

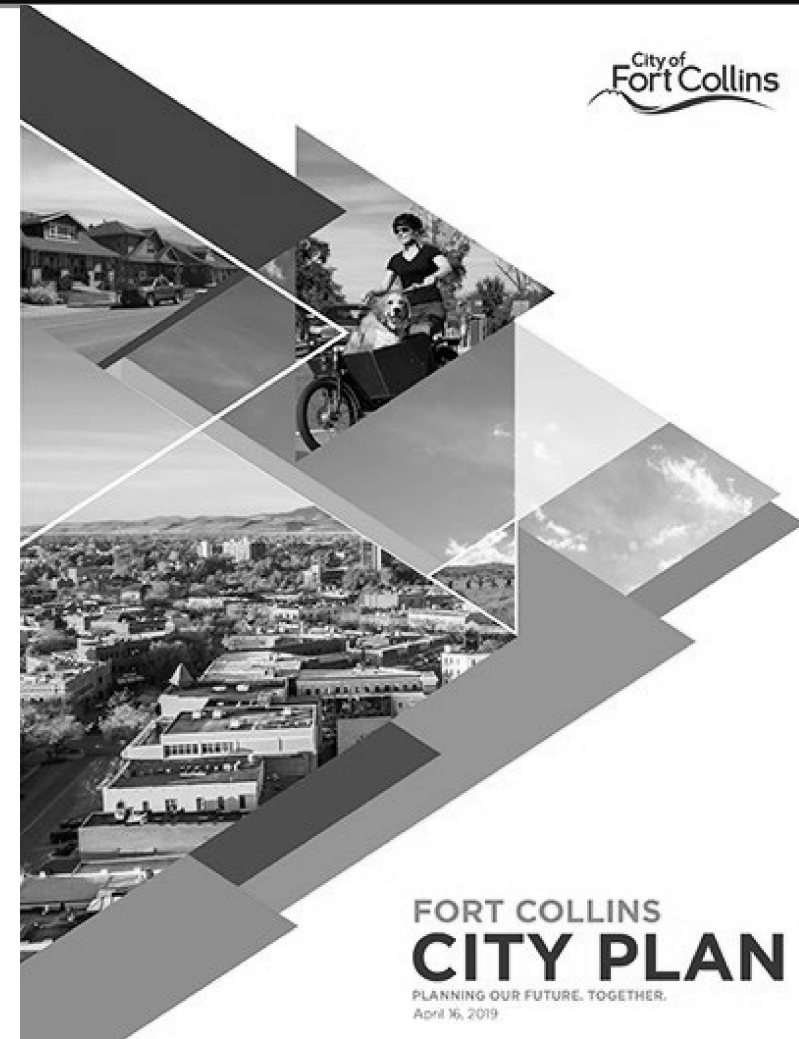


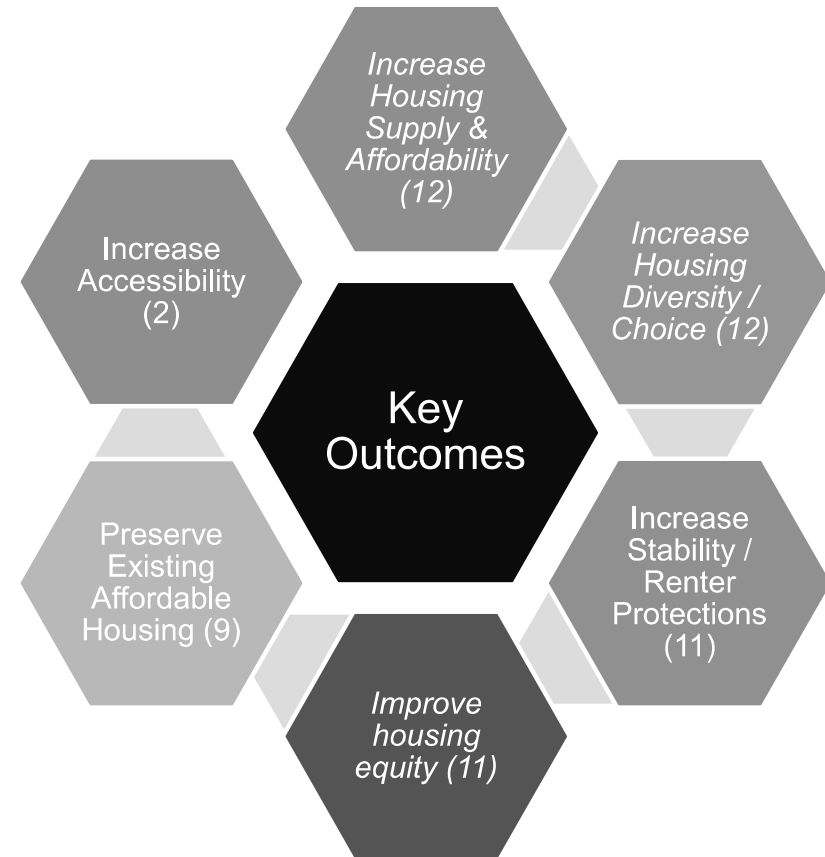
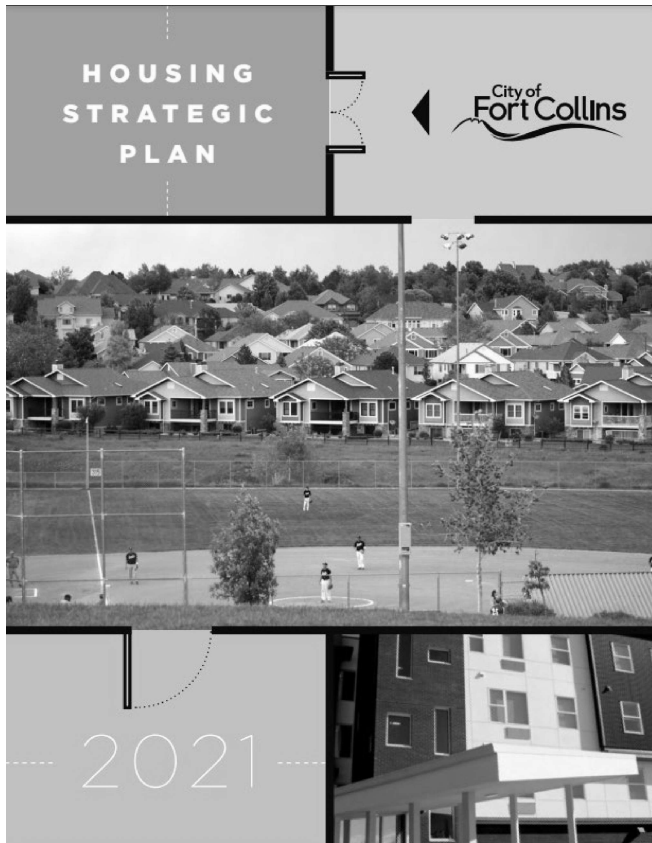
Housing Strategic Plan Implementation: LUC Phase 1 Updates

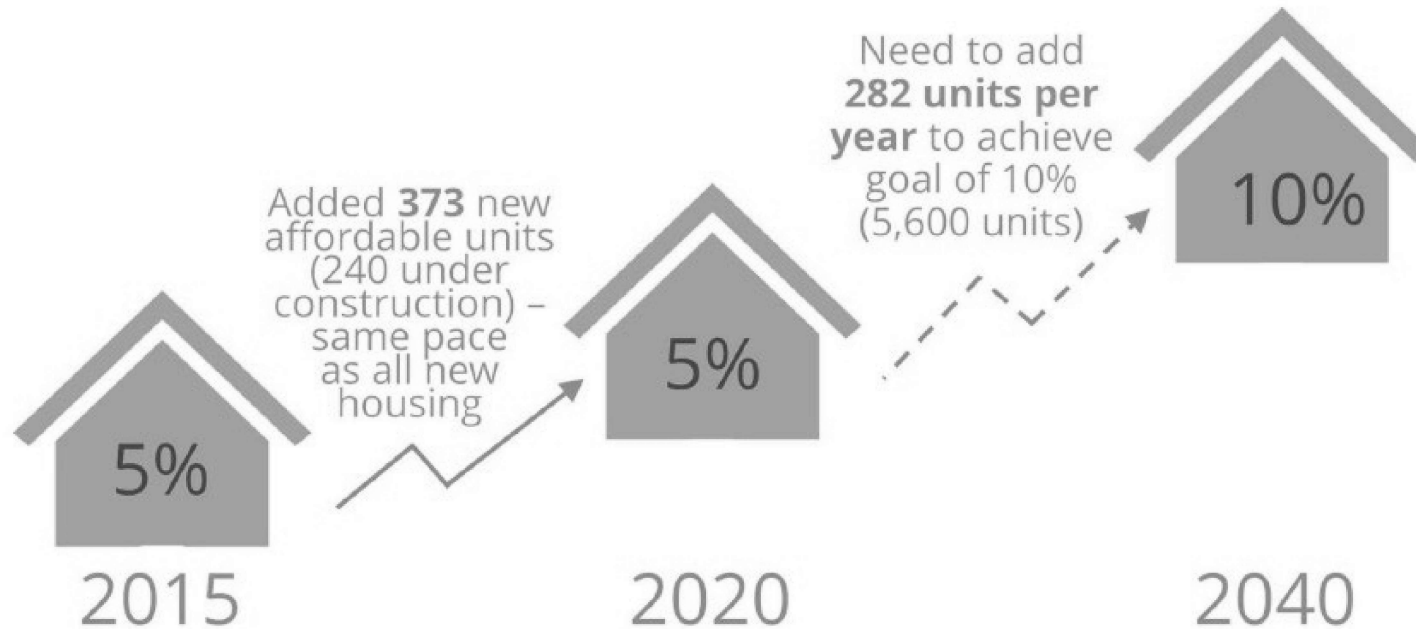
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Noah Beals | Senior City Planner | nbeals@fcgov.com

August 20, 2021

- City Plan adopted in 2019
- Sets a vision for “Livability, Community, and Sustainability”
- LUC update is a high-priority implementation action to:
 - Align zone districts and uses with Structure Plan
 - Create opportunities for a range of housing options
 - Clarify and simplify development standards
 - Enhance development review procedures
 - Create a more user-friendly document
- Overall rewrite anticipated to take around 4 years
 - Phase 1 budget: \$350,000
 - Phase 2 estimate: \$200,000-\$300,000







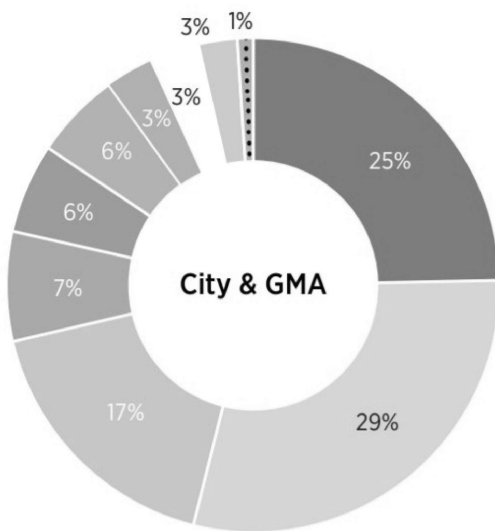
Source: City of Fort Collins Housing Strategic Plan and Root Policy Research.

- Since 2000, we have produced or preserved about **120 affordable units per year** on average.
- To achieve the 10% affordability goal by 2040, our community needs to **more than double** the annual production and/or preservation of affordable housing to 282 or more units per year.

- City Plan forecasts indicate that demand for housing (+30,500 units) will exceed capacity by ~2,000 units by 2040

Existing Land Use²⁵

Fort Collins & Growth Management Area, 2017

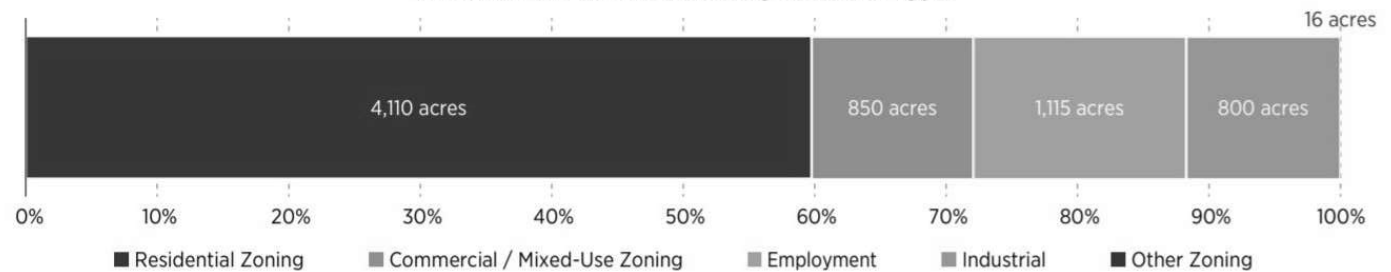


- Low-Density Residential
- Medium- & High-Density Residential
- Mobile Homes
- Commercial

Characteristics of Development Potential³⁰

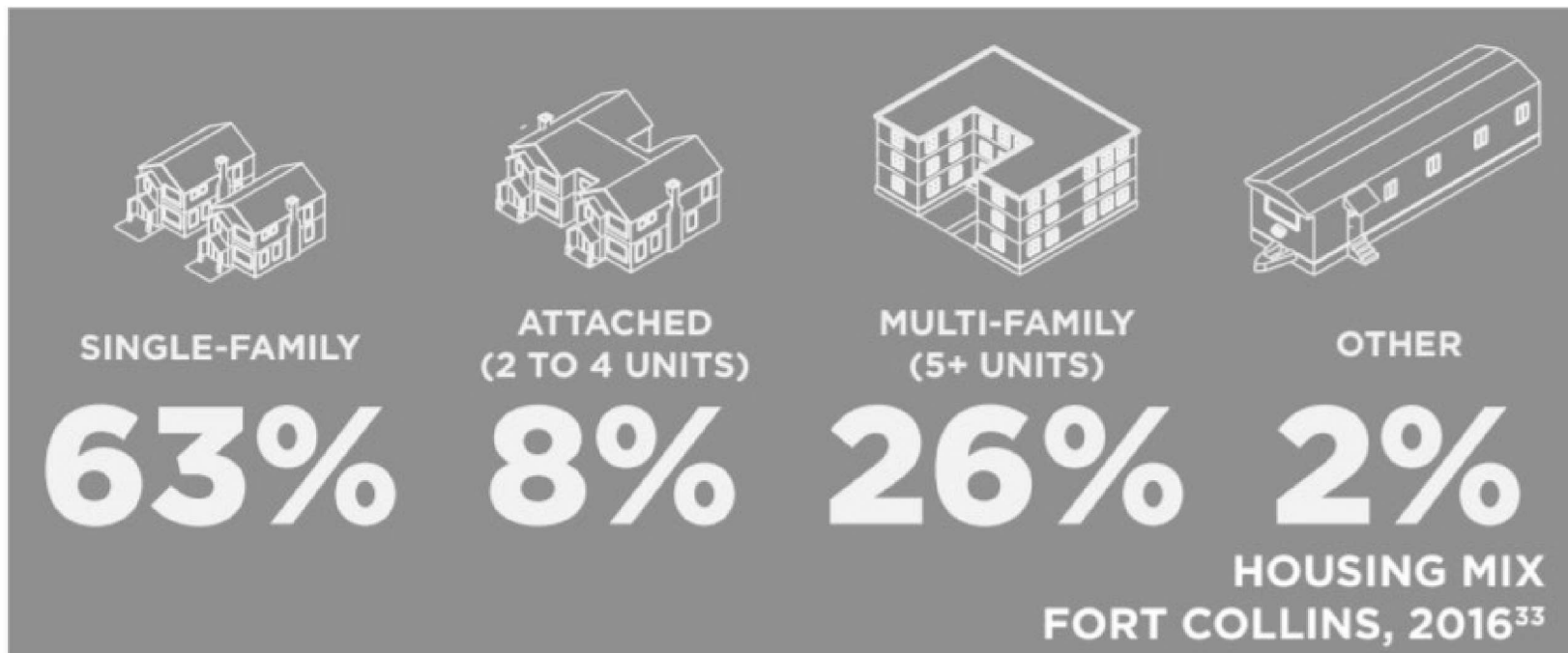
Fort Collins & GMA

Vacant and Buildable Lands by Land Use Type

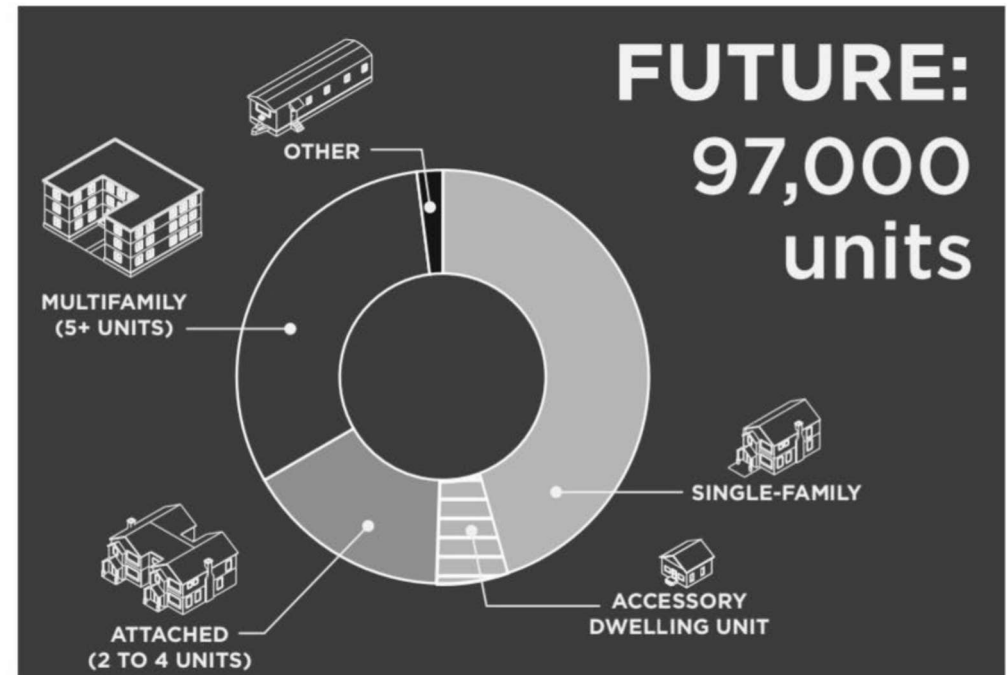
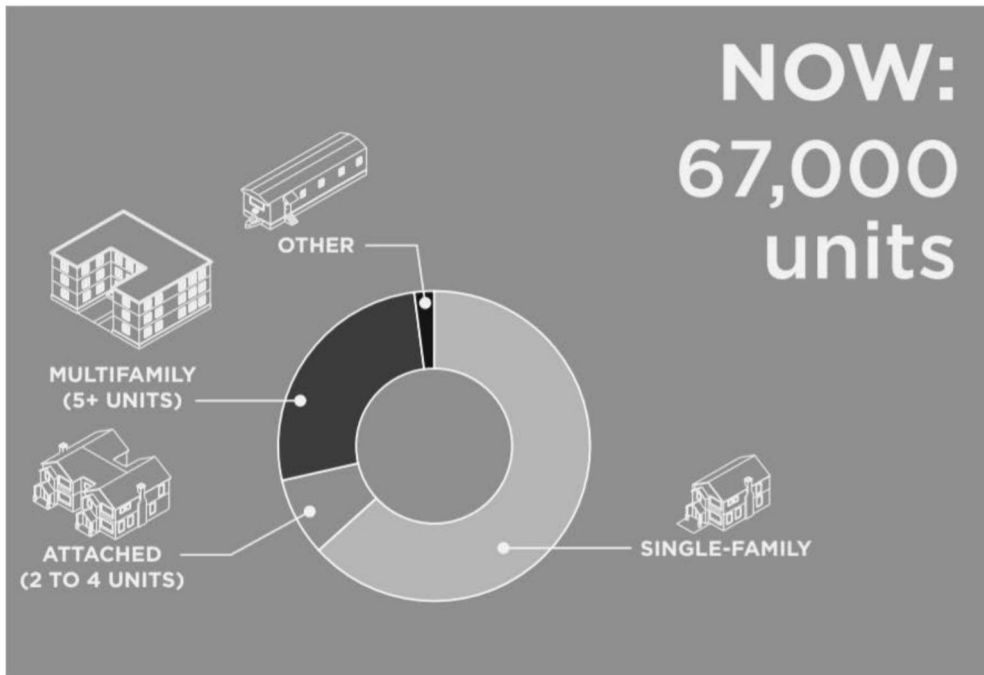


- Industrial
- Public/Quasi-Public
- Agriculture
- Parks, Natural Areas, and Open Space
- Community Separators
- Vacant
- Other

- Our current housing mix is predominately single-family, detached units. This mix has stayed very consistent over the last 20 years, even as multifamily development has increased.



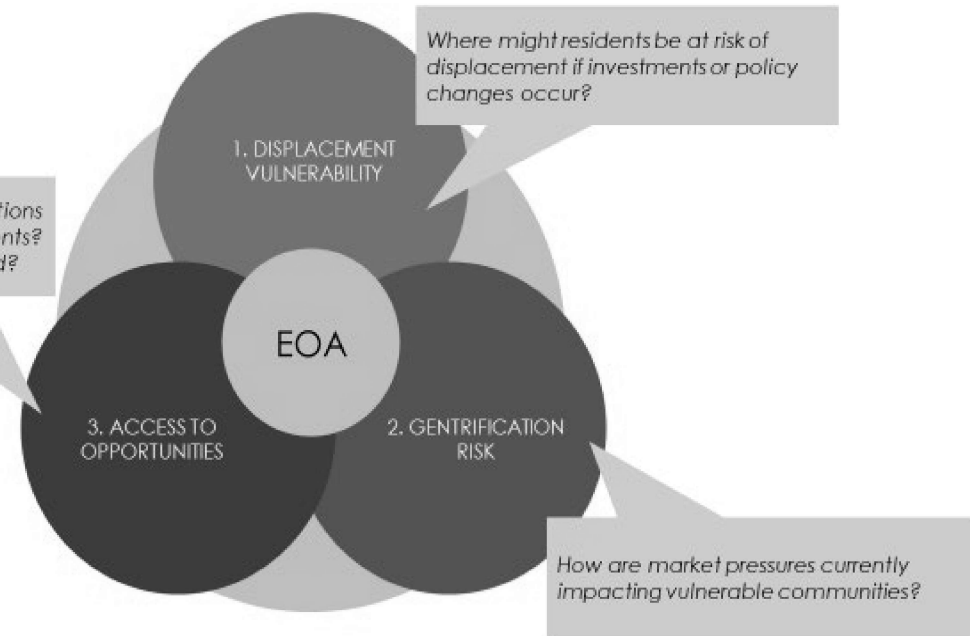
- City Plan identifies numerous changes to zoning and development standards to support desired housing types (i.e. “missing middle”) and to better meet community goals





- **HSP Strategies:** 1
- **Greatest Challenges:**
 - Price escalation impacts everyone & disproportionately impacts BIPOC* and low-income households.
- **When:** Underway; completed by September 2021
- **Resources Committed:** \$30,000
- **Next Steps:** Create displacement and access to opportunity indices

What opportunities do certain locations provide to current and future residents? How can deficiencies be addressed?





- **HSP Strategies:** 7, 9, 13, 14, 15, 16
- **Greatest Challenges:**
 - There aren't enough affordable places available for people to rent or purchase, or what is available and affordable isn't the kind of housing people need.
 - Housing is expensive to build, and the cost of building new housing will likely continue to increase over time.
- **When:** 2021-2022; Underway
- **Resources Committed:** Staff core team; \$350,000 appropriation
- **Next Steps:** Analysis of options; framework for code reorganization; fall engagement



ORGANIZATION CHART



PROJECT MANAGEMENT TEAM:



Samantha Suter
Project Manager



Peter Park
Principal-in-Charge

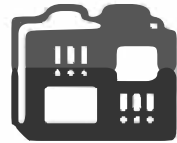
TASK LEAD FOR:



EQUITY
Gretchen Armijo
Equity Policy Solutions



MODELING & ANALYSIS
Jamin Kimmel
Cascadia Partners



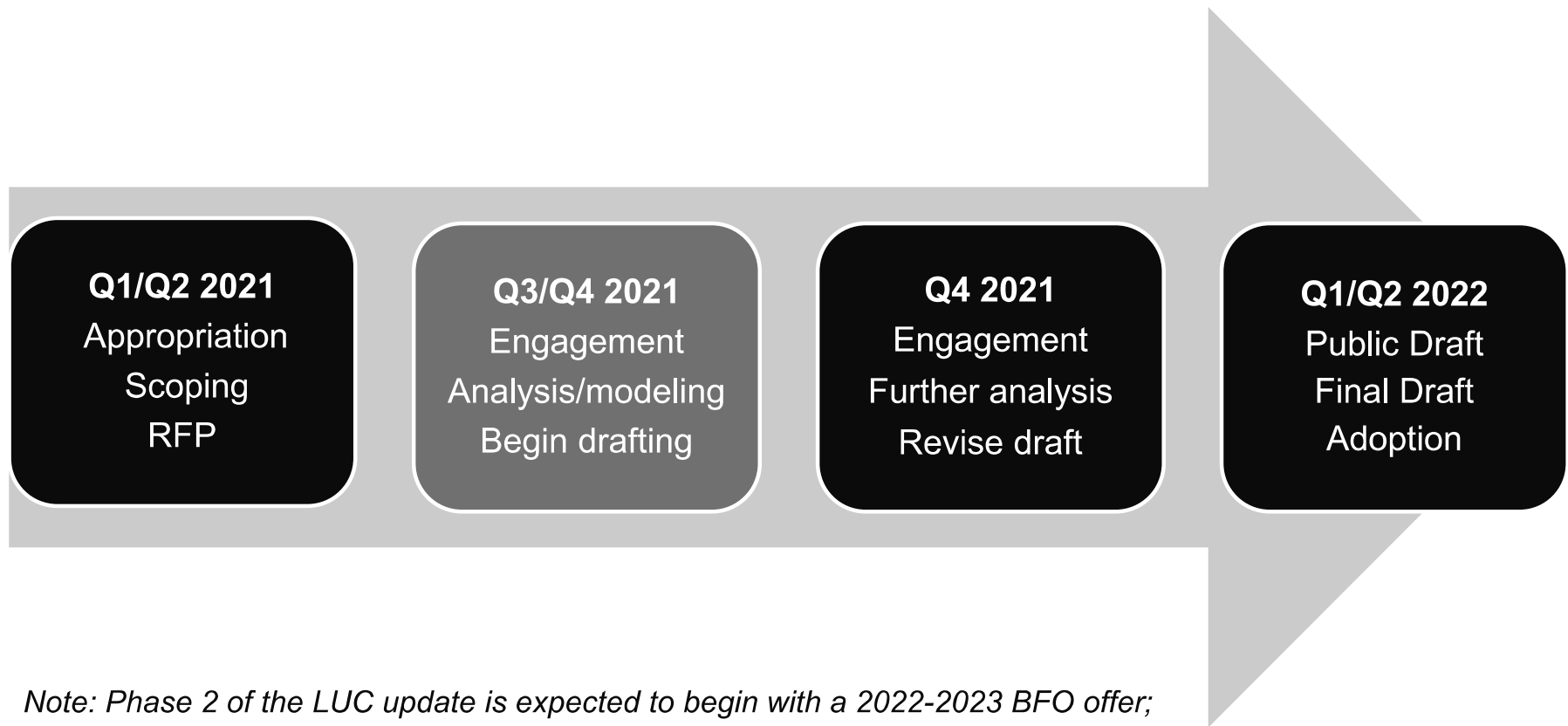
CODE REORGANIZATION
Peter Park (PJP)
Samantha Suter (MUD)

METTAURBANDESIGN

Peter J. Park
City Planning and Design^{LLC}



Equity
Policy
Solutions
LLC



Note: Phase 2 of the LUC update is expected to begin with a 2022-2023 BFO offer; Completion of the full LUC update is anticipated by 2025.



- **Housing-related outcomes:**
 - Define a range of housing options between two-family and multi-family housing (e.g. cohousing, cottage development, ADU)
 - Simplify level of review for housing
 - Create/Recalibrate Affordable Housing incentives
 - Remove barriers to accessory dwelling units (ADUs)
 - Remove barriers to permitted densities

- **Code reorganization outcomes:**
 - Consolidate similar standards
 - Remove repetition, increase user-friendliness
 - Simplify language to improve clarity and consistency
 - Update districts, uses, and review types (i.e. “what can I do, where, and who decides?”)

- **Newsletters and Updates:** <https://fcgov.com/housing>
- **Sept/Oct:** Community Character Exercise + Information Sessions
- **Oct/Nov:** Community Input/Dialogue

THANK YOU!





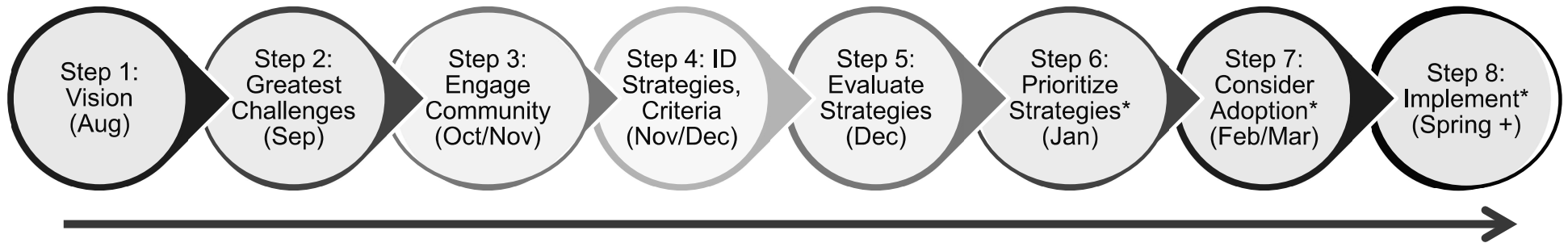
- NLSH 1.1 Improve and increase availability and choice of quality housing that is affordable to a broad range of income levels.
- HPG 7.3 Improve effectiveness of community engagement with enhanced inclusion of all identities, languages and needs.



- Everyone has stable, healthy housing they can afford
- 10% affordability by 2040
- Biennial implementation cycle
- Guiding principles shape prioritization and implementation



- **LIV 5:** Create more opportunities for housing choices
- **LIV 6:** Improve access to housing ...regardless of their race, ethnicity, income, age, ability, or background



Progress to Date

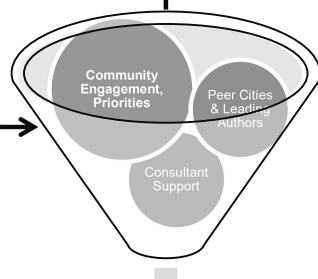
Evaluation Criteria

Evaluation Framework	Evaluation	
	Exceeded	Exceeded
Response to each question with yes, maybe, or no	yes	no
Does this strategy address the previous strategy question to determine if it is adopted goal for affordability?	maybe	no
Does this strategy enhance housing stability?	yes	no
Does this strategy promote healthy neighborhoods/housing?	yes	no
Does this strategy increase equity in the following ways:	yes	no
- Address housing displacement?	no	no
- Increase accessibility?	no	no
- Increase access to assets or opportunity?	maybe	no
- Increase investment in disadvantaged neighborhoods?	yes	no
- Mitigate residential displacement?	yes	no
Does this strategy address highest priority needs to be defined by sub-goal development?	yes	no
Does this strategy increase housing type and price point diversity in the city?	maybe	no
Does the city have necessary resources financial and staff capacity to implement, administer and monitor?	yes	no
Does this strategy have community support?	yes	no
Can the City lead implementation of this strategy (or does it require stakeholder leadership and/or non-profit or partner action)?	yes	no
- If so, are partnerships in place to lead implementation?	no	no
Does this strategy help advance other community goals (e.g. climate action, water efficiency, etc.)?	yes	no
Rating values for efficacy and cost		
How effective is this strategy in addressing the desired outcome on a scale of 1 to 5 where 1 is not at all effective to 5 is very effective?	4	
How resource intensive is this strategy on a scale of 1 to 5 where 1 is low cost to 5 is very high cost?	2	

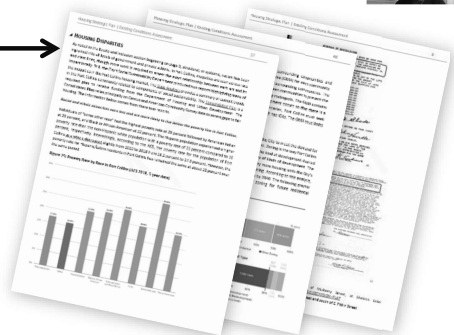
Initial Set of Prioritized Strategies (26)

Initial Set of Prioritized Strategies	Brief Description	Anticipated Outcome	Alignment with Community Recommendations (Crat)
GC 41. Prioritize inclusion everyone, and disproportionately impacts BIPOC (Black, Indigenous and People of Color) and low-income households.	Does the following program primarily address the "inclusion" of BIPOC and low-income households?		
1. Address displacement and gentrification risk.	Map that addresses the threat of displacement and gentrification at the neighborhood level.	Improve housing equity, housing stability, and preservation.	While the community did not directly reference this, there are multiple references to no longer being able to afford to live in Fort Collins.
2. Promote inclusivity, housing diversity, and affordability as community values.	Prioritize practices that include storytelling and culturally appropriate engagement with a broad range of communities, especially those that are considered historically marginalized and underrepresented. Engagement should focus on issues related to density, structural racism, the need for and myths about affordable housing, etc.	Improve housing equity and increase housing choice.	Aligns with community recommendations for affordable housing and build community-wide support for doing things differently.
3. Implement the 2020 Analysis of Law Housing Choice Action Steps.	(1) Strengthen fair housing information, educational and training opportunities. (2) Improve the housing environment for people with disabilities. (3) Support efforts to improve resident engagement and building of trust. (4) Support programs, projects, and organizations that improve housing access and affordability. (5) Continue to pursue fair infrastructure and public amenity equity. (6) Pursue public engagement activities (workshops and "Our Code and Policy Updates through Home 2" reports).	Improve housing equity and access to opportunity.	Focus financial support on lowest income residents. Ensure all neighborhoods have access to amenities. Increase equity in existing programs and services.

Everyone has healthy, stable housing they can afford



50+ Strategies Identified Thus Far



*Everyone has healthy, stable housing
they can afford*

Challenge #1: Price escalation impacts everyone & disproportionately impacts BIPOC* and low-income households.

Challenge #2: There aren't enough affordable places available for people to rent or purchase, or what is available and affordable isn't the kind of housing people need.

Challenge #3: The City does have some tools to encourage affordable housing, but the current amount of funding and incentives for affordable housing are not enough to meet our goals.

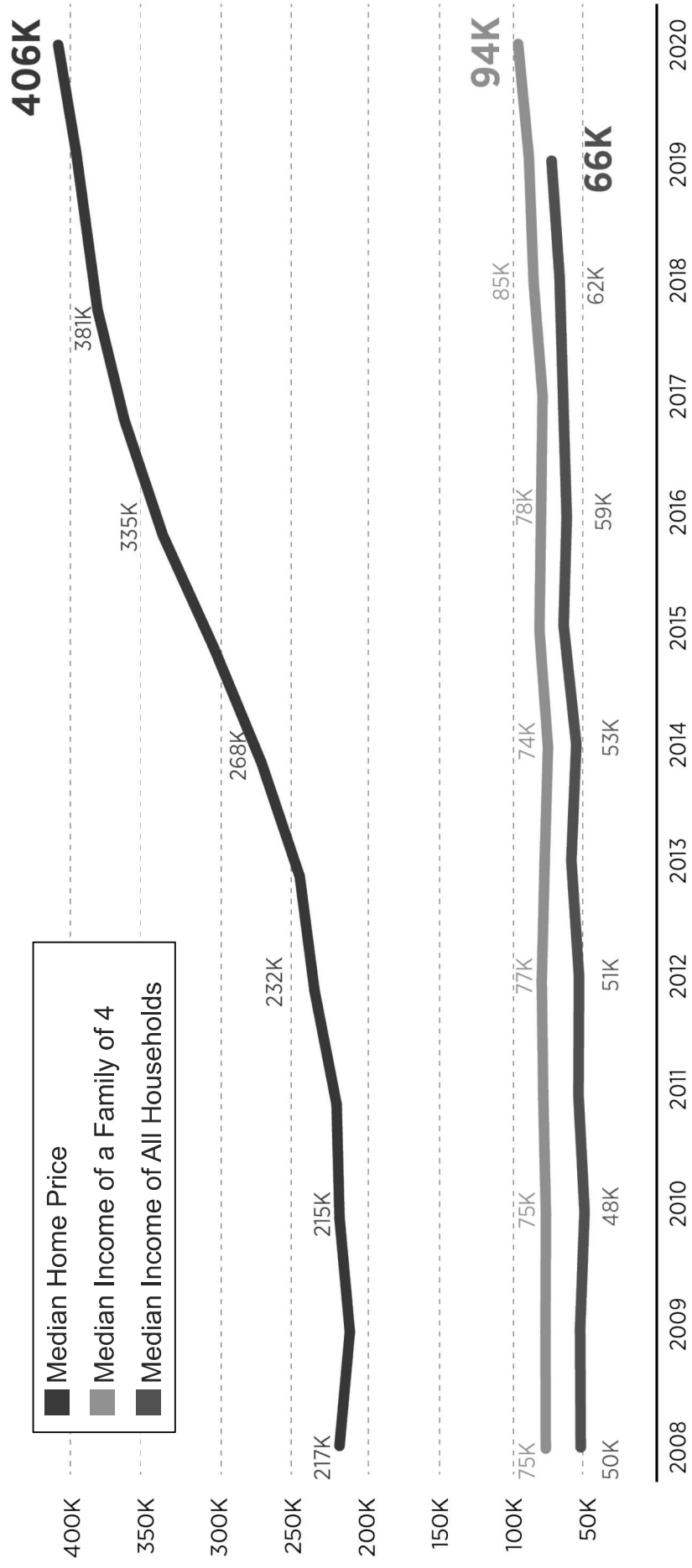
Challenge #4: Housing is expensive to build, and the cost of building new housing will likely continue to increase over time.

Challenge #5: It is difficult to predict the lasting effects of COVID-19 and the pandemic's impacts.

Challenge #6: Housing policies have not consistently addressed housing stability and healthy housing, especially for people who rent.



*Black, Indigenous, and People of Color



Widening gap in who can afford median home price
 Half as many renters can afford the median home price (23% in 2012; 11% in 2018)

1. **Assess displacement and gentrification risk (New)**
4. **Implementation, tracking and assessment of housing strategies (Expand)**
8. **Extend the City's affordability term (Expand)**
9. *Off-cycle appropriation to advance Phase One of the Land Use Code (LUC) Audit (New)*
10. *Refine local affordable housing goal (Expand)*
13. **Recalibrate existing incentives to reflect current market conditions (Expand)**
14. **Create additional development incentives for affordable housing (New)**
17. *Reconsider affordable housing requirements/funding as part of metro districts (Expand)*
24. **Support community organizing efforts in manufactured home communities and increase access to resident rights information, housing resources, and housing programs (Expand)**
25. **Foreclosure and eviction prevention and legal representation (Expand)**

Summary: 10 strategies (3 new, 9 expanded) – 2 completed, 10 underway

Key Outcomes:

Increase housing supply and affordability, increase housing diversity/choice, increase stability/renter protections, improve housing equity

- 5. Advocate for housing-related legislation at state and federal levels *(Expand)*
- 7. **Remove barriers to the development of Accessory Development Units *(Expand)***
- 12. Expand partnership(s) with local Community Development Financial Institution (CDFI) to offer gap financing and low-cost loan pool for affordable housing development *(Expand)*
- 15. **Explore/address financing and other barriers to missing middle and innovative housing development *(New)***
- 16. **Remove barriers to allowed densities through code revisions *(New)***
- 18. Increase awareness & opportunities for creative collaboration across water districts and other regional partners around the challenges with water costs and housing *(Expand)*
- 21. **Explore revisions to occupancy limits and family definitions *(Expand)***
- 22. Public Sector Right of First Refusal for Affordable Developments *(New)*

Summary: 8 strategies (3 new, 5 expanded) – 0 completed, 4 underway

Key Outcomes:

Increase housing supply and affordability, increase housing diversity/choice, increase stability/renter protections, improve housing equity, preserve existing affordable housing

- 2. Promote inclusivity, housing diversity, and affordability as community values. *(Expand)*
- 3. Implement the 2020 Analysis of Fair Housing Choice Action Steps *(Expand)*
- 6. **Visitability policy *(New)***
- 11. **Create a new dedicated revenue stream to fund the Affordable Housing Fund *(Expand)***
- 19. Bolster city land bank activity by allocating additional funding to the program (contingent on adopting additional revenue stream policy) *(Expand)*
- 20. **Explore the option of a mandated rental license/registry program for long-term rentals and pair with best practice rental regulations *(New)***
- 23. Tenant right of first refusal for cooperative ownership of multifamily or manufactured housing community *(New)*
- 26. **Small Landlord Incentives *(New)***

Summary: 8 strategies (4 new, 4 expanded) – 0 completed, 4 underway

Key Outcomes:

Increase housing supply and affordability, increase housing diversity/choice, increase stability/renter protections, improve housing equity, preserve existing affordable housing, increase accessibility