

MEMORANDUM

TO: Mayor Appelbaum and Members of City Council

FROM: Karen Rahn, Director, Housing and Human Services
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DATE: May 3, 2012

SUBJECT: Study Session May 8, 2012
Potential Affordable Housing Next Steps

I. PURPOSE

The goal of this study session is for council to discuss proposed next steps in addressing affordable housing issues in the city's work plan, including potential new initiatives that would expand the city's affordable housing efforts beyond the current program.

The Analysis section of the memo summarizes potential work program items identified in previous discussions. This is followed by an overview of work items currently slated for 2012 and 2013 for Housing and Human Services (HHS). Following this council discussion, staff will develop work plan options for council consideration in June.

II. QUESTIONS FOR COUNCIL

- A. Does council agree with the current Division of Housing 2012 and 2013 work plan?

- B. Does council have feedback related to potential future work program items for HHS or Community Planning and Sustainability (CP+S) with regard to the affordable housing program specifically or housing issues in general?

III. BACKGROUND

The city initiated a review of the affordable housing program in 2008. Since then many ideas for improving or expanding the program have been proposed and discussed. The review had three phases. In Phase I, council affirmed the city's fundamental affordable housing policy:

Preserve Boulder's socio-economic diversity by supporting the creation and preservation of a range of housing options.

Council also reaffirmed one goal, with two objectives, and set a new goal.

- A. Ten percent of the city's housing should be permanently affordable to low and moderate income households.
 - 1. Of the permanently affordable housing:

- a. 35 percent should serve households earning from 0 to 30 percent of area median income (AMI);
 - b. 40 percent should serve households earning from 30 to 60 percent of AMI; and
 - c. 25 percent should serve households earning from 60 to 80 percent of AMI.
 - 2. Of the permanently affordable housing, approximately one quarter should be homeownership and three quarters rental.
- B.** The city should have 450 units permanently affordable to middle income households earning between 80 and 120 percent AMI. (New goal)

The ten percent goal was adopted as a Comprehensive Plan policy in 1997 and was a central component of the Affordable Housing Strategy adopted in 2000. This goal has been the basis for most of the city's affordable housing efforts since. The two primary strategies for accomplishing the goal have been Inclusionary Housing (IH) and direct funding of affordable housing. The middle income goal was adopted in 2009 and has been pursued almost entirely through annexations.

In addition to the city's specific affordable housing goals, the Boulder Valley Comprehensive Plan (BVCP) contains several policy statements related to affordable housing. *Attachment A* contains a list of the BVCP policies and a matrix identifying how each idea described in this memo relates to the adopted city affordable housing goals, the BVCP policies and the city's work plan.

Phase II of the affordable housing review considered the Inclusionary Zoning program adopted in 2000. The culmination of this phase was the adoption in March 2010, of an Inclusionary Housing Ordinance that set an annual adjustment for cash-in-lieu payments and applied IH requirements to redevelopment projects involving five or more units.

Phase III was consideration of additional affordable housing initiatives. To inform this phase of the review, council requested that a community task force be formed to evaluate possible initiatives and make recommendations. The 2010-2011 Affordable Housing Task Force Report was received by council on September 20, 2011, and discussed at the March 1, 2012, study session. Throughout the review council, the Affordable Housing Task Force (Task Force) and members of the public have identified a variety of issues related to improving the affordable housing program, as well as housing affordability in Boulder more broadly. In 2012 council members have commented on the issues at the January 21, annual retreat, the March 1, Affordable Housing Task Force Study Session, the April 10, 2012, Study Session on IH Rental Policies, the April 17, 2012, council meeting and through council communication.

IV. ANALYSIS

For the purposes of this study session, staff has organized the policy ideas identified and discussed through the affordable housing program review in to three topic areas:

- A.** Ideas that relate primarily to the current affordable housing program administered by the Department of Housing and Human Services.

B. Ideas that would expand the city’s efforts beyond current affordable program goals and objectives. These ideas lead to a broader discussion of the diversity of housing in the community and major planning initiatives.

C. Ideas that are primarily procedural or administrative.

Each area presents opportunities to pursue the city’s policy of preserving socio-economic diversity by creating and preserving a range of housing options. Staff has summarized each policy idea and provides some initial points for consideration.

Ideas Related to the Current Affordable Housing Program

This group of policy ideas concerns modifications and improvements to the city programs and policies that would build on the existing structure.

A. Inclusionary Housing: Analysis of potential modifications to the current program, including:

1. Methodology for assessing IH requirements (square footage basis and number of units);
2. Affordable ownership versus rental in terms of maximizing resources and obtaining the highest community benefit;
3. Long term maintenance and management of the affordable housing stock; and
4. Research master leases as an affordable housing tool.

IH is a complex program with considerable legal and legislative constraints. As a function of ongoing implementation staff continuously considers and analyzes best practices and policies and needed regulatory additions or improvements. Analyzing these four items would fit within the current work plan.

B. New Funding Sources: Identification of preferred funding sources and the timing and process for obtaining them.

Although additional funding for affordable housing is generally viewed as necessary, given other city priorities and the economic situation, pursuing new funding sources would be more appropriate for a future year work program. This would be a new work item for HHS.

City Council requested information on Denver’s Mile High Transit-Oriented Development Fund and Boulder’s potential involvement. See **Attachment B**.

C. Incentives: Consideration of reinstating fee waivers, expanding density bonuses and identifying other incentives to facilitate production of permanently affordable housing.

In previous years, the city has offered fee subsidies and waivers of development excise taxes for the provision of affordable housing beyond what is required by IH. The fee subsidies were based on available funding which was cut due to budget constraints in 2010. Over time, many city excise taxes were converted to impact fees which, unlike

excise taxes may not be waived for affordable housing. To facilitate affordable housing, a density bonus was included in a zone that, to date, only exists in the Holiday neighborhood. These and other incentives could be analyzed as possible tools to off-set the inclusionary requirement and to encourage greater production of permanently affordable housing. This would be a new work item involving both CP+S and HHS.

D. Density and Distribution of Affordable Housing: Policies to guide the location of affordable housing, including locating specialized housing.

Recently concern has been raised about locating specialized housing in the city. Considerable planning work was done in 2000, when the homeless shelter was sited, which indicated that the impacts of specialized housing are minimal and resulted in polices whereby specialized housing would be treated no differently in the code than other types of housing. Re-visiting this issue would be a new work item involving CP+S and HHS.

E. High Homeowner Association (HOA) Fees:

1. Continued analysis and monitoring of HOA structures and fees as they relate to long-term affordability and unit maintenance.

The Division of Housing will continue to set maximum prices that incorporate a realistic HOA fee component and will monitor fees and special assessments and propose policies where appropriate to ensure affordability and proper maintenance over time.

2. Development of a program to mitigate or control fees for owners of permanently affordable units.

Assumes mitigation is necessary, which needs to be confirmed through analysis and monitoring of outcomes. If mitigation were deemed appropriate any policy analysis and action would be a new work item for HHS.

F. Affordable Housing Fund: Policy for using cash-in-lieu to fund non-affordable housing community benefits.

The cash-in-lieu funding collected through the IH program is supportable due to the nexus between the requirement and the use of the funds to produce and maintain affordable housing. If council wanted to reposition the program it would be a new work item for HHS

G. Convert Existing Market-rate Housing: Policies to emphasize acquisition over new development to create permanently affordable units.

Currently the city funds acquisitions when affordable housing providers present opportunities and does not prioritize between acquisition and new construction when awarding funding. Land values, purchasing competition, funding sources such as low income housing tax credits and availability of properties for purchase all drive housing

providers' decisions about purchasing existing housing or building new housing. Analysis and policy development would be a new work item for HHS.

Ideas for New Affordable Housing Initiatives

Implementing these ideas would expand the city's efforts beyond the current affordable housing program goals and objectives. Many of them would focus on relatively affordable market-rate housing.

A. Mobile Home Park Strategy:

1. Identify the appropriate city response, role or possible intervention if a mobile home park is offered for sale; analyze tools and strategies whereby mobile homes and communities can be included in affordable housing programs.

The Division of Housing is scheduled to begin this project later in 2012. Through the BVCP, the city has a goal to preserve existing mobile home parks. This goal has been implemented on a case-by-case basis as different issues with individual parks have arisen. Staff recommends development of a strategy with a defined scope to identify the appropriate city response, role or possible intervention if a mobile home park is offered for sale or proposed for redevelopment and analysis of the feasibility of including mobile homes in the affordable housing counts and/or preserving long term affordability. This is a major work item for HHS.

2. Ownership Advocacy – develop strategies to promote resident ownership of mobile home parks; develop resources to support owners of mobile homes.

Other issues include strategies for the city to support resident acquisition and management of mobile home parks and enhance the long-term viability of this type of housing. This would be a new work item for HHS.

B. Senior Housing Strategy: Analysis of current conditions and future needs and implementation plan.

Housing our growing senior demographic is a potential challenge for the city to proactively address. The Division of Housing has proposed this project for 2013, but it needs considerable scoping. It would likely include elements of affordability, building code requirements for aging in place, congregate care and other senior housing needs and options and would be a new work item involving CP+S and HHS.

C. Secure Affordable Housing from Apartment Conversions: Develop a program to secure affordable housing benefits from conversions of apartments to condominiums.

When older market-rate apartments are converted to high-price condominiums the city sees a loss of relatively affordable housing. In most cases, the remodel work would not add new units and therefore would not trigger an IH requirement. Strategies for preserving older apartments or securing community benefit when the apartments are

converted to condominiums could be explored. This would be a new work item for HHS and CP+S.

- D. Accessory Dwelling Units (ADUs) and Owner Accessory Units (OAU):** Encourage greater use of ADUs and OAUs to provide relatively affordable housing opportunities.

As a first step, a survey could be undertaken to determine how effectively ADUs and OAUs are contributing to the city housing goals for affordability and diversity of housing types. This would be a new work item for CP+S, which currently implements the ADU/OAU program.

Further steps include determining goals for the program, determining market affordability and/or permanent affordability, developing policies to increase the total number of such units and enlarge areas where they can be located. This would be a new work item for CP+S and HHS.

- E. Land Use Tools:** Land use tools to encourage or incentivize market opportunities for relatively affordable housing opportunities, including smaller units and housing on transit corridors and others, such as a density bonus and fee waivers, to incentivize permanently affordable housing.

Land use tools have been discussed primarily as a way to encourage the market to produce smaller housing units that would be “relatively” affordable. They are typically not aimed at providing permanently affordable units, but rather are a way to increase the range of housing options to help address the gap in housing between permanently affordable dwelling units and market-rate dwelling units, offering relative affordability and a greater range of housing choices in the community.

Land use tools would likely result in housing affordable to households earning approximately 100 percent of the annual AMI (\$83,850 for a family of three) and above, and as such would not benefit the same households as the affordable programs which serve primarily low/moderate income households (0 to 80 percent AMI) plus a small number of middle income households (Average 100 percent AMI.) However, some of these tools could also be used in conjunction with an affordability requirement. In that case, they would no longer be a market solution and would serve lower income households.

Land use approaches put in place the regulatory framework that allows or requires smaller home sizes in certain areas. When property is developed or most likely, redeveloped the requirements apply. Possible outcomes include:

- 1. Higher occupancy limits in select areas.*
- 2. Subdivide single-family lots in selected areas to allow an additional deed-restricted smaller unit.*
- 3. High density with small units along transit corridors.*
- 4. Smaller, detached dwelling units.*

Land use tools are fundamentally related to a broader discussion of the diversity of housing in the community and should be considered in conjunction with major planning initiatives, such as BVCP changes, area plans, or broader policy discussions about housing in the community.

- F. Partnering with University of Colorado:** Joint strategies to help graduate students and professors live in Boulder city limits.

The city coordinates with the University of Colorado on comprehensive planning including their housing strategies. Through these efforts and communications, the city could look specifically at housing for graduate students and professors. In addition, down payment assistance and other housing tools can be examined in this context. This would be a new work item for HHS.

Ideas Relating to Program Administration

This group of ideas is related to improved implementation of the city's current program.

- A. Affordable Housing Board:** Formation of an Affordable Housing Board as a resource for the city's administration and development of its affordable housing program.

Members of such a board could develop an in-depth understanding of the program policies and issues and be able to provide policy recommendations. It could also serve as a forum for community input. If desired by council, staff can develop options for such a board outlining its potential role, structure, operations and staffing. Issues to be analyzed and included in options for council consideration may include:

- 1. should the board's purview be the permanently affordable program or more expansive;*
- 2. clear delineation of responsibilities with other city bodies, such as Planning Board;*
- 3. appointed by the City Manager or City Council; and,*
- 4. resources necessary to support the board.*

- B. Revisit the Middle Income Goal and Certain Affordable Housing Objectives:** The city periodically reviews its affordable housing goals and priorities, which then serve as a blueprint for the city's policies and funding allocations towards the development of affordable housing.

Questions about affordable housing goals and objectives include:

- 1. What priority should the city place on affordable for-sale versus rental units as the two types of affordable housing serve different income groups and meet different goals?*
- 2. What are the implications of build-out and annexation estimates for affordable unit production?*
- 3. Should the goal to produce 450 affordable units for middle income households be dropped or changed as annexation is currently the only tool for acquiring middle income priced units and the sales performance of middle income units is mixed?*

Affordable housing goals and objectives drive the program policy and implementation work. Council may want to review them as a way to refine the overarching policies for the program and provide guidance on resource allocation. The middle income goal may need to be re-evaluated given the experience with producing and marketing affordable units at these prices. If the goal is retained, other options and tools beside deed restrictions should be considered. This would be a new work item for HHS.

- C. Needs Assessment:** Identification of housing gaps for certain household incomes or other defined populations, such as people with mobility impairments.

The value of a needs assessment is sensitive to its timing in relation to the policies or projects it is meant to inform. A needs assessment should be completed periodically and in conjunction with any major policy project. The last major needs assessment was completed in 2005. A new one should be undertaken in the next few years or in conjunction with the following possible work items:

- 1. Revisiting the Middle Income goal and certain affordable housing objectives*
- 2. Senior Housing Strategy – possibly a senior housing needs assessment*
- 3. New Funding Sources*

Completion of a needs assessment involves scoping and issuing a Request for Proposals for a consultant to complete the work. This would be a new work item for HHS.

- D. Counting Relatively Affordable Housing:** Inclusion of market affordable units, including mobile homes and Section 8 vouchers, in an inventory of the affordable housing supply.

Currently, determination of the affordability of market rate housing with any certainty or for any period of time would be labor intensive, expensive and would be relevant for a short period of time. Reliable and accurate data for this information is not available since most affordable market rate housing is rental and the status can change at any time. There is no basis for assuming that any affordable rent today will be affordable tomorrow or that a house owner-occupied today will not be rented tomorrow. A housing needs assessment is a more reliable and efficient method to assess the housing supply and demand in the community.

Section 8 vouchers have two variations, project-based and portable. Project-based vouchers are included in the city's affordable inventory under the "likely to remain" category. Portable vouchers can be used outside the city limits, however a reasonable estimate of the number used within the city limits can be added to the affordable inventory report.

- E. Efficiency of Resources:** Analysis of the current program, especially the IH and funding components, to identify opportunities to provide more affordable housing units without additional resources.

Efficiency of affordable unit production is a primary focus of program implementation. This item is related to the goals in that they drive the program decisions and do not

always provide the most units. For example, considerable resources are needed to produce a unit affordable and appropriate for people with disabilities. The same amount of funds could produce more rental housing affordable to moderate income households, but would not serve the same population. An analysis of the implications, consequences, and policies to maximize unit production over the goal to meet a wide range of affordable housing needs would be a new work item for HHS and would could be considered in conjunction with a project to review program objectives in general.

- F. Lack of Clarity and Agreement on Language:** Standard definitions for affordable housing terms used by the city.

The Division of Housing has a glossary of terms developed for the Task Force and will post it on the website for reference.

V. CURRENT AND PROPOSED 2012 AND 2013 WORK ITEMS

Several of the issues identified above are already being addressed in whole or in part through the current affordable housing program and the Division of Housing's work plan. In addition, the Division of Housing plans to begin work on three of the issues later in 2012 or beginning in 2013. The current Housing Special Projects Work Plan is in ***Attachment C***.

Key Current Division of Housing Work Plan Items

A. Complete IH Rental Update (2012 and 2013)

The current update will allow the program to respond to changes in the housing market, improve clarity and efficiency of implementation, fix specific problems and difficulties in implementation and respond to council and community concerns.

B. IH (2012 and 2013)

The regular review and updating of the IH program will include analysis of the IH assessment methodology, the relative efficiency of producing permanently affordable homeownership and rental housing, issues related to long-term affordable housing maintenance and research of master leases as an affordable housing tool.

C. Continue to Analyze and Monitor Homeowner Association (HOA) Fees (On-going)

To responsibly manage and maintain the affordable housing stock over time the Division of Housing will continue to monitor HOA fees in order to set affordable home prices that incorporate a realistic HOA fee component. The department will also monitor fees and special assessments in order to propose policies where appropriate to ensure ongoing affordability and proper maintenance over time.

Although the following two items are currently scheduled for 2012 and 2013, substantive work on them has not begun and resources could be redirected to other priorities.

D. Develop a Mobile Home Park Strategy (2012)

The Division of Housing is scheduled to begin this project later in 2012. Through the BVCP, the city has a goal to preserve existing mobile home parks. This goal has been implemented on a case-by-case basis as different issues with individual parks have arisen.

A Mobile Home Park Strategy will allow council to be proactive as it will identify the appropriate city response, role or possible intervention if a mobile home park is offered for sale or proposed for redevelopment. Analysis of the feasibility of including mobile homes in the affordable housing counts and/or preserving long term affordability will inform affordable housing program development for a future work item.

E. Complete a Senior Housing Needs Assessment (2013)

A city-wide Senior Housing Strategy (Strategy) would involve resources from CP+S and HHS and would need to be coordinated as a joint work item. The Strategy work should be informed by a senior housing needs assessment. Completing such an assessment in 2013 would queue the Strategy project for 2014. This could be combined with a general housing needs assessment per item G. below.

Proposed Additions to the 2012-2013 Work Plan

Pursuing the following three items would be an expansion of the current work plan and would likely require modifications to current work plan items to accommodate the additional projects.

F. Develop Options for an Affordable Housing Advisory Board (2012)

An affordable Housing Advisory Board could be a resource for the city's administration and development of its affordable housing program. Its members could develop an in-depth understanding of the program policies and issues and be able to provide policy recommendations. It could also serve as a forum for community input. The options for formation of a board will include possible roles, structures, operations and staffing.

G. Conduct a Housing Needs Assessment (2013)

A housing needs assessment should be completed to inform a review of the middle income goal and affordable housing objectives and the selection of new housing strategies and their implementation.

H. Revisit the Middle Income Goal and Certain Affordable Housing Objectives (2013)

The affordable housing goals and objectives serve as a blueprint for the city's policies and funding for the development of affordable housing. The middle income goal should be re-evaluated given the experience with producing and marketing affordable units.

VI. NEXT STEPS

Staff will use direction provided by council at this study session to propose modifications to the current work plan. This work plan proposal will come back to council in June or as scheduled by the Council Agenda Committee.

Staff plans the following actions to communicate with council on affordable housing issues:

A. Provide location criteria to be applied to off-site affordable housing prior to ordinance and regulatory changes resulting from the IH rental policies update.

B. Implement regular council updates on the current affordable housing program including information about IH off-site agreements.

- C. Determine the status of the Federal Housing Administration’s policy on rental units in HOAs.

ATTACHMENTS

Attachment A - Boulder Valley Comprehensive Plan Policies Related to Affordable Housing

Attachment B - Transit-Oriented Development Fund

Attachment C - 2012-2013 Housing Division Work Plan Special Projects

Boulder Valley Comprehensive Plan Policy Statements Related to Affordable Housing

1.27 Annexation.

For annexation considerations, emphasis will be given to the benefits achieved from the creation of permanently affordable housing.

2.15 Accessory Units.

Consistent with existing neighborhood character, accessory units will be encouraged in order to increase rental housing options in single family residential neighborhoods.

2.21 Mixed Use.

The city will encourage well designed mixed use development that incorporates a substantial amount of affordable housing in appropriate locations, including some commercial centers, corridors and industrial areas.

2.22 Incentives for Mixed Use.

The city will provide incentives and remove regulatory barriers to encourage mixed use development where and when appropriate. This could include public-private partnerships for planning, design or development; density bonuses tied to affordable housing and other zoning incentives; new zoning districts; and the review and revision of floor area ratio, open space and parking requirements.

7.01 Local Solutions to Affordable Housing.

The city and county will emphasize locally developed solutions to meet the housing needs of their low and moderate income households, including those who work but may not live in Boulder County. The city and county further recognize that such needs may not be met solely through private development. To facilitate availability of housing for this segment of the population, appropriate federal, state and local programs and resources will be used both locally and in collaboration with other jurisdictions. The city's pursuit of additional affordable housing programs will include an analysis of the unmet need for such programs as well as an analysis of the financial, social, demographic and community resources and constraints.

7.02 Supply of Affordable Housing.

There is a growing concern about the availability of affordable housing for low and moderate income families in the Boulder Valley. The city will continually monitor and evaluate its policies, programs and regulations that affect land cost, development fees, and other associated development costs to ensure that these costs are compatible with the overall goal of affordable housing. Where appropriate, incentives and regulations will be employed to encourage construction of affordable housing or to mitigate the costs of constructing and acquiring permanently affordable housing.

7.04 Populations with Special Needs.

The city and county will encourage development of housing for very low and low income populations with special needs including facilities for the older adults, people with disabilities and other populations requiring group homes or other specialized facilities where appropriate.

The location of such housing should be in proximity to shopping, medical services, entertainment and public transportation. Every effort will be made to avoid concentration of these homes in one area.

7.06 Mixture of Housing Types.

The city and county, through their land use regulations and incentive programs, will encourage the private sector to provide and maintain a mixture of housing types with varied price ranges and densities, which attempt to meet the affordability needs of a broad range of the Boulder Valley population. This includes families, essential workers, older adults, persons with disabilities, at-risk children and adults and vulnerable, very low income residents.

7.08 Preservation and Development of Manufactured Housing.

Recognizing the importance of manufactured housing as an option for many households, the city and county will encourage the preservation of existing mobile home parks and the development of new manufactured home parks, including increasing opportunities for resident-owned parks.

7.14 Integration of Permanently Affordable Housing.

Permanently affordable housing, whether publicly, privately or jointly financed, will be designed as to be compatible, dispersed, and integrated with housing throughout the community.

Transit-Oriented Development Fund

The Mile High Transit-Oriented Development (TOD) Fund is a revolving loan fund currently active in Denver with a goal of creating and preserving more than 1,000 affordable housing units in current and future transit corridors. It was designed to acquire housing and developable property within a half mile of commuter rail stations and one quarter mile of regional high-frequency bus stops. The TOD Fund provides low-interest loans of up to five years and is focused on rental housing. The City of Denver invested \$2.5 million in the fund and would be the first investor to absorb any losses. To date the fund's only borrower has been the Urban Land Conservancy. More than 400 units of affordable housing are anticipated to result from the fund's loans. Given the regional nature of FasTracks, the participants in the fund are exploring how to make this resource available outside of Denver.

Preliminary information gathered by staff indicates that the fund is open to modifying its current model for activity outside of Denver. If Boulder were to participate it would need to invest at least \$500,000 and leave it invested for 10 years at no interest to participate. In addition, the fund would like two other cities in the west metro area to make similar commitments before expanding the program. The city's funds would be in a "first loss" position for any loans made.

Potential advantages of city participation

- Provides access to an additional source of project debt.
- The fund's TOD focus might facilitate development more consistent with the city's plans than would otherwise occur.
- Supports regional efforts to address transportation and housing issues.

Potential disadvantages of city participation

- Commits city funds for at least 10 years with no monetary return.
- Limited city ability to direct the funds to specific projects.
- Use of city investment outside of Boulder.

In order to determine the potential utility of the fund, staff would conduct an analysis of possible suitable locations (within .25 mile of high frequency regional bus, such as the BX or BRT, since a rail connection is too far in the future), make a projection of likely project types and local capacity to develop them, and develop a comparison of the other loan funds already accessible as a result of city investments, such as the Mile High Community Loan Fund or Funding Partners. Some questions that analysis would address are:

- Does the city desire greater TOD activity along eligible corridors than is already happening?
- How would access to this source of debt change the likely development outcomes along the corridors?

- What are the opportunity costs of committing funds to the program for at least 10 years?
- What level of local control would the city want over the Fund or the projects it funds?
- How would this fund compare to other sources of debt for non-profit and for-profit developers?
- Are there methods of achieving city goals, such as modifying IH or funding policies that would be more effective?
- What level of risk to the investment would the city accept?

**2012-2013
Housing Division Work Plan
Special Projects**

Listed below are the Division of Housing's currently planned special projects with their projected schedules.

Projects	Q2 2012	Q3 2012	Q4 2012	Q1 2013	Q2 2013	Q3 2013	Q4 2013
Projects with Council direction or otherwise required:							
1. Affordable Housing 2012-2013 Work Plan Priorities	X						
2. Depot Square Affordable Housing Agreement	X						
3. Renew HOME Consortium	X						
4. IH Rental Policies Update – Options	X	X					
5. Analysis of Impediments to Fair Housing Choice	X	X					
6. IH Rental Policies Update - Ordinance and Regulations			X	X			
Projects requested by Council:							
7. IH Off-site Criteria	X	X					
8. 30 th and Pearl/Boulder Junction Update	X	X					
Projects planned for 2012-2013, but not initiated:							
9. Mobile Home Park Strategy		X	X	X	X		
10. Senior Housing Strategy				X	X	X	X