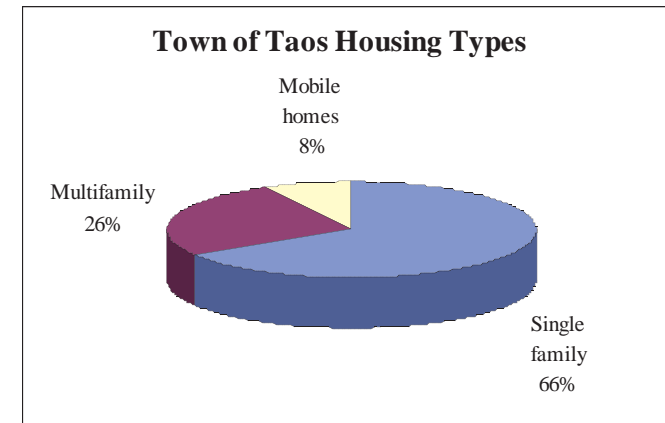


Figure 48
Housing Types in the Town of Taos

COMMUNITY GOALS AND OBJECTIVES FOR HOUSING

Goal One

A Taos family of median income can afford an average priced home.

Objectives

- Develop and finance an inventory of affordable owner-occupied and rental housing.
- Intervene in the housing market to ensure the availability of affordable housing for the majority of Taos residents.

Goal Two

Taos neighborhoods contain a mix of housing types affordable to all Taos residents.

Objective

Require a mix of housing units by size and price within larger subdivisions.

Goal Three

Taos housing meets current health and safety standards.

Objective

Ensure that housing protects the health, safety, and welfare of the occupants.

Goal Four

All housing exists in safe, beautiful neighborhoods that enhance residents' quality of life.

Objectives

- Provide landscaping, greenspace, and recreational amenities for all residents, including those of mobile home parks and affordable housing subdivisions.
- Design pedestrian friendly streets and outdoor public places to sit, eat, and visit in subdivisions and mobile home parks.
- Design linkages that encourage the use of non-motorized transportation and public transit among neighborhoods and from neighborhoods to community facilities, employment and commercial centers.

HOUSING POLICIES

1. The Town of Taos will adopt a definition of "affordable housing" and subsequently adopt an inclusionary zoning ordinance with density bonuses for developers who build affordable housing.
2. The Town of Taos will not allow a cash payment in lieu of providing affordable housing in order to integrate a variety of housing types, lot sizes, and price ranges within developments.
3. The Town of Taos will create public-private partnerships and leverage Town resources to create incentives for private sector investment in affordable housing. The Town will provide reduced cost or at-cost land and reduced fees and costs for infrastructure, where appropriate. These leveraged resources will be offered only with the guarantee from for-profit or not-for-profit developers that they will develop affordable housing as defined by the Town of Taos.
4. The Town of Taos will explore ways to streamline and simplify the development review process for affordable housing projects.
5. The Town of Taos will consider supporting legislation to adopt a state Real Estate Transfer Tax. Pending State Legislature approval, the Town of Taos may enact a local option Real Estate Transfer Tax ordinance that will allow the Town to levy a tax on the purchase of property.
6. The Town of Taos will explicitly encourage cluster housing in its Land Use Development Code provided that adequate open space is retained for benefit and use of residents for such things as walk and bicycle paths, pocket parks, play areas, and greenbelts.
7. The Town will plan a network of multi-use trails connecting residential, recreational, and commercial areas, and each developer will coordinate its development to link up with and enhance the network.
8. The Town of Taos shall amend its Land Use Development and Building Codes to reward developers and builders who build energy and resource efficient homes, thereby making them more affordable.
9. The Town of Taos will send its planning staff to visit and study sustainable communities, and consult with the persons responsible for such developments.
10. The Town of Taos will encourage, support, and participate in sustainable design for the community, developments, and homes.
11. The Town of Taos will mandate the harvesting and reclamation of water for irrigation of plantings and reduction of water consumption and sewage, and will promote the use of permaculture in public spaces while permitting the growth of fruit trees, vegetable and flower gardens in private spaces.
12. The Town of Taos will promote development that includes improved solid waste collection and disposal methods intended to enhance recycling and composting.

SECTION VII/HOUSING

13. The Town of Taos will encourage innovative building and construction systems (IBACOS) which promote energy efficient home construction and design of development.
14. The Town of Taos will seek to purchase land to be placed in a land bank. The land bank will be made available at below market cost to build housing that is affordable to families with incomes below 80% of the area median income.
15. The Town of Taos will consider recycling the income it receives from the sale of affordable housing lots for the purchase of additional lands on which to build affordable housing.
16. The Town of Taos will seek to purchase land for acquisition and holding at today's prices, using bond revenues if necessary, in order to have land available for future public/private design and development of sustainable, affordable homes and communities.
17. The Town of Taos will encourage and support the work of Community Based Housing Organizations (CHODO) which have demonstrated the ability to increase the inventory of affordable, attractive, owner-occupied and rental housing, particularly Habitat for Humanity of Taos and Neighborhood Housing Services of Santa Fe. The Town will consider encouraging the formation of and participation in a greater Taos area CHODO eligible for HUD development funding and with substantial representation from the above Community Based Organizations.
18. The Town of Taos will consider making available land and infrastructure to Community Based Housing Organizations on a no up-front cost basis.
19. The Town of Taos will institute accountability measures for its own affordable housing projects to ensure successful, timely completion and efficient resource management.
20. The Town shall amend its Land Use Development Code to require bike paths and walking trails, pocket parks, play areas, green space, and a minimum lot size allowing some private outdoor space in all developments, including mobile home parks and road projects.
21. The Town of Taos will require mobile home and manufactured home parks to be well-planned and to include open space, landscaping, play areas, and other amenities.

IMPLEMENTATION

Inclusionary Zoning Ordinance

Between December 1999 and December 2000, Town of Taos Planning and Zoning Department Staff will coordinate a citizen committee to develop an inclusionary zoning ordinance with density bonuses for developers who build affordable housing.

Land Purchase Program

Between January 2001 and June 2002, Town of Taos Planning Department Staff will prepare a report detailing ways to purchase land dedicated to affordable housing. Planning Staff will present the report to, make recommendations to, and work with the Mayor and Town Council in implementing an affordable housing land purchase program. Mechanisms to be considered include:

- Public-private partnerships and leverage through which the Town will provide discounted or at-cost land and reduce infrastructure costs and other fees for affordable housing developers.
- Land banking.
- Bond revenues.
- A graduated scale real estate transfer tax that is appropriate for Taos.
- Recycling of lot sale income from Chamisa Verde or other Town owned affordable subdivisions to purchase additional land for affordable housing.
- Town provision of land and infrastructure to community based housing organizations on a no up-front cost basis, taking as payment a silent, soft-second mortgage from the purchaser of the home upon its completion.

Community Housing Development Organization (CHODO)

Between July 2002 and December 2003, Town of Taos Planning Department Staff will research past efforts to form a CHODO in Taos County, and will make recommendations to the Mayor and Council regarding Town leadership and/or participation in such an effort.

Sustainable Building Initiative

Between July and December 2000, the Town of Taos Planning and Zoning Department Staff, in coordination with other local governments, will develop and publish a brochure showing how developers can design and build energy and resource efficient homes. The brochure will be distributed with building permit applications and will address:

- The use of solar heating, including orienting homes on an east/west axis, the use of trombe walls, and sun spaces.
- The Solar Rights Act of 1977.
- Innovative building and construction systems (IBACOS).
- R-18 insulation in walls and R-30 in ceilings.
- Natural light.
- Energy and water saving fixtures, devices, and retrofits.
- Street, curb, and other infrastructure design that would lower land costs to developers.
- Reduction of solid waste and wastewater.
- Recycling and composting.
- Reclaimed or catchment water for irrigation and landscaping.



HOUSING

VISION

Pagosa Springs offers a mix of housing choices in a variety of neighborhoods and meets the needs of the community.

Housing is the heart and soul of the community from which residents create and support the Town's culture, businesses and institutions. Residents also inspire a large part of the community's character, culture and vibe, with individuals who provide critical energy and passion to move forward and realize a shared vision.

One of the biggest issues facing the Pagosa Springs area is the lack of affordable and attainable housing choices. There are several conditions that contribute to the housing crunch:

- **Housing Cost and Availability.** Most new housing has been built for higher income families and individuals. There is not an adequate supply of housing that low to moderate income families and individuals can afford.
- **Housing Demand.** The demand for attainable and affordable housing for the local workforce is much greater than the available supply.
- **Employment Growth.** Employment growth is steady with peak season employment growing from 3,320 persons in 2003 to 4,287 persons in 2016. That is 967 peak season jobs added since 2001 and a growth rate of approximately 2.1% per year.⁴

- **Growth in Low Wage Industries.** Retail, leisure and hospitality jobs are the largest employment sector with 39% of all jobs in 2016 but provide the lowest wages.⁵
- **Second Home and Vacation Rental Impacts.** 41% of the housing units are second homes, with 12% of these homes used for part-time vacation rentals and 11% as full-time vacation rentals, a significant increase since 2000.⁶

Pagosa Springs knows that providing a variety of housing choices is one of the key elements for creating a sustainable and economically resilient community and is an integral step toward achieving the Plan Vision. The Town is therefore committed to providing housing choices for the community.

Housing for the community needs to address (1) affordable housing for those who earn less than 60 percent of the Area Median Income (AMI); and (2) attainable housing for those who earn between 60 and 120 percent AMI. This ensures that all segments of the community are provided housing including the middle class, the poorest residents in the community and seniors living on fixed incomes.

Providing housing will improve the overall quality of life for employees and employers, allow for residents to stay in the community, and bring new people, families, and energy into the community—adding to the Pagosa Springs area leadership, culture, character, institutions, and economic vitality.

⁴ Archuleta County Housing Needs Study Work Session Presentation, May 18, 2017.

⁵ Archuleta County Housing Needs Study 2017.

⁶ Ibid.

The Colorado State Demography Office estimates the County will be aging over the next few decades. Most of the County's population growth is forecast for residents over age 70.⁷ There will be a growing need for new senior living facilities that provide a variety of care levels as well as programs that allow seniors to age in place.

The Town has studied the new housing in the area and found that 70 to 80 percent of it is being built for second homeowners and not for locals.⁸ The housing goals and actions are therefore intended to provide incentives, opportunities and actions in support of local and employee housing.

Pagosa Springs desires to provide housing choices for all members of the community ranging from young employees, families, retirees and those that need assisted living. Pagosa Springs moves forward into the future based on a foundation of three (3) major goals and supportive actions that help advance the provision of housing and a more sustainable and economically resilient community.

GOAL H-1

Collaborate with Archuleta County to establish an organizational structure and/or entity to encourage the creation of housing and promote policies that reduce barriers and provide access to housing choices across all income levels.

Actions

- A. With Archuleta County, jointly assign a task force to conduct research and take the lead on establishing the ground work necessary for creating recommendations for immediate action steps.
- B. Work with the County to identify and secure an organization that can be the primary "Housing Oversight Organization" for advocating, addressing and implementing housing policies and programs within the Town and County.
 1. Increase the communication between the Town and the County, with a monthly briefing at the joint sessions of the Board of County Commissioners (BOCC) and Town Council.
 2. Ensure representation of both Town Council and BOCC on the Housing Oversight Organization board.
 3. Adopt a financing tool to fund the Housing Oversight Organization, and have the organization create a five-year action plan to address the needs and strategies outlined in this plan.
- C. Dedicate resources to address housing needs including code changes and policy development as identified in this section or the Archuleta County Housing Needs Study.
 1. Provide the Housing Oversight Organization with resources and staff capacity.
 2. Provide public land dedications as appropriate to the "Housing Oversight Organization" for housing development with restrictions for development of low- to medium-income housing.
 3. Consider studying the impact of short-term rentals on long-term affordability to understand and inform local policy.

⁷ Colorado State Demography Office, Archuleta County Community Profile, 2016.

⁸ Town of Pagosa Springs Planning Department.



GOAL H-2

With Archuleta County, collaborate to create an environment that supports affordable housing development and home buying through resource allocation, LUDC amendments, and policy.

Actions

- A. Create a development environment that facilitates housing and educates the development community on housing opportunities, new regulatory changes that encourage housing and Comprehensive Plan policies that support housing projects.
- B. Provide financial resources for housing: consider excise tax, use tax, dedicated sales, property, lodging tax, and/or linkage fees in collaboration with the County.
- C. Encourage and support the development of 9% Low Income Housing Tax Credit rental project with fee waivers, land dedication, infrastructure costs and strong community support.
- D. Establish a threshold for establishing an Affordable/Attainable Housing Program that may include requirements for mandatory affordable housing units or payment in-lieu.
- E. Amend the LUDC to only allow the maximum density as envisioned under the Future Zoning Map if 10% or more of the density is restricted to affordable or attainable housing by a housing deed restriction. Or, consider allowing a density increase if a certain percentage of the units are deed restricted for affordable or attainable housing.
- F. Explore range of best practices for incentives to provide affordable housing, such as parking reductions, water and sewer tap fee waivers, application and building permit fee waivers, streamlining and simplifying the development review process and flexible design standards.
- G. Evaluate other communities' deviation from the minimum dwelling unit size of 400 square feet and consider amending the LUDC if appropriate.
- H. Create public-private partnerships and leverage town, county, state, and quasi-government resources to create incentives for private sector investment in housing, such as the provision of government or district owned land for housing development.
- I. Support and encourage the creation of down payment assistance programs to assist home buyers earning up to 120 percent of AMI.
- J. Work with Archuleta County to create a permanent Housing Fund with annual revenues dedicated to affordable and attainable housing, such as a tax increase or reallocating current revenue streams.



GOAL H-3

Apply housing strategies and practices to ensure high quality housing for all Pagosa Springs area families, households and employees with a mix of dwelling and unit types that meet the needs of residents of different income levels.

Actions

- A. Assess appropriate locations for housing throughout the Town and surrounding area to avoid isolating low income housing.
- B. Ensure housing is located in close proximity to existing or planned infrastructure, services, intermodal transit connections, trails and employment.
- C. Provide appropriate amenities for housing, such as childcare, adequate storage area for sports and outdoor equipment, trail connectivity and public transit connectivity.
- D. Collaborate with Archuleta County to re-evaluate the existing mobile home park zoning and mobile home regulations in both jurisdictions to consider additional mobile home parks for housing.
- E. Encourage the creation of additional mixed-income multi-family rental housing in the community.
- F. Inventory town, county, and other public or special district owned property that may be suitable for housing development.
- G. Acquire potential sites for housing as opportunities arise.
- H. Promote energy efficient and “green building” techniques to reduce household energy consumption, utility bills, and help maintain long-term affordability in new housing.
- I. Promote new senior housing and assisted living facilities as needed in the community.
- J. Establish a Joint Town and County Housing Coordinator Position to implement, administer and promote the Town and County housing policies and programs.
- K. Conduct frequent assessments of housing prices and homeownership in the community, as necessary.
- L. Evaluate the impact of the July 2017 change to the LUDC regarding accessory dwelling units, and re-evaluate if necessary.
- M. Encourage unpermitted accessory units to be brought into compliance with new LUDC and building code requirements.
- N. Create housing guidelines and housing deed restrictions with the County based on the recommendations of the 2017 Housing Needs Study.
- O. Amend the LUDC to include a definition of housing choice that includes both housing for those who earn less than 60 percent of the AMI and housing for those who earn between 60 and 120 percent AMI.
- P. Consider the Affordable Housing Taskforce recommendations of additional LUDC amendments such as zoning for tiny homes, mobile homes and extending maximum time for RV occupancy.



What Community Facilities Mean to Sustainability

An important facet of sustainability is social well-being, and community facilities are essential in attaining that. On a global scale, social well-being encompasses broad subjects of social justice, poverty, and peace; at the local scale these translate into more specific topics like access to amenities, services, and housing, safety, preservation of cultural resources, recreation, and more. In Nederland, seniors and young people are valuable members of the community and the Town recognizes the special attention that is needed in planning for their well-being. The Comprehensive Plan supports continued efforts to provide for all members of the community in terms of community facilities, including services such as lunches for seniors at the Community Center and programs at the Teen Center, within the context of Nederland's overall desire to remain tight-knit, distinct, and culturally diverse.

9. Encourage the support of local organizations, activities and facilities (such as the Teen Center and Wild Bear Mountain Ecology Center) that provide a wide range of social and cultural experiences to the community.
10. Work with Boulder County and the City of Boulder for potential advice and funding to encourage the transition of properties within town limits from septic to Town sewer, over time and in cooperation with willing property owners.
11. The Town should maintain, staff, and stock an attractive, welcoming Visitor Center, primarily to provide information on area attractions, including recreation, culture, restaurants, retail, and accommodations. Appropriate merchandise, such as books of local interest, topo maps, souvenir posters, etc., should be offered for sale. The Town owns and operates by contract the Visitor Center, built in about 1989.

12. Continue to reduce operational dependence on non-renewable resources by developing and implementing an infrastructure sustainability action plan that results in the following:
 - a. Reduction or elimination of our dependence on fossil fuels and heavy metals.
 - b. Reduction or elimination of our dependence on synthetic chemicals that persist in nature.
 - c. Reduction of our consumption across all resource streams; encourage recycling, reuse, upcycling, and composting of material formerly recognized as waste.
 - d. Recognition of the implications of local practices to global sustainability (*think globally act locally*).
 - e. Acknowledgement of the impact of delivered energy to the Town in the form of electricity and gas and advocacy for more sustainable provision of such energy.

HOUSING

POLICIES:

1. Work proactively with the Mayor's Task Force on Housing and Human Services to continue to identify the present and anticipated needs for housing in Nederland, as well as to promote a range of quality, affordable, and desirable housing opportunities for residents of all ages and walks of life.
2. Continue to foster partnerships with the Boulder County Housing Authority and other appropriate government agencies to identify and provide for Nederland's affordable housing needs.

3. Promote a range of desirable and affordable housing options in Nederland, such as through encouraging mixed use development downtown and higher density residential units within walking distance of the town core.
4. Encourage additional housing in Nederland that would be conducive to seniors, such as units that are within a short distance to key destinations (grocery store, town core, library, bus stops), are one-story or contain all the elements of living on the first floor, wheel-chair accessible, affordable, have snow removal, and perhaps offer co-housing.
5. Encourage the improvement or redevelopment of properties, especially within the town core, that could better serve the community by working with property owners to identify those opportunities and find conduits and funding mechanisms to make those improvements possible.
6. Work with the Boulder County Housing Authority to promote awareness amongst property owners of resources (tax incentives, workshops, educational materials) that may be available to them for improving the livability and sustainability of their home or property.
7. In conjunction with the Colorado Historical Society and the Nederland Area Historical Society, identify and act on the historic preservation opportunities available to the town.
8. Assure that provisions for multifamily housing within the Town Zoning Code align with policies and objectives of this Comprehensive Plan.
9. Encourage the design of new housing to fit the personality and character of Nederland, which is admittedly enigmatic and eclectic. Appropriate scale, context to surrounding properties, harmony with the natural environment, and use of sustainable building practices and materials are all attributes to promote.

What Housing Means to Sustainability

Housing affects a community's sustainability on all levels. From a social perspective, having the right mix of housing provides equity to residents of all income levels and life stages. From an economic standpoint, housing supports local businesses and allows people to live, work and shop locally. Environmentally, higher density housing within a walkable distance to employment and downtown further enables residents to go about their daily lives with the lowest possible impact to ecological systems. Incorporating innovative green building techniques decreases the burden that homes and buildings have on the community's carbon footprint and resource consumption. It is essential, looking forward, to recognize this inextricable tie that exists between where people live, how homes are built, and the Nederland community's sustainability.

TRANSPORTATION

POLICIES:

1. Continue to lead the planning and design of highway improvements from the roundabout (2nd St. and Highway 119/Bridge St.) through the Big Springs intersection (Bridge St. and Big Springs Dr.) to provide pedestrian access and safety, to facilitate the flow of vehicles through town and decrease traffic congestion, and to minimize impacts to the Middle Boulder Creek corridor.
2. Continue to identify future opportunities to improve pedestrian and drainage improvements

CHAPTER 6

HOUSING

THE GLENWOOD SPRINGS VISION STATEMENT

The City of Glenwood Springs desires to maintain its small town character and preserve its cultural and natural resources by implementing a proactive plan to achieve directed and balanced development, social and economic diversity and address its present and future transportation needs.

"It is important to create a community in which people can live, work, play and raise a family. Since 2000, jobs in Glenwood Springs have increased at nearly twice the rate of housing units. This has led to a greater imbalance between jobs and housing and to increased commuting and traffic congestion. To create a sustainable community with the characteristics desired by current residents, it is necessary to increase the supply of housing relative to employment."

Strategic Housing Plan, 2010

VALUES AND VISION FOR HOUSING

Glenwood Springs strives to be a place where people of all income levels are able to live, work, play and raise a family, within the same community. To ensure that those who work in Glenwood Springs have an opportunity to live here, both the amount of housing, and the variety of housing types need to be increased.

Over the last decade, housing prices in Glenwood Springs have escalated so that many households can no longer afford to buy or rent a home. Local market forces are not providing housing opportunities for the entire spectrum of households needed to sustain a community. Employees who provide essential community functions in general cannot live in Glenwood Springs due to the high-cost of housing relative to earned wages.

To create a more sustainable community, it is necessary to increase the supply of housing relative to employment. Doing so would increase affordable housing options for employees of Glenwood Springs businesses. The goals and policies of the Glenwood Springs Comprehensive Plan set the stage for strategies to balance jobs and housing as well as address other values and issues in our community.



Figure 6-1: Providing affordable community housing has been an on-going mission for the City



Traffic is one of the major issues confronting Glenwood Springs. Though tourists add to the traffic congestion, there is also a strong correlation between the location of workforce housing, jobs, and traffic. The by-product of a separation between housing and employment is traffic, and if it is significant enough, congestion. This is especially true in the Glenwood Springs region, with a major employment base in Pitkin County, and a significant supply of affordable housing in Silt, Rifle and Parachute. The only connecting link is SH 82 (Grand Avenue), which passes through Glenwood Springs. Additional contributions to the traffic on Grand Avenue are from residents commuting out to work, non-residents commuting in to work, and residents driving internally to work, shop, go to school and recreate.

By providing housing opportunities for people of all income groups the community may realize a number of benefits including reduced traffic congestion, increased social diversity, increased vitality in areas with new housing, and increased economic vitality as workers can shop in the same community where they live. The City reconfirms its commitment to include some percentage of affordable residential units in all new development projects and will work aggressively to allow for affordable, attainable housing units.

COMMUNITY GOALS SUPPORTED BY HOUSING

- Maintain Glenwood's role as a regional center
- Preserve the small town character of Glenwood and maintain the livability of Glenwood Springs
- Preserve and increase the vibrancy and commercial success of the Downtown
- Provide housing for the entire community
- Promote sustainable economic diversity
- Address transportation needs and provide multiple convenient travel choices
- Support social diversity

POLICIES TO ENHANCE HOUSING

- The City encourages a variety of housing types, sizes and costs throughout the community and in each neighborhood. A variety of housing types will create the opportunity for households with diverse characteristics.
- The City will use both regulations and incentives (such as density or zoning bonuses, additional height, parking waiver, etc.) to encourage the development of housing at lower, more attainable price points.
- During review of annexation proposals, the City should require higher standards for housing and amenities from developments in trade for City-provided services. All commercial and residential developments occurring on annexed land should include community housing.



STRATEGIES AND ACTIONS⁸ TO PROMOTE HOUSING

Increase the Supply of Housing that is Affordable to the Workforce (Community Housing) by implementing the Strategic Housing Plan

It is necessary for Glenwood Springs to significantly increase the supply of housing relative to employment (jobs/housing ratio) to create a sustainable community that houses more of its workforce and reduces traffic impacts. The 2010 Strategic Housing Plan calls for the responsibility for community housing to be broadly shared and sets forth a series of policy directives, goals and objectives, priorities and implementation strategies. The City should take the following steps to implement the Strategic Housing Plan:

Assure the Effectiveness of Community Housing Regulations and Incentives

The City currently has inclusionary zoning requirements as well as a number of incentives to encourage development of community housing, including reducing minimum lot size and building setback requirements, and increasing maximum building heights. Development of mixed-use units and market-rate units less than 1,000 square feet (s.f.) also qualifies a developer for reductions in housing mitigation requirements.

The City should regularly analyze existing regulations and incentives to determine whether or not they are effective, and make adjustments accordingly. The City should also consider modifying zoning code / land use regulations to:

- Require new housing in the redevelopment of secondary commercial centers
- Set an annexation policy, applicable to properties under-going the annexation process, to serve as a guide and reference for housing requirements (for both market rate and affordable units)
- Establish baseline standards through which community housing will be included in all commercial and residential developments
- Amend the inclusionary zoning ordinance to include rental units as meeting the affordable unit requirements.

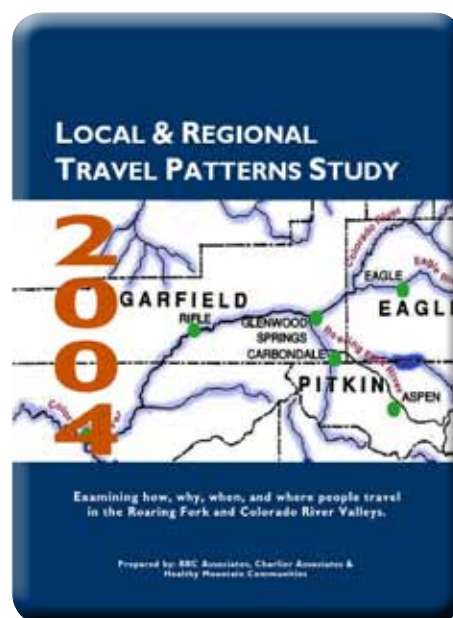


Figure 6-2: The 2004 Local and Regional Travel Patterns Study examined how, why, when and where people travel in the Roaring Fork and Colorado River Valleys.

⁸ The strategies listed in this section are derived in part from the Strategic Housing Plan. The plan should be consulted for more detailed descriptions of actions and their justification.



Aim for the Community Housing Target Count

The Strategic Housing Plan identifies a numerical goal for community housing on an annual basis. To reach these totals:

- Community housing should be built in conjunction with commercial development
- Housing should be provided for employees generated by new development.

The City should monitor, and annually report to the City Council and the public, the status of community housing—quantities, diversity of types, planned or anticipated projects, and progress toward meeting targets. If necessary, the City should set up a system to collect necessary data. Additionally, the City should regularly update the Strategic Housing Plan in order that the community housing target counts remain current with economic conditions.

Prioritize Community Housing for Local Workforce and Families

Community housing efforts should focus initially on providing units designed for those that work in Glenwood Springs and that are cost-burdened. For example, the target group in 2010 was households with incomes equal to or less than 120% Area Median Income (AMI)⁹. Many members of this target group have families, therefore, a portion of new community housing should include units with multiple bedrooms.

Require Community Housing with Annexation

All commercial and residential developments on properties being annexed to the city should include community housing. During the annexation process, the City can, and should, require higher standards from developments in trade for providing services and infrastructure¹⁰. To do so, the following guidelines are recommended:

- All annexed parcels, regardless of size, are expected to contribute to community housing efforts through residential linkage, commercial linkage, mixed-use development, inclusionary zoning, or other City-approved method
- A minimum standard for the inclusion of housing for low- and medium- income households as a requirement for annexation should be established
- Community housing should be built in conjunction with any commercial development
- Housing should be provided for employees generated by new development
- Community housing is to remain affordable over time through deed restrictions or other City-approved means.

⁹ This priority is based on the assumption that the private market will address the housing needs of households with higher incomes (an assumption that should be periodically reviewed over time).

¹⁰ This "higher standard" of community housing that will be required from newly annexed developments, shall be determined by City Council.



Plan for Housing for Seasonal Workers

Alternative types of housing should be explored to accommodate seasonal workers who are often young, single and seeking very low cost places to stay. Dormitories, camps and accommodations that employers would offer should be considered.

Ensure Rental and Ownership Opportunities

Both homeownership and rental opportunities are needed because not every member of the workforce wants to purchase a housing unit. To maintain the existing ratio between rental and ownership units into the future, a percentage of homes built for occupancy by residents should be for rent. Different types of dwelling units - apartments, duplexes and single-family houses - should be available for rent at affordable rates. Allowing rental units to meet inclusionary zoning requirements may help provide this type of housing.



Figure 6-3: New residential developments are encouraged to include a variety of housing types as seen above: townhouses and apartments / condominiums (background) designed adjacent to single-family units (foreground).

Plan for Senior Housing

It is recognized that the retiree population will grow at a disproportionately high rate for at least the next 15 years, and that housing specifically designed for seniors should be a key component of a comprehensive housing approach.

Encourage Greater Variety in Housing Types and Price

To meet the diverse housing needs of Glenwood's current and future population, an increase in the range of housing types and price levels is needed. A greater range of housing types will enable the City to better meet the needs of young adults that wish to stay in the community, a greater number of our workforce, and those who no longer wish to maintain large properties (seniors, empty-nesters, weekend warriors). Ideally, there should be a variety of price points for each unit type. A greater diversity in unit types, including higher density housing, and unit sizes are needed to achieve affordable price levels for community housing as well as a range of price points for market rate housing.

Encourage a Mix of Densities and Unit Types within New and Redevelopment Projects

The greatest opportunity for mixed density projects will be in the redevelopment of the secondary commercial centers, the Downtown, and in annexations. In these areas particularly, the City should encourage a mix of densities and unit types.





Figure 6-4: Accessory dwelling units play a role in widening housing opportunities.

A benefit of mixing densities and unit types is that it allows families and individuals in different life stages (young families, empty-nesters, retirees) to co-exist in neighborhoods. It permits families that have established long-term ties to a neighborhood or location to find larger and/or smaller homes as they change life stages without having to move to another part of town.

Continue to Encourage Development of Accessory Dwelling Units

Also known as “mother-in-law” units, accessory dwelling units (ADUs) are often constructed over a detached garage or basement of a home. Accessory dwelling units are allowed in most Glenwood Springs neighborhoods. They fill a void in the spectrum of rental opportunities and provide some homeowners with necessary added income.

Encourage Housing Variety and Affordability throughout the Community

Community housing should be dispersed throughout Glenwood Springs and especially where it can be located near transit and job centers. The closer that homes can be to jobs and transit, the greater the savings to individual households, the community and the City.

Like most future development, the majority of future housing opportunities in Glenwood Springs will likely occur through redevelopment and infill. Due to the physical limitations to growth and the approaching built-out nature of the community, there are few large tracts of land left to develop, and some may not be suitable for housing. Therefore, it will be important to take advantage of every opportunity to increase the supply of housing in general, and community housing specifically. The Comprehensive Plan identifies the following focus locations for new housing including community housing units:

The Core Area of the City

The core area, including the Downtown and immediately surrounding neighborhoods, has the potential for infill and sensitive redevelopment at higher densities than currently exists. This can be achieved by:

- In the Downtown, facilitating mixed-use development (apartments and condominiums above stores and offices) and apartment / townhouse style development
- In the surrounding neighborhoods, encourage accessory dwelling units, as well as sensitively designed small apartment buildings, townhouses, small lot single family dwelling units
- At the Confluence Area, incorporate a prominent residential component in a mixed-use redevelopment plan
- In neighborhoods surrounding the Downtown, consider returning to the minimum lot size for single-family dwellings that was allowed in the Original Town Site (2,500 s.f.). This will allow more compact single family homes in an area of the city that already has a large number of homes on small lots.



The City will need to review and accordingly modify existing codes (parking, setbacks, etc.) to support this concept.

Secondary Commercial Centers

Although generally functioning adequately, many of the commercial secondary centers in Glenwood Springs occupy land that has potential for higher intensity of use. Any redevelopment and/or expansion of these projects should integrate residential and commercial/business to create mixed-use projects. A significant portion of the secondary centers should be devoted to a mix of community housing with some market rate housing. This is not meant to reduce the commercial space allowed but rather to increase the total amount of allowed development as an incentive for providing community housing. Three areas of special consideration are:

- Strongly encourage the development of the planned residential component for Glenwood Meadows, including live-work housing, apartments, etc.
- Develop the area north of the Glenwood Mall as a mixed-use development, either as an extension of a redeveloped Mall, or a compatible but independent development
- Encourage the development of a mixed-use center in promiximity to the anticipated VelociRFTA BRT terminal near the south end of Glenwood Springs
- Support the redevelopment of the Roaring Fork Marketplace, and the City Market and Safeway commercial sites as mixed-use centers.

City-owned Land

The City owns in excess of 1,000 acres of land, much of which is currently vacant. Some of this land is not buildable as it is in small fragmented pieces, reserved for future right-of-way, on steep hillsides, or reserved for utilities. The City should inventory its land to determine its potential development for community housing.



Figure 6-6: Townhouses and small apartment / condominium buildings are encouraged in and around the Downtown.



Figure 6-7: Much of the new community housing built will occur in redeveloped mixed-use secondary centers and infill in the Downtown.



South of Town

South of Glenwood Springs, there are several vacant and/or under-utilized parcels that have potential to include at least some portion of higher density residential uses and / or a mix of uses. If the airport were to redevelop in the future, it should also be considered similarly.

Require Good Design for Mixed-use and Higher Density Projects

When developing mixed-density, mixed-use and higher density development, project design becomes key to preserving community character. The goal is to build attractive and functional places where residents feel safe, comfortable and enjoy living. It is also important to ensure that more intense developments blend with, and are compatible with, one another and with the surrounding neighborhoods.

Individual housing design and quality should be compatible with adjacent uses and quality should be sufficient for long-term livability and energy efficiency. Unit size is important – low cost is not to be achieved by making units so small that their livability is compromised. In other words, housing created as part of mixed-density, mixed-use developments should be sustainable. Sustainability in housing could be achieved by:

- “Green” designs with energy-efficient appliances, alternative energy sources, non-toxic building materials, solar orientation, and high R-value insulation and windows, which improve long-term affordability and provide a healthier living environment
- Compact developments, which reduce the amount of land converted into residential use, minimize resources consumed in infrastructure construction and maintenance, lower water consumption and enhance a sense of neighborhood
- New development should include the preservation of existing, mature, quality trees and extensive developer investments in installation of native or drought-tolerant vegetation, Leadership in Energy and Environmental Design (LEED) standard new construction (NC) and neighborhood development (ND).

The City should analyze the effectiveness of the existing regulations and incentives to determine whether or not they effectively encourage mixed-use and higher density projects, and make adjustments accordingly. Specific areas to address include (but are not limited to) setbacks, lighting, solar-access, parking, and provision of associated open space and amenities.



Act Regionally to Address Housing Issues

A portion of the demand for affordable housing is created by regional conditions (employment and the high cost of housing “up-valley”). Therefore the responsibility for community housing should also be addressed regionally. This can be accomplished by the following strategies:

Combine Efforts with Regional Housing Agencies

The City should work with Garfield, Pitkin and Eagle counties to combine resources, share strategies, and jointly seek funding and land for community housing projects. The City should work with these entities to establish a regional housing council to collectively address community housing issues.

In 2010, Garfield County adopted a new comprehensive plan that recommended working “with municipalities and Garfield County Housing Authority (GCHA) to allow the sale/transfer of affordable units to urban locations.” The purpose of such a policy is to locate housing near services rather than in remote areas of the county. To see this concept through, Glenwood Springs and Garfield County should develop a mutually-beneficial, cooperative arrangement that details procedures and guidelines to allow the County’s affordable housing requirements to be met by constructing that affordable housing in Glenwood Springs.

Explore Partnerships with Quasi-public and Private Entities

The need for community housing is shared by many businesses as well as quasi public entities (school districts, fire districts, water and sanitation districts, etc.), all of which need to house their employees. For example, the school district in Ketchum, ID developed housing for its teachers on a portion of a school site. Partnerships expand resources and often lead to creative solutions. The City should solicit and work with a public-private partnership to develop a housing demonstration project for affordable housing. The City should partner with the agencies and entities such as the school district, fire districts, special taxing districts, and major employers to explore creative opportunities for providing affordable employee housing.



AFFORDABLE HOUSING

INTRODUCTORY STATEMENT

Telluride is committed to housing a significant portion of the local work force. There is a direct relationship between employment growth and the need for additional housing priced within the means of the work force. The importance of creating and maintaining housing in proximity to jobs is recognized, both in support of the quality of life of workers as well as reducing overall transportation demands from long commutes. Further, the community is strengthened by residents who are able to work and live in town and participate in all aspects of civic life.

In 2004, the Town adopted the Telluride Affordable Housing Strategic Plan (“TAHSP”), which quantifies projected affordable housing supply and demand, and provides guidance to the Town in housing production and planning. Based on details provided in the TAHSP, the Master Plan envisions future affordable housing production occurring from three primary sources: 1) the mitigation program on new development; 2) incentives for private development to create new housing units; and 3) the Town directly producing units with funding generally derived from the dedicated 2-cent sales tax. Units produced by the Town require large cash subsidies to achieve affordability, thus meaningful mitigation requirements and incentives are vital to the program’s overall success. The Town will seek to acquire land for housing, both within and outside the Town, and will meet the recommendations of the TAHSP.

The TAHSP also documented the existing level of employees working and residing within the Region to be 54 percent, and projected a regional need for 470 to 948 additional housing units in the Telluride Region over the next 20 years in order to satisfy the goal of housing 60 to 70 percent of employees within the region. The Town has assumed its reasonable share of this regional need is 70 percent, resulting in a target range for unit production of 282 to 569 units. This projection of the TAHSP was based on several assumptions, including but not limited to a 2.1 percent/year annual growth in regional employment, a build out of property currently restricted to housing uses, current regional mitigation programs are maintained, and that the ownership of free market residential house stock occupied by regional employees continues to decline.

The Master Plan anticipates that the issue of affordable housing must be dealt with on a regional basis, as the problem extends beyond the Telluride area of influence. San Miguel County’s participation in programs will be solicited. Telluride will continue to emphasize affordable housing as a cornerstone of our community and will refine the housing strategy as these needs change over time.

GOAL E: Provide for the construction and maintenance of affordable housing within the Town and the Region which serves both permanent population and seasonal employees and includes choice for both rental and ownership, in a mixture of locations and unit types.

POLICIES/ACTIONS:

1. Ensure a minimum of 70 percent of those working in the Telluride Region reside within the Telluride Region, achieved through a roughly equal share of public and private resources.
2. Maintain appropriate commercial, accommodations and residential mitigation rates for new development.
3. Continue to refine regulations to assure that all sources of employment are contributing equitably to the creation of housing for employees.
4. Ensure the mitigation program is generating a range of unit types which are affordable to a range of Area Median Income (“AMI”) income groups.
5. Evaluate and consider adoption of affordable housing mitigation requirements for single-family and duplex development.
6. Ensure affordable and employee housing is a use-by-right in all zone districts except the Open Space and Park districts.

POLICIES/ACTIONS:

- 7.** Participate with private developers and homeowners, financially and through zoning incentives.
- 8.** Explore techniques to increase the effectiveness of density bonuses for affordable housing in the Commercial and Accommodations zone districts.
- 9.** In residential zone districts, improve the current density bonus and tap fee waiver program for “back-yard” and secondary units. Consider competitive grants or a revolving loan fund to convert existing sheds into affordable housing units.
- 10.** The Town and Telluride Housing Authority shall leverage funds and legal powers to provide affordable housing in the Town and Region.
- 11.** Continue cooperation with regional jurisdictions on the administration and management of housing deed restrictions, and land acquisition. When participating financially with regional jurisdictions on affordable housing production, ensure continued affordability of the resulting units.
- 12.** The Town and Telluride Housing Authority policy shall be to maintain a geographic distribution of affordable housing throughout Telluride and the Region, avoiding large enclaves. Locate affordable housing proximate to identified public transportation routes when feasible. The following sites are identified, among others, for potential affordable housing development that may be combined with private free market projects to meet the goal of providing affordable housing per the TAHSP:
 - A.** “Carhenge” - owned by the Town
 - B.** “East End “ - land owned by the Town and the County south of E. Colorado Ave., east of Columbine St.
 - C.** “Voo Doo Lounge” - owned by the Town
 - D.** “Taylor Street” – owned by the Town
 - E.** “Sunnyside” - owned by County
- 13.** Evaluate and consider accepting out of town affordable housing mitigation for in-town projects and different rates (e.g. reduced credit) for such mitigation.

- 14.** The recommendations of the TAHSP shall guide the production of affordable housing by the Town and the Telluride Housing Authority over the next 17 years. The Town seeks to meet the production guidelines in the TAHSP. In summary, these include:



YEARS 2004-2009

- Secure sites for a minimum of 100 units and pursue land acquisition to support the entire (2005-2020) program. Sites may be acquired outside the current Town boundaries, preferably within the Region.



- Construct 85 to 105 units with types consistent with the targeting recommended in the THASP, with an emphasis on the appropriate percent AMI group.

YEARS 2010-2015

- Construct 70 to 90 units at a rate of approximately 12 units per year. Unit types should follow the target groups identified in the TAHSP, with an emphasis on the appropriate AMI groups as the community and local economy continues to mature.
- Explore additional funding sources.
- Pursue additional land acquisition sites.
- Re-evaluate overall affordable housing demand and targeted groups.

YEARS 2016-2020

- Construct 70 to 90 units. Re-evaluate demand and targeted groups, and continue to explore additional funding sources.

E. STRATEGIES

The Affordable Housing Strategy was adopted in 2000 and contains several options, which the Town is considering to address the housing needs of the community, including:

- Identify and land bank sites appropriate for future housing projects;
- Create opportunities for employers to address housing needs;
- Fund additional down payment assistance and mortgage assistance programs;
- Strengthen the accessory unit program;
- Waive density requirements for workforce housing;
- Use annexations as a tool for implementing workforce housing;
- Review requirements for commercial and residential development to see if opportunities for workforce housing exist;
- Convert existing housing to workforce units;
- Adoption of a “no net loss” policy for units that operate as de-facto workforce housing; and
- Implement administrative standards to have consistency in workforce housing standards.

In addition to the Affordable Housing Strategy, the Joint Upper Blue Master Plan recommends major employers be encouraged to provide housing, especially for their seasonal employees; local governments provide incentives such as land and financing; review of tap fees; and

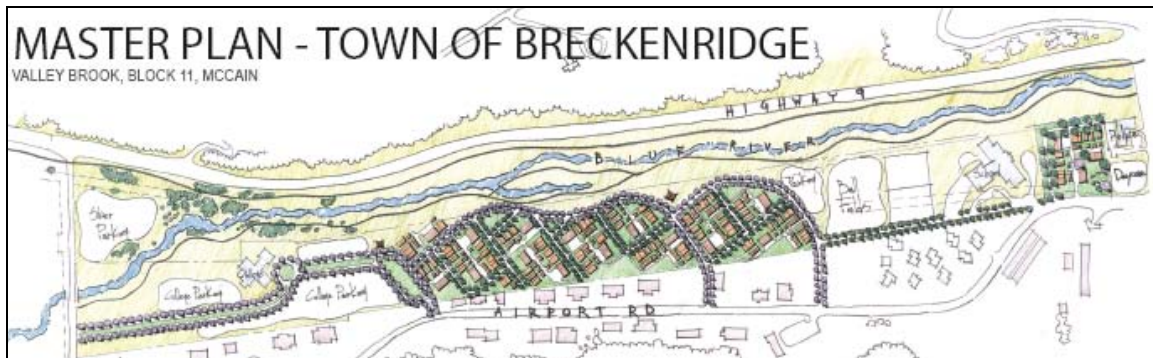


adoption of an absolute housing policy in conjunction with new development. The Breckenridge Vision Plan calls for accessibility for all community members; working closely with the County; exploring partnerships with the private sector; and requiring new development to provide a range of housing densities and styles.

In November, 2006 Summit County voters approved a ballot measure that created a sales tax for affordable housing purposes and also allowed local jurisdictions to impose an impact fee on all new housing development. Revenues from the sales tax and impact fees are used for building workforce housing in the community. Between these new revenue sources and funds the Town has already committed, the Town now has a sizeable funding stream to pursue construction of workforce housing.

The Town has identified a number of vacant properties that the Town owns that could be utilized for workforce housing purposes. The vacant Town property that can accommodate the highest capacity of workforce housing is on Block 11. In 2007, the

Town undertook a planning effort for the Block 11 property, which resulted in the identification of an area to accommodate from 300 to 400 workforce housing units. The first phase of the housing development is proposed at a site south of the Upper Blue Elementary School and adjacent to the police station and Valley Brook child care facility. With the Town providing the land, the development of workforce housing becomes financially feasible for private developers. The Town intends to develop cooperative agreements with private developers to see workforce housing constructed on identified Town-owned sites.



The Town is also actively involved in a “buy-down” program, where housing units are purchased by the Town, deed-restricted to ensure the units will remain affordable to target AMIs, and then sold at a discounted rate to local workers. Finally, the Town has made a commitment to require a high percentage of deed-restricted workforce housing units in all proposed vacant land annexation requests.

One of the recommendations of the 2000 Affordable Housing Strategy includes waiving density requirements for deed-restricted affordable housing projects. This waiver is consistent with policies contained in the Joint Upper Blue Master Plan. While this policy has helped incentivize construction of affordable housing, it has also resulted in an increase in the number of actual units built in the community, thus increasing the ultimate buildout in the basin, traffic and activity levels, etc. The Town recognizes that as new affordable units are built, these activity levels will likely increase and there are concerns about maintaining our quality of life and staying within the capacity of the community’s infrastructure. To mitigate these potential impacts, the Town is evaluating whether to transfer some level of density to all affordable housing projects, either from town-owned properties or other locations. By doing this, the overall density in the basin will not be increased and additional impacts can be avoided.

F. HOUSING GOALS & POLICIES

Goal

To have a diversity of permanently affordable housing integrated throughout the community, which provides a variety of housing options to sustain the local economy.

Policies

1. Assure that workforce housing is permanently affordable and includes a variety of densities and styles and is accessible to all members of the community,

- including income levels up to 180% AMI. Strive for consistent deed restrictions and implement guidelines that will facilitate the administration of deed restrictions and the development of new projects while allowing some variation for projects that target different family sizes, income levels, etc.
2. Strive towards achieving 25 to 35% of all housing being resident housing.
 3. Maintain or improve the current figure of 47% of the Town's workforce being housed in the Town.
 4. Support the development of retirement housing by the private sector.
 5. Coordinate with the County and Summit Housing Authority regarding the provision of workforce housing and the administration of workforce housing programs.
 6. On a regular basis evaluate all of the following strategies and determine which strategies will be most effective given the then-current circumstances (construction costs, AMI, interest rates, buildout, rental vacancies, jobs generation rates, in-commuter rates, etc.). Implement specific work programs and goals based on need assessments and projected effectiveness of the different strategies. The strategies that should be considered include:
 - Identify and landbank sites appropriate for workforce housing.
 - Create opportunities for and partnerships with the private sector, including developers and employers, regarding workforce housing.
 - Support workforce housing through incentives such as fee waivers, funding assistance, density transfers, supplying land and utility taps, and other methods.
 - Encourage accessory housing units to serve as workforce housing.
 - Waive density requirements for workforce housing or consider transferring density to the housing projects from density held on Town-owned properties or other properties.
 - Use annexation agreements, the revision of development code requirements, the review of tap fees, and the adoption of land use guidelines as tools to facilitate workforce housing.
 - Acquire existing housing units and convert them to workforce housing.
 - Preserve existing market units that function as workforce housing.
 - Consider adoption of an Absolute Policy or additional incentives to encourage the development of workforce housing with new development.
 - Pursue the development of deed-restricted workforce housing on identified Town properties.