STRENGTHEN PARTNERSHIPS: FACT SHEET

January 26, 2015

GOAL: Strengthen Partnerships

Strengthen current partnerships and explore creative new public-private partnerships to address our community's housing challenges (e.g., University of Colorado, private developers, financing entities, affordable housing providers, etc.).

EXAMPLES OF POTENTIAL OBJECTIVES

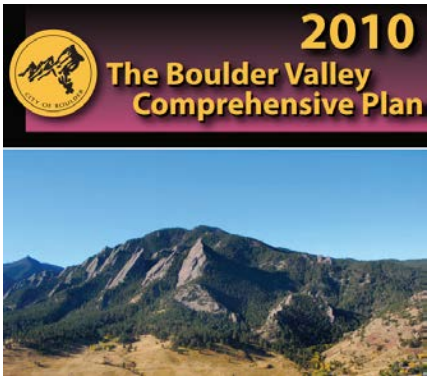
The list below provides examples of how the city might advance this goal:

- *University of Colorado-Boulder* – Work with CU to facilitate housing development in key locations (e.g., north of Boulder Creek, Williams Village, and East Campus).
- *Partnership Staff* – Create a project development and facilitation role within the city.
- *Boulder Housing Partners* – Facilitate expansion of Boulder Housing Partners' role.

KEY CONSIDERATIONS

- *Partnership is Essential* – Over the years the city has partnered with the over 20 affordable housing and human services providers, including Boulder Housing Partners, numerous private and market-rate developers, the University of Colorado-Boulder, Naropa University, regional partners on the 10-Year Plan to End Homelessness, and others to expand housing opportunity in Boulder.
- *The City is Not a Housing Developer* – The City of Boulder does not develop or own housing but instead promotes solutions to the community's housing challenges through its housing policy and the distribution of funds to partners.
- *Success Not Guaranteed* – Partnerships can be fruitful; however effort is required by both partners and partnerships can be challenging due to divergent interest by the different partners.
- *Few Employer-Led Housing Assistance Programs* – To date, few employers within the city have assisted their employees to purchase or rent homes within Boulder, and programs often have limited reach.

BOULDER VALLEY COMPREHENSIVE PLAN POLICIES RELATED TO STRENGTHENING PARTNERSHIPS



Housing Policy 7.04 Strengthening Community Housing Partnerships: The city will create and preserve partnerships dedicated to the community's housing needs by supporting private and nonprofit agencies that create and maintain permanently affordable housing in the community, and fostering nonprofit and private sector partnerships. The city recognizes the role of the university in the housing market and will encourage the University of Colorado and other post-secondary institutions in their efforts to increase the amount of on-campus housing.

Housing Policy 7.05 Strengthening Regional Housing Cooperation: The city and the county will work to enhance regional cooperation on housing issues to address regional housing needs and encourage the creation of housing proximate to regional transit routes. Such efforts include the Regional HOME Consortium and the Ten Year Plan to Address Homelessness.

Intergovernmental Cooperation Section Policy 1.11 Regional and Statewide Cooperation: Many of the problems and opportunities faced by Boulder and other jurisdictions, particularly providing affordable housing, addressing the jobs-housing imbalance, creating a healthy economy, improving regional transportation, protecting the environment, managing open space, delivering human services and managing growth can only be dealt with effectively through regional or statewide cooperation and solutions.

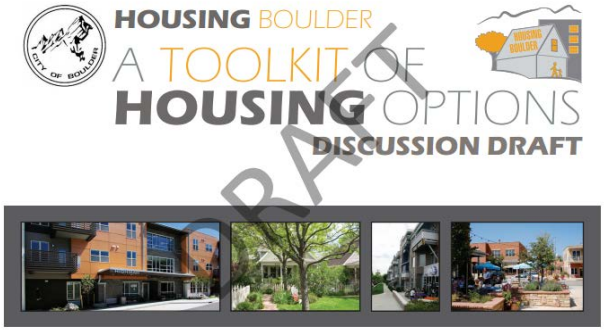
Therefore, the city and county will actively pursue cooperative planning opportunities, intergovernmental agreements, broader information exchange and communication, collaborative initiatives and closer cooperation with each other and with other entities in the region and state. This may include other cities, counties, unincorporated communities, the University of Colorado, the school districts, regional organizations and other policy-making bodies. These entities will be encouraged to identify and address issues of shared concern for which a multi-jurisdictional perspective can best achieve mutually beneficial solutions.

Human Service Section Policy 8.02 Regional Approach to Human Services: The city will continue its collaborative role in human services planning and funding through partnerships with other agencies and local governments. The city and county will coordinate a regional approach such as that articulated in the Ten-Year Plan to Address Homelessness and the Human Services Strategic Plan. The city will seek to address the disproportionate burden placed on Boulder as a key regional service center.

Social Equity Section Policy 8.04 Addressing Community Deficiencies: The city will identify barriers to provision of important basic human services and work to find solutions to critical social issues such as lack of housing options for very low income and special needs populations, access to and affordability of basic services, and limited availability of affordable retail products.

Potential Tools/Policies to Address Goal (Starting Point for Discussion)

The Housing Boulder Toolkit of Housing Options has a number of tools that could address this goal, including, but not limited to:



A8. Housing the Homeless

B3. Inclusionary Housing (IH)

B4. Revenue Sources for Affordable Housing

C2. Land Banking

C3. Preservation of Rental Affordability

D1. Employer-Assisted Housing

D2. Green and Location-Efficient Mortgages

D3. Housing Choice (Section 8) Voucher Options

D5. University Student, Faculty, and Staff Housing

E1. Bonuses for Higher Levels Affordability and Certain Housing Types

E2. Fee Reductions, Expedited Review Process, and/or Modification of Standards

F3. Regional Housing Solutions and State-Level Advocacy

Partnership Examples, Information and Opportunities

Nonprofit Housing Partners Past and Present:

This list may not be exhaustive, but is intended to demonstrate the broad array of nonprofit housing providers that have received funding from the City of Boulder for housing projects:

Archdiocesan Housing Inc.
Attention Homes
Boulder Housing Coalition
Boulder Shelter for the Homeless Inc.
Bridge House
Emergency Family Assistance Association Inc.
Flatirons Habitat for Humanity
Imagine!
Mental Health Partners
Mother House Inc.
Safehouse Progressive Alliance for Nonviolence
Thistle Communities
Golden West Communities Inc.
Affordable Housing Alliance

Boulder Housing Partners:

Boulder Housing Partners (BHP) and the City of Boulder are separate entities that work collaboratively to address affordable housing needs in the community. BHP was established in 1966 as Boulder's housing authority. BHP builds, owns and manages affordable housing for low- and moderate-income residents of the City of Boulder. BHP also offers tenant support services. BHP is a quasi-governmental entity of the state formed pursuant to Section 29 of the Colorado Revised Statutes with nonprofit status 501(c)(3), which exempts it from nearly all taxes, including property taxes. A nine member Board of Commissioners appointed by the city Mayor provides community oversight while an executive director manages daily operations.

In its 2014 Strategic Plan update, BHP established the following goals desired outcomes:

- Increase service to an additional 2,000 households with a mix of income ranges;
- Add 250 housing options for special and vulnerable populations; and
- Pursue a wide range of partnerships.

University of Colorado-Boulder: While enrollment at CU-Boulder has increasing by less than 100 students over the decade prior to 2013 and a gain of 418 university-provided beds, the CU Flagship 2030 Strategic Plan projects a gain of 6,500 students by 2030. The 2011 Campus Master Plan proposes development of the East Campus (generally bounded by 30th Street, Colorado Avenue, Arapahoe Avenue, and Foothills Parkway) as a full campus with higher density building. Other areas when the university is exploring developing and/or redeveloping housing is the area north of Boulder Creek and west of Folsom and Williams Village.

Example of City Role in Creating Student Housing Options, 28th Street Frontage: City-initiated land use changes involving rezoning and ongoing private redevelopment of the area on and near the 28th Street Frontage Road has produced hundreds of new housing units targeted at students. In 2004, the city created a new high-density zone district and then initiated a rezoning in this area to encourage higher density housing due to its proximity to the university, local and regional transit services, and the new pedestrian underpasses, providing alternatives to single occupant vehicles. The city and executed a major street improvement program to transform 28th Street into a "Complete Street," including new underpasses, public art, median improvements, and sidewalk and landscaping improvements.

Example of Public/Private Partnership, Depot Square: In 2013, the city partnered with the Regional Transportation District (RTD) and a private developer on a Transit-oriented development (TOD); a mixed use development that includes an RTD bus transit facility, a public parking structure, 71 affordable rental apartments a hotel, public plaza rehabilitation of a historic train depot building and related road and infrastructure improvements. The project is currently in construction with major elements slated to be completed in 2015.

Regional Housing Partnership:

Ongoing partnerships to address regional housing issues include:

- Boulder County's 10-Year Plan to End Homelessness
- Boulder County/Broomfield County Regional HOME Consortium
- Countywide Flood Recovery Consortium

Example of leverage to build permanently affordable units - $2.5 million of city money leveraged nearly $10 million in outside funding.

HighMar Senior Housing - 4990 Moorhead Ave	Amount	Percent
City of Boulder	$2,587,611	21.2%
Housing Tax Credits	$4,588,278	37.5%
Tax Exempt Private Activity Bond	$3,935,000	32.2%
State of Colorado	$590,000	4.8%
Deferred fees and other sources	$519,048	4.2%
Total	**$12,219,937**	**100.0%**

DEFINITIONS

The **Boulder Valley Comprehensive Plan (BVCP)** is a joint plan between the City of Boulder and Boulder County governments to inform and guide their shared responsibility for planning and development in the Boulder Valley. Since 1970, the City of Boulder and Boulder County have jointly adopted a comprehensive plan. The Boulder Valley Comprehensive Plan seeks to protect the natural environment of the Boulder Valley while fostering a livable, vibrant and sustainable community. The current plan was first adopted in 1977. Since then, six major updates have been completed: 1982, 1990, 1995, 2000, 2005 and 2010. The Boulder Valley Comprehensive Plan provides a general statement of the community's desires for future development and preservation of the Boulder Valley. The principle of sustainability drives the overall framework of the Boulder Valley Comprehensive Plan.

Community Housing Development Organization (CHDO): A private, nonprofit, community-based service organization whose primary purpose is to provide and develop affordable housing for the community it serves. Certified CHDOs receive certification from a participating jurisdiction, indicating that they meet certain HOME Program requirements and are therefore eligible for HOME funding. (See "HOME Investment Partnership Funds (HOME)".) Boulder has three CHDOs: Habitat for Humanity, Thistle Communities, and the Boulder Housing Coalition.

A **HOME Consortium** is a consortium of geographically contiguous or overlapping local government entities that receives an allocation and participates in the HUD HOME Program. Boulder participates in a HOME Consortium that includes City of Boulder, Boulder County, City of Longmont, City and County of Broomfield, and eight other municipal governments in Boulder County. The City of Boulder is the lead agency and acts in the representative capacity for all of the members of the Consortium.

HOME Investment Partnership Funds (HOME): A federally-funded program by HUD, administered by the City of Boulder Division of Housing, that provides funding for affordable housing projects. The City of Boulder, as lead agency, receives approximately $800,000 per year in HOME funds, approximately half of which remain in Boulder and half of which are distributed to other Boulder County communities.

Housing Authority: Boulder Housing Partners (BHP) is Boulder's housing authority. Housing authorities are federally-recognized public corporations with boards appointed by the local government (the BHP board is appointed by City Council). Although housing authorities have a strong relationship with local, state, and federal governments, they are independent agencies. Charted under state law, a housing authority is an autonomous, not-for-profit public corporation. Their mission is to provide affordable housing to low- and moderate-income people.