

CLEAR CREEK COUNTY HOUSING STRATEGY

NOV. 9, 2017



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Bob Munroe, Solvera Advisors, presents on what developers look for in projects at the Clear Creek Housing Workshop.

REPORT COMPONENTS

<u>Executive Summary</u>	<u>3</u>
<u>Presentations and Case Study Resources</u>	<u>4</u>
<u>Breakout Group 1: Branding and Packaging Incentives</u>	<u>5</u>
<u>Breakout Group 2: Financing and Partners</u>	<u>6</u>
<u>Breakout Group 3: Property Opportunities</u>	<u>8</u>
<u>About Downtown Colorado, Inc. (DCI)</u>	<u>9</u>
<u>Planning Partners</u>	<u>10</u>
<u>Suggested Timeline and Additional Resources</u>	<u>11</u>
<u>Appendix I: Draft of CCCHA Role & Description</u>	<u>12</u>
<u>Appendix II: Action Plan Starting January 2018</u>	<u>13</u>

EXECUTIVE SUMMARY

Downtown Colorado, Inc. (DCI) facilitated a Housing Strategy Workshop in Clear Creek County on November 9th, 2017. The workshop brought together public and private sector stakeholders from the County and region, as well as experts and leaders from around the state. The focus was on affordable and workforce housing development and financing in a rural environment. Participants came from communities in surrounding regions, including Leadville, Fraser, Glenwood Springs, Boulder and Denver, as well as strong representation from Clear Creek County, including Empire, Evergreen, Idaho Springs, Georgetown, Silver Plume and St. Mary's.

The workshop was hosted by the Clear Creek County Housing Cohort—a group initiated by Freeport-McMoRan—with a directive to increase “attainable” housing. Leadership for the Cohort Group was provided by Blue Spruce Habitat for Humanity. Sponsors of this event included Freeport-McMoRan (Henderson Mine), Clear Creek Economic Development Corp., Clear Creek County Housing, and Historic Rail Adventures (Georgetown Loop RR). Clear Creek High School provided catering and the event location. Presenters from local, state, regional and private sectors included: Sarah Dallas, City of Leadville; Matt Gillam, Overland Property Group; Bob Munroe, Solvera; Win King, King Commercial Real Estate; Joe Rowan, Mile High Community Loan Fund; Cameron Bertron, EnviroFinance Group; Elena Scott, Norris Design; Scott Wilson & Susan McKittrick, USDA Rural Development; Tim Gough, Colorado Division of Housing; and Karen Harkin, Colorado Housing and Finance Authority (CHFA); Sally Rush, Clear Creek County Housing Authority (CCCHA); and Katherine Correll and Jamie Shapiro, Downtown Colorado, Inc.,

The Clear Creek Housing Workshop helped communities and local leaders understand how to gather data, build partnerships and work to develop affordable housing projects in rural Colorado. The three breakout groups focused on:

- Property Opportunities: Where are the development opportunities in Clear Creek County?
- Financing and Partners: Who has funding and who are the key partners?
- Packaging Information & Incentives: How can funding options, incentives and opportunities be made accessible?

The final presentation of the day was done by each breakout group as they shared the next steps proposed in their area. The following report provides a summary of all discussion, the proposed next steps and a brief action plan to guide the CCCHA's work over the coming months.

PRESENTATIONS AND CASE STUDY RESOURCES

Downtown Colorado, Inc. (DCI) facilitated a Housing Strategy Workshop in Clear Creek County on November 9th, 2017. The workshop brought together public and private sector stakeholders from the county and region, as well as experts and leaders from around the state. Following introductions and an opportunity for networking, opening discussions began with a preview of the day's events, to include an introduction of the program's goals and actions in developing next steps to promote county housing opportunities.

DCI began holding Rural Housing Workshops in early 2017. These workshops bring together experts in housing finance, programs and development to foster dialogues about leveraging resources for rural housing. DCI Housing Workshops help local stakeholders create connections, share ideas, learn new methods, and come up with effective and appropriate solutions to create a stock of housing that reflect your community's needs and values. An action plan is developed as part of the workshop.

The Clear Creek County Housing Authority (CCCHA) was established in 2017 with the mission to provide and develop quality attainable housing opportunities, and to serve as the housing liaison between the community and officials. The program's focus is to improve attainable housing opportunities through community and statewide involvement, community education, and loan servicing for the rehabilitation of existing housing stock, while participating, as directed by the CCCHA Board, in projects that support new housing inventory. CCCHA leadership attended DCI's Housing Workshop in Grand County and initiated the process of bringing those resources to Clear Creek County.

The educational portion of the program began with a Case Study: Tabor Grand, Leadville that provided background from both the City leadership and the developer of the 37-unit, award winning, and affordable housing community in Leadville. The next three presenters focused on what do developers look for in a community project, discussions on financing options for rural housing, and statewide resources in affordable housing. Following the educational portion, the group broke into three smaller groups to discuss Branding and Packaging Incentives, Financing and Partnerships, and Property Opportunities. Each group discussed the topic and developed next steps to further housing initiatives in the coming months.

Breakout Group 1: Branding and Packaging Incentives

Focus

The focus of this group was to discuss how funding mechanisms, incentives, and opportunities could be made available to invest in, develop, and house our communities.

Discussion

The group had a lively discussion focused on what actions should be taken to attract not just any developer, but rather those that are smart and creative, and who have an interest in investing in the county's housing needs. The opening discussion centered on laying the groundwork to attract developer interest in key sites identified by the community. A major red flag identified was the mixed signals in a community; an example of this is a demonstrated need and market environment that cannot currently be addressed within the existing zoning for a project site. The best way to establish confidence in the development community is to ensure that the need, the zoning and regulation, and the communication about project sites are aligned. Ensuring that zoning for each site reflects the type of development the community envisions, and streamlining the development review process to ensure that developers can enter into the process with a transparent understanding of processes and timeframes helps the developer to know that they have a good partner and will not face costly delays. Additionally, the group determined that relationship building between the public entity and developers, potentially through the position of a "Housing Developer Concierge" program, would assist in further demonstrating the priority for housing in the county.

The group determined that the information needed would include (1) an overview highlighting the assets of the area, (2) an update of information showing the housing demand, (3) a clearly stated community vision, and (4) an inventory of opportunity sites.

To create a more attractive climate for development, the group discussed the need to cultivate a local regulatory environment that is progressive and willing to look outside the box; this could mean being open to changing building heights, parking requirement reductions, or waiving fees. As Clear Creek County considers a short list of catalyst sites for redevelopment, each site should be reviewed for zoning and potential incentives to encourage the type of building that will address the housing need. The updated Housing Assessment should include several property and sales tax scenarios with projections for types of development that can be used to review zoning and long-term impacts.

Most importantly, local stakeholder groups will need to market and broadcast this new thought process. Once the Municipality or County has a vision and incentives for a site, sending out a Request for Proposals (RFP) can attract higher caliber developers from outside the immediate region. This allows the community to state the vision and ask the most desirable developers what they need to make it happen.

It was mentioned that Glenwood Springs has done a great job to brand and package their development process, in addition to waving improvement tap fees and overhauling their development code. Further discussion with Glenwood Springs is advisable.

Action Steps

At the end of the workshop, the group distilled the discussion into three action steps for the County. These include:

1. Utilize the process of updating the Housing Assessment to consider catalyst sites.
2. Conduct a municipal and County review of zoning and density codes on catalyst sites to ensure zoning allows for the type of development that meets housing needs. This will allow for developer confidence in pursuing meaningful projects.

3. Establish a Housing Developer “Concierge” program to ensure that developers have a guide to ensure approval processes and permitting is mutually beneficial and as fruitful as possible.

Speakers & Professional Resources: Cameron Bertron, *EnviroFinance Group* / Joe Rowan, *Mile High Community Loan Fund* / Katherine Correll, *Downtown Colorado, Inc.*

BREAKOUT GROUP 2: FINANCING AND PARTNERS

Purpose

The focus of this group was to discuss the funding sources and partners necessary for housing development in Clear Creek County.

Key Partners & Programs

- **Colorado Housing and Finance Authority (CHFA):** Administers both the state and federal affordable housing tax credit program, as well as providing a variety of financing program and assistance.
- **USDA Rural Development:** Homeownership Program Section 502; Community Programs
- **DRCOG:** Regional council of governments including ten counties: Adams, Arapahoe, Boulder, Broomfield, Denver, Clear Creek, Douglas, Jefferson and Gilpin.
- **Evergreen National Bank:** Local financial institution that currently does construction financing.
- **Bank of the West:** Local financial institution that can lend to development projects.
- **Citywide Bank:** Local financial institution in Idaho Springs.
- **Blue Spruce Habitat for Humanity:** Local foothills affiliate of Habitat for humanity, serving western Jefferson County, Clear Creek County and parts of Park County up to Kenosha Pass.
- **DOLA / DOH/ CDBG**
- **Office of Economic Development & International Trade**

Discussion

The group discussed partners and financing structures, needs for getting access to financing, ideas for preservation, reuse and improvements to existing properties, challenges facing development, and creative approaches to tackling challenges.

Resource providers shared an overview of important programs for affordable housing development. Scott Wilson—USDA Rural Development Colorado—discussed the FHA 203k, among other programs. Karen Wilson—Colorado Housing and Finance Authority (CHFA)—discussed affordable housing tax credits. Tim Gough—Colorado Division of Housing—discussed funding for improvements to existing housing.

The group agreed that to gain access to financing for housing, the Housing Needs Assessment, completed in 2012 by Tom Hart and Jennie Rodgers at Community Strategies Institute, should be updated. Clear Creek County is currently planning for this update with the assistance of Freeport-McMoRan.

Challenges discussed include the scarcity of developable land in the County, the perception problem of Idaho Springs (including traffic noise), and the tendency of landlords not to invest in their properties because with such high demand, there is little incentive for property upgrades.

The group discussed two existing property types that are prevalent in the county and that could be improved—motels, many from the 1950s era, and mobile home parks. The group discussed the possibility of rehabilitating these underutilized motels for housing. The need for dialogue with mobile home park owners was discussed as a next step in improving the quality of housing for low income families in the county. The group also discussed the old Idaho Springs High School and possibilities for the reuse of that building as a site for housing. Development of new housing (where the track currently sits) could pay for a phased redevelopment approach.



Karen Harkin, center, Lindsey Valdez, and local stakeholders discuss financing and partners.

Finally, the group discussed creative solutions. One idea was for a housing rehab program in the county, in partnership with the Colorado Division of Housing, similar to the pilot program in Monte Vista. The Division of Housing expressed interest in such a program in Clear Creek County. A second creative possibility came from Scott Wilson, Housing Director at USDA Rural Development Colorado, who discussed the potential he sees in high quality manufactured housing. Group members agreed that this approach has many advantages—the price point can be significantly lower, the timeframe is often shorter, and quality can be quite high. Often, manufactured housing is indistinguishable from housing built on site, can be customized with design details relevant to the community, and quickly builds equity for the owner.

Action Steps

At the end of the workshop, the group distilled the discussion into six action steps for the county. These include:

1. Update the Housing Needs Assessment; look at land inventory and zoning rules.
2. Research and report on how high quality manufactured housing could be utilized in Clear Creek County. This includes a list or map of infill opportunities, some basic proformas, and outlines of appropriate design.
3. Discuss common objectives with the school board, especially related to the old Idaho Springs High School site. Consider financing tools that can help in getting the asking price and allow a developer to see a return on investment while meeting community goals.
4. Inventory and communicate with owners of mobile home parks and motels and identify those looking to work on improvements to their property or other housing solutions.
5. Contact US Senators and Representatives and urge them to ensure that new market tax credits and private activity bonds are included in a new tax plan.

Speakers & Professional Resources: Scott Wilson, *USDA Rural Development* / Tim Gough, *Colorado Division of Housing* / Sarah Dallas, *City of Leadville* / Karen Wilson, *Colorado Housing and Finance Authority (CHFA)*

BREAKOUT GROUP 3: PROPERTY OPPORTUNITIES

Focus

The focus of this group was to identify potential sites throughout Clear Creek County that have housing development potential, and which of these sites could catalyze affordable and workforce housing development.

Discussion

Major topics of discussion included the rehabilitation and preservation of existing buildings, scattered site development, zoning and building codes, infrastructure and identifying the most viable sites in the County. There is a need to maintain and preserve existing housing or other buildings that can be converted to quality housing, including mobile home parks and the old Clear Creek High School.

There is a need to overhaul the zoning code and implement better building codes. Scattered site development is a strategy that can overcome geographic obstacles in which noncontiguous parcels could be developed as part of one project. The Housing Assessment should consider how to accommodate different types of housing such as cooperative housing and smaller projects.

The most valuable site is the old Clear Creek High School, located along I-70, and with infrastructure in place that would reduce development costs. The site includes a football field with minimal slope, an 8 inch water tap and flexible zoning that could allow for heights over 35ft (~3 stories). Other catalytic sites include both sides of Argentine Street in Georgetown, the Peck House in Empire, Empire Mobile Home Park, and the old elementary school in Empire.

Potential Sites in Clear Creek County

Potential development sites were identified throughout Clear Creek County. These sites may currently be in various stages of ownership, planning or development. Communities with sites included Idaho Springs, Georgetown, Empire, St. Mary's, Floyd Hill, Silver Plume, and County-owned land. Below is a list of potential sites identified by the group:

Community	High Priority Site	Potential Site
Idaho Springs	<ul style="list-style-type: none">• Old Clear Creek High School (Most Valuable)• Property adjacent east of Argo Mine• Old Sewer Plant Grounds (Bristlecone Property)	<ul style="list-style-type: none">• Crane Property (Mobile homes)• River Bend Apartments• City-owned land: east and west of softball fields
Georgetown	<ul style="list-style-type: none">• Both sides of Argentine Street	
Empire	<ul style="list-style-type: none">• Peck House (Historic)• Empire Trailer Park (Engaged owner, present at the workshop)• Elementary School	Douglas Mountain Ranch (8 acres) Ball Place (7 acres)
St. Mary's		Unit 4 Mobile home park
Floyd Hill		Property for-sale south of Ski Country Antiques
Silver Plume		County Road 330 (Mountain Street)

Action Steps

At the end of the workshop, the group distilled the discussion into four action steps for the county. These include:

1. Create an inventory of sites for rehabilitation and preservation including number of units, current rents and potential rents if upgraded.
2. Create a small project inventory and marketing package to communicate with developers and financiers. Explore scattered site development, improving visual and property descriptions, and streamlining development processes.
3. Conduct a developer forum.
4. Continue discussing the Riverbend affordable housing project as a viable and owner-ready project to jump-start other development.

Speakers & Professional Resources: Matt Gillam, *Overland Property Group* / Bob Munroe, *Solvera* / Win King, *King Commercial Real Estate* / Elena Scott, *Norris Design*



Tim Gough (left), Joe Rowan (center) and Cameron Bertron (right) present at the Workshop.

ABOUT DOWNTOWN COLORADO, INC. (DCI)

Downtown Colorado, Inc. (DCI) is a nonprofit, membership association committed to building better communities by providing assistance to Colorado downtowns, commercial districts and town centers. Established in 1982 as Colorado Community Revitalization Association and now doing business as Downtown Colorado, Inc., our organization provides four core services to organizations and individuals engaged in downtown and commercial district development: technical assistance, education, advocacy and program participation.

With more than 200 members, DCI serves a diverse group of communities. Members represent downtown organizations, local governments, development and improvement districts, consultants, individuals and others involved in downtown and community development. An organizational membership includes anyone that works for the organization, thereby greatly multiplying the number of individuals who benefit from a DCI membership. DCI members receive a wide variety of benefits including low-cost technical assistance, members-only events, discounts on educational events, scholarship opportunities, free professional referrals and phone consultations, access to online resource library, membership directory, discounts and benefits from partner organizations, and much more.

PLANNING PARTNERS

Katherine Correll, Downtown Colorado, Inc.

Kathleen O’Leary, Blue Spruce Habitat for Humanity & Housing Cohort Member

Sally Rush, Clear Creek County Housing Authority & Housing Cohort Member

Theresa Schuller, Historic Rail Adventures & Housing Cohort Member

Jamie Shapiro, Downtown Colorado, Inc.

Lindsey Valdez, Clear Creek County Economic Development Corporation & Housing Cohort Member

ATTENDEES

Architectural Innovators, Inc.

Argent Real Estate

ARGO Mill & Tunnel

Blue Spruce Habitat for Humanity

BORCH Engineering

Brothers Redevelopment, Inc.

CC County Resident

City of Glenwood Springs

City of Idaho Springs

City of Leadville

Clear Creek County Board of Commissioners,
Management

Clear Creek County Board of Adjustment

Clear Creek County Housing

Clear Creek Courant

Clear Creek Economic Development Corporation

Clear Creek Planning Commission

Clear Creek County Residents

Clear Creek School District RE1

Climax Molybdenum Company/Freeport
McMoRan

Colorado Community Land Trust

Community Strategies Institute

Cushman and Wakefield

Evergreen National Bank

EVstudio Architecture and Engineering

Georgetown Market / Scraps-to-Soil

Herman & Kittle Properties, Inc.

Historic Rail Adventures

Idaho Springs Chamber of Commerce

Laurie Fowler Beckel, PC

Lawson Adventure Park

Loveland Ski Area

ROBERTS Real Estate Development

SCB Consulting

Shotcrete Technologies, Inc.

St Mary’s District

St Mary’s HOA

Thistle

THK Associates Inc.

TIMBERLINE DISPOSAL

Town of Empire

Town of Fraser

Town of Georgetown

Vali Cooper & Associates

SUGGESTED TIMELINE AND ADDITIONAL RESOURCES

Upon Approval of Report

Update the online description of CCCHA to include role and description of activities for 2018.

December 2017 Detailed and Delegated Action Plan

DCI has experience in working and communicating with Clear Creek County stakeholders at CCCHA, CCCEDC, Mountain Metro Realtors, Idaho Springs, and Georgetown. DCI will create a detailed action plan of tasks to achieve the next steps outlined in this report and suggest delegation of tasks to increase focused collaboration with all of the above stakeholder groups as well as the County.

January 2018 Building Sociability through Multi-Family Housing

In January 2018, Downtown Colorado, Inc. (DCI) is bringing the Happy City consultants to consider two development sites and how to create a vision process and tool to assess project proposals. This project will focus on Idaho Springs sites to encourage interaction and activity that results in longer stays and spending. The Housing Cohort could leverage this effort and extend the efforts of Happy City to consider other sites around housing as a part of their Building Sociability through Multi-Family Housing program. More details at <https://thehappycity.com/project/happy-homes>.

January – June 2018 Housing Study Enhancement

DCI can help to coordinate collaboration and structure the process to update the Clear Creek Housing Assessment to:

1. Consider a short list of catalyst sites for redevelopment. Each site should be reviewed for zoning and potential incentives to encourage the type of building that will address the housing need.
2. Identifying partners and a scope of work to enhance the Housing Assessment update to include property and sales tax scenarios with projections for revenue by type of development that can be used to align zoning and long-term impacts.
3. Assist in structuring and delivering requests for proposals to attract higher caliber developers.
4. Build a Housing Developer Concierge program based on needs and best practices.

April 2018 Urban Land Institute (ULI) Technical Assistance Panel (TAP) - TBD

Focused on combining the input of various reports and efforts from the public and private sector to create a comprehensive vision statement for Clear Creek County to use in communicating with the development community.

April 2018 Challenge Studio Participation

As a member of Downtown Colorado, Inc. (DCI) Clear Creek can submit a challenge statement to be included as a workshop at DCI's Vibrant Downtown Event, IN THE GAME. Participation allows the community to shape the content of a workshop harnessing international, national, and statewide consultants and peer communities to discuss and find solutions to the challenges you are working on. More details at <http://www.downtowncoloradoinc.org/CS2018>

Clear Creek County Housing Authority (CCCHA)

The Clear Creek County Housing Authority is established as a County entity that can work in collaboration with community partners to implement the County's housing-related goals and strategies, and to increase the stock of local affordable workforce housing. The purpose of the Clear Creek County Housing Authority in conjunction with Clear Creek County Housing is to include policy and strategy development, affordable workforce housing development and asset management.

Policy and Strategy Development

Clear Creek County Housing makes recommendations to the Clear Creek County Commissioners on policies and strategies affecting affordable workforce housing in Clear Creek County.

Affordable Workforce Housing Development

Clear Creek County Housing partners in all phases of affordable workforce housing development from conceptualization to implementation, including the following:

- Identify potential development opportunities and land suitable for housing development;
- Explore options for housing financing, including applicable federal and state grants and loan programs;
- Seek out, develop, and maintain partnerships with nonprofit, corporate, individual and governmental entities;
- Identify challenges that exist in county or municipal processes that might delay or increase costs for housing projects.

Clear Creek County Housing Authority has the abilities to:

- Apply for loans, grants, and contributions from government or other sources designed for specific authority purposes
- Acquire property by purchase, lease, operations, eminent domain, gift, grant, bequest or devise from any person, firm, corporation or city government.
- Borrow money on terms.

APPENDIX II: ACTION PLAN STARTING JANUARY 2018

Note: The below detailed action plan outlines steps to moving housing goals forward. While there are specific stakeholder listed for each step, the coordination of the plan, checking in to ensure progress is happening, working with others to ensure buy in and engagement, would fall on the clear CCCHA and the Clear Creek County Housing Task force.

Project	Objective	Steps	Timeline	Stakeholders
TASK FORCE DEVELOPMENT				
Create a Clear Creek County Housing Task Force	Ensure strong, consistent, and cohesive leadership.	Establish a Clear Creek County Housing Task Force for sustainable housing initiatives that includes Clear Creek County Housing, Clear Creek County Economic Development, Blue Spruce Habitat/non-profit representation, and Historic Adventures/private sector representation. With time, consider participation from the School District or other property owners.	Jan	CCCHA, CCCEDC, Blue Spruce Habitat, Historic Adventures
PRIORITY SITES				
Identify priority sites for housing.	Create a short list of priority sites than can act as catalysts for redevelopment.	1. Review the list of sites identified by community stakeholders at the November Housing Strategy Summit (page 8 of this report), with the Housing Task Force and Planning Staff at County and Municipalities. Add priority sites as needed but stay focused on no more than five (5) sites. Ensure that two sites are zoned for manufactured housing.	Jan	Housing Task Force (lead)
		2. Hold small, informal County and Municipal meetings with planning staff to map properties that are available and/or are priority sites to begin developing an inventory of all sites. Revise shortlist of priority sites in this report as needed.	Jan- Feb	Planning Staff
		3. Identify at least two (2) desired housing types for each site based on zoning. Identify areas where zoning may limit options.	Feb	Task Force/Planning
		4. Talk with existing owners to gauge their plans for the future, such as the potential for development and/or selling.	Feb	Planning CCCEDC

Project	Objective	Steps	Timeline	Stakeholders
PRIORITY SITES (CONTINUED)				
Continued	Continued	5. Create a short list of three (3) priority sites from the housing list that are zoned for similar types of housing (e.g. mobile home park). Review sites that could be bundled together to form one scattered site development. This helps set the table for developers in a county with limited land.	Feb	Housing Task Force
		6. Continue developing an inventory of opportunity sites. Include listing site on CCCEDC webpage and Realtor community to determine how best to market opportunity sites.	Ongoing	CCCHA/CCCEDC
		7. Work with CCCEDC and Realtor community to determine how best to market opportunity sites.	Mar-April	CCEDC/Realtors
ZONING REVIEW				
Conduct full municipal and county review of zoning code and permitted densities.	Promote appropriate zoning for identified sites.	1. Participate in Downtown Colorado, Inc. Happy City workshop in January. Engage planners and elected officials to be part of the conversation.	January	Housing Task Force (lead)
		2. Convene a meeting with County and Municipal Planners to review zoning of the priority sites included in this report and identified by planners. Have each planner share a written description of zoning and what is permitted for each site. Convey objectives for priority sites, if needed.	March	All
		3. Work with county and municipal planners and leadership to change the zoning for priority sites.	Spring	Housing Task Force works with Planning Staff
		4. Work with county and municipal planners and leadership to streamline development review based on best practices.		

Project	Objective	Steps	Timeline	Stakeholders
HOUSING NEEDS ASSESSMENT				

Update Housing Needs Assessment.	Build upon existing 2012 study to understand supply, demand, need, and priorities.	1. Create a scope of work to enhance the housing needs assessment so that it includes a minimum of one (1) feasibility study on a priority site that includes a development scenario and also an assessment of projected sales and property taxes based on different building scenarios.	Jan	Housing Task Force (lead) & Downtown Colorado, Inc. can help as needed.
		2. Issue an RFP for a housing assessment update and select consultant.	Jan -Mar	CCCHA
		3. Implement housing needs assessment update with feasibility studies.	March-June	CCCHA
		4. Develop an RFP for Developers to propose how they can meet Clear Creek County's goals and what incentives are required to move forward.	May – June 2018	Housing Task Force

MANUFACTURED HOUSING

Create an outline of how high quality manufactured housing could be utilized in Clear Creek County.	Create additional housing stock that is good quality, and can build equity at an affordable price point.	1. Determine one Housing Task Force member to focus on sub-committee for manufactured housing. This committee can focus on two sites ready for manufactured housing.	Jan	Housing Task Force (lead)
		2. Research manufactured housing product types and companies, including: Clayton, BonnaVilla, Cavco, Chief, Palm Harbor, and others. Identify projects located on sites that are similar to priority sites (including zoning, proximity to highway, other housing, etc.)	Feb –March	Task Force
		3. Develop a field trip or webinar to “visit” some sites and talk with developers.	March – June	Task Force
		4. Use other case studies to create a basic business plan for manufactured housing at priority sites.	June-July	Housing/Property Owner

Project	Objective	Steps	Timeline	Stakeholders
RIVERBEND HOUSING PROJECT				
Continue work on the Riverbend LITHC housing project as it is highly visible along I-70.	Improve image of Clear Creek County & improve quality of affordable housing.	1. Work with County and municipal leaders (if applicable) to discuss possible property improvement incentives.	April-June	Housing Task Force (lead) CCCHA, IS, CHFA
		2. Continue working with the CHFA and owner of Riverbend property to resubmit LITHC application. Develop a Memorandum of Understanding or other type of agreement to support as needed.	April -Sept	
		3. Celebrate the success and share the story of this project if it is successful.	Nov	CCCHA
		4. Read and analyze development review process of other municipalities and counties-this can be shared with planners as part of streamlining the development process. For example: Glenwood Springs Major Developer Checklist: gwsco.gov/document center/view/121	Ongoing	
MOBILE HOME/MOTEL SITES				
Reach out to mobile home park and motel owners.	Build relationships and identify opportunities to improve affordable housing stock.	1. Create a list of mobile home parks in the county with the name and contact info of owners.	January	Housing Task Force (lead) CCCEDC/Towns
		2. Create a list of underutilized motels in the county with names and contact info for owners. Request list of motels from County Tourism Bureau.	January	
		3. Create a list of incentives available for property improvements based on location.	February– March	CCCHA
		4. Continue dialogue with ROCUSA.org about options for manufactured housing.	Ongoing	CCCHA
		5. Record and report on plans and what additional resources might be required to improve sites.	Ongoing	CCCHA
		6. Engage & communicate with motel /mobile home park owners.	Mar-April	CCCHA

Project	Objective	Steps	Timeline	Stakeholders
CONCIERGE PROGRAM				

Establish a developer “concierge” program.	Build relationships with creative developers that are mutually beneficial.	1. Tour some projects in other communities with Task Force and Elected Officials.	April-July	CCCHA
		2. Establish a few scenarios of how developers “enter” Clear Creek County (e.g. contact city planning, contact property owner/Realtor) and respond to an RFP.	July-Sept	Housing Task Force (lead) and CCCEDC
		3. Outline the process and communication messaging/platforms that exist in the planning and development process. Ensure that it is communicated that Clear Creek County is Open for Business .	Sept-Oct	
		4. Create simple collateral material (online or printed) showing priority sites, outlining zoning, and demonstrating community buy in (Refer to plan for CCCEDC website).	Nov-Dec	CCCEDC
		5. Host a developer forum in Clear Creek County, in which priority sites are presented, and developers from throughout the region are invited. The forum should include make developers aware of the communities’ goals, and the ease of working in Clear Creek County.	2019	Housing and CCCEDC (DCI can help with this)

SCHOOL BOARD

Promote relationship between Housing Task Force and School Board.	Work with school board on possible School District housing sites, including the old Idaho Springs high school.	<ol style="list-style-type: none"> 1. Continue including School Board members as Housing Task Force members. Ensure they are active participants in both housing and economic development meetings. 2. Determine school board priorities related to housing, and create a document demonstrating areas of common interest. Assess needs for teacher and young family housing options including first time home buyer programs. 3. Continue discussions regarding the old Idaho Springs High School and possible future use. 	1 year	Housing Task Force (lead), CC Economic Dev. Corp., & CC School Board
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