Study Session
MEMORANDUM

TO: Members of City Council

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DATE: June 9, 2015

SUBJECT: Housing Boulder

EXECUTIVE SUMMARY

The purpose of the study session is to request council feedback on the development of a next generation housing strategy, in particular the "preliminary themes" that have emerged from the community conversations to-date, and next steps in developing a draft comprehensive housing strategy. The strategy will provide a housing policy framework, including community priorities for action and specific tools to help meet the six council-adopted goals:

1. Strengthen Our Current Commitments
2. Maintain the Middle
3. Create Diverse Housing Choices
4. Strengthen Partnerships
5. Enable Aging in Place
6. Create 15-Minute Neighborhoods

Since spring 2013, the city has worked with the community to gain a better understanding of Boulder's housing challenges and start identifying specific tools to address those challenges in a manner consistent with shared community values. After gathering community ideas for action to help make housing in Boulder more affordable and inclusive, the project team collected

community feedback on priorities for action, including identification of which ideas might work best and where. From the project process and community input to date staff has identified emerging "themes" that could serve as the basis for developing the draft strategy. These are outlined in **Attachment A**. A key focus of this study session is to discuss the preliminary themes with council and determine if they should serve as the basis for developing a draft strategy document for further community conversation and consideration.

Based on council input and direction, the Housing Boulder team will proceed to develop a draft strategy for community review in summer 2015 and board and council consideration in fall 2015. The draft strategy will establish an overall framework, define strategic priorities, and set forth implementation actions in three broad categories: vision and policy changes (carried forward as part of the 2015 Boulder Valley Comprehensive Plan update); pilot projects and programs; and code and regulatory changes. Implementation steps would begin in late 2015.

The Housing Boulder team is requesting feedback on the following questions:

1. Does council have questions or input on the community input received to date and preliminary themes that have emerged?
2. Should staff proceed with development of the draft strategy for community review, and does council have further input related to developing the draft strategy?
3. Does council have feedback on the working groups' proposed changes to the Housing Boulder goals statements?
4. Does council have questions or input related to the project timeline, next steps and integration with other planning efforts?

I. BACKGROUND

Since adoption of Boulder's 1999 Housing Strategy, significant progress has been made on its goals, resulting in thousands of permanently affordable housing units for lower income households and placing Boulder in the forefront of housing policy and action nationwide. However, Boulder's housing market continues to be strong, and housing affordability challenges have continued to grow. In response, Council held study sessions on Feb. 12 and May 14, 2013 to better understand the current housing challenges and provide direction on the development of a new comprehensive housing strategy. Four phases were proposed to develop the strategy:

1 Foundations for Action. A housing market study was completed in 2013 as a first step to understand the city's housing situation for both renters and owners, with a particular focus on housing opportunities for workers and low and middle income residents. This work, including consideration of comparative data from the region, helped quantify Boulder's current housing challenges and identified conditions and trends that helped define the project's goals (see the Boulder Housing Market Analysis). Additionally, a housing choice survey and analysis was completed in early 2014 to provide data on residents' and in-commuters' housing needs and preferences (see the Boulder Housing Choice Survey and Analysis). This work helped provide qualitative data about local housing market conditions as well as housing needs. This phase included focus groups with seniors, Spanish speaking

community members, Hmong speaking community members, and people who currently commute into the city for work. Council reviewed the foundations work and background materials at a May 27, 2014 study session. Key findings from the foundations work included:

- Boulder rental market is very tight, with record low vacancy rates (9.7% in 2003, 1.4% in Q1-Q3 of 2013). There was a slight increase in 2014, but that was mostly attributable to new units available for lease.
- The shortage of rental units affordable to 50% Area Median Income ($31,500) doubled from 2006 (5,800 units to 10,000 units).
- Housing prices in Boulder continue to outpace the county and region – median detached home sales price exceeded $600,000 in 2013 ($685,000 in 2014). Recent increases in assessed valuation by the County Assessor have confirmed these trends, with median housing values increasing by an average of 20% in Boulder for the period from June 30, 2012 to June 30, 2015.
- The city's inventory of permanently affordable rental units has helped preserve some lower income diversity.
- Recent trends in some of the housing products being created in Boulder are consistent with shifting market demand towards smaller units, mixed-use, and walkable neighborhoods with high transit access.
- Housing for middle income households, especially family households, is becoming more scarce.
- Demand for housing in Boulder living is unlikely to drop— *an expanded toolkit of policies and programs is needed if the city wishes to maintain a mix of households and incomes in Boulder*.

2 **Strategic Direction.** With a better understanding of key issues and informed by further discussion with partners, stakeholders and council, the past months have been focused on defining the strategic priorities and directions for responding to Boulder's housing challenges. To initiate this step in the process, staff drafted an initial "laundry list" of potential policies and tools that might help address Boulder's housing challenges. The purpose of the toolkit was to inform community discussion. Over the past months, additional tools have been identified by community members and stakeholders and subsequently added to the toolkit.

At its Sept. 2, 2014 meeting, council adopted the Housing Boulder goals to guide work on the project. These are high level goals that define what it is we are trying to achieve. Subsequent work will define any quantified targets to measure progress toward each goal, as appropriate. At the same meeting, council also directed staff to pursue the Palo Parkway opportunity site and other short term actions. Five working groups, each comprised of 10 to 12 diverse community members and organized around each of five goal areas, met monthly from January through May 2015 to evaluate the Toolkit of Housing Options and identify the most promising tools for a broader community discussion.

Broader community outreach was also undertaken, as summarized in this memo and its attachments (see section V. Community Engagement and **Attachment B**). These efforts were guided by the Housing Boulder Process Subcommittee, launched in February 2015 to monitor and provide input on the public engagement process for the project. The committee

is comprised of City Council members Lisa Morzel, Andrew Shoemaker, and Mary Young, and Planning Board members Crystal Gray and Leonard May. Subcommittee notes are posted on the website. In total, well over 1500 people participated in the community conversations and events since January 2015, building on the 3000+ participants in the initial survey work of Phase 1.

On April 28, 2015, City Council was provided with a briefing on the project, including the 2015 Community Profile, 2015 Affordable Housing Trends and outreach materials summarizing Boulder's housing challenges and opportunities for the community to participate. Planning Board was briefed and provided input on the project on Feb. 19, April 2, and May 21, 2015.

Drawing on the results of Phase 1 as well as input received through the working group process, neighborhood workshops, and online and in-person engagement, staff worked to define preliminary themes that could form the basis of a strategy. A rough draft of the themes was discussed at a Joint Working Group Meeting on May 27 and modified based on input received. The current iteration is attached with this memo (**Attachment A**).

Based on direction from council, the Housing Boulder team will develop a draft strategy document for community review and input in summer 2015, with board and council consideration in the fall. Adoption of the draft strategy will conclude this phase of the Housing Boulder work effort.

3 **Strategic Action.** Based on the council-approved strategy, the integrated staff team will develop a detailed work program and implementation schedule for short, medium and long-term actions. It is expected that implementation activities will fall into three broad categories: vision and policy changes (carried forward as part of the 2015 Boulder Valley Comprehensive Plan update); pilot projects and programs; and code and regulatory changes. Implementation steps would begin in late 2015

4 **Governance, Monitoring, Reflection and Action.** As strategic priorities are acted upon, an ongoing governance process will engage the community and partners in monitoring outcomes, evaluating changing conditions, and determining next steps in continuing to advance the community's affordability goals. This may include creation of an ongoing advisory board or similar structure to guide implementation efforts. Options for this structure and process will be presented to council in conjunction with the final strategy document in fall 2015.

II. PRELIMINARY THEMES AND DIRECTION FOR THE DRAFT STRATEGY

The themes are a first cut at defining the overall strategic direction for Boulder's "next generation" of housing policies and actions, and will serve as the basis for developing a draft strategy document for community, board and council review and input later this summer and fall. A rough draft of the themes was reviewed and discussed at the final joint working group meeting on May 27. In summary, the working group members thought the themes are relevant and a good start for guiding implementation actions. The full meeting notes are here. The

version of themes presented in **Attachment A,** is a second iteration that incorporates feedback received from the working groups as well as subsequent staff discussion.

III. RECENT ACCOMPLISHMENTS

At its January 2014 retreat, City Council requested that staff bring forward some action items to address housing challenges concurrently with development of the strategy. Following are the most significant areas of progress.

Preservation of Existing Units
In 2014 council discussions, the preservation of affordable units was identified as a priority. Of the 141 permanently affordable housing units added to the city's inventory in 2014, 84 were added through the conversion of existing market rate units (or office square footage). The two projects were The Nest (2995 Eagle Way) and Bridge House Ready to Work (4747 Table Mesa Dr.). In 2015, an additional 203 existing market-rate apartment units are on track for being acquired, rehabilitated and made permanently affordable.

Progress on the 10% Goal
With recent funding commitments, over 8 percent of the city's housing stock will be permanently affordable, making steady progress toward the community's 10 percent goal.

Palo Park Family Housing
After extensive neighborhood outreach by Boulder Housing Partners (BHP) and the city, on Feb. 17, 2015, City Council authorized the City Manager to transfer ownership of 4525 Palo Parkway to BHP to develop affordable housing on the 3.2-acre site. BHP will develop a concept plan with neighborhood involvement and apply for annexation within 12 months.

Affordable Housing Linkage Fee on Non-residential Development
On May 19, 2015, City Council adopted a citywide affordable housing linkage fee on non-residential development. The linkage fee was one of a number of city initiatives in early 2015 intended to address community concerns about recent development trends and growth paying its own way. Once fully implemented, the linkage fees collected will provide a significant new source of funding for the city's affordable housing program and will more equitably distribute the responsibility for funding affordable housing across different sectors of the community. The linkage fee will be phased in starting in September 2015. Concurrently, a new more comprehensive linkage fee study will be prepared as one component of the studies to be completed later this year to update the city's development-related impact fees and excise taxes.

IV. COMMUNITY ENGAGEMENT

The Housing Boulder project has benefited from a robust community engagement effort including the use of new tools. The primary components have been:

A. working groups
B. community events and neighborhood workshops
C. digital engagement tools

A. Five **working groups**, each comprised of 10 to 12 community members, met monthly from January through May 2015 to refine the project goal statements, better understand the data relevant to each area, evaluate the Toolkit of Housing Options and identify the most promising tools for a broader community discussion. The groups were organized to focus on the five Housing Boulder goals:

1. Strengthen Our Current Commitments
2. Maintain the Middle
3. Create Diverse Housing Choices
4. Strengthen Partnerships
5. Enable Aging in Place

Attachment C includes a summary prepared by each working group of the key issues and a list of the tools it concluded should be further discussed and explored by the community. The working groups approved the summaries as representative of their discussions and inclusive of their members' perspectives. The working group members were selected to provide demographic, geographic, and professional diversity, with preference given to people that have experience related to a Housing Boulder goal and a demonstrated ability to seek collaborative solutions in a group setting. The working groups were not intended to be representative of the community as a whole, nor were they expected to reach consensus. They were a place of exchange, shared learning and debate. Each group met four or five times, and then all together on May 27.

Each of the five working groups suggested some rewording of the initial goal statements that were adopted by City Council in September 2014. The suggested changes are included in the working group summaries in **Attachment C**. Staff requests council feedback on the suggested changes. Any wording revisions will be reflected in the draft strategy document.

B. Two **community events** and five **neighborhood workshops** were hosted in 2015 (see **Attachment B** for event details and summaries of input) to share information, gather ideas, and identify community priorities for action.

- **Community Forum** - "Why Housing Matters" on Jan. 26 at eTown Hall
  - 220 attendees
- **Speaker Panel** - "Fresh Perspectives " on April 27 at First Presbyterian Church
  - 180 attendees
  - More than 630 viewers live-streamed the event via Periscope
- **Neighborhood Workshops**
  - *Central* – May 11 at First Presbyterian Church 75 attendees
  - *East* – May 13 at Naropa Nalanda Event Center with 35 attendees
  - *North* – May 14 at Boulder American Legion with 55 attendees
  - *South* – May 18 at St. Paul's United Methodist Church with 75 attendees
  - *Boulder Employers and Employees* – May 20 at Museum of Boulder with 35 attendees

C. The Housing Boulder effort also utilized **digital engagement tools** to a greater degree than other recent policy projects. These have included:

Inspire Boulder
Inspire Boulder offers an ongoing online conversation to generate community interest in and feedback on Housing Boulder. Since November 2014, 39 community members have submitted their ideas about how to make housing more affordable and inclusive, why housing matters, and how to measure progress towards meeting Boulder's housing goals. These ideas were communicated to the working groups where appropriate, informed the Housing Boulder Toolkit, and were considered along with other community input in the development of the Preliminary Themes.

Code for America Partnership
To support more inclusive and collaborative community engagement with Housing Boulder, the city established a seven-month partnership with Code for America, a national nonprofit that specializes in creating new ways for community members to collaborate and interact with government and each other. The goal of the partnership is to create new platforms to enable residents of all ages and demographics to participate in Boulder's local government. See **Attachment D** for more information on the partnership and examples of which tools were used.

As of May 2015, Code for America has concluded its involvement in the community engagement portion of the Housing Boulder project. From June through July 2015, several Code for America staff members will be analyzing the information gathered during the past five months and preparing a final report about community engagement tools. In addition, Code for America will contribute $15,000 to the city in training, education, and additional software as a service and open source technical support to continue the use of some of the tools that have helped reach a wider audience. The city's expectation is that Code for America will conclude its work in July as planned, and that the "content-neutral" technologies will remain available to increase the city's capacity to engage more people in discussions about community projects.

Virtual Housing Tour
In an effort to help educate the community about the variety of housing options available in Boulder and profile some of the people that live in each type of housing, staff is creating a virtual housing tour. This map will offer a sample of the various housing types in the community, both permanently affordable and market-rate, highlighting our community's achievements as well as ongoing challenges.

V. DRAFTING THE STRATEGY

The Housing Boulder Strategy will set forth a creative mix of policies, tools, and resources to make progress on multiple fronts in a manner consistent with the Boulder community's priorities, values, and overarching sustainability framework. The strategy will help inform and guide future council discussions about which policies and tools to prioritize in the near- and long-term within the context of the broader housing strategy. The strategy will NOT adopt any specific proposals, ordinance changes, or land use/zoning changes, but rather will identify priorities that will be incorporated into the city's work plan and specific tools that will require further staff analysis,

community discussion, and potentially pilot projects. The strategy is envisioned as a "living document" that will guide ongoing work related to housing policies and programs. Council adoption of the strategy will not signal the end of the city's housing-focused discussions, but rather will inform annual work program priorities aimed at continual monitoring, evaluation, and action to strengthen and expand housing opportunities through a variety of tools and coordinated strategic initiatives.

In particular, it is anticipated that the Housing Boulder Strategy will inform key areas of focus in the 2015 Boulder Valley Comprehensive Plan (BVCP) Update. Any of the Housing Strategy recommendations that are not consistent with the 2010 BVCP will be discussed as part of this larger community engagement process, which will begin in July 2015. The Process Subcommittee will discuss additional approaches to community outreach over the summer to arrive at a final draft strategy for Planning Board and City Council consideration in the fall.

VI. NEXT STEPS

In June and early July, staff will draft a housing strategy based on community, board, and Council input. A Planning Board meeting is currently scheduled for July 21 to provide input on the draft strategy followed by a Planning Board hearing in late August and Council adoption in September. The Housing Boulder Process Subcommittee will guide community engagement on the draft strategy over the summer and as a result adjustments may be made to the overall schedule.

For more information, please contact Jay Sugnet at sugnetj@bouldercolorado.gov, (303) 441-4057, or www.HousingBoulder.net.

ATTACHMENTS

A. Preliminary Themes for Housing Boulder
B. Community Engagement Events Overview
C. Working Group Summaries
D. Digital Communications Tools – CfA Partnership

PRELIMINARY THEMES FOR HOUSING BOULDER

Key ideas and strategic directions for an affordable, sustainable future

June 2015

www.HousingBoulder.net

PRELIMINARY THEMES for HOUSING BOULDER

Key ideas and strategic directions for an affordable and sustainable future *June 2015*

The following themes for Housing Boulder emerged from community conversations that have engaged literally thousands of Boulder residents, businesses and employees in discussions about Boulder's housing challenges and opportunities.

It has not been an easy conversation. While there is widespread agreement that the loss of affordability is a significant issue, with impacts for the kind of community we are and will be, there are differences of opinion on how best to respond, or even whether we should respond at all. However, despite points of contention, some shared themes have emerged that reflect areas of general consensus and start to give shape and direction for the development of a meaningful and effective comprehensive housing strategy.

The ideas in this document were developed based on the analysis of Boulder's housing challenges in the Foundations Phase of the project; the input received from council and planning board at briefings and study sessions over the past two years; and community input received through the working groups, open houses, neighborhood workshops, and online and in-person engagement. *Many thanks are due to everyone who has engaged in the Housing Boulder process and helped shape this document.*

The document considers the full range of tools available to the city to guide and facilitate housing outcomes, but recognizes that the city does not directly control the development or even preservation of housing. It is therefore focused on tools such as land use and zoning regulations; related regulatory and policy options; incentives and direct investments that can leverage other resources; and partnerships.

Importantly, the themes and overall strategic directions developed through this process must also take into account other aspects of Boulder's community values—not just our desire to advance affordability. In the process of facilitating housing outcomes, we must also strive to create and preserve great neighborhoods that support healthy human development, advance our ideals for a vibrant and inclusive society, and are consistent with our community's commitment to long term sustainability.

The themes that follow are a first cut at defining the overall strategic direction for Boulder's "next generation" of housing policies and actions. A rough draft of the themes was reviewed and discussed at the final joint working group meeting on May 27. This version represents a second iteration that incorporates feedback received at that meeting.

Based on Council feedback and direction, the Housing Boulder team will conduct additional analysis and work to develop a draft strategy document for community, board and council review and input this summer and fall, taking these thematic areas of focus and making them into actionable strategies. The process for community engagement and discussion will be developed in collaboration with the Housing Boulder Process Subcommittee, and coordinated with the outreach efforts for the Boulder Valley Comprehensive Plan. Updates about the project timeline and next steps will be provided on www.housingboulder.net.

Housing Boulder: Preliminary Theme

1 PRESERVE EXISTING AFFORDABLE HOUSING

Rationale

The addition of new units cannot offset the loss of existing market-rate affordable units. The strategy should prioritize efforts to preserve the affordability of existing units, including units for seniors, lower as well as middle income families, and people with special needs.

Goals Supported

- ✓ ***Strengthen Our Current Commitments***
- ✓ ***Maintain the Middle***
- ✓ ***Diverse Housing Choices***
- ✓ ***Strengthen Partnerships***
- ✓ ***Enable Aging in Place***

Short List of Potential Tools / Strategies

- ***Buy and Preserve Existing Units***
- ***Protect Mobile Home Parks***
- ***Allow One-for-One Replacement of Existing Affordable Units***
- ***Expand Low-Interest Home Rehabilitation Loans***
- ***Expand Housing Choice (Section 8) Voucher Options***
- ***Limit Short-term Rentals***
- ***Discourage Demolitions***

From Theme to Strategic Direction…

There are three aspects of this theme:

- *Ensuring the long-term viability of existing permanently affordable units through continued maintenance and reinvestment;*
- *Acting to bring market-rate units that are currently affordable into the city's permanently affordable housing stock; and*
- *Working to preserve the affordability of market-rate units without having to purchase and place deed restrictions on them.*

The city and its partners are already active in the first two areas, and the strategy going forward should continue to place a priority on these tools, because they make financial sense. As an example, the city recently allocated $8.25 million in Affordable Housing Funds to assist in the acquisition and rehabilitation of 203 existing apartment units in southeast Boulder. Through this process, these units will become part of the city's permanently affordable housing stock, at a cost of $40,640 per unit in city contributions, as compared to an average per unit subsidy over the past

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three years of $82,000 in new construction projects. These types of actions do not push the envelope in terms of innovation, but they are proven and cost effective. They should remain a key area of focus.

The more challenging area of action—and an area for innovative thinking—is in preserving the affordability of existing market-rate units without bringing them under deed restrictions. Tools for potential consideration would include actions to discourage the replacement of modest-sized and low-cost homes with larger and more expensive homes, such as protecting existing mobile home parks or discouraging demolitions. Financial tools such as home price buy-downs, rent vouchers and low-interest second mortgages can help bridge the gap between household income and home price or rent, but they do not help preserve the affordability of the actual unit. Development of new tools in this area could form the basis for a Middle Income Housing Program that builds on and extends the city's successful efforts to support lower income households, with particular focus on middle income families.

Housing Boulder: Preliminary Theme

2 FACILITATE MORE DIVERSE HOUSING OPTIONS

Rationale

The market tends to gravitate towards housing products that provide the best return on investment. At present, this includes large, expensive single family homes; market-rate student rental apartments; rental apartments targeted to middle and upper income professionals; and high-end senior housing. The city should use its regulatory tools and investments to facilitate a richer diversity of housing choices and affordability in new development and redevelopment.

Goals Supported

- ✓ ***Strengthen Our Current Commitments***
- ✓ ***Maintain the Middle***
- ✓ ***Diverse Housing Choice***
- ✓ ***Strengthen Partnerships***
- ✓ ***Enable Aging in Place***

Short List of Potential Tools / Strategies

- ***Identify Appropriate Areas for Land Use and Zoning Changes*** *(consider as part of the BVCP Update process; link potential changes to "value capture" provisions)*
- ***Provide Bonuses for Higher Affordability and Certain Housing Types*** *(allow developments that provide higher levels of affordability or desired housing types to receive an FAR or height bonus; consider limiting to certain areas, such as in areas well served by transit or areas that have undergone an area planning process)*
- ***Enable or Encourage Smaller Units*** *(tiny homes, small homes, micro-units, etc.)*
- ***Encourage New Affordable Senior, Mixed Age Housing and Co-Housing***
- ***Encourage Universal (Accessible) Design in All New Housing***
- ***Utilize City and Partner Land Resources to Facilitate Desired Housing Outcomes***
- ***Use Affordable Housing Funds to Create Housing for People with Special Needs and Other Populations Not Being Served by the Market***
- ***Prioritize the Creation of Mixed Income Developments***

From Theme to Strategic Direction…

There are two aspects of this theme:

- *Identifying areas in the city where the addition of new housing is possible and desirable, taking into account issues such as transit access, 15-minute neighborhood concepts, and impacts on existing neighborhoods; and*
- *In areas where new housing development is anticipated or being planned for, ensuring that the zoning and other regulatory tools, potentially combined with city investment or incentives, will encourage or require the diversity of housing types desired.*

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The city has previously used this type of approach to facilitate desired housing outcomes. For example, in 2000 the BVCP update acknowledged the need for more student-oriented housing close to campus, and identified the 28th street frontage road as an area where such development could be accommodated. Zoning was developed and applied to properties along the street frontage, and transportation investments were made to create strong pedestrian and bike linkages to the main CU campus. Now, 15 years later, there are 400 units (1,015 beds) of new student-oriented housing either recently constructed or in the pipeline. Similarly, new zoning was developed to implement the community's vision for the Transit Village (now called Boulder Junction), including a new zone district—RH-6—to facilitate the creation of townhomes, helping ensure a more diverse housing mix in the area. That zoning has resulted in the inclusion of 45 family-oriented townhomes as part of a current site review application for the area. There are other examples, too, of the city using area planning, site reviews, and annexation processes to achieve desired housing outcomes.

The general intent of this theme is that the city can use its land use authorities not only to identify areas where the addition of new housing may be appropriate or desired, but also to drive the creation of specific housing types that support the community's vision for its future. While the tools need to be applied with care (ensuring that there is clear demand and financial feasibility with reasonable rates of return), it is an approach the city has used effectively in the past, and could be applied more broadly, particularly in response to concerns that the market is currently favoring some parts of market demand (e.g., for one- and two-bedroom rental apartments) and neglecting others (e.g., middle income housing for families and seniors). Further development of this as a strategy could consider potential combinations of tailored zoning rules, city investment (land or money), and related incentives or requirements to drive desired housing outcomes, prioritize the inclusion of affordable units "on site" in new market-rate developments, and the creation of diverse, high quality neighborhoods that help to serve middle income housing needs.

This can also include a review of the city's existing zoning to ensure it supports the community's vision. For example, in some medium- and high-density zone districts, requirements for open space, setbacks, and parking can often serve to encourage or even require the delivery of fewer large units rather than more small or modest-sized units, despite stated higher level policy intent. The city's current exploration of form based code is a potential opportunity to consider how density is managed, particularly in areas where medium and high density is anticipated or desired.

Housing Boulder: Preliminary Theme

3 PARTNER WITH NEIGHBORHOODS on HOUSING SOLUTIONS

Rationale

Each part of the city is different. What may work as a strategy to support housing choice and affordability in one area, may not work in another area. The city should support processes that allow neighborhoods to develop appropriate responses to housing concerns and opportunities in a manner that advances and preserves housing affordability while being sensitive to neighborhood context and enhancing overall neighborhood quality and livability.

Goals Supported

- ✓ ***Diverse Housing Choice***
- ✓ ***Maintain the Middle***
- ✓ ***Strengthen Partnerships***
- ✓ ***Enable Aging in Place***

Short List of Potential Tools / Strategies

- ***Partner with Neighborhoods to Define Area-specific Approaches to Housing Opportunities in Existing Neighborhoods*** *(such as preservation of existing housing, accessory units, cooperative housing, and consideration of changes in occupancy regulations and enforcement)*
- ***Support Short-term Pilots in Interested Neighborhoods to Test Alternative Approaches***
- ***Revisit the Rules Related to the Sharing of Housing and Creation of Second Units*** *(based on neighborhood input, consider potential changes on a neighborhood level or citywide related to accessory units, cooperative housing, and occupancy regulations, including improved enforcement)*

From Theme to Strategic Direction…

This theme incorporates ideas and concerns related to the utilization of existing housing (through models such as cooperative housing, or increased occupancy limits to allow more people to legally share the cost of renting or buying a home), as well as the potential for smaller scale "infill" housing in existing neighborhoods (through the addition of accessory units, or "in law" units).

The addition of a rental unit on an already-developed property, or the ability to split housing costs between more occupants, can contribute to affordability. These approaches have appeal in that they use the existing housing stock and land area more efficiently, integrating new housing opportunities, affordability and diversity into an existing neighborhood without significantly disrupting or changing existing neighborhood character. It is no secret that these housing models are already in practice in Boulder, sometimes with appropriate approvals and oftentimes without.

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However, such approaches also raise significant concerns regarding neighborhood impacts, such as traffic, parking and noise. These concerns are particularly high in neighborhoods located close to the university campus, where issues of over-occupancy and illegal second units are already widespread.

Developing a more context-specific approach to shared housing and the creation of second units, with opportunities for considering and addressing neighborhood-specific concerns and opportunities, provides a path for testing different approaches to these promising but challenging ideas. Testing alternative approaches at the neighborhood scale could also help inform city-wide code changes and improved enforcement strategies. Creating a pilot program that allows interested neighborhoods to work with cooperative housing groups and others to develop and test ideas could be a promising step toward a more constructive conversation with meaningful outcomes.

Housing Boulder: Preliminary Theme

4 IMPROVE the RELATIONSHIP BETWEEN JOBS and HOUSING

Rationale

There are many factors that drive housing demand, and housing prices. Most of these are not under the control of local government. However, one area the city has control over, through its land use and zoning powers, is the amount of land dedicated to "jobs" and to "housing." While regional growth will continue to affect prices in Boulder, creating a better balance between jobs and housing within the city can help mitigate this source of housing price pressure. Further, ensuring that non-residential development contributes to the community's affordable housing efforts can help mitigate the impact of new jobs on housing affordability.

Goals Supported

- ✓ ***Strengthen Our Current Commitments***
- ✓ ***Maintain the Middle***
- ✓ ***Diverse Housing Choice***
- ✓ ***Strengthen Partnerships***

Short List of Potential Tools / Strategies

- ***Identify Appropriate Areas for Land Use Designation and Zoning Changes*** *(in particular changes from commercial to residential or mixed use)*
- ***Establish an Affordable Housing Linkage Fee for Non-Residential Development***
- ***Utilize City and Partner Land Resources to Facilitate Desired Housing Outcomes***
- ***Continue to Work with Key Partners to Provide Reliable, Convenient and Clean Regional Transportation Choices***
- ***Consider Establishing an Increased Local Minimum Wage***

From Theme to Strategic Direction…

This theme acknowledges that job growth contributes to housing demand, and therefore is one of the factors that helps drive housing prices. It is, of course, not the only source of housing demand, particularly in a community like Boulder that is attractive to retirees, investors, and the self-employed, to name just a few market segments unrelated to job growth. Also, it is true that regional job growth will contribute to housing prices in Boulder, whether or not those jobs are located within the city limits. Further, it is as much the types of jobs (and salaries) that impact affordability as it is the overall number of jobs.

There is no magic balance between jobs and housing that will eliminate job growth as a factor in Boulder's housing prices. Nor will it eliminate in-commuting and out-commuting. However, improving the balance between potential future job growth and potential future housing growth

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(which is currently strongly weighted towards jobs) will help position Boulder for a more balanced future, and better achieve the community vision articulated in the Boulder Valley Comprehensive Plan.

The city has, in the past, undertaken studies to understand this issue, and subsequently taken action to make changes in land use and zoning to reduce the overall potential for new non-residential development and increase the overall potential for new housing. Nonetheless, the potential for nonresidential development remains high in comparison to residential development (a situation that is common in cities around the country), and further steps could be taken to improve this balance. The upcoming BVCP Update provides an opportunity to look at this issue again, and determine appropriate steps, if any.

Additionally, establishing an affordable housing linkage fee on nonresidential development will help mitigate the impact of job-generating growth on affordable housing by establishing an additional funding stream to support affordable housing investments. Boulder took the first step towards such a linkage fee several years ago in relation to office development in the downtown area, and recently expanded the fee to apply to all non-residential development, citywide (making Boulder one of a handful of cities nationwide to do so, and the first in Colorado). The city is also engaged in a comprehensive review of its development-related fees, which will be looking at this issue more comprehensively and could potentially lead to an adjustment to the recently adopted linkage fee schedule.

Housing Boulder: Preliminary Theme

5 ENGAGE IN REGIONAL PLANNING and ACTION

Rationale

Boulder exists within a high growth region, with adjacent communities experiencing some of the same pressures and challenges we face. Many households will choose to live outside of Boulder even if their job or school is in Boulder, and vice versa. While price is a key factor in such decisions, it is not the only one. A comprehensive approach to understanding and responding to our housing challenges and opportunities will require a regional view, and regional action, and coordinated planning for housing, jobs and transportation.

Goals Supported

- ✓ ***Maintain the Middle***
- ✓ ***Diverse Housing Choice***
- ✓ ***Strengthen Partnerships***
- ✓ ***Enable Aging in Place***

Short List of Potential Tools / Strategies

- ***Continue to Work with Key Partners to Provide Reliable, Convenient and Clean Regional Transportation Choices***
- ***Ensure that Housing Policy Decisions Are Informed by Appropriate Analyses and Consideration of Regional Trends***
- ***Continue to Work with Local and Regional Partners to Address Issues Such as Homelessness and to Consider Regional Jobs-Housing Balance Issues*** *(and relationship to transportation planning and investment)*
- ***Engage in State-Level Advocacy for Legislation that Improves Local Control over Housing Policy*** *(e.g., rent control and ability to create mixed income developments, ability to protect mobile home parks, etc.)*

From Theme to Strategic Direction…

This theme acknowledges that Boulder exists within a region, and that its housing and job markets extend beyond the city's borders. This is particularly important given that the Front Range is currently one of the highest growth regions in the country. While the policies adopted and actions taken within the city are important, they cannot fundamentally change regional conditions and trends that will affect Boulder's housing prices. Many people with high paying jobs in nearby communities will continue to choose to buy or rent in Boulder, affecting housing prices and rents within the city; just as the current construction of thousands of apartment units from Denver to Fort Collins will undoubtedly affect the price of apartments in Boulder over time.

continued

Recognizing this regional context is important in two ways:

- *To make informed decisions about adopting appropriate policies and tools the city must monitor regional conditions and trends that could affect housing demand and market trends within the city; and*
- *To inform appropriate regional advocacy and planning efforts that will support an economically diverse and vital region with appropriate high quality housing choices at a range of price points and convenient, safe and clean travel options.*

Boulder faces the challenge of straddling two regional planning planning areas—on the one hand, Boulder is located in the northwestern part of the Denver Regional Council of Governments planning area, viewed as a residential suburb and secondary job center; yet Boulder is also a regional job center in its own right, with a commute shed that stretches from Fort Collins in the north to Denver in the south and Weld County in the east. For this latter planning area, there is no formalized regional planning mechanism. While the city partners effectively with the county and adjacent communities to address transportation planning and issues such as homelessness, the ability to consider housing market issues and land use/transportation planning within this regional sphere requires greater attention.

Housing Boulder: Preliminary Theme

6 PARTNER TO ADDRESS CHALLENGES and EXPAND OPTIONS

Rationale

The city does not develop housing. Private and nonprofit developers, institutions such as the University of Colorado, and individual property owners create and preserve housing, guided by the city's policies, regulations and investments. Having strong partnerships, and alignment around desired outcomes, is key to long-term success in responding to our challenges and ensuring diverse housing choices. While the city has partnered effectively in the past to achieve desired outcomes, it may need to consider expanding those partnerships and undertaking new forms of partnership to achieve community goals into the future.

Goals Supported

- ✓ ***Strengthen Our Current Commitments***
- ✓ ***Maintain the Middle***
- ✓ ***Diverse Housing Choice***
- ✓ ***Strengthen Partnerships***
- ✓ ***Enable Aging in Place***

Short List of Potential Tools / Strategies

- ***Utilize City and Partner Land Resources to Facilitate Desired Housing Outcomes***
- ***Work Closely with CU to Anticipate Future Housing Needs and Create High Quality Student and Work Force Housing in Close Proximity to Campus***
- ***Consider Fee Reductions, Expedited Review Processes, and/or Modified Standards for Permanently Affordable Housing***
- ***Support the Creation of Permanent Housing Options with Supportive Services for the Chronically Homeless***
- ***Work with the County and Others to Address Senior Housing Issues, such as Tax Issues and Availability of a "One Stop Shop" for Senior Housing Opportunities and Supportive Programs***

From Theme to Strategic Direction…

This theme focuses more on the "how" of responding to Boulder's housing challenges than on the "what." It recognizes that the city's ability to affect housing outcomes is limited. While the city helps to establish "the rules" by which housing is both preserved and developed, and is able to invest in the creation of desired housing, it does not build, preserve or manage housing on its own. It relies heavily on partnerships to achieve community housing goals.

Boulder has developed effective partnerships to achieve desired housing outcomes in the past.

continued

These include work with nonprofit housing developers such as Boulder Housing Partners and Thistle Communities; partnerships with Boulder County and other service agencies focused on serving special needs populations, and partnerships with the University of Colorado to identify and respond to student housing needs. The city has also engaged with private for-profit developers to facilitate the creation of permanently affordable units within market-rate developments (through voluntary agreements) as well as with local nonprofits such as Trinity Lutheran Church and Bridge House.

Looking to the future, partnerships will continue to be central to the city's ability to meet community housing goals, with the potential need for new forms of partnership as well as potential new funding models. This may include facilitating new neighborhood-level partnerships (as described in Theme 3 of this document); new regional partnerships (as described in Theme 5 of this document); and enhanced partnership with the University of Colorado and other large employers to address workforce housing issues. It will also be important to explore new forms of public-private partnership to create high quality mixed-income, mixed use developments that integrate housing for middle income families, seniors and others that might not otherwise be served by the market, but who are critical to creating a diverse, inclusive and sustainable city.

Community Engagement Events Overview

Community Forum - "Why Housing Matters" - Jan. 26, 2015
This community forum featured small groups for the 220 attendees to discuss the Housing Boulder goals and other housing topics, followed by a talk by architect Michael Pyatok about his experiences with planning affordable housing in other communities and reflecting on what he heard from the small group discussions. Common topics and themes from the small group discussions included:

- issues relating to affordable housing for renters and owners;
- scarcity of land opportunities;
- maintaining affordability for middle-income residents;
- impacts of higher density, especially parking impacts;
- diverse housing options need to serve individuals, families, and seniors with low and middle incomes, and housing options should include both attached and detached units;
- pressures on housing stock from University of Colorado Boulder (CU) students;
- advocacy for raising occupancy limits, reducing barriers to accessory dwelling units (ADUs) and owners' accessory units, etc.;
- support for and concern about cooperative housing;
- imbalances between jobs and housing.

Speaker Panel - "Fresh Perspectives on Housing Boulder " - April 27, 2015
Guest panelists David Doezema, Karen Chapple, Doug Engmann, and Molly Kaufman shared their insights, examples of best practices, and observations about Boulder's housing challenges, then answered questions from community members. The topics discussed included the:

- economics of development, including the impacts of job growth on housing demand;
- relationship between housing supply and housing costs;
- psychological effects of change in a community; and
- strategies to ensure that development benefits the community.

The 180 event attendees also shared their demographics by responding to a series of questions via keypad polling. In addition to the in-person attendees, 636 viewers watched all or part of the live video stream of the event, 76 percent of participants said it was a good use of their time.

Housing Boulder Neighborhood Workshops - May 11 through May 20, 2015
Five neighborhood workshops were held in different parts of the city to explore possible priorities for housing in Boulder and discuss what might be right (or not) for individual neighborhoods. The top 12 tools identified by the working groups provided a basis for the participants' discussions about which tools might work in each part of the city. Attendees participated in small group discussions, briefly reported back to the larger group and then shared their demographics via keypad polling.

- *Central Boulder* – May 11 with 75 attendees
- *East Boulder* – May 13 with 35 attendees
- *North Boulder* – May 14 with 55 attendees
- *South Boulder* – May 18 with 75 attendees
- *Boulder Employers and Employees* – May 20 with 35 attendees

HOUSING BOULDER WORKING GROUP SUMMARY
STRENGTHEN OUR CURRENT COMMITMENTS

GOAL – SUGGESTED EDITS:

~~Reach or exceed Boulder's goals to serve very low-, low-, and moderate-income households, including people with disabilities, special needs, and the homeless.~~ **Meet or exceed the city's 10 percent target for housing Boulder's low income residents.**

KEY THEMES:

- Recognizing the spectrum of low income affordable housing beneficiaries served through the City's commitments (very low income homeless individuals to low income renters to moderate income homebuyers) the Working Group revised the goal to reflect a more inclusive and generalized term of "low income", leaving moderate-income homebuyer issues to other working groups. This includes households earning greater than 80% of the area median income.

- Again, recognizing the spectrum of beneficiaries served through the City's commitments, the Working Group found value in many tools that could further the goal. The final list of tools the group identified to continue in the community discussions is not intended to exclude others but to complement the tools identified by other working groups.

- Permanent and long-term solutions are necessary (e.g. City participation secured through legal mechanisms such as deed restrictions or involvement of affordable housing providers). This requires a mix of financial resources, land use regulations and policies that support the creation and preservation/protection of units.

- Solutions must preserve what exists, prevent further loss, and provide new options.

- Permanent and long-term housing options are necessary to meet the needs of individuals at each point on the continuum of housing (transitional, permanent supportive, permanently affordable rental, homeownership).

- While sheltering of the chronically homeless is a necessary resource in our community, permanent housing options are required to truly address their needs.

- City commitments must have protections and measurements in place to ensure the agreed upon affordable housing benefits are realized in the end.

- Affordable housing is key to a diverse and inclusive community.

- Transportation is a housing issue with regional impacts.

- High quality, sustainable development that preserves affordable housing and prevents further net loss of units and provides housing choices is desirable.

HOUSING BOULDER WORKING GROUP SUMMARY
STRENGTHEN OUR CURRENT COMMITMENTS

SHORTLIST OF TOOLS FOR FURTHER CONSIDERATION:

Tiny and Small Homes

- Some members of the group advocated for combining tiny homes and small homes viewing them both as effective tools.
- Critical to consider the impacts on neighborhoods (e.g., parking, visual compatibility, noise).

Permanent Housing for the Homeless

- The working group differentiated between the role and need for shelter beds and the long term need for permanent housing options and supportive services for the chronically homeless.
- As a homeless prevention strategy, develop more 0-30% AMI (very low income) housing.
- Differentiate between shelter beds and permanent housing solutions.

Preservation of Rental Affordability

- Use city resources to leverage other funding sources to acquire, rehabilitate and preserve as permanently affordable.
- Continue conversation regarding mobile homes through City Council's future efforts.
- Preservation of other "naturally affordable" housing thru the provision of resources and leveraging of funds to acquire and convert to deed-restricted affordable.
- Strengthen and develop partnerships with affordable housing providers to expand affordable housing development opportunities to meet the affordable housing needs in Boulder.

Housing Choice (Section 8) Voucher Options

- Track and measure use of Housing Choice vouchers to ensure maximized use and inclusion in the overall affordable housing policies and strategies.
- Advocate to HUD to increase fair market rents and requiring/incentivizing landlords to rent to Section 8 tenants.
- Pursue development opportunities that will allow for the leveraging of existing voucher programs.

Regional Solutions and State Advocacy

- Transportation is a housing issue as well as a challenge to regional solutions.
- Work with regional partners (local governments, housing providers, etc.) in developing and pursuing regional housing solutions.
- Engage at the state and local level to advocate for additional resources for affordable housing.
- Collaboratively identify and advocate for changes at the state and federal level impeding the provision of housing for Boulder's low income residents.

Reduce Barriers

Identify and consider opportunities to reduce existing barriers to creating and preserving affordable housing (e.g., fee reductions, expedited review processes, modifications of selected standards). For example, application of Boulder's Inclusionary Housing ordinance and impact fees to affordable housing projects resulting in increased costs and diminished affordability.

HOUSING BOULDER WORKING GROUP SUMMARY
MAINTAIN THE MIDDLE

GOAL – SUGGESTED EDITS:

~~Prevent further loss of Boulder's economic middle by preserving existing housing and p~~Provide a greater variety of housing choices for middle-income families and Boulder's workforce.

KEY THEMES:

- The group discussed the middle income data at length and requested additional information. This can be found on the updated Fact Sheet for Maintain the Middle. They ultimately concluded, that although "middle income" can be difficult to define, key takeaways are that there has been a loss of middle income households and there's a gap in available housing "between the extremes," between low and high incomes. One member advocated a price elasticity study to determine whether increasing housing supply actually makes housing significantly more affordable given the effect of increasing number of jobs on the cost of housing.

- In regard to evaluating tools, the group discussed the importance of identifying any tool's costs and benefits and also considering its impacts on everyone, including current residents. The possibility was brought up of putting any new initiatives to a popular vote. The group agreed that broad community support should be one of the tool screening criteria.

- Additionally, the group favored tools that would provide a variety of housing choices to meet the diverse needs of middle income people, would support alternative transportation and would be sustainable.

- The group did "thumbs up" polling on two fundamental questions that could influence their individual thinking about each tool:
  - Do you generally support tools that increase the supply of housing, or tools that focus on preserving existing housing and its affordability, or a combination?
    All eight members present at the meeting (four absent from meeting) gave thumbs up to a combination. One additional member not present at the meeting provided a written comment opposed to increasing the housing supply unless 1) new development pays its own way for all facilities and services it uses, 2) the city stops creating additional demand for housing by adding more employment space, and 3) middle income affordability is maintained over time.

  - Do you think city funds should be used to subsidize middle income housing, or should that funding come from other sources, or a combination?
    Five of eight members present gave thumbs up to a combination and three others gave thumbs up to only non-city funding. An additional member not present at the meeting provided a written comment that impact fees on development should pay 100 percent of the true cost of providing the middle income housing for which the development creates demand, and that any city funding should be spent on only permanently affordable units.

HOUSING BOULDER WORKING GROUP SUMMARY
MAINTAIN THE MIDDLE

SHORTLIST OF TOOLS FOR FURTHER CONSIDERATION:
The group "dot voted" (nine of 12 members) to create this short list of tools for further consideration, with the following comments:

Land Use Designation and Zoning Changes

Cooperative Housing
- Co-Housing only got one dot (voting was limited to five dots each person), but should be considered part of Co-op Housing

Occupancy Limits
- Already happening, make it legal and better enforce nuisance code
- Could be treated as a type of cooperative housing, or could be differentiated from it
- Makes better use of existing houses and densities, and is a good use of land

Height Limit
- Could mean adding more height in general throughout city by adding one or two stories to existing one-story buildings; and/or could mean allowing up to 55' in select places or even over 55'
- Higher buildings are more energy- and land-efficient
- Needs to be considered in conjunction with density and setbacks

Accessory Dwelling Units/Owner's Accessory Units
- Require them to be permanently affordable
- Look at the whole range of amendments to current restrictions, e.g., the current size limit numbers seem arbitrary

Bonuses for Higher Affordability and Certain Housing Types

The group agreed (eight of 12 members present) that of the above tools, these would have the most impact:
- Land Use Designation and Zoning Changes
- Occupancy Limits
- Height Limit

Also, individual members were asked to state their favorite one or two tools and why; their responses are posted online under Meeting #4 Notes.

HOUSING BOULDER WORKING GROUP SUMMARY
DIVERSE HOUSING CHOICE

GOAL – SUGGESTED EDITS:

Facilitate the ~~creation~~ **exploration** of a variety of housing options ~~in~~ **for** every part of the city**.**~~, including single-family neighborhoods~~.

KEY THEMES:

- Consider needs and desires of different groups (e.g., in-commuters, middle income, families).
- Housing variety and choice can lead to smaller energy footprint (e.g., coops have a track record of relatively low energy use, smaller homes use less energy, etc.).
- Please be context sensitive, don't take a citywide approach.
- All of the tools identified by the group work in Boulder – somewhere, but not everywhere.
- More housing choice will be created when we respond to diversity.
- There exist some code requirements that hinder diverse housing typologies that should be identified.
- Adequate enforcement of rules regarding nuisance behaviors (e.g. weeds, noise, parking) is key to successfully implementing new housing options.
- Housing relates to transportation and they should be considered together in a regional context.
- Test pilots are important to learn from and potentially to gain acceptance in the neighborhoods.

SHORTLIST OF TOOLS FOR FURTHER CONSIDERATION:

These tools were put forward by the Housing Choice working group as meriting further consideration by the community. Not all tools received unanimous support, particularly if implementation was initially citywide, though a number supported citywide adoption.

ADU/OAU

- Some neighborhoods are open to this housing type in their neighborhoods.
- Fewer restrictions would increase demand, consider incentives.
- Could benefit home occupations.

Co-Housing

- There are no significant barriers to this housing option. Boulder's Silver Sage is a good example and other Co-Housing projects should be encouraged.

Cooperative Housing

- The existing Cooperative Housing ordinance is not a viable path to creating a coop. The requirements for ownership, parking, RTD eco-passes are all high barriers to entry and as a result no cooperatives have been created under the ordinance.
- Boulder's North Haven is a good example of a recent coop that revitalized a deteriorating apartment building.

HOUSING BOULDER WORKING GROUP SUMMARY
DIVERSE HOUSING CHOICE

- One or two group members concerned about coops in single-family homes, but point was made that not all single-family homes are appropriate (e.g. they're too small), but some larger single-family homes would be appropriate. At least one group member with concerns about cooperative housing in single-family residences supported cooperatives in multifamily housing.

Mobile Home Parks

- Mobile Homes provide an affordable housing option for some people.
- More Mobile Home parks would add to Boulder's affordable housing stock.

Tiny Homes

- Tiny Homes may provide an affordable housing option for some of Boulder's community.
- Tiny Homes are on chassis and therefore not subject to the usual building code regulations.
- Tiny Homes could be on single-family lot (with existing home), could be added to Mobile Home parks, and could be temporary housing solutions.
- This is a good option for addressing homelessness.
- Consider allowing small lots to facilitate creation of tiny homes and small homes.

Bonuses for Affordable Housing and Certain Housing Types

- This is a potentially important tool, but requires additional community discussion.

Occupancy Limits

- Three or four unrelated people is an arbitrary number. It was designed to address concerns about more people, more cars, more noise, more trash and general perceptions of lack of upkeep of the house and surroundings if too many unrelated people live together.
- Consider basing occupancy limit on unit size, bedroom count, or fire egress, etc.
- Parking and other nuisance issues are important to consider and should be addressed directly, not indirectly through occupancy limits.
- Look at Fort Collins occupancy enforcement (good model).
- The group discussed the premise that increased occupancy = increased affordability. The market may respond to increased occupancy with an increased value for a house. As a result, that house can be made into a rental investment and thus decreased affordability for a family trying to buy into that neighborhood.

General

- All of the tools above, or any mix of tools, deserves more community conversation. The working group is not endorsing these tools, but rather identifying which tools would benefit from a larger community discussion.
- Some tools have greater benefits as well as the potential for greater impacts.
- Neighborhood level planning is important for getting support for more housing choices in the neighborhoods.

HOUSING BOULDER WORKING GROUP SUMMARY
STRENGTHEN PARTNERSHIPS

GOAL – SUGGESTED EDITS:

Strengthen**, assess and potentially discontinue** current partnerships**;** ~~and~~ explore **and form** creative **and inclusive** new public-private, **public-public or other** partnerships ***(e.g. neighborhood, regional, financial or transportation-related)*** to address our community's housing challenges **and expand housing options** *(e.g. University of Colorado, private developers, financing entities, affordable housing providers, etc.).*

KEY THEMES:

- Inclusivity needs to be a primary goal and consideration of the housing strategy process. The perspectives of some community stakeholders are typically under-represented in community processes, especially those in need of affordable housing options in Boulder. Be sure to include perspectives of non-traditional households and individuals less able to access the process. These are key partners and they need to be intentionally included. By doing so, the process will result in better solutions.

- Regulatory changes should be considered as a powerful tool to address housing challenges in Boulder. Focus on crafting solutions and mitigating impacts rather than limiting tools for fear of negative consequences. Seek innovative possibilities for public and private spaces, striving for positive benefits to neighborhoods and the greater community.

- Key partnerships to consider for leveraging the tools described below.
    - City-neighborhoods (e.g. regulatory, occupancy, zoning, enforcement);
    - Neighbor-neighbor-city (e.g. "human-scale" the process so that neighborhood-specific concerns can be addressed);
    - City-developer or affordable housing provider (e.g. change inclusionary housing program to get more units);
    - CU-city;
    - Work with existing groups (e.g. HOAs, neighborhood groups, non-profits);
    - Form new groups (e.g. renters association, student housing association).

- Housing and transportation costs drive housing decisions and ability. Think regionally about affordable housing and transportation solutions. Partner with other municipalities in Boulder County and beyond.

- Recognize that the university communities are diverse and require a broad range of housing options. Students (undergraduate, graduate, continuing ed.) and faculty are members of the

HOUSING BOULDER WORKING GROUP SUMMARY
STRENGTHEN PARTNERSHIPS

Boulder community. Consider the university community's housing needs as being more than just increasing on-campus housing.

- Reassess goal of 10% of Boulder's housing units to be permanently affordable; experience demonstrates that it is inadequate. Find ways to achieve it.

SHORTLIST OF TOOLS FOR FURTHER CONSIDERATION:

Tool	Partners
OAU / ADU • Consider neighborhood –specific regulations or plans, potentially form-based. • Consider forming a "NID" or neighborhood improvement district as a way to consider or evaluate regulatory changes specific to the neighborhood (e. g. neighborhood eco-pass process/ organization).	Homeowner / resident / neighborhood group / renter / neighborhood liaison - Potential new partnerships or partnerships to be strengthened; formalized ways to get people to the table: • Renters' assoc. • Student assoc. • Local credit unions • Intercambio • Social venture partners
Cooperative Housing • Necessary to revise co-op ordinance and regulations to remove existing barriers to increased occupancy. • Promote benefits and mitigate impacts of increased residents. • Consider CU as a resource beyond just being housing provider (e.g. research, law, design, technical assistance, etc.).	• City/community partnership – to address impacts and find solutions • City/neighborhood/potential resident partnerships - Important to see involvement of those interested in coops • Boulder Housing Coalition (BHC) – potential partner – consider increasing partnership • Revisit student co-ops near Naropa

HOUSING BOULDER WORKING GROUP SUMMARY
STRENGTHEN PARTNERSHIPS

Tool	Partners
Tiny/ Small / Micro Units • Utilize local resources and experts to explore viability of these housing types. • Find partner for wastewater sewage consulting – like RV parks • Consider barriers – regs that encourage large units • Incentivize efficiency or small units – consider partnering with development community. • Limited living units – explore regulatory changes	• Work with local experts (e.g. individuals, Tumbleweed). • Partner with organizations that serve homeless populations (e.g. Habitat for Humanity). • Center for Resource Conservation – for construction • HAND – housing assoc of non-profit developers • Community preservation and development corp. • Housing partnership equity trust • Our Home Boulder • Neighborhoods • Thistle
Inclusionary Housing • Partner w community to change requirements – potentially to increase smaller units • Explore cash in lieu – what partners $ goes to - expand partners	• Expand non-profit housing developers (list… BHC)
Occupancy Limits • Revisit increasing occupancy for seniors. • Identify areas of the community where modifying occupancy limits could be beneficial (e.g walkable neighborhoods, transit accessibility). • Acknowledge that parking can be an issue and there need to be ways to address the impacts (e.g walkable neighborhoods, transit accessibility).	• Our Home Boulder • Organizations that advocate for seniors • City/community partnership – to address impacts and find solutions • City/neighborhood/potential resident partnerships - Important to see involvement of those interested in modifying occupancy limits

HOUSING BOULDER WORKING GROUP SUMMARY
ENABLE AGING IN PLACE

GOAL – SUGGESTED EDITS:

~~Provide~~ **Support and Encourage** housing options for seniors of all abilities and incomes **and their caregivers, enabling them** to remain in the community, with access to services and ~~established~~ **formal and informal** support. ~~systems.~~

WORKING GROUP APPROACH:

Identify real or perceived city barriers to housing options that enable aging in place. Seniors present a wide spectrum of individuals with diverse talents and abilities across the age 60+ age spectrum. The operating assumption for the working group was that older members of the community are an asset, not a liability.

KEY THEMES:

- Need more choice
  - Alternatives to living alone (more unrelated adults, mixed-age group living)
  - Attached housing
  - More options to downsize
- Multigenerational/Intergenerational approach
  - Communities and housing designed to meet the needs of the youngest and the oldest are livable for all
  - To support aging in place, consider housing needs of formal and informal caregivers
- Preservation of existing affordable housing stock
  - Example: Under current policy, two older, age-restricted apartment buildings, Golden West and Presbyterian Manor, could not be rebuilt with the same unit count, but contain hundreds of affordable units
  - Aging BHP-owned, age-restricted housing in need of rehab
- Older community residents represent an opportunity.
  - Often viewed as problem to be solve; should be viewed as community asset
  - High rate of volunteerism, knowledge/life experience, add to community diversity
- City's current zoning doesn't adequately support diverse housing solutions and better use of existing housing stock.
- Many older residents plan to remain in their current homes because they can't afford to leave (there's nothing better – home/community – to move to) reducing home "turnover" to younger families.
- Older community members are not homogenous, They differ in, e.g.:
  - Preferences, lifestyles, and needs
  - Income
    - Fixed income (can't respond as well to increasing costs)
    - Low income
    - Middle income (don't qualify for relief programs)
  - Ability (physical, cognitive, emotional)
  - Age within the spectrum (age 65 to 75 has different needs and desires than age 85+)
  - Generation (e.g., baby boomers vs. silent generation)
  - Informal network support

HOUSING BOULDER WORKING GROUP SUMMARY
ENABLE AGING IN PLACE

- Consider housing along with transportation and walkability.
- Policy must be adaptable to current and growing future needs.
- City should make it easier for seniors to get their needs met (one-stop shopping for senior services, permitting questions, housing options, etc.)
- The group acknowledged the importance of neighborhood and community-wide support for housing initiatives.

SHORTLIST OF TOOLS FOR FURTHER CONSIDERATION:
(Listed in the order of the toolkit.)

Accessible Housing
- Encourage universal design
- Increase communication to developers and owners about funding available (e.g., architectural barrier removal program)

Accessory Dwelling Unit/Owner's Accessory Unit
- Offers supplemental income, caregiver housing, downsizing option
- Many OAUs are carriage houses, which are less accessible (tight spaces, stairs); consider measures to increase accessibility.
- Consider framing ADU/OAU size maximum in relation to the lot instead of the principal dwelling
- Consider pilot programs in various parts of the city.

Cooperative Housing
- Rules need to be enforced by city, not residents
- Coops can be "good neighbors"
- How to fix the coop ordinance:
    - Remove restrictions to existing coop ordinance that makes it untenable
    - Encourage agency sponsorship (e.g., Boulder Housing Coalition oversees the three legally-established coops)
- Several models should be considered; keep it flexible (e.g., coops ordinance could enable homesharing by six or so seniors as well as the B.H.C. model)

~~Senior~~ Age-Friendly Housing Options
Implementation options added to Senior Housing Tool through group discussion:
- Explore creating a one-stop shopping type office where seniors can get services, permitting and housing questions met.
- Explore partnership with CU-Boulder to create senior/student mixed-age housing, e.g., in the Area North of Boulder Creek.
- Explore city role in establishment of naturally occurring retirement communities (NORCs), the Village Concept, or identification of Age Improvement Districts.
- Seek strategic assistance from Age-Friendly NYC.

HOUSING BOULDER WORKING GROUP SUMMARY
ENABLE AGING IN PLACE

- Consider city role in addressing needed tax relief for older residents such as partnering with Boulder County to explore expansion of existing programs or explore a fee rebate for older residents.
- Explore city role in promoting shared senior or mixed-age housing by providing roommate matching/compatibility services.
- Explore partnering with faith-based community to collocate facilities (libraries, parking, etc.) and age-restricted housing (e.g., Trinity Commons)

Home Rehabilitation Loan

- Group supports use of the home rehab loan program to enhance affordability (city-sponsored home rehab loans have favorable terms) as well as accessibility promoting aging in place.
- Interest was expressed in expanding funding to the loan program.

Preservation of Rental Affordability

- See “Themes” above regarding need for preservation of affordable age-restricted apartments

Bonuses for Higher Affordability and Certain Housing Types

- This could be deployed in a variety of ways, including targeting whatever objectives (age-restriction, affordability, unit configuration, etc.) aligned with city goals

Fee Reductions, Expedited review Process, and/or Modification of Standards

- This is only valuable if savings translate to resident.
- Group members were interested in its applicability to both single-family homes (e.g., ADUs, accessibility modifications) and multifamily projects.
- This would smooth the pathway for desired projects.

Occupancy Limits

- Neighborhoods concerned that rule enforcement is inadequate
- Perhaps tie occupancy to factors such as lot size, parking capacity
- Parking issue needs to be solved
- Set up pilot project to work out details

Digital Communication Tools - Code for America Partnership

Since January 2015, Code for America has collaborated with city staff to implement the five key elements of an effective 21st century civic engagement strategy for local government - reach, information, spaces and channels, productive actions, and feedback loops.

- ***Reach*** *- Defining the current constituency, with an emphasis on identifying those voices that aren't already represented.*
    - Reach is iterative. The Housing Boulder project team continually measures who is participating, reaches out to people not being represented, and then evaluates engagement again. Demographic information has been gathered (whenever possible) for in-person and online forums and compared with U.S. Census data, providing a benchmark for evaluating which groups are underrepresented.
    - Examples of some of the underrepresented groups and organizations that have been directly engaged through in-person outreach include:
        - seniors;
        - University of Colorado Boulder students;
        - Latino community members;
        - the startup community;
        - residents of mobile home parks;
        - data geeks;
        - immigrants; and
        - Boulder and Fairview high school students.

- ***Information*** *- Providing relevant information that is easy to find and understand, and speaking with an authentic voice.*
    - Code for America started with a review of the www.HousingBoulder.net website. The team solicited the help of the former front-end lead for GOV.UK, the U.K. Government Digital Service's award-winning flagship project that formed a key part of the digital strategy overhaul of services for citizens in the U.K. She recommended that the project team simplify the available choices for website users, as opposed to presenting most of the information on one page. People needed to be able to get as little or as much information as they needed at a time.
    - The Housing Boulder website was then modified based on the suggestions. However; the issue is ongoing as new and timely content continues to clutter up the originally simplified landing page.
    - To determine if the initial round of Housing Boulder questions were written in an understandable way, the team met with a local nonprofit organization called New Era Colorado. The student interns from the University of Colorado Boulder looked at the draft questions and helped remove bureaucratic language that was unapproachable.

- ***Spaces and Channels*** *- Making use of a diversity of spaces, both online and offline, which meet people where they are.*
    - Live video streaming of Housing Boulder events via Meerkat and Periscope apps.
    - Text message version of the initial Housing Boulder questions via Textizen.
    - Boulder Neighborhood Associations mapping game via Click That 'Hood.

- Supported the city's Open Data Initiative by enhancing the Open Data Catalog.
- Using existing events and organizations to connect with people, instead of making them attend city events.
  - Analyze Boulder
  - Boulder Startup Week
  - Code for Boulder
  - Dia del Nino
  - Intercambio
  - Immigrant Advisory Committee
  - Meals on Wheels Cinco de Mayo Dinner at Café Classico
  - Senior Community Advisory Committee
  - University of Colorado Off-campus Housing and Neighborhood Relations
  - University of Colorado Student Government
  - Youth Opportunities Advisory Board

- ***Productive Actions*** *- Identifying clear, concrete and meaningful actions residents can take to reach desired outcomes.*
  - Coordination with the Code for Boulder brigade of community volunteers, including:
    - Crafting Civic Tech: The Housing Edition CodeAcross on Feb. 21, 2015; and
    - Bi-monthly project nights to support the volunteers' development of software to facilitate community discussions about development review projects.
  - Presented at Analyze Boulder to solicit these self-professed data geeks' feedback about the Housing Boulder visual summary and call-to-action.

- ***Feedback Loops*** *- Making sure the public understands the productive impact of their participation, and that their actions have value.*
  - The current results of the initial Housing Boulder questions are immediately displayed after someone answers the questions.
  - The regular Housing Boulder emails and weekly Boulder Planning emails have included summaries and videos of community events.
  - Code for America built a new City of Boulder website use dashboard that displays real-time website search and use information.
  - The team is also creating summaries of the extensive community input collected from the May 2015 Neighborhood Workshops and the Housing Boulder Working Groups (**Attachments B and C**).