

2018 Housing Plan for the Study Areas of Granby, Grand Lake, Kremmling, and Hot Sulphur Springs

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Cover photo credit: Rosie Stahl, Kremmling Ariel View

Introduction

From March through June 2018, community leaders, residents, and stakeholders from Granby, Grand Lake, Hot Sulphur Springs, Kremmling, and Grand County convened as the Housing Working Group to create this *2018 Housing Plan for the Study Areas of Granby, Grand Lake, Kremmling, and Hot Sulphur Springs* (Plan). Their work included creating housing goals and objectives, prioritizing tools and creating strategies, discussing potential funding mechanisms, establishing a timeline for implementation, and assigning responsibilities to carry out the Plan. This work built upon the ideas and momentum generated by the Mass Economic Housing Solutions Group in 2017 and was informed by the data presented in the *2018 Housing Needs Assessment for the Study Areas of Granby, Grand Lake, Kremmling, and Hot Sulphur Springs*.

As Grand County experiences the high levels of second homeownership and growth pressures and that are common throughout the mountain west, the Working Group identified that housing the community's local year-round workforce is key to preserving its rural, diverse, and inclusive character. The focus of this Plan is on creating strategies to develop housing that will be affordable to year-round residents, including seniors. The Plan begins with definitions, guiding principles and goals, and an inventory of current land and local housing resources. Next, specific strategies and implementation steps are developed for the County and each Town. The Plan concludes with the core components that are essential to the success of a housing program over time, the identification of roles and responsibilities and a review of organizational options for the Grand County Housing Authority. A list of the tools considered, and priorities identified by the Housing Working Group is included in Appendix A.

Definitions

Definitions as used in this Plan:

Affordable Housing – When rent or mortgage payments equal no more than 30% of gross household income regardless of the income level of occupants.

Area Median Income (AMI) - In Grand County, the AMI in 2018 is \$60,800 for a family of two. The AMI varies by household size, and a complete table is found in the *2018 Housing Needs Assessment for the Study Areas of Granby, Grand Lake, Kremmling, and Hot Sulphur Springs*.

“Affordable housing” is NOT synonymous with “low-income housing” in the mountain west. Many moderate- and middle-income families cannot afford home prices in Grand County.

Maximum Affordable Housing Costs – two-person household

AMI	Household Income	Max Rent	Max Purchase Price*
60%	\$36,480	\$910	\$143,100
80%	\$48,640	\$1,215	\$190,800
100%	\$60,800	\$1,520	\$238,400
150%	\$91,200	\$2,280	\$357,700

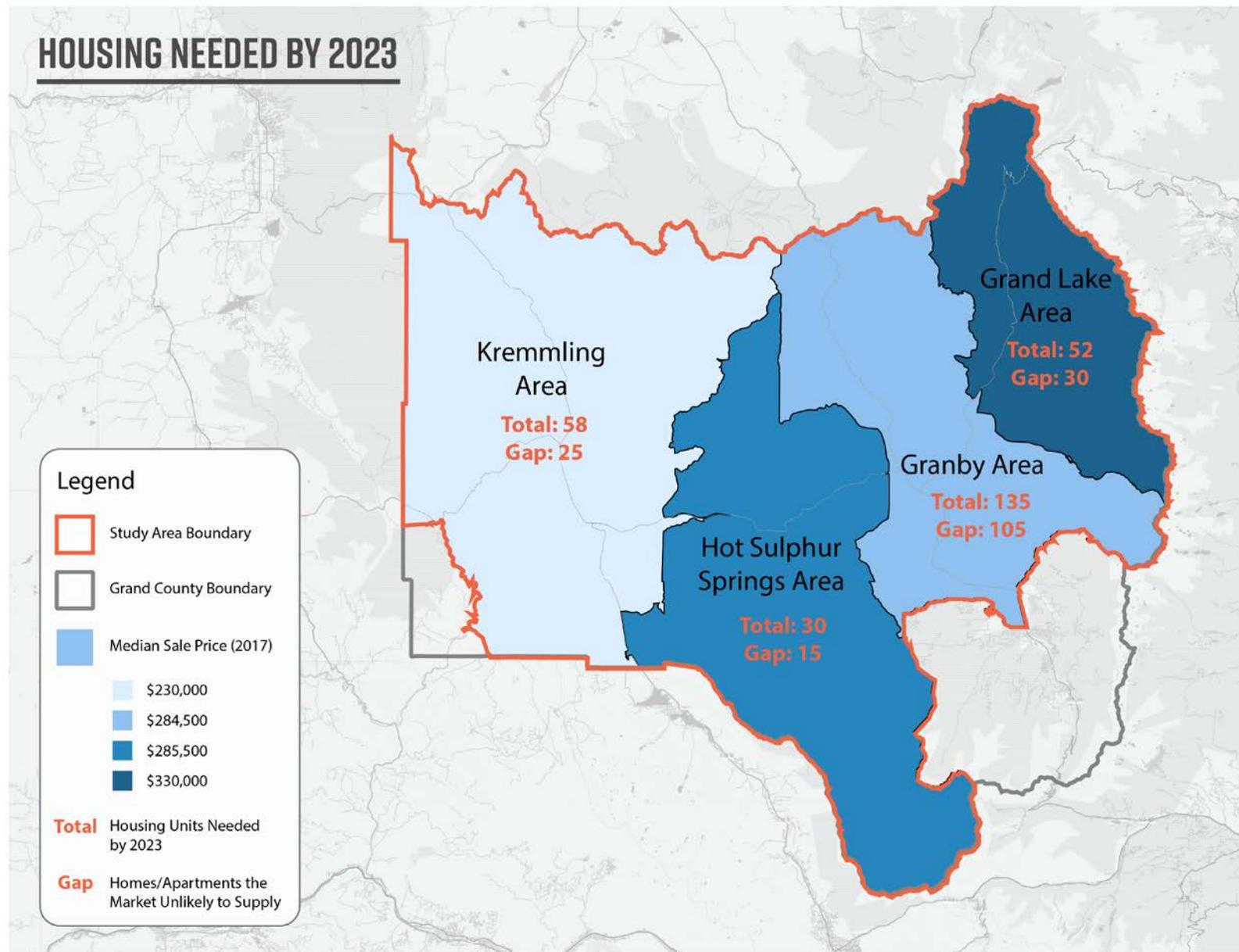
Source: CHFA HUD, Consultant team

*Assumes 30-year mortgage at 5% with 5% down and 20% of the payment covering taxes, HOA, PMI and insurance.

Colorado Housing and Finance Authority (CHFA) – State agency that oversee allocations of the Low Income Housing Tax Credit and other housing programs and finance.

Deed Restricted Housing – Residential units that have occupancy limits, and often income and price caps. Limits are imposed through deeds, especially for housing units that are owned, but may also be placed on properties through financing agreements and other types of covenants.

Study Area – The Study Area comprises most of Grand County, but excludes Winter Park and Fraser, both of which conducted Housing Needs Assessments recently and did not participate in creating this Plan.



Goals and Objectives

The overall objective of this Plan is to help improve the availability of affordable housing in the Study Area. The solutions presented in this plan will require participation and collaboration from the public, non-profit, and private sectors.

Guiding Principles

The following objectives are intended to guide the work of elected and appointed officials, volunteers, business owners, non-profit organizations, and government officials who will all play a role in implementing this Plan.

- Increase the supply of housing for year-round residents including employees, individuals, families, and seniors
- Focus development efforts in and adjacent to existing towns and infrastructure
- Consider proximity to transportation and transit routes
- Balance opportunities for residential and commercial uses in the Towns
- Cultivate public-private and public-non-profit relationships to accomplish housing goals
- Lower the cost of housing through a variety of approaches including the following:
 - donated and publicly owned land
 - grants and loans
 - attached housing types ranging from duplexes to apartments
 - smaller homes
 - volunteer and lower cost labor
 - deed restrictions
 - innovative technologies such as modular construction
- Collaborate and coordinate regionally on housing planning, strategies, guidelines, funding, and technical assistance
- Engage employers in housing solutions

Goals

The following goals were developed in response to the information and conclusions in the *2018 Housing Needs Assessment for the Study Areas of Granby, Grand Lake, Kremmling, and Hot Sulphur Springs* and will be used to measure progress. Individual jurisdictions within the Study Area may elect to adopt adoption goals and objectives.

- **Within the Study Area, build 120 deed restricted homes for sale and for rent to year-round locals by December 2023.** This goal is intended to address between 60% and 70% of the housing gap identified in the *2018 Housing Needs Assessment for the Study Areas of Granby, Grand Lake, Kremmling, and Hot Sulphur Springs*. How this goal is allocated across the Study Area is a matter of local policy decision making, as well as development opportunities. In the Town Specific Strategies, this goal of 120 is allocated in proportion to the gap in each respective area as a starting point for discussion purposes. To achieve, the goal, production of an average of 30 units/year is needed.

The following metrics further define the parameters of the 120 unit goal:

- **Build additional housing for renters below 100% AMI.** Rental housing priced to be affordable below 100% is in great demand and is not being supplied by the market. Currently, a two-person household at 100% AMI has an income of \$60,800 and can afford monthly rent of \$1,520.
- **Focus additional efforts on serving renters below 60% AMI.** Currently owners occupy about 72% of the homes that are occupied year-round. Limited opportunities for renters make it challenging for new employees recruited to the area to find housing and get established. Currently, a two-person household at 60% AMI has an income of \$36,480 and can afford monthly rent of \$910.
- **Create first time ownership opportunities.** Mid-career individuals and young families currently struggle to “step up” from renting to owning. Focus on 80% to 150% AMI, as well as programs like Habitat for Humanity that serve lower income households. Currently, this AMI range for a two-person household translates to maximum purchase prices from about \$191,000 to \$358,000.
- **Build senior housing in proximity to health care, transportation, and other services.**

Land and Resources

Land

The *2018 Housing Needs Assessment for the Study Areas of Granby, Grand Lake, Kremmling, and Hot Sulphur Springs* identifies nearly 600 residential units that are planned or pending in the next three years. Although it is unlikely that all of these units will be built, the large number of potential units make it likely that some of these units will help to address the current housing needs in the study area - depending on their price and to whom they are sold or rented. This section is intended to compliment the Pending and Planned Development list by providing an inventory of sites that are appropriate for housing, but unlikely to complete construction until after 2020.

Multiple opportunity sites offer significant potential for restricted housing or free market homes that could be priced affordably for local residents. In addition to the opportunity sites listed below, the Grand County Master Plan identifies Growth Areas adjacent to each town. These areas represent annexation opportunities, with the potential to provide hundreds of acres of land for future growth for residential and other uses. As part of the implementation of this Plan, each jurisdiction may elect to prioritize their opportunity sites and begin feasibility analysis on potential affordable and market rate units, compatible housing types, site plans, desired price points, architectural guidelines, and financing, etc.



Site	Platted?	Publicly Owned?	Notes
Granby			
Smith Creek Crossing	Yes	No	311 affordable homes – for sale with lot rent
Rodeo Apartments	Yes	Yes	91 deed restricted rentals
First and Jasper	Yes	No	12 market rate, for sale
Gravel Lot	no	no	40-50 acres buildable
E. Topaz Ave and N 3rd St	yes	yes	Housing opportunity (senior or other)
Zero and Agate	Yes	no	Downtown mixed-use opportunity
North of Transfer Station	no	no	Bike/ped connection opportunity
Town Parking Lot	yes	yes	Downtown mixed-use opportunity
Granby Ranch	yes	no	Approved for 4,800 units, only 10% built to date
Grand Lake			
Car Wash Lots	yes	yes	Space to Create in process; Home of Our Own tabled
Grand Lake Center	needs update	yes	Former Elementary School; site could be redeveloped
Bank Owned Parcel	needs update	no	Infrastructure, taps in place
Sunset Motel	needs update	no	Redevelopment potential
Grand Lake Lodge	no	no	38 acres; potential for deed restricted cabins
Mobile Home Park	yes	no	Multifamily public/private partnership potential
Kremmling			
Cliffside Estates	yes	no	
Grand West Addition	no	no	
East of Grand West	no	no	Approx. 14 acres; residential potential
Hot Sulphur Springs			
In-fill lots	yes	No	Numerous lots for sale

Resources

Existing Expertise and Capacity

Housing Solutions Working Group

The group that worked together to inform this Plan is made up of elected officials, town and county staff, and other private and non-profit sector stakeholders. This group includes a considerable depth of expertise regarding real estate, land use, residential and commercial development, and local employment and community concerns. Through their work with Mass Economics and the housing consultant team on the *2018 Housing Needs Assessment for the Study Areas of Granby, Grand Lake, Kremmling, and Hot Sulphur Springs 2018* and this Plan, this group has gained a solid understanding of current housing challenges in Grand County and the complexity and persistence required to implement solutions. This group is well positioned to reconvene periodically to tackle specific tasks and assess progress in meeting the goals outlined herein.

Grand County Housing Authority

Established in 1977, Grand County Housing Authority (GCHA) has a long track record of serving low and very low-income households. In the past, GCHA has served as a developer and development partner. They currently own three rental properties and administer Housing Choice Vouchers and provide Down Payment Assistance and Homebuyer Education classes. The Housing Choice Voucher program covers six large rural counties. The Housing Authority coordinates efforts such as the *2018 Housing Needs Assessment for the Study Areas of Granby, Grand Lake, Kremmling, and Hot Sulphur Springs* and this Plan. It also works closely with Human Services and Veteran's Affairs to coordinate services and find housing solutions for vulnerable clients.

Their annual operating budget is about \$1.8 million. Of this, their overhead is very low, with only a little more than \$100,000 going to pay staff and general program administration. In recent years, Grand County has contributed \$45,000 annually towards Housing Authority operations. This is down from a contribution of \$90,000 annually prior to 2015. The Housing Authority operates with 1.53 staff and is considered understaffed given the complexity of programs they administer and the six-county area served.

Habitat for Humanity

Habitat for Humanity of Grand County builds homes for low-income households using volunteer labor and donations. Habitat for Humanity of Grand County just began construction on their 12th home in Grand County this summer. They also currently have several more lots on which to build in Hot Sulphur Springs.

Realtors and Property Managers

Several realtors and property managers lent their expertise to the *2018 Housing Needs Assessment for the Study Areas of Granby, Grand Lake, Kremmling, and Hot Sulphur Springs* and this Plan. The realtors and property managers of Grand County have a strong knowledge base of local market conditions, the solutions that are likely to be effective, and the types of deed restrictions consumers will find acceptable.

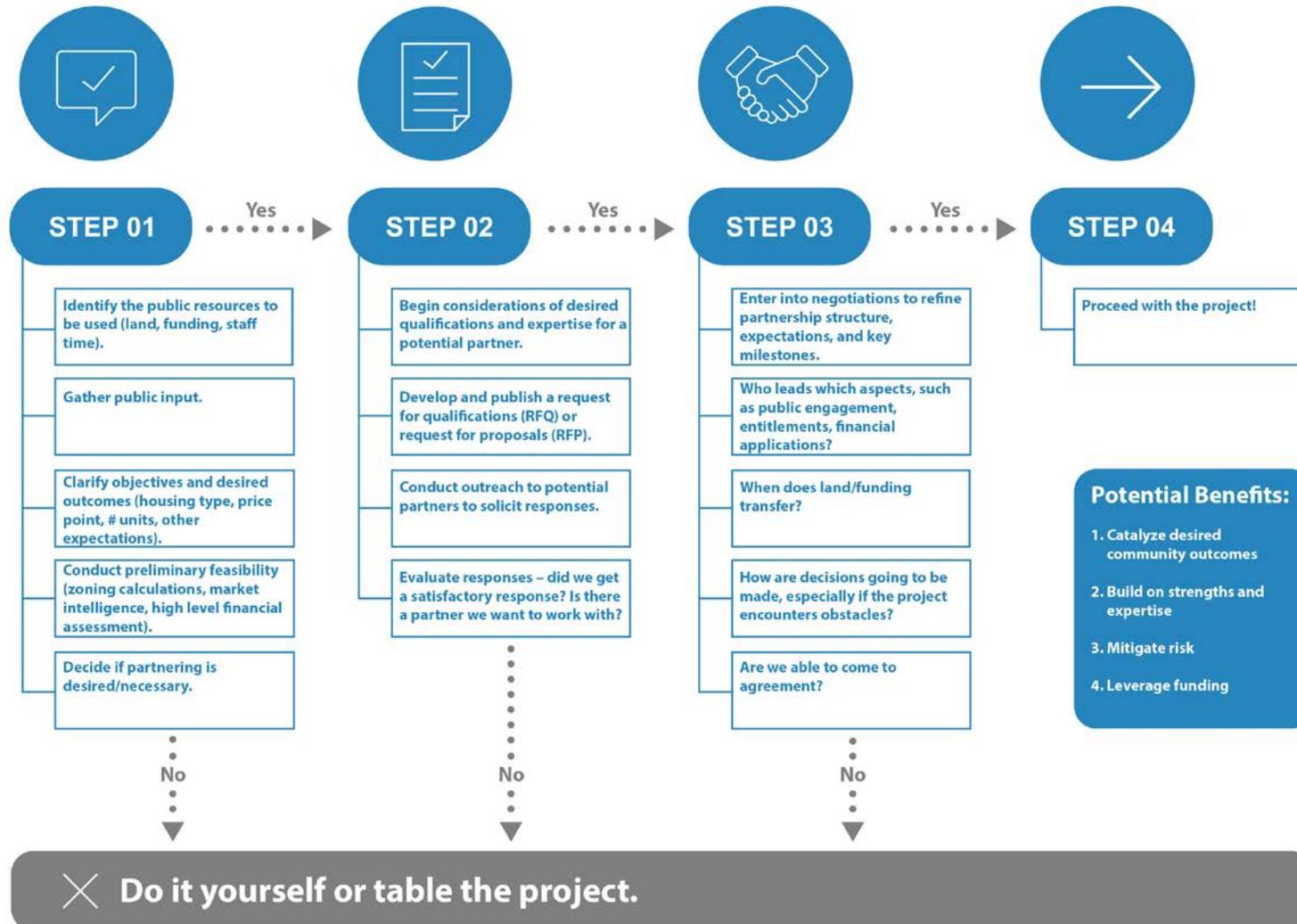
NWCCOG

Northwest Colorado Council of Governments (NWCCOG) provides housing weatherization and rehabilitation programs for very low-income residents in Grand County. NWCCOG has funding to weatherize four homes in Grand County per year. This service is provided at no cost to the eligible renter or homeowner, and the work is prioritized by the urgency of the households' need.

Public/Private Partnerships

Public/Private Partnerships have historically been a key ingredient to creating workforce and senior housing in Grand County. The continued need for public/private partnerships emerged as a frequent theme throughout the Strategic Planning process. There is also a desire to cultivate opportunities and build capacity with small local developers, as well as larger regional developers experienced in creating workforce housing. The following chart is intended to serve as a guide for initiating public/private partnerships. It is a simple, step-wise way to ensure that public investment of staff time, land, and/or funds to accomplish housing goals is done in an efficient and effective manner.

PUBLIC/PRIVATE PARTNERSHIPS



Town and County Specific Strategies

Grand County



Grand County has an important role to play to increase affordable housing opportunities in the study area, however, the working group agreed that new workforce and senior housing will likely be built within the Towns. Specific roles the County plays includes the following:

- current (and future) support of the Grand County Housing Authority,
- regional coordination around strategies,
- preparation of funding applications to outside entities,
- funding, and
- land use coordination with the Towns.

Housing Unit Goal by 2023

A goal of **120** homes and apartments deed restricted at or below 150% AMI for owners and 100% AMI for renters was set for the Study Area. The County will work closely with each Town to meet their individual housing goals.

The County's immediate strategic priorities are creating a one-stop shop website, facilitating the creation of a uniform deed restriction to serve the whole Study Area, and establishing the path forward for sustainable funding and governance of the Housing Authority. The County will work to enhance policies to better align with the goal of increasing housing supply for year-round residents: coordination of land use regulations and annexation expectations with the Towns is a priority. The County could support the Study Area overall with technical assistance, employer participation in housing solutions, and capacity building for public/private partnerships and small-scale developers.

Existing Tools and Resources

- Grand County Housing Authority’s staff, expertise, longevity in providing housing to the community
- Strong working relationships among Economic Development, Community Development and Housing Authority staff
- Grand Results Strategic Plan includes action steps for housing
- \$45,000 to \$70,000/year funding support provided to Grand County Housing Authority

Key priorities - Support employers and their need for year-round employee housing as a component of economic development efforts. Concentrate new housing development adjacent to existing infrastructure.

Grand County Strategic Actions Timeline

The following action steps have been prioritized, sequenced, and assigned to inform future work plans for Grand County, GCHA, and potential partners. Timing may shift as resources and opportunities change.

	Lead	2018	2019	2020	2021	Longer Term
Grand County						
Removing Regulatory Barriers						
Implement simple zoning changes	County Com Dev					
Residential Linkage						
Review peer communities	GCHA and County Com Dev					
Conduct community outreach	GCHA and County Com Dev					
Conduct nexus study	Third party consultant					
Recommend/adopt	County Com Dev/BOCC					
Zoning for Affordability						
Conduct community outreach	County Com Dev/Towns					
Work w/Towns - annexation/growth mgmt	County Com Dev/Towns					
Work w/Towns - development plan requirement	County Com Dev/Towns					
Amend/update master plan	County Com Dev/Towns					
Adopt updates/code changes	BOCC/Town Councils					
Employer Participation in Housing Solutions	GCHA/EDA					
Purchase Land for Housing	GCHA					
Public Private Partnerships	GCHA/EDA					

Granby



The Town of Granby’s primary strategies are to build upon their track record of encouraging and participating in public/private partnerships that will get new housing built for year-round employees and local seniors. Granby is also focused on ensuring zoning codes are structured to allow and encourage affordable housing types such as accessory dwelling units, apartments, and mixed-use buildings. Granby has already taken numerous steps to zone for affordability, including establishing minimum lot sizes, house sizes, and set backs. In addition, parking standards have been updated. A new program to encourage accessory dwelling units (ADUs) downtown are in the process of being adopted this year. Developers are responding positively to these recent steps.

Existing Tools and Resources

- Town Manager and elected leadership with housing experience;
- Successful public/private partnership initiatives underway;
- Potential to invest General Funds (\$300,000 to \$500,000) in housing or land that meets goals and guiding principles; and
- Town owned land.

Key priorities

Diversify the housing inventory by creating new opportunities with an emphasis on rental housing, accessory dwelling units, and public/private partnerships. Provide housing for year-round employees and seniors from across Grand County as well as new employees moving to the area.

Potential Housing Unit Goal by 2023: 75 homes and apartments deed restricted at or **below 150% AMI for owners and 100% AMI for renters**. Accomplishing this goal would address 70% of the gap in the Granby area, and may be adjusted based on policy decisions and development opportunities.

Granby Strategic Actions Timeline

The following action steps have been prioritized, sequenced, and assigned to inform future work plans for the Town of Granby and potential partners. Timing may shift as resources and opportunities change.

	Lead	2018	2019	2020	2021	Longer Term
Granby						
Zoning for Affordability						
Downtown mixed use/sign/landscape	Town Manager/Council	█				
Technical Assistance for property owners	Town Manager		█	█		
ADUs - assess outcomes	Town Manager				█	
ADUs - implement updates, if needed	Town Manager					█
Public Private Partnerships						
Finalize Smith Creek Crossing Agreements	Town Manager	█	█			
Market affordable opportunities at SCC	Town Manager		█	█		
Finalize Rodeo Development Agreement	Town Manager	█	█			
Support Rodeo finance	Town Manager		█			
Support marketing Rodeo rental units	Town Manager			█	█	
Continue to seek partnerships	Town Manager/Mayor	█	█	█	█	█
Build a sequential pipeline	Town Manager			█	█	
Use deed restrictions for local/affordable	Town Manager				█	█
Senior Housing Site						
Create Vision/Guiding Principles	Town Manager/Council	█				
Meet with CHFA, DOLA, major funders	Town Manager/Mayor		█			
Conduct Feasibility	Town Manager		█	█		
Seek Development Partner(s)	Town Manager			█		
Select partner	Town Manager/Council			█		
Entitlement and finance	TBD - Developer			█	█	
Construct	TBD - Developer				█	█
Purchase Land for Housing	Town Manager					█
Employer Participation in Housing Solutions	Chamber/Town Manager					█

Grand Lake



Through their housing efforts, the Town of Grand Lake is seeking to attract more year-round working age households to the community. Grand Lake has two major assets: land and a dedicated housing fund. The focus of Grand Lake’s action plan is putting these resources to work to achieve their housing goals.

The community is currently evaluating the potential for a Space to Create project, and there are two Town-owned parcels that have potential to be developed via a public/private partnership. There are additional opportunities to create housing that is affordable for local year-round households through Grand Lake’s inclusionary housing

and linkage programs, as well as by investing housing funds in private developments in exchange for deed restrictions.

Existing Tools and Resources

- Approximately \$370,000 in Housing Fund
- Knowledgeable volunteer housing group
- Town-owned land appropriate for housing – carwash lots and Grand Lake Center
- Residential and Commercial Linkage Fees of \$1/square foot
- Inclusionary Housing Ordinance
- Short-term rental licensing

Key priorities

Housing year-round employees and their families.

Potential Housing Unit Goal by 2023: 20 homes and apartments deed restricted at or below **120% AMI for owners** and **100% AMI for renters**. Accomplishing this goal would address 67% of the gap in the Grand Lake area, and may be adjusted based on policy decisions and development opportunities.

Grand Lake Strategic Actions Timeline

The following action steps have been prioritized, sequenced, and assigned to inform future work plans for Grand Lake and potential partners. Timing may shift as resources and opportunities change.

	Lead	2018	2019	2020	2021	Longer Term
Grand Lake						
Housing Fund						
Adopt criteria and funding priorities	GL Town Council					
Conduct outreach on funding available	GL Planner					
Select projects/programs to fund	GL Town Council					
Public Private Partnerships						
1. Creative District/Space to Create						
Assessment	Colorful Creatives					
Pending outcome, pursue p/p partnership	GL Planner					
2. Pine Tree MHP - rental opportunity						
3. Grand Lake Center						
Community Outreach	GL Planner					
Conduct Feasibility	GL Planner/consultants					
Seek Partner(s)	GL Planner					
4. Grand Lake Lodge						
Inclusionary Housing Code						
Assess interaction with linkage fee	GL Planner					
Review, gather feedback and update	GL Planner					
Adopt revisions	GL Town Council					
Purchase Land for Housing						
Seek to purchase land for housing	GL Planner					
And/or rehab existing buildings	GL Planner					

Hot Sulphur Springs



The Town of Hot Sulphur Springs has recently made investments in their water treatment facility and numerous lots are available for housing development. With their capacity to issue new taps and available land for sale, Hot Sulphur Springs has many the opportunities for residential growth. Building in Hot Sulphur Springs has been a relatively affordable option for local employees. The Town has partnered with Habitat for Humanity to build homes for low and very low-income families. This continued partnership is Hot Sulphur Springs' primary workforce housing strategy. The Town has also seen increases in requests

for residential permits recently. A challenge for the Town is the increasing pressure for land along highway 40 to be developed as residential rather than commercial (which could have a negative impact on sale tax revenue and town character).

Existing Tools and Resources

- Partnership with Habitat for Humanity to build on seven lots; at Habitat's current rate of production, this represents several years of building potential
- Extensive investments in water and sewer
- Numerous residential in-fill sites for sale

Key priorities

Housing year-round employees and their families; allowing seniors to age in place. Keeping a balance of residential and commercial uses.

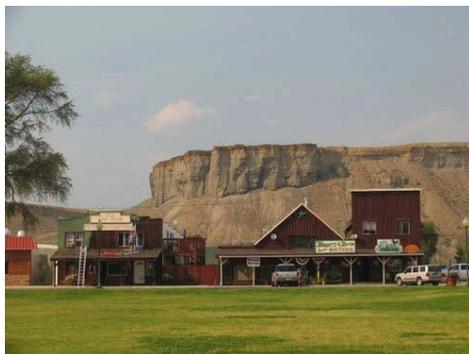
Potential Housing Unit Goal by 2023: 10 homes deed restricted at or below **100% AMI for owners** and **100% AMI for renters**. Accomplishing this goal would address two thirds of the gap in the Hot Sulphur Springs area, and may be adjusted based on policy decisions and development opportunities.

Hot Sulphur Springs Actions Timeline

The following action steps have been prioritized, sequenced, and assigned to inform future work plans for the Town of Hot Sulphur Springs and potential partners. Timing may shift as resources and opportunities change.

	Lead	2018	2019	2020	2021	Longer Term
Hot Sulphur Springs						
Zoning for Affordability						
Conduct outreach on ADUs in R1 zone	Town Administrator					
Review code for attached housing opportunities	Town Administrator					
Evaluate mixed use development along Hwy 40	Town Administrator					
Adopt code updates	Town Council					
Public Private Partnerships						
Continue work with Habitat for Humanity	Town Administrator					
Consider partnerships in future annexation	Town Administrator					

Kremmling



Kremmling town leadership acknowledges the need for affordable housing in the community, and seeks to explore the issue further as their new Town Manager comes on board in late 2018.

There has been very little residential development since the recession, and Kremmling's relative affordability compared to Summit County and other parts of Grand County has made it a desirable location for commuters to purchase homes. Kremmling's town leadership is mixed with regard to embracing the role of a bedroom community. Therefore, Kremmling's town leadership must decide whether to continue to transition into the role of a bedroom community or to actively facilitate the development of housing for locals. Deed restrictions could be used as a tool in the future to limit ownership and rental of homes with public investment to employees who work in the Kremmling area and their families.

Kremmling currently has a subsidized senior rental property, as well as an assisted living facility. Previously, students at the local school built homes for teachers as part of a vocational training class. There is considerable land appropriate for residential development in and adjacent to town limits. Development of workforce housing is perceived by Town leadership to be the role of employers and developers with potential support from GCHA.

Existing Tools and Resources

- Previous partnerships with GCHA to develop senior housing and assisted living
- School district and hospital with available land and desire to house employees
- Several significant residential in-fill and annexation sites

Key priorities - Housing for entry level and mid-career workers in local industry and government. Maintaining a balance of residential and commercial uses.

Potential Housing Unit Goal by 2023: 15 homes deed restricted at or below **100% AMI for owners** and **100% AMI for renters**. Accomplishing this goal would address about half of the gap in the Kremmling area, and may be adjusted based on policy decisions and development opportunities.

Kremmling Strategic Actions Timeline

The following action steps have been prioritized, sequenced, and assigned to inform future work plans for the Town of Kremmling and potential partners. Timing may shift as resources and opportunities change.

	Lead	2018	2019	2020	2021	Longer Term
Kremmling						
Zoning for Affordability						
Gather research on current code barriers	Town Staff					
Analyze potential code changes for fairness	Town Staff/consultant					
Conduct community outreach	Town Staff					
Recommend code updates	Town Staff					
Adopt changes	Trustees					
Public Private Partnerships						
Community Outreach - School District Land	School District/GCHA					
Conduct Feasibility - School District Land	School District/GCHA					
Develop a site plan and program	School District/GCHA					
Finance and entitlement	School District/GCHA					
Construct	School District/GCHA					

Core Components

The following core components are required to develop and maintain the affordability of housing over time. These core components have been prioritized through discussion with and feedback from the Housing Working Group.

1. Public Education and Participation

Communities are often so immersed in the development of housing and its ongoing administration that they do not adequately share information in a manner that is readily understood and used by the public. A person or agency is needed to facilitate engagement, explain opportunities to applicants for rental and ownership housing, provide ongoing opportunities for comment, respond to and address concerns, and report on housing successes. A good website is key, and this “one stop shop” approach has already been identified and prioritized through the Mass Economics and Economic Development Advisory Group strategy work. A good website provides:

- A one-stop-shop for sellers and buyers of deed restricted homes;
- Information on housing properties that have been developed – photos, locations, number of homes, basic qualification criteria;
- Updates on new/proposed developments that will offer new homes;
- FAQ’s on owning and renting deed restricted properties;
- A single pre-application that can be screened by staff with knowledge of homeownership and rental opportunities to match residents seeking housing with the right resources;
- A copy of the basic template deed restriction for ownership and rental units;
- A rental clearinghouse where property managers can list available units;
- Information about the tie between economic health and housing; since housing that is affordable for the labor force is a key ingredient of a sustainable economy, the interconnectedness of the local economy with adequate housing for the workforce should be regularly articulated;
- Measurements of the community benefits of workforce housing including the jobs held by residents and their contributions to the economy and broader community;
- Documents such as this Plan, *2018 Housing Needs Assessment for the Study Areas of Granby, Grand Lake, Kremmling, and Hot Sulphur Springs*, recent development proposals etc.

Timing and responsibilities for public education and participation are envisioned as follows:

- Content development for the website will begin this fall;
- Outreach to community groups will occur at least twice per year; and
- Media coverage will occur as needed, but no less than annually with a press release providing updates on housing accomplishments.

	Lead	Participants	2018	2019	2020	2021	Longer Term
1. Public Education and Participation							
Website Development							
Content	GCHA/EDA	Towns, realtors, PMs					
Maintenance	GCHA	Real estate professionals					
Outreach to community groups	GCHA	Working Group Members					
Media Coverage	GCHA	Project/location dependent					

2. Housing Guidelines and Deed Restrictions

Housing Guidelines and Deed Restrictions go hand in hand. This work should be completed ahead of the first for-sale affordable units being issued a certificate of occupancy. The documents will require monitoring and updates from time to time as local needs and housing markets change.

Housing Guidelines

Clear, concise Housing Guidelines are needed to develop and operate workforce housing. Guidelines are typically developed incrementally as specifications are needed, evolve over time and are amended as appropriate. They can be referenced in code “as may change from time to time” as a way to reduce the complexity and length of time spent enacting ordinance and updating the municipal code. Guidelines provide the rule book that guides developers, consumers, and Town and GCHA staff in building, buying and administering deed restricted housing.

Housing Guidelines should explain the following:

- Housing goals and objectives;
- The City’s development regulations and procedures in plain language;
- Housing development plan requirements that developers must submit with their application;
- Income categories;
- Unit types, sizes, quality standards, HOA allowances, covenant restrictions; and
- Deed restrictions (see below).

Deed Restrictions

A standard template deed restriction should be developed and used across the Study Area. Deed restrictions should be uniform to the extent possible and should ensure permanent affordability. If permanent affordability is not possible based on financing or other constraints, the longest possible term should be used (30, 50, 99 years for example). Project-by-project rules are time consuming, expensive to manage over time, subject to charges of inequity, and difficult for realtors, property managers, title companies, buyers and renters to understand. The Towns generally supported a uniform deed restriction, but there was some interest in the Town’s having the ability to customize the duration of the restriction, occupancy requirements, and selection processes for buyers and renters.

Deed restrictions should cover the following:

- Eligibility criteria – income, residency, employment, and/or other qualifications;
- Marketing process and period for resale;
- Option to purchase/1st right of refusal;
- Initial price and resale price calculation method;
- Appreciation limits;
- Capital improvement policy;
- Agreement to maintain home in good condition;
- Excessive damage charges;
- Owner occupancy requirements;
- Rental allowances and restrictions;
- Default/foreclosure procedures including survivability of affordability/occupancy limitations.

	Lead	Participants	2018	2019	2020	2021	Longer Term
2. Deed Restrictions and Housing Guidelines							
Housing Guidelines (supporting Deed Restrictions)							
Review peer examples	GCHA						
Draft local version	GCHA	Working Group/real estate pros					
Adopt by Towns/County	GCHA	Councils, Trustees, BOCC					
Process applications	GCHA	Development partners					
Update from time to time	GCHA	Councils, Trustees, BOCC					
Deed Restrictions							
Develop template	GCHA	Towns, realtors, developers					
Towns and County Adopt	GCHA	Councils, Trustees, BOCC					
Manage compliance	GCHA						

3. Deed Restricted Housing Database

A comprehensive database is needed to monitor and manage the inventory of deed-restricted housing as it is developed. This information should be readily available to provide transparency. Such a database facilitates the ability to easily track and evaluate the supply as it grows to determine to what extent it serves the changing needs of residents. With the relatively small number of deed restricted housing currently in the Study Area, and the production of new units occurring gradually over time, this task is a longer-term priority, but could begin in 2021 if capacity allows. A brief description of housing units produced through the efforts of GCHA and communities within the study area should, however, be included on the housing website from its inception (see Public Education and Participation).

When developing a deed restricted housing database, the following fields should be included:

- Project name and address
- Number of restricted and market units
- Type of occupancy restriction
- AMI restriction
- AMI of occupant
- Date built

- Initial sale price and resale prices
- Rents
- Number of bedrooms
- Square footage
- Amenities
- Type and value of improvements made
- Household size and composition
- Jobs held by residents

	Lead	Participants	2018	2019	2020	2021	Longer Term
3. Inventory Database							
Design	GCHA	Working Group					
Maintain	GCHA						
Generate reports	GCHA						

4. Funding

Funding is a core component of building housing and running successful housing programs. Few programs begin with funding; rather finding funding is an incremental process that goes hand in hand with creating goals and objectives, developing policies, securing appropriate land for housing, and moving forward with public/private partnerships. Leadership and responsibility for these funding opportunities will vary by project, program, and location. Monitoring funding opportunities is an ongoing function, as local, state, federal resources change frequently. The Grand County Housing Authority, in coordination with the other jurisdictions, is well positioned to track and coordinate funding opportunities.

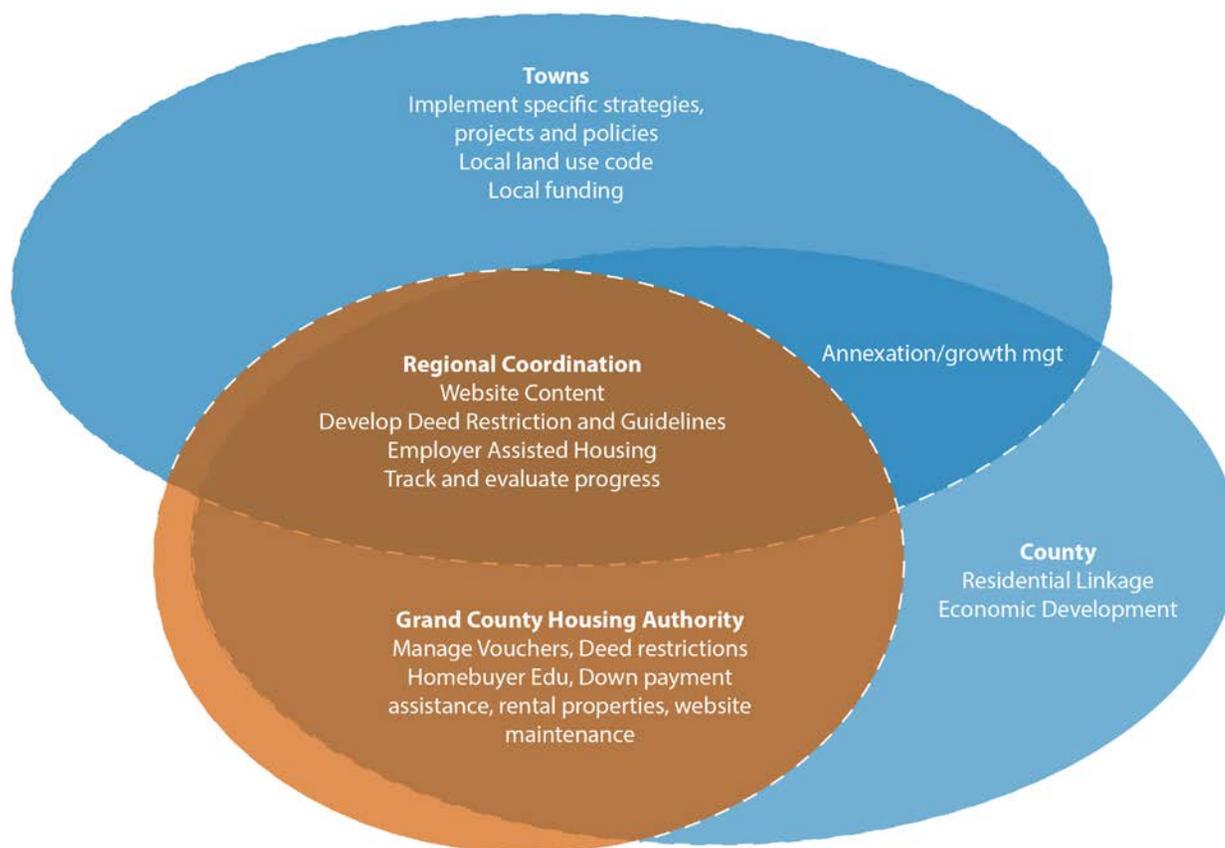
Currently, the resources created by the Grand County Housing Authority’s programs and Granby’s public/private partnerships are the two largest sources of local ongoing funding for housing. The Grand Foundation has provided funding for specific tasks and opportunities and should continue to be a resource for housing efforts. Habitat for Humanity has been successful in fundraising to build Habitat homes. Grand Lake and Granby have also been successful in creating Housing Funds and/or allocating resources for housing (see below). **Housing Funding Opportunities**

Source	Typical Uses	Study Area Specifics
General Funds	An annual or occasional budget allocation primarily to support staffing, pre-development and gap financing.	Grand County currently supports the Housing Authority with general operating funds. Granby has expressed interest in investing general fund dollars in specific projects that further their housing goals.
Taxes	Sales, property, excise tax. Voter approval required in Colorado. Revenue stream can be used for most housing related activities. Recent ballot initiatives have had mixed results. Approval requires extensive public education.	There are no plans to pursue passage of a sales or property tax for housing. Excise tax on short term rentals has also been discussed, and is not being pursued at this time.
Linkage/Impact Fee	A fee directly linked to the need for housing generated by new development through jobs created. Nexus required.	Grand Lake has had a residential and commercial linkage fee since 2001. Grand County is recommended to consider a similar fee for residential development as an action step in this Plan.
LIHTC (Low Income Housing Tax Credits)	Provides project equity for public, non-profit and private developers. Widely used in mountain towns. Often done through public/private partnerships. Multifamily sites needed.	Senior and family apartments in Granby and Creative District units in Grand Lake are all potentially eligible for LIHTC. Competition and CHFA policy will likely limit awards to one project at a time.
Debt Financing with Favorable Terms	Low interest loans, tax exempt bonds, certificates of participation and other forms of development financing available to housing authorities, cities, counties and some non-profits.	This tool could be combined with LIHTC and/or be a potential source of funding for specific new construction or renovation projects.

<p>Federal and State Grants/Loans – CDBG, HOME, USDA/Rural Development</p>	<p>Can only serve low-income households (<50%, 60% or 80% AMI), limiting their use in mountain towns. Competitive and complicated grant application and administration process.</p>	<p>Cultivating relationships with the Colorado Division of Housing and CHFA in early project planning stages would be the best route toward federal and state grants and loans.</p>
<p>Program Income</p>	<p>In communities with mature housing programs, proceeds from rents, sales of homes, developer fees, and revolving loan funds are often reinvested in additional workforce housing efforts.</p>	<p>This could be a long-term strategy, if GCHA or the Towns successfully grow their housing portfolio(s).</p>
<p>Voluntary assessments, in kind, and charitable donations</p>	<p>Businesses, individuals, and foundations contribute to workforce housing efforts in some communities.</p>	<p>The Grand Foundation has been a strong supporter of recent housing efforts. Additional revenue has been generated through voluntary assessments on development. Charitable donations are potential resources going forward.</p>

Roles and Responsibilities

The Housing Working Group provided feedback on roles and responsibilities and identified that many of this Plan will require collaboration. Lead and participating agencies are identified in timelines for action steps and core components. Generally, roles and responsibilities have aligned as follows. The Grand County Housing Authority is anticipated to initiate the tasks labeled “Regional Coordination.”



Grand County Housing Authority Organizational Options

This Plan has set a goal of increasing public-sector resources allocated to housing to produce 120 new, affordable homes by 2023. It calls for the provision of land and funding, and for additional time to be spent by staff and elected officials on developing housing that is affordable for the local, year-round workforce. Maintaining the current organizational structure of the Grand County Housing Authority and its current funding level is unlikely to provide the boost in capacity needed to reach this goal by 2023. County Commissioners are stretched thin with other policy priorities, and additional expertise to guide the agency at a Board level would be beneficial. Additional funding for staffing is also needed to enable the Housing Authority to meet its current obligations and assume the additional tasks identified in this Plan.

The Housing Authority already plays an important role providing housing opportunities and convening collaborations such as the working group that advised this Plan. The Housing Authority is well positioned to enter into public/private partnerships, provide technical assistance to for profits and non-profits, or even potentially lead development of new housing, however, additional resources are needed to staff the Housing Authority to fulfill those roles.

The table below describes four ways in which the Grand County Housing Authority can be organized and funded, along with its ongoing, new, and potential roles. Strengthening the ongoing funding and engaging the Towns in oversight of the Housing Authority is needed to successfully implement this Plan. Options 2 through 4 enhance the current organizational structure and increase the probability of accomplishing the goals set out in this plan. Option 4, transitioning to a multijurisdictional authority, was recommended in the *2018 EDA County Strategic Plan*. This option would be the most significant change from the Housing Authority's current structure and would likely result in the most additional capacity being added. Further feedback from the Towns and County is needed to inform the appropriate organizational structure for the Housing Authority.

<p>Option 1 – Status Quo</p> <p>Governance – The BOCC serves as the Housing Authority Board</p> <p>Funding - \$1.8 million budget; \$45,000 currently provided by the County for administration; CHFA, HUD; property rents, programs, and grants cover the remainder; Towns could contract for specific services going forward.</p> <p>Ongoing Roles – Administer Housing Choice Vouchers, rental compliance, First Time Homebuyer education, Down Payment Assistance program</p> <p>New roles in next three years – develop (in coordination with towns) and manage deed restrictions; create “one stop shop” website; manage two senior housing properties;</p> <p>Potential long-term roles – Housing development, public/private partnerships, property tax exemption</p>	<p>Option 2 – Create an Advisory Board</p> <p>Governance - The BOCC serves as the Housing Authority Board; an advisory board of local stakeholders could be appointed by the BOCC to add technical expertise and advise on the Authority’s work. Town representation could be part of this advisory board.</p> <p>Funding - same as Option 1</p> <p>Ongoing Roles - same as Option 1</p> <p>New roles in next three years – same as Option 1</p> <p>Potential Long-term roles - same as Option 1</p>
<p>Option 3 – Create a decision-making Board of Commissioners</p> <p>Governance - The BOCC appoints a Board of Commissioners that has fiduciary responsibility for the Authority. This Board must include one County Commissioner and one resident who receives assistance from GCHA. Criteria can be established for selection of other Commissioners. Town representation could be part of this decision making board.</p> <p>Funding - same as Option 1</p> <p>Ongoing Roles - same as Option 1</p> <p>New roles in next three years – same as Option 1</p> <p>Potential Long-term roles - same as Option 1</p>	<p>Option 4 – Transition to Multijurisdictional Housing Authority</p> <p>Governance – Governance would be provided by a Board of Commissioners with representation appointed by each of the participating jurisdictions. Commissioners could include elected officials, staff, and/or community volunteers.</p> <p>Funding – Funding would be provided by the participating jurisdictions, as well as the current properties, programs, and grants.</p> <p>Ongoing Roles - same as Option 1</p> <p>New roles in next three years – increase regional coordination, project management, advocacy and fundraising, as well as to develop (in coordination with towns) and manage deed restrictions; create “one stop shop” website; manage two senior housing properties;</p> <p>Potential Long-term roles - same as Option 1, with the opportunity to conduct a ballot initiative for a dedicated funding source at some time in the future.</p>

Appendix A – Tools Matrix

<div style="text-align: center;"> <h3>Incentives</h3>  </div>					
Working Group Priority?	Tools	Definition	Ownership or Rental	Income	Select Colorado Examples
No	Density Bonus	Providing addition density or FAR in exchange for workforce housing. Must be large enough to entice development yet small enough for livability and compatibility.	Both	Low-Middle	Crested Butte Frisco
No	Fee Waivers	Water/sewer tap fees, building permit or other fees waived in part or whole to reduce cost to build affordable housing. General funds or other source need to cover cost of fees waived.	Both	Low-Middle	Breckenridge Crested Butte
Yes	Accessory Dwellings	Allowing/encouraging accessory units if used to house local employees. Appropriate in many neighborhoods yet compliance monitoring is needed.	Rental	Low-Moderate	Crested Butte Telluride Truckee
Yes	Zoning for Affordability	Removal of regulatory barriers, flexible development standards (parking reductions, etc.) small lots for modest/tiny homes, complete neighborhoods, live/work, multi-family allowed in commercial/mixed-use zones, by-right affordable housing in all or most zones.	Both	Low-Middle	Breckenridge Crested Butte Telluride

Development Regulations



Working Group Priority?	Tools	Definition	Ownership or Rental	Income	Examples
No	Inclusionary Housing (Also called Inclusionary Zoning)	A percentage of residential units in new subdivisions/PUD's are workforce housing. Market homes support workforce units. Only effective if new subdivisions/PUD's are developed.	Both Ownership more common	Low-Middle	Carbondale Eagle County San Miguel County
Yes	Residential Linkage (Also called Impact Fee)	Requiring new homes to contribute to workforce housing relative to demand generated by residential units. Mitigation rate often increases with house size. Fees in lieu provides revenue stream that fluctuates with building activity. Nexus required.	Both	Low	Aspen Crested Butte Mt. Crested Butte Telluride
No	Commercial Linkage	Requiring new commercial development to provide housing for a portion of employees generated. Nexus required. Alternatives in application and compliance methods (on site, off site, land, fees in lieu) create flexibility yet complexity.	Both	Moderate	Aspen Crested Butte Mt. Crested Butte Telluride
No	Annexation Policies	Negotiating affordable housing as part of annexation agreements. Policy based. Municipalities have discretion in negotiations.	Both	Low - Middle	Breckenridge Crested Butte

Public/Private Partnerships



Working Group Priority?	Tools	Definition	Ownership or Rental	Income	Examples
Yes	Public Land/Private Developer	Partnering with developers to build homes on publicly-owned site. Competes with other uses for public land. RFQ/RFP process effective for selecting development partners. Ownership of land can be retained with long-term land leases.	Both	Low-Middle	Crested Butte Breckenridge Vail
Yes	Employer Assisted Housing	Master leasing, development, mortgage assistance, units for temporary relocation. Public sector can provide TA and develop projects. Housing for emergency services personnel and seasonal workers often provided by employers.	Both Rental more common	Low - Middle	Breckenridge Crested Butte Vail
No	Short-Term Rental Management	Providing rent guarantees and property management in exchange for renting units long term that were vacant or rented short term. Tracking, licensing, taxing, regulating and enforcing STR's. Limits on STR number and/or location increasingly common.	Both	Low-Middle	Summit County Breckenridge Crested Butte Durango

Public & Non-Profit Initiatives



Working Group Priority?	Tools	Definition	Ownership or Rental	Income	Examples
No	Housing Rehabilitation and Weatherization	Repairing, updating, enlarging, improving energy efficiency, and providing handicapped accessibility, typically with Federal or State grants. Staff/time intensive. Program in Grand no longer active.	Ownership Rental possible	Low	Crested Butte Grand County
No	Acquisition of Market Units	Buying down the price of units with public funds and imposing deed restrictions for permanent affordability. Condos are problematic. Public purchases can drive up prices for low end units.	Ownership Rental possible	Moderate - Middle	Breckenridge Telluride Mt. Crested Butte
No	Public Sector Development	Initiating, designing, financing and constructing homes by municipalities, counties and/or housing authorities, usually on publicly-owned land.	Both	Low - Middle	Breckenridge Crested Butte Telluride
No	Home Buyer Assistance	Down payment/mortgage assistance for purchasing units deed restricted or market units. Fund balance in Grand Co. - \$155,000	Ownership	Low - Middle	Grand County Summit County
Yes	Small Scale Development	Such as Habitat for Humanity or Self Help Build – Homes built by non-profit with volunteers for very low-income buyers.	Ownership	Low	Eagle County Gunnison San Luis Valley
Yes	Land Banking	Acquiring land for eventual housing development when specific project not known.	Both	Low - Middle	Summit County Vail
Yes	Senior Housing	High density, smaller, low maintenance units designed for retiring employees. Could free up housing for the workforce if strategy prevents purchase by second-home buyers or STR conversion.	Rental Ownership Possible	Low	Eagle County Grand County