



Board of Trustees Meeting

441 3rd Street, Mead

August 11, 2025

Agenda

6:00 p.m. to 10:00 p.m. Regular Meeting

In accordance with the Town's Remote Participation and Remote Meeting Policy adopted by the Board of Trustees on March 13, 2023 by Resolution No. 21-R-2023, remote participation will be allowed. The meeting link will be provided on the Town's website/designated posting place at least 24 hours prior to the meeting.

https://us02web.zoom.us/webinar/register/WN_irDH4x_ER1yZSo6clo_2Zg

1. Call to Order – Roll Call

Mayor Colleen Whitlow
Mayor Pro Tem Trisha Harris
Trustee David Adams
Trustee Chris Cartwright
Trustee Jeremiah R. Crane
Trustee Brad Hagen
Trustee Herman Schranz

2. Moment of Silence

3. Pledge of Allegiance to the Flag

4. Review and Approve Agenda

5. Staff Report: Town Manager Report

- a. Manager Report

6. Informational Items

- a. Police Education Campaign
- b. 3rd & Welker Intersection Project
- c. Regional Housing Needs Assessment

7. Proclamations

- a. School Zone Safety Week August 10 - 17, 2025

8. Public Comment:

3 minute time limit. Comment is for any item on the agenda unless it is set for public hearing.

9. Consent Agenda:

Consent Agenda items are considered to be routine and will be enacted by one motion and vote. There will be no separate discussion of Consent Agenda items unless a Board member so requests, in which case the item may be removed from the Consent Agenda and considered at the end of the Consent Agenda. Because the Consent Agenda includes Town payables (bills list/check register) and routinely includes contracts and other items involving the expenditure of Town funds, the Town Clerk shall require a roll call vote on the Consent Agenda, as required by MMC Sec 2-2-190(a). Consent Agenda includes:

- a. Approval of Minutes - Regular Meeting July 28, 2025
- b. July 2025 Aging Report
- c. Check Register August 11, 2025
- d. **Resolution No. 45-R-2025** - A Resolution of the Town of Mead, Colorado, Approving Updated Compensation Structure Guidelines for Employees
- e. **Resolution No. 46-R-2025** - A Resolution of the Town of Mead, Colorado, Acknowledging Presentation of the Denver Regional Council of Governments (DRCOG) Denver Area Regional Housing Needs Assessment to the Board of Trustees at the August 11, 2025 Regular Meeting

10. Public Hearing

- a. Combined Public Hearing: AMK Annexation 2 Proposed Annexation, Establishment of Initial Zoning and Approval of Annexation Agreement Continued from May 27, 2025
 - i. Continuance of Combined Public Hearing on AMK Annexation 2 Proposed Annexation, Establishment of Initial Zoning and Approval of Annexation Agreement to September 29, 2025

11. Public Comment:

3 minute time limit. Comment is for any item whether it is on the agenda or not, unless it is set for public hearing.

12. Elected Official Reports

- a. Town Trustees
- b. Mayor Whitlow

13. Executive Session Pursuant to C.R.S. 24-6-402(4)(b) and 24-6-402(4)(e) for conference with attorneys for the Town for the purpose of receiving legal advice on specific legal questions regarding Case No. 2024CV30250 (the Schell matter) and for determining positions relative to matters that may be subject to negotiations, developing strategy for negotiations, and instructing negotiators regarding the Schell matter.

14. Executive Session Action Items

15. Adjournment

The Town of Mead is committed to providing accessible documents and resources for all individuals. However, some complex documents may not be fully accessible in their original

format. If you need assistance or reasonable accommodation to access these materials, please contact us by phone 970-535-4477 or email info@townofmead.org.

TO: Honorable Mayor and Trustees

FROM: Helen Migchelbrink, Town Manager

DATE: August 11, 2025

SUBJECT: Town Manager Report

- National Night Out was held on August 5th, as a community event to promote safety and crime prevention. The event featured live entertainment, safety information, safety vehicles and kid's activities. Food was provided by Mead Area Chamber of Commerce. An estimated 300 people attended and had the opportunity to interact with Colorado Parks and Wildlife, Mead Police Officers, Public Works staff, and Mountain View Fire.
- The Mead Community Center will be opening very soon. The building received a TCO (temporary certificate of occupancy). Town staff is continuing training, facility preparation, and ordering necessary supplies. We're planning a ribbon-cutting event on September 8, 2025, before the Board of Trustees meeting.
- Mead Police are hosting Color with a Cop at the Merc on August 16th, from 10 a.m. to 11 a.m. Coloring pages, crayons, and colored pencils will be provided by Mead PD, along with snacks and beverages. No registration is required.
- Two new businesses will be opening in downtown very soon. Metalworks Barbecue is opening in August and Dominos will open in early fall.
- Saint Vrain Valley School District (SVVSD) is constructing a pre-kindergarten through eighth grade school southeast of Mead High School. The school will be ready for students in the fall of 2026.
- The final Meet, Greet, and Eat with the Board of Trustees is slated for August 26th at Lakeside Canyon Park from 6:00 to 7:30 p.m. This is a great opportunity for residents to chat with the Board of Trustees—food will be provided.
- The Board of Trustees is considering the placement of a ballot question to increase the sales and use tax by 1% to support Mead Police Department and law enforcement efforts. The proposed ballot question will be considered at the August 25th Board meeting for placement on the November 5, 2025 ballot.
- The intersection of Third Street and Welker Avenue is under construction to widen the intersection, install new drainage infrastructure, add sidewalks and install a stoplight. There will be delays in the area, but the crews are doing their best to keep traffic flowing. All businesses are open and will remain so during the construction period. Construction will be completed by the end of the year.
- Mayor Colleen Whitlow convenes weekly office hours at Mead Town Hall. The office hours are on Mondays from 10:00 a.m. to 12:00 p.m. Please contact the front office for an appointment. Walk ins will be taken as time allows.
- School is starting the week of August 11th. As children are returning to school, all residents are asked, especially while driving, to pay attention to kids walking and on bicycles. The Town partners with St Vrain Valley School District to provide crossing guards.
- Explore the daily operations of Mead Police officers and staff. Whether responding to service calls, engaging with students, or interacting with residents at community events, the Mead Police Department is committed to improving the quality of life for residents, businesses, and visitors. View the Mead Police Challenges and Needs videos here: <http://bit.ly/40G47gm>
- The fall Mead Police Citizens' Academy will be held every Thursday from September 11th to October 16th, from 6:30 p.m. to 9:00 p.m. Applications are now being accepted. Last year's Academy was very well received. This is an opportunity for citizens to learn about and interact with the Mead Police Department. More information about the Academy can be found on the town's website: <https://www.townofmead.org/police/page/citizens-police-academy>
- The Town's 2024 financial audit has been filed timely with the Colorado Office of the State Auditor. In addition, the federal single audit has also been filed.

- Construction is under way for a branch location of High Plains Library District. The building is being constructed on Town-owned land just east of Liberty Ranch on County Road 7.
- Coffee with the Mayor is scheduled for the first Saturday of each month to allow residents an opportunity to engage directly with Mayor Colleen Whitlow in a small group setting. The last Coffee was held Saturday August 2nd from 8:00 – 10:00 a.m. at the Public Works Facility Training Room, 1341 WCR 34.
- The High Plains Blvd (WCR 9.5) project is under way. The construction of two miles of this road between WCR 32 and WCR 36 includes two travel lanes, bike lanes, two roundabouts located at CR 32 and CR 34, and a ten-foot-wide detached sidewalk. The project is a collaboration among Mead, Weld County and local developers. The section of road between CR 36 and CR 34 is slated for completion in December 2025.
- Mead Municipal Court is scheduled for August 21st. There are currently 45 cases on the docket. One of the two pre-trials scheduled for July/August has been closed with a negotiated plea.
- Based on the 5-year Pavement Management Maintenance Plan presented to the Board on February 24th, this year's transportation projects are underway. Chipseal work has been completed on WCR 5 and paving of WCR 34. Current road closures due to construction can be found on the town's website: <https://www.townofmead.org/engineering/page/street-maintenanceroad-closures>.
- Key projects update:
 - 3rd and Welker Intersection – The eastbound concrete pavement was placed east of 3rd Street, the railroad work on Welker is nearing completion, and work continues on the 4th Street intersection at Welker. The closure will be reopened on August 10th, weather permitting.
 - Community Center – The IT team has installed the Wi-Fi and network infrastructure and the remaining building punch list repairs are ongoing.
 - SH66 Pedestrian Crossing – The real estate team continues to meet with affected property owners regarding appraisals and acquisition discussions.
- Building Permits:
 - 2025 YTD: 49 SF Permits, 57 Certificates of Occupancy
- Boards and Commissions
 - The Town has received two (2) applications for the vacant Alternate Commissioner seat. According to Mead Municipal Code applicants must attend two meetings before being considered by appointment by the Board of Trustees.
 - The Planning Commission is next scheduled to meet on August 20th. Staff will provide an update on the Parks, Open Space, and Trails Master Plan progress as well as the Land Use Code update.
 - The Welker Farms PUD is scheduled to be reviewed by the Planning Commission at the August 20th meeting.
 - There are two Comprehensive Plan amendments scheduled for the August 20th meeting.
 - North Mead Place: a 74-acre unincorporated county parcel located directly north of Mead Place. The owner seeks to change the Comp Plan designation from a "Large Lot Residential" designation to a "Single-Family Residential" designation.
 - Mead Village: The owner wishes to change the Comp Plan designation from a "Commercial Mixed Use" designation to a "Single-Family Residential" designation.
- Human Resources
 - The Town advertises open positions here: <https://www.governmentjobs.com/careers/townofmead>
 - Current open positions are: Police Officer. The Town is in the process of background checks for a new Community Service Officer and Administrative Clerk.

Community Development

- There are two (2) neighborhood meetings that have been scheduled for two (2) separate Comprehensive Plan Amendment applications.
 - North Mead Place: The neighborhood meeting is scheduled for Aug. 13th. It will be held at the Guardian Angels Catholic Church, from 6 – 7 pm. This is the 74-acre property that is located north of the Mead Place subdivision. The owner is requesting a Comprehensive Plan

Amendment to change the Comprehensive Plan designation from Large Lot Residential to Single Family Residential and Parks/Open Space.

- Highland Lake Subdivision: The neighborhood meeting is scheduled for Aug. 19th. It will be held at the Merc, from 5:30 – 7:30 pm. This is the 98-acre property that is located west of the North Creek subdivision. The owner is requesting a Comprehensive Plan Amendment to change the Comprehensive Plan designation from Large Lot Residential to Single Family Residential.
- The building permit for the High Plains Library has been issued. Mobilization and grading of the site are underway. The Mountain View Fire building permit is currently under review.
- There is a substantial project underway to complete a comprehensive Land Use Code Amendment. The purpose of this endeavor is to address changes to State laws, modernize the development codes, and streamline the development processes. Staff and the consultant team, Community Planning Strategies, will provide regular updates on the progress and the next steps throughout the summer and autumn of 2025. A website for the Land Use Code update has been established to provide ongoing access and information to the public: [Land Use Code Update & Outreach | Mead, CO](#)
- Community Development is heading up an effort to revise the Parks, Open Space and Trails (POST) Master Plan. The goal of this plan is to develop a master plan for the future of parks, open space, and trails efforts in Mead. With the help of a consultant, Logan Simpson, there will be multiple opportunities for input by the residents to help shape the future of Mead's parks, open space, and trails. A website for the POST plan has been established to provide ongoing access and information to the public: <https://www.townofmead.org/development/page/mead-motion-parks-open-space-and-trails-master-plan-update>

Public Works and Engineering

- Gold Star Monument – the project is nearing completion, with only a few minor punch list items remaining.
- Staff have reviewed the custodial proposals for all Town facilities and are in the process of checking references for the selected contractor.
- Playground installation at Founders and North Creek parks is complete.
- The design is nearing completion for the street maintenance project planned at the Sekich business park, scheduled for construction later this year.
- A pre-construction meeting was held with the contractor team for the O'Reilly Auto Parts development planned near the Quik Trip at Highway 66 and I-25.
- The Liberty Ranch Park restroom construction is expected to begin mid-August.

Community Engagement

- Community Engagement staff continues to host monthly Business Task Force Meetings on the first Tuesday of each month. These meetings bring together local business owners and Town representatives to discuss processes, permitting, land use, and other challenges facing local businesses. We're currently developing a business event calendar for the Built for Mead website and drafting a digital newsletter focused on topics relevant to small businesses and local economic interests.
- Mead Community Day returns on Saturday, September 13th, from 4:00 to 9:30 p.m. at Town Park. As Mead's biggest annual event, it features six food trucks, family-friendly activities, over 50 vendors, two live bands, and a fireworks finale. This year's headliner is the iconic all-female '80s rock band Vixen, hitting the stage at 8:00 p.m. The evening kicks off with blues favorite Delta Sonics at 5:00 p.m.
- Our final summer camp of the season took place August 4–8 at Liberty Ranch Park. Hosted by Challenger Soccer, an international soccer organization, the camp offered both full-day and half-day programs for local youth.

Police Department

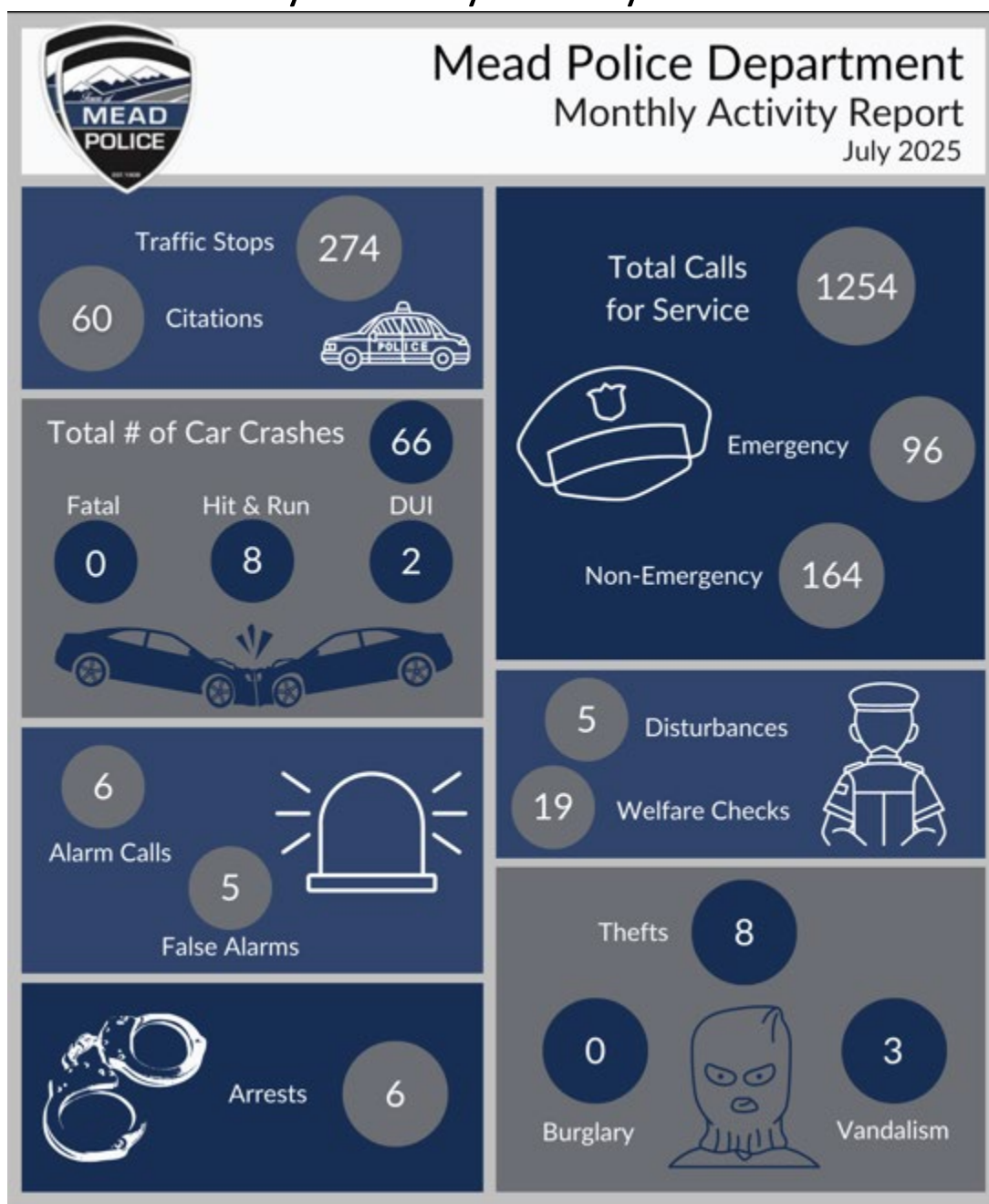
- An offer has been accepted for the Community Service Officer position, pending a background.
- Police Officer interviews are being scheduled for August.
- Chief Newbanks is working on the Hazard Mitigation process with other Weld County partners.

- The Police Department site selection and 30% design project is moving forward.
- Officers attended the National Night Out event last Tuesday.
- The July Monthly Report is attached.



Mead Police Department

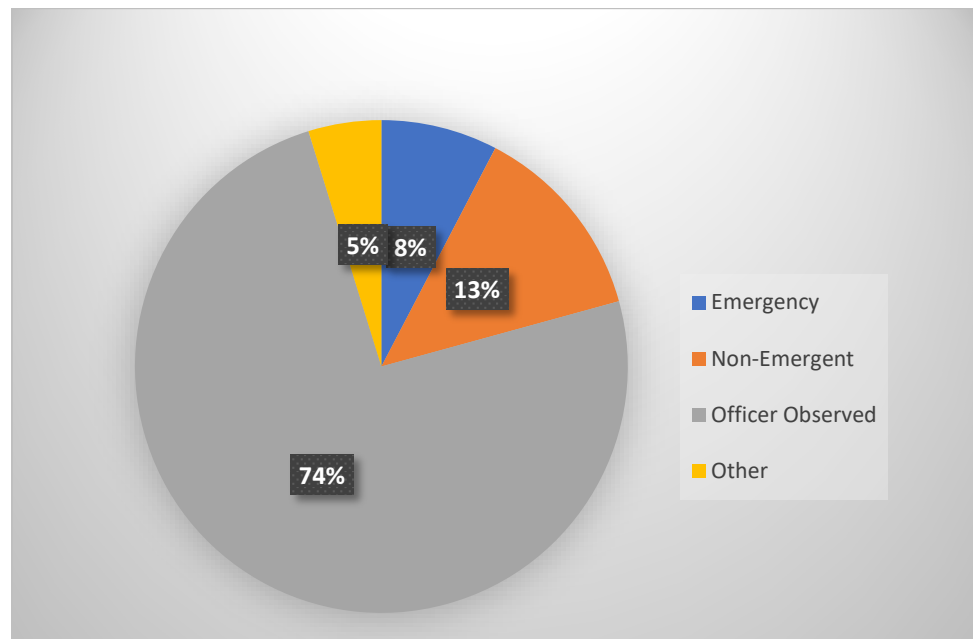
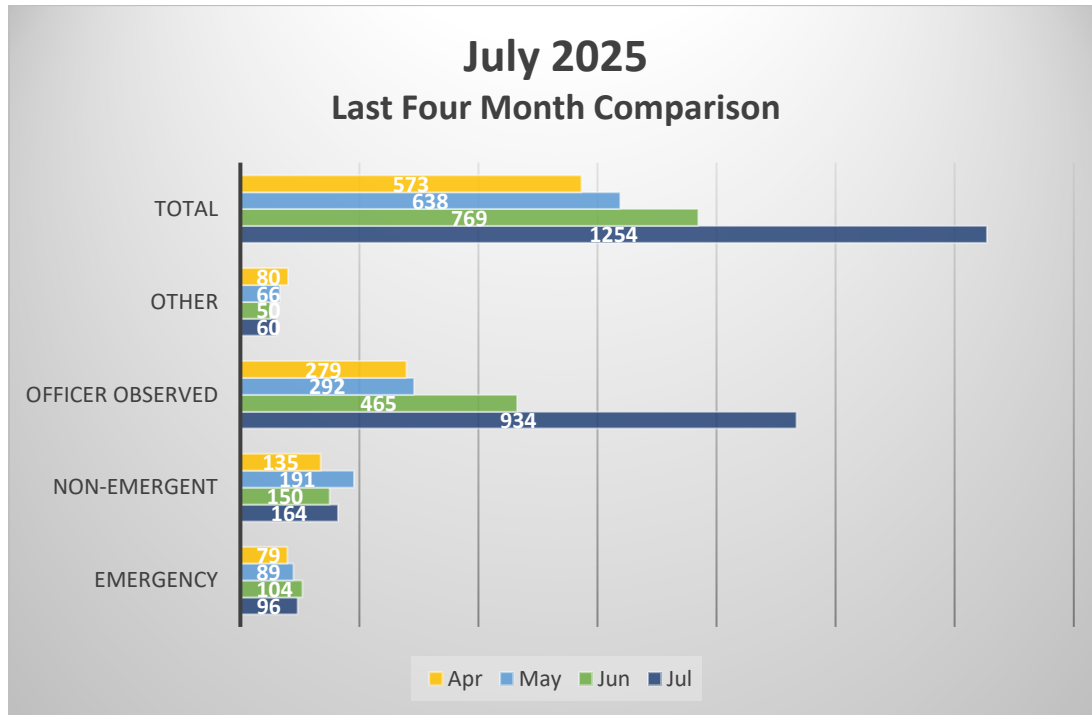
July Monthly Activity - 2025



ARRESTS: 6

Case Number	Location	Charge	Arrest Date/Time
25ML00368	EAGLE AVE / WCR 7	42-4-1301(1)(a) DUI/DUID DROVE VEHICLE WHILE UNDER INFLUENCE OF ALCOHOL OR DRUGS OR BOTH	07/04/2025 05:23:00 AM
25ML00370	3RD ST / WELKER AVE	42-4-1301(1)(a) DROVE VEHICLE WHILE UNDER INFLUENCE	07/06/2025 01:45:00 AM
25ML00386	██████ MCKAY DR	16-19-103(M) FOJ WANTED BY OTHER AGENCY MISDEMEANOR	07/11/2025 04:50:00 PM
25ML00401	██████ ANGUS ST	18-6-800.3 DOMESTIC VIOLENCE	07/19/2025 09:44:00 PM
25ML00406	MM 243 I 25 NB	16-19-103(M) FOJ WANTED BY OTHER AGENCY MISDEMEANOR	07/23/2025 12:12:00 PM
25ML00419	██████ JARETT DR	16-19-103(F) FOJ WANTED BY OTHER AGENCY FELONY	07/25/2025 11:42:00 PM

Four Month Comparison of Calls for Service:



STAFFING:

We currently have 15 of the 16 authorized sworn positions filled.

Sergeant Ellis, Sergeant Salazar, and Officers Begano, Bustamante, Cramblet, Hansen, Jackson, Palmer, Rollins, Sedgwick, and M. Smith are working patrol.

Officers Barker and Aguirre are assigned to Mead Schools as SROs, and supporting patrol when school is not in session.

The Community Service Officer position is currently open. This position covers code enforcement, animal control, and non-emergency calls for service.

Melissa Merkle is the Administrative Clerk. Michelle Rae is the Records and Evidence Technician. Commander Brian Smith oversees operations, training, and professional standards. Brent Newbanks is the Chief of Police.

TRAINING:

All officers completed Active Assailant Training (RED) this month in conjunction with other area law enforcement agencies.

The school resource officers attended the National School Resource Officers Conference for advanced training this month.

Commander Smith completed the Senior Management Institute for Police presented by the Police Executive Research Forum this month.

NOTABLE CALLS FOR SERVICE:

INCIDENT TYPE	ADDRESS	CASE NUMBER	DATE
Traffic Accident	HIGHWAY 66 / WCR 7	25ML00365	07/01/2025
Traffic Accident	E INTERSTATE 25 FRONTAGE RD / WCR 32	25ML00366	07/02/2025
Follow Up	MM 243 I 25 NB	25ML00367	07/03/2025
Traffic Stop	EAGLE AVE / WCR 7	25ML00368	07/04/2025
Traffic Complaint	MM 243 I 25 SB	25ML00369	07/05/2025
Traffic Accident	3RD ST / WELKER AVE	25ML00370	07/06/2025
Assist Other Agency	██████ E INTERSTATE 25 FRONTAGE RD	25ML00371	07/07/2025
Traffic Accident Hit and Run	██████ MULLIGAN LAKE DR	25ML00373	07/08/2025
Traffic Accident	COLORADO BLVD / HIGHWAY 66	25ML00374	07/08/2025
Code Violation	██████ 2ND ST	25ML00375	07/08/2025
Traffic Accident with Inj.	HIGHWAY 66 / INTERSTATE 25 RAMP S	25ML00377	07/08/2025
Traffic Accident	HIGHWAY 66 / INTERSTATE 25 RAMP S	25ML00378	07/08/2025
Stolen Vehicle	██████ LONGHORN DR	25ML00379	07/08/2025
Trespass	██████ WCR 34	25ML00380	07/09/2025
Meet	██████ MAIN ST	25ML00381	07/09/2025
Sex Offense		25ML00383	07/09/2025
Follow Up	██████ WRANGLER WAY	25ML00384	07/10/2025
Traffic Hazard	██████████ WCR 7	25ML00385	07/11/2025
Mental Health Crisis	██████ MCKAY DR	25ML00386	07/11/2025
Traffic Accident with Inj.	E INTERSTATE 25 FRONTAGE RD / WELKER AVE	25ML00387	07/12/2025
Traffic Accident Unknown Inj.	MM 248 I 25 NB	25ML00388	07/12/2025
Traffic Accident Unknown Inj.	MM 243 I 25 NB	25ML00389	07/12/2025
Meet	██████ MAIN ST	25ML00391	07/13/2025
Shots Fired	██████ HIGHLAND DR	25ML00392	07/13/2025
Stolen Vehicle	██████ DEERE CT	25ML00393	07/14/2025
Stolen Vehicle	██████ MULLIGAN DR	25ML00395	07/14/2025
Traffic Accident	WCR 5 / CHARBRAY ST	25ML00396	07/14/2025
Theft	██████ MAIN ST	25ML00397	07/17/2025
Vandalism	GUERNSEY DR / CHARBRAY ST	25ML00398	07/17/2025
Traffic Accident	INTERSTATE 25 NB / HIGHWAY 66	25ML00400	07/18/2025
Mental Health Crisis	██████ ANGUS ST	25ML00401	07/19/2025
Meet	██████ BALLINGER CIR	25ML00402	07/21/2025
Drug Related Activity	██████ WCR 34	25ML00404	07/21/2025
Traffic Accident	HIGHWAY 66 / INTERSTATE 25 RAMP N	25ML00405	07/23/2025
Traffic Accident Unknown Inj.	MM 243 I 25 NB	25ML00406	07/23/2025
Traffic Accident Unknown Inj.	HIGHWAY 66 / WCR 11	25ML00407	07/23/2025
Traffic Accident with Inj.	HIGHWAY 66 / WCR 3	25ML00408	07/24/2025
Traffic Accident - Airbag	MM 244-5 I 25 SB	25ML00409	07/24/2025

INCIDENT TYPE	ADDRESS	CASE NUMBER	DATE
Traffic Accident Hit and Run	HIGHWAY 66 / COLORADO BLVD	25ML00410	07/24/2025
Traffic Accident	HIGHWAY 66 / INTERSTATE 25 EXIT 243 RAMP N	25ML00411	07/24/2025
Trespass	WCR 38 / E INTERSTATE 25 FRONTAGE RD	25ML00412	07/24/2025
Harass	████ 3RD ST	25ML00413	07/24/2025
Vandalism	WCR 5 / WCR 34.5	25ML00414	07/25/2025
Theft	████ MCKAY DR	25ML00415	07/25/2025
Animal Complaint	████ MEADOW LN	25ML00418	07/25/2025
Subject With A Warrant	████ JARETT DR	25ML00419	07/25/2025
Vandalism	████ HUNTERS COVE RD	25ML00420	07/26/2025
Check Wellbeing	MM 245 I 25 NB	25ML00421	07/26/2025
Traffic Stop	HIGHWAY 66 / COLORADO BLVD	25ML00422	07/27/2025
Follow Up	████ MAIN ST	25ML00423	07/28/2025
Runaway Juvenile	████ 6TH ST	25ML00424	07/28/2025
Theft	████ YPSILON CIR	25ML00426	07/29/2025
Traffic Accident	████ PINEYWOODS ST	25ML00427	07/29/2025
Traffic Accident Hit and Run	HIGHWAY 66 / INTERSTATE 25 EXIT 243 RAMP S	25ML00428	07/30/2025
Traffic Accident Hit and Run	████ HIGHLAND DR	25ML00429	07/31/2025



**PROCLAMATION
School Zone Safety Week
August 10 – August 17, 2025**

WHEREAS, the Town of Mead is a community that embraces and values safety; and

WHEREAS, the end of summer is approaching, and our children, grandchildren, friends and neighbors are going back to school, making it more important than ever to practice safe driving in school zones; and

WHEREAS, according to a recent study by Safe Kids Worldwide, approximately 100 children in the United States are killed every year while walking to or from school, and 25,000 others sustain injuries because of school zone crashes; and

WHEREAS, driving through a school zone can be dangerous for both pedestrians and drivers if safety isn't a priority. Avoid cell phones and distractions. Adjust your route to avoid school zones if possible; and

WHEREAS, if you must drive through a school zone, give yourself extra time, slow down when school zone flashers are blinking, and stop and yield to pedestrians crossing the crosswalk or intersection;

WHEREAS, the Town of Mead seeks to cultivate the importance of safe driving, encouraging drivers to always operate their vehicles with the utmost care and concern.

NOW THEREFORE, I, Collen Whitlow, Mayor of the Town of Mead, do hereby proclaim August 10 through August 17, 2025 as **School Zone Safety Week** in the Town of Mead.

Given under my hand and Seal of the Town of Mead, Colorado
On this 11th day of August 2025

Colleen G. Whitlow
Mayor



Board of Trustees Meeting

441 3rd Street, Mead

July 28, 2025

Minutes

6:00 p.m. to 10:00 p.m.
Regular Meeting

1. Call to Order

Roll Call

In accordance with the Town's Remote Participation and Remote Meeting Policy adopted on March 13, 2023 by Resolution No. 21-R-2023, remote participation was enabled for the meeting.

A regular meeting of the Board of Trustees of the Town of Mead, CO was called to order at 06:00 p.m., there being present the following members to wit:

Mayor Colleen Whitlow
Mayor Pro Tem Trisha Harris
Trustee David Adams
Trustee Chris Cartwright
Trustee Herman Schranz

Those absent:
Trustee Jeremiah R Crane
Trustee Brad Hagen

Also present: Town Manager Helen Migchelbrink; Acting Town Attorney Joshua Myers; Administrative Services Director Mary Strutt; Police Chief Brent Newbanks; Community Development Director Jason Bradford; and Communications Director Lorelei Nelson.

Attending via remote access: Laurie Graves and Wendy Ecklund, Graves Consulting LLC and members of the public.

2. Moment of Silence

Mayor Whitlow requested the observance of a moment of silence in honor of the police officers serving the Town of Mead.

3. Pledge of Allegiance to the Flag

The assembly pledged allegiance to the flag.

4. Review and Approve Agenda

Trustee Cartwright motioned to Approve the Agenda as written. Trustee Schranz seconded the motion.

Ayes: Mayor Whitlow, Mayor Pro Tem Harris, Trustee Adams, Trustee Cartwright, Trustee Schranz

Nays: None

Abstaining: None
Passed

5. Staff Report: Town Manager Report

a. Manager Report

Town Manager Helen Migchelbrink discussed temp use permits; TCO issued for Community Center; CO issued for Metalworks BBQ; vacancy on Planning Commission; and a review of 3rd and Welker intersection.

6. Informational Items

a. Compensation Study Report 2025

Laurie Graves and Wendy Ecklund, Graves Consulting LLC, presented a review of the Town's compensation and update to the pay structure. The report and structure will be presented for approval at the August 11, 2025 Board of Trustees meeting.

b. Police Update

Police Chief Brent Newbanks presented the 2025 Citizens Academy which will be held on Thursday evenings this fall.

c. Events: Community Day & National Night Out

Event and Media Specialist Jacey Wenger presented information regarding National Night Out August 5, 2025 at 5:30 p.m. and Mead Community Day on Saturday September 13, 2025 4 - 9:30 p.m.

7. Proclamations

a. National Night Out August 5, 2025

Trustee Cartwright motioned to Approve the Proclamation for National Night Out August 5, 2025. Trustee Adams seconded the motion.

Ayes: Mayor Whitlow, Mayor Pro Tem Harris, Trustee Adams, Trustee Cartwright, Trustee Schranz

Nays: None

Abstaining: None

Passed

8. Public Comment:

3 minute time limit. Comment is for any item on the agenda unless it is set for public hearing.

There was no public comment at this time.

9. Consent Agenda:

Consent Agenda items are considered to be routine and will be enacted by one motion and vote. There will be no separate discussion of Consent Agenda items unless a Board member so requests, in which case the item may be removed from the Consent Agenda and considered at the end of the Consent Agenda. Because the Consent Agenda includes Town payables (bills list/check register) and routinely includes contracts and other items involving the expenditure of Town funds, the Town Clerk shall require a roll call vote on the Consent Agenda, as required by MMC Sec 2-2-190(a). Consent Agenda includes:

a. Approval of Minutes - Regular Meeting July 14, 2025

- b. Check Register July 28, 2025
- c. June 2025 Financials
- d. Investment Report 2nd Quarter 2025
- e. Ordinance No. 1085 - An Ordinance of the Town of Mead, Colorado, Calling for a Special Election to be Held as a Coordinated Election and Delegating Authority to the Town Clerk to Execute a Memorandum of Intergovernmental Agreement with Weld County Regarding the Coordinated Election to be Held on November 4, 2025

Trustee Schranz motioned to Approve the Consent Agenda. Trustee Adams seconded the motion.

Ayes: Mayor Whitlow, Mayor Pro Tem Harris, Trustee Adams, Trustee Cartwright, Trustee Schranz

Nays: None

Abstaining: None

Passed

10. Public Comment:

3 minute time limit. Comment is for any item whether it is on the agenda or not, unless it is set for public hearing.

Resident Don Smith spoke regarding the speed limit on Main Street.

11. Elected Official Reports

- a. Town Trustees

The Trustees had no further comments at this time.

- b. Mayor Whitlow

Mayor Whitlow reminded everyone to attend the Meet, Greet and Eat with the Board of Trustees tomorrow, 7/29 at Founders Park and Coffee with the Mayor on Saturday, 8/5.

12. 2026 Budget Discussion

Administrative Services Director Mary Strutt presented information regarding the major revenues in the General Fund including historical data and details on sales tax, use tax and property tax.

13. Adjournment

Trustee Schranz motioned to Adjourn the July 28, 2025 Regular Meeting of the Board of Trustees. Trustee Adams seconded the motion.

Ayes: Mayor Whitlow, Mayor Pro Tem Harris, Trustee Adams, Trustee Cartwright, Trustee Schranz

Nays: None

Abstaining: None

Passed

The Regular Meeting of the Town of Mead Board of Trustees was adjourned at 07:08 p.m. on Monday, July 28, 2025.

Colleen G. Whitlow, Mayor

ATTEST:

Mary E. Strutt, MMC, Town Clerk

Report Criteria:

Aging by Date

Aged using Payment Date

Customer Number	Name	Balance	Future	Current	Over 30	Over 60	Over 90	Over 120	Over 150
45	Mead Development Group, Inc.	38,989.26	-	14,130.00	3,985.00	4,877.00	389.86	4,199.00	11,408.40
214	Mead Towne Center	5,750.00	-	-	-	-	-	-	5,750.00
256	Prosper Land & Development LLC	24,287.50	-	8,960.00	4,270.00	1,916.00	2,660.00	1,120.00	5,361.50
270	Highland Development Services Inc	141.40	-	141.40	141.40-	-	-	-	141.40
285	Boulder Scientific Company, LLC	2,360.00-	-	-	-	-	-	-	2,360.00-
290	Forestar Real Estate Group	4,340.30	-	3,776.00	564.30	-	-	-	-
292	BREG Industrial Development	15,766.69	-	-	-	-	-	2,080.60	13,686.09
294	QuikTrip Corp	7,113.43	-	815.07	-	813.05	998.89	1,538.23	2,948.19
296	Silver Point Development	2,752.25	-	585.80	1,287.75	878.70	-	-	-
297	Meadow Ridge Development, Inc	3,865.16	-	3,748.00	117.16	-	-	-	-
298	Century Land Holdings LLC	9,293.00-	-	4,082.00-	3,281.60-	-	611.05-	1,318.35-	-
299	Lizondo Futbol Academy LLC	1,806.89	-	-	141.40	-	-	-	1,665.49
301	BREG Industrial Devel. c/o Broe Real Es	10,992.60	-	6,185.00	565.60	2,403.80	1,838.20	-	-
314	Weld Development Company LLC	141.40	-	141.40	65.65	-	-	-	65.65-
317	Town of Berthoud	4,420.00	4,420.00	-	-	-	-	-	-
320	Lorson South Land Corp c/o Landhuis C	7,321.33	-	1,972.03	39.73	151.50	431.27	606.00	4,120.80
325	Red Barn Metropolitan District	2,203.05-	-	-	-	-	-	-	2,203.05-
326	AMK Properties LLC	10,099.74	3,783.26	6,316.48	-	-	-	-	-
327	17790 CR 7 LLC	69.44	-	-	-	-	-	-	69.44
336	Front Range Investment Holdings LLC	199,223.84-	39,702.50	185,637.50	-	-	-	-	53,288.84-
344	Mead Victory Investments LLC	151.50	-	-	-	-	-	151.50	-
345	Zak Dirt	1,094.34	389.86	704.48	-	-	-	-	-
346	Mountain View Fire Protection District	18,227.00	12,670.00	5,557.00	-	-	-	-	-
347	Mead Industrial Development Group	247.35	-	247.35	-	-	-	-	-
349	Alphabet Investments, Inc	5,887.12	547.42	444.40	4,895.00	.30	-	-	-
350	Kiteley Land Co. LLC	3,558.00	3,558.00	-	-	-	-	-	-
351	M4 Elevation 25, LLC	3,027.00	3,027.00	-	-	-	-	-	-
352	Tharaldson Motels Inc II	3,204.50	2,913.00	291.50	-	-	-	-	-
354	Mead High Plains Blvd WCR 9.5 Project	69,389.00	9,749.50	2,012.50	8,579.00	-	-	-	49,048.00
355	Rocky Mountain Assets Investment LLC	310.57-	342.14	652.71-	-	-	-	-	-
356	Columnar Holdings LLC II	3,575.80-	424.20	-	-	4,000.00-	-	-	-
357	Little Thompson Water District	1,696.80	1,696.80	-	-	-	-	-	-
9997	Misc AR Invoices	2,797.00	2,000.00	-	-	-	-	-	797.00
Grand Totals:		30,170.74	85,223.68	134,343.80	21,087.59	7,040.35	5,707.17	8,376.98	37,078.77

Report Criteria:
Report type: GL detail

GL Period	Check Issue Date	Check Number	Payee	Invoice Number	Invoice GL Account	Description	Check Amount
08/25	08/11/2025	40266	Adam Finocchio	72825 - FINO	99-01-1075	Refund overpayment. Account 1001.05	69.57
Total 40266:							69.57
08/25	08/11/2025	40267	ADAMSON POLICE PRODUCTS	INV437388	01-42-7305	Uniforms - GB	124.50
08/25	08/11/2025	40267	ADAMSON POLICE PRODUCTS	INV437800	01-42-7305	Uniforms - AS	12.00
Total 40267:							136.50
08/25	08/11/2025	40268	Altitude Recreation Inc	250542	05-45-8515	Founders Park Equipment & Installation f	150,000.00
08/25	08/11/2025	40268	Altitude Recreation Inc	250543	05-45-8515	North Creek Park Equipment & Installatio	85,000.00
Total 40268:							235,000.00
08/25	08/11/2025	40269	Amazon Capital Services Inc	19TW-Q17X-	01-42-7020	Phone Cases	18.99
08/25	08/11/2025	40269	Amazon Capital Services Inc	1CR7-CNT9-	01-46-8531	Computer Accessories	411.42
08/25	08/11/2025	40269	Amazon Capital Services Inc	1KL6-6C9T-	01-47-7020	Speaker for Computer	54.14
08/25	08/11/2025	40269	Amazon Capital Services Inc	1QVL-LQPM-	01-42-7999	NNO Props	51.88
08/25	08/11/2025	40269	Amazon Capital Services Inc	1RVV-LY4R-	01-42-7305	Guardian Light Safety Light	109.99
Total 40269:							646.42
08/25	08/11/2025	40270	Angel Armor LLC	INV14685	01-42-7305	Vest Replacement - SH	1,772.70
Total 40270:							1,772.70
08/25	08/11/2025	40271	Bedrock LLC	115336	01-45-6132	Founders Park	10,324.00
Total 40271:							10,324.00
08/25	08/11/2025	40272	Best Event Rentals	17372	01-41-6824	Gold Star Dedication Event Rental	3,415.04
Total 40272:							3,415.04
08/25	08/11/2025	40273	BHA Design Incorporated	2525-1	19-40-8599	LA Services - ART Roundabouts	2,900.00
Total 40273:							2,900.00
08/25	08/11/2025	40274	BK Tire	46495	01-42-6805	Tires	730.16
08/25	08/11/2025	40274	BK Tire	46688	01-42-6805	Tires	742.20
08/25	08/11/2025	40274	BK Tire	SC 196562	01-42-6805	Tire Repair	22.09
08/25	08/11/2025	40274	BK Tire	SC 199530	01-42-6805	Tire Repair	22.42
Total 40274:							1,516.87
08/25	08/11/2025	40275	Brakes Plus LLC	1421368658	01-42-6805	Oil Change	113.53
Total 40275:							113.53
08/25	08/11/2025	40276	BUCKEYE WELDING SUPPLY C	0005109649	04-44-6405	Cylinder Rental	8.35
Total 40276:							8.35
08/25	08/11/2025	40277	CASELLE	INV-09848	01-40-6199	Fin Software Support - Admin	878.40
08/25	08/11/2025	40277	CASELLE	INV-09848	01-48-6199	Fin Software Support - Court	195.20

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GL Period	Check Issue Date	Check Number	Payee	Invoice Number	Invoice GL Account	Description	Check Amount
08/25	08/11/2025	40277	CASELLE	INV-09848	06-40-6199	Fin Software Support - Sewer	683.20
08/25	08/11/2025	40277	CASELLE	INV-09848	01-49-6199	Fin Software Support - Comm Dev	195.20
Total 40277:							1,952.00
08/25	08/11/2025	40278	CDPHE	FEL2500933	06-47-7401	2025 GL Fee - WWTF	115.00
Total 40278:							115.00
08/25	08/11/2025	40279	CDW LLC	AE88T6Y	01-42-6805	Havis STD Docking Station	576.64
Total 40279:							576.64
08/25	08/11/2025	40280	CIRSA	INV1001809	01-46-6301	2024 VAMP Audit	55.80
08/25	08/11/2025	40280	CIRSA	INV1001809	01-49-6301	2024 VAMP Audit	55.80
Total 40280:							111.60
08/25	08/11/2025	40281	CO AUTO LGMTFRD LLC	80141347/1	01-42-6805	Vehicle Repairs - PD9	590.00
08/25	08/11/2025	40281	CO AUTO LGMTFRD LLC	80141349/1	01-42-6805	Vehicle Repairs - PD6	659.07
Total 40281:							1,249.07
08/25	08/11/2025	40282	CPS DISTRIBUTORS, INC	0021976917-	01-45-6835	Parks - Weed Control	1,035.00
Total 40282:							1,035.00
08/25	08/11/2025	40283	CTL THOMPSON INC.	748126	14-44-8503	3rd & Welker Intersection	1,970.00
08/25	08/11/2025	40283	CTL THOMPSON INC.	748316	09-49-8516	Community Center	935.00
Total 40283:							2,905.00
08/25	08/11/2025	40284	David Jay Thrower	08012025ME	01-48-5040	Municipal court judge - July	2,000.00
Total 40284:							2,000.00
08/25	08/11/2025	40285	DBC Irrigation Supply	S6030757.00	01-45-6806	Irrigation	812.95
08/25	08/11/2025	40285	DBC Irrigation Supply	S6038933.00	01-45-6806	Irrigation	29.87
Total 40285:							842.82
08/25	08/11/2025	40286	DES Pipeline Maintenance LLC	2787	04-44-6802	Culvert Cleaning	2,500.00
08/25	08/11/2025	40286	DES Pipeline Maintenance LLC	2907	04-44-6802	Culvert Cleaning	925.00
Total 40286:							3,425.00
08/25	08/11/2025	40287	Ditesco LLC	72191	09-49-8516	Community Center	25,104.30
Total 40287:							25,104.30
08/25	08/11/2025	40288	DRCOG	026983	01-41-6610	FY 25/26 Membership	2,300.00
Total 40288:							2,300.00
08/25	08/11/2025	40289	Fox Tuttle Transportation Group	19021-73B	01-47-6108	CR 9.5 Construction Plan Review	1,837.50
Total 40289:							1,837.50

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GL Period	Check Issue Date	Check Number	Payee	Invoice Number	Invoice GL Account	Description	Check Amount
08/25	08/11/2025	40290	FRONTIER SELF STORAGE	080125 - FR	01-40-6839	Storage - August	100.00
Total 40290:							100.00
08/25	08/11/2025	40291	Graves Consulting LLC	20250827	01-40-6109	Compensation Study	3,375.00
Total 40291:							3,375.00
08/25	08/11/2025	40292	Interior Concepts of Denver	9048	09-49-8516	Community Center - Furniture	40,640.28
Total 40292:							40,640.28
08/25	08/11/2025	40293	International Agents Inc	001479	01-42-6999	Peer Support, Wellness - July	1,125.00
Total 40293:							1,125.00
08/25	08/11/2025	40294	INT'L INSTITUTE OF MUNICIPAL	072925 - INT	01-41-6610	IIMC Memberships - MS & MH	330.00
Total 40294:							330.00
08/25	08/11/2025	40295	Invision GIS, LLC	2549	01-47-6104	GIS Services	184.38
08/25	08/11/2025	40295	Invision GIS, LLC	2549	01-43-6104	GIS Services	163.12
08/25	08/11/2025	40295	Invision GIS, LLC	2549	04-44-6104	GIS Services	722.50
08/25	08/11/2025	40295	Invision GIS, LLC	2549	06-40-6104	GIS Services	1,681.25
Total 40295:							2,751.25
08/25	08/11/2025	40296	JVA INCORPORATED	24744	01-02-2615	Highland Lake Dev Rev	96.00
08/25	08/11/2025	40296	JVA INCORPORATED	24745	01-02-2615	LTWD - West I-25 Trans Main	96.00
08/25	08/11/2025	40296	JVA INCORPORATED	24746	01-02-2615	Mead Village - 2025 DR	96.00
08/25	08/11/2025	40296	JVA INCORPORATED	24749	01-02-2615	MVFS 14 - DR	864.00
Total 40296:							1,152.00
08/25	08/11/2025	40297	KLEEN-TECH SERVICES CORP	INVG011425	01-47-6823	Janitorial Services - July PW	809.05
08/25	08/11/2025	40297	KLEEN-TECH SERVICES CORP	INVG011425	01-40-6823	Janitorial Services - July TH	734.80
08/25	08/11/2025	40297	KLEEN-TECH SERVICES CORP	INVG011425	01-42-6823	Janitorial Services - July PD	437.55
Total 40297:							1,981.40
08/25	08/11/2025	40298	Leroy Woolman	7/28/25 - WO	99-01-1075	Refund overpayment. Account 1602.02	48.00
Total 40298:							48.00
08/25	08/11/2025	40299	LITTLE THOMPSON WATER DIS	1003301 7/2	01-47-6111	1341 WC 34	200.41
08/25	08/11/2025	40299	LITTLE THOMPSON WATER DIS	1068901 7/2	01-46-6111	Community Center	119.42
08/25	08/11/2025	40299	LITTLE THOMPSON WATER DIS	347002 7/20/	04-44-6111	1782 WC 32	41.65
08/25	08/11/2025	40299	LITTLE THOMPSON WATER DIS	607001 7/20/	06-47-6111	5423 WC 32	39.55
08/25	08/11/2025	40299	LITTLE THOMPSON WATER DIS	618801 7/20/	01-45-6111	150 Main St	57.89
08/25	08/11/2025	40299	LITTLE THOMPSON WATER DIS	619802 7/20/	01-45-6111	242 Dillingham	39.55
08/25	08/11/2025	40299	LITTLE THOMPSON WATER DIS	620201 7/20/	01-45-6111	2700 WC 34.5	5,191.23
08/25	08/11/2025	40299	LITTLE THOMPSON WATER DIS	621801 7/20/	01-45-6111	190 1st St	2,165.66
08/25	08/11/2025	40299	LITTLE THOMPSON WATER DIS	622501 7/20/	01-45-6111	365 Welker	57.90
08/25	08/11/2025	40299	LITTLE THOMPSON WATER DIS	624409 7/20/	01-42-6111	201 Welker	729.55
08/25	08/11/2025	40299	LITTLE THOMPSON WATER DIS	657602 7/20/	06-47-6111	4504 E Welker	143.25
08/25	08/11/2025	40299	LITTLE THOMPSON WATER DIS	657701 7/20/	01-45-6111	156 Eagle	338.34
08/25	08/11/2025	40299	LITTLE THOMPSON WATER DIS	657801 7/20/	01-42-6111	537 Main Police	119.71
08/25	08/11/2025	40299	LITTLE THOMPSON WATER DIS	657901 7/20/	01-45-6111	16775 North Creek	673.67

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GL Period	Check Issue Date	Check Number	Payee	Invoice Number	Invoice GL Account	Description	Check Amount
08/25	08/11/2025	40299	LITTLE THOMPSON WATER DIS	658001 7/20/	01-45-6111	441 3rd St	1,780.08
08/25	08/11/2025	40299	LITTLE THOMPSON WATER DIS	658101 7/20/	01-45-6111	10 Fairburn	121.94
08/25	08/11/2025	40299	LITTLE THOMPSON WATER DIS	658201 7/20/	01-40-6111	441 3rd st - TH	148.14
Total 40299:							11,967.94
08/25	08/11/2025	40300	LONGS PEAK WATER DISTRICT	5200605.01	01-45-6111	Libert Ranch Irrigation	2,950.92
Total 40300:							2,950.92
08/25	08/11/2025	40301	MAIN STREET MAT COMPANY	284707	01-40-7020	Mat svs-July	73.51
08/25	08/11/2025	40301	MAIN STREET MAT COMPANY	284712	01-47-7020	Mat svs - PW	109.10
Total 40301:							182.61
08/25	08/11/2025	40302	Miguel Iraola	MMC073120	01-48-6510	Court Interpretation	200.00
Total 40302:							200.00
08/25	08/11/2025	40303	MJT Communications	14354	01-40-6109	Computer - Admin	1,418.00
08/25	08/11/2025	40303	MJT Communications	14354	06-40-6109	Computer - Sewer	177.25
08/25	08/11/2025	40303	MJT Communications	14354	20-40-6109	Computer - MURA	177.25
Total 40303:							1,772.50
08/25	08/11/2025	40304	NeoTreks, Inc	04571	04-44-6610	Plow Ops AVL Subscription	350.00
Total 40304:							350.00
08/25	08/11/2025	40305	One Way Inc	376786	06-47-6113	D13927E - 4504 Welker Trash	135.00
08/25	08/11/2025	40305	One Way Inc	376817	01-47-6113	D13927G - 1341 County Road 34 Trash	80.00
08/25	08/11/2025	40305	One Way Inc	376929	01-47-6113	D13927H - 1341 County Rd 34 Recycle	105.80
08/25	08/11/2025	40305	One Way Inc	376979	01-42-6113	D13927A - 537 Main St Trash	82.15
08/25	08/11/2025	40305	One Way Inc	376980	01-42-6113	D13927B - 537 Main St Recycle	53.25
08/25	08/11/2025	40305	One Way Inc	376993	01-40-6113	D13927C - 441 Third St Trash	80.12
08/25	08/11/2025	40305	One Way Inc	376994	01-40-6113	D13927D - 441 Third St Recycle	51.50
Total 40305:							587.82
08/25	08/11/2025	40306	Otak, Inc	0000725002	14-44-8536	66/CR7 PED Crossing	6,066.59
Total 40306:							6,066.59
08/25	08/11/2025	40307	Pala Nero LLC	000001	01-41-6824	Meet, Greet, & Eat Event	1,088.00
Total 40307:							1,088.00
08/25	08/11/2025	40308	PerkCity Inc	INV23366	01-49-5061	Wellness Rewards	375.00
Total 40308:							375.00
08/25	08/11/2025	40309	Pomp's Tire Service, Inc	1910021414	01-45-6805	R&M Fleet Parks	504.33
Total 40309:							504.33
08/25	08/11/2025	40310	Professional Management Solutio	85098	01-40-6109	Finance - Admin	7,355.00
08/25	08/11/2025	40310	Professional Management Solutio	85098	06-40-6109	Finance - Sewer	919.38
08/25	08/11/2025	40310	Professional Management Solutio	85098	06-40-6109	Finance - MURA	919.37

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GL Period	Check Issue Date	Check Number	Payee	Invoice Number	Invoice GL Account	Description	Check Amount
Total 40310:							9,193.75
08/25	08/11/2025	40311	RAMEY ENVIRONMENTAL COM	29375	06-47-6808	WWTP R&M	1,734.73
08/25	08/11/2025	40311	RAMEY ENVIRONMENTAL COM	29881	06-47-6807	Raterink Lift Station-July	353.12
08/25	08/11/2025	40311	RAMEY ENVIRONMENTAL COM	29910	06-47-6837	Wastewater svcs - July	6,369.08
08/25	08/11/2025	40311	RAMEY ENVIRONMENTAL COM	29910	06-47-6808	Equipment - Wastewater	503.41
08/25	08/11/2025	40311	RAMEY ENVIRONMENTAL COM	29910	06-47-6125	Lab Services	349.44
Total 40311:							9,309.78
08/25	08/11/2025	40312	Ryan Corbett	8.2.25 - COR	01-47-7051	Clothing	366.72
Total 40312:							366.72
08/25	08/11/2025	40313	Safebuilt	1684018	01-43-6821	Plan Review/ Permit Inspection	36,171.47
Total 40313:							36,171.47
08/25	08/11/2025	40314	SAFETY & CONSTRUCTION SU	18134-IN	01-45-7255	Safety - Parks	159.40
08/25	08/11/2025	40314	SAFETY & CONSTRUCTION SU	18250-IN	01-47-7550	Propane Cabinet-CIRSA	1,100.00
Total 40314:							1,259.40
08/25	08/11/2025	40315	STAPLES ADVANTAGE	7006271202	01-42-7020	Operating Supplies - PD	4.99
08/25	08/11/2025	40315	STAPLES ADVANTAGE	7006271202	01-42-7010	Office Supplies - PD	61.50
08/25	08/11/2025	40315	STAPLES ADVANTAGE	7006271202	01-47-7020	Operating Supplies - PW	135.74
08/25	08/11/2025	40315	STAPLES ADVANTAGE	7006271202	01-40-7020	Operating Supplies - TH	49.90
Total 40315:							252.13
08/25	08/11/2025	40316	Statewide Internet Portal Authority	11415	01-47-6108	ADA Engineering	2,819.34
Total 40316:							2,819.34
08/25	08/11/2025	40317	STERLING TALENT SOLUTIONS	10341972	01-40-6999	Background Checks - Pedders Licenses	929.17
08/25	08/11/2025	40317	STERLING TALENT SOLUTIONS	10341972	01-46-6210	Background Checks - AG, KM, VM, RL	211.00
08/25	08/11/2025	40317	STERLING TALENT SOLUTIONS	10341972	01-47-6210	Background Checks - DM	66.64
08/25	08/11/2025	40317	STERLING TALENT SOLUTIONS	10341972	01-45-6210	Background Checks - GS	66.64
Total 40317:							1,273.45
08/25	08/11/2025	40318	Suc-N-Up LLC	24781	01-45-6801	Ames Park - Septic Pumping	375.00
Total 40318:							375.00
08/25	08/11/2025	40319	SUNRISE ENVIRONMENTAL SCI	154960	01-47-7020	Shop Supplies - Aerosol	223.31
Total 40319:							223.31
08/25	08/11/2025	40320	Target Specialty Products	INVP501915	01-45-6835	Turf Fuel (Parks Fertilizer)	615.31
Total 40320:							615.31
08/25	08/11/2025	40321	THE HARTFORD-GROUP BENE	9247080586	01-40-5066	STD / LTD Insurance	236.98
08/25	08/11/2025	40321	THE HARTFORD-GROUP BENE	9247080586	01-41-5066	STD / LTD Insurance	10.43
08/25	08/11/2025	40321	THE HARTFORD-GROUP BENE	9247080586	01-42-5066	STD / LTD Insurance	368.70
08/25	08/11/2025	40321	THE HARTFORD-GROUP BENE	9247080586	01-43-5066	STD / LTD Insurance	193.95

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08/25	08/11/2025	40321	THE HARTFORD-GROUP BENE	9247080586	04-44-5066	STD / LTD Insurance	299.14
08/25	08/11/2025	40321	THE HARTFORD-GROUP BENE	9247080586	01-45-5066	STD / LTD Insurance	313.69
08/25	08/11/2025	40321	THE HARTFORD-GROUP BENE	9247080586	01-47-5066	STD / LTD Insurance	206.13
08/25	08/11/2025	40321	THE HARTFORD-GROUP BENE	9247080586	01-48-5066	STD / LTD Insurance	33.40
08/25	08/11/2025	40321	THE HARTFORD-GROUP BENE	9247080586	01-49-5066	STD / LTD Insurance	162.97
08/25	08/11/2025	40321	THE HARTFORD-GROUP BENE	9247080586	06-40-5066	STD / LTD Insurance	134.86
08/25	08/11/2025	40321	THE HARTFORD-GROUP BENE	9247080586	20-40-5066	STD / LTD Insurance	113.22
Total 40321:							2,073.47
08/25	08/11/2025	40322	The Sherwin-Williams Co Inc	0871-4	04-44-7020	Locate/Inspector Paint	232.56
08/25	08/11/2025	40322	The Sherwin-Williams Co Inc	0871-4	01-47-7020	Locate/Inspector Paint	232.56
Total 40322:							465.12
08/25	08/11/2025	40323	Three Crowns Electric, LLC	3908-1	18-45-8507	Electric- Gold Star Memorial	6,983.63
08/25	08/11/2025	40323	Three Crowns Electric, LLC	3908-2	18-45-8507	Gold Star Memorial	1,597.74
08/25	08/11/2025	40323	Three Crowns Electric, LLC	3908-3	18-45-8507	Gold Star Memorial	11,300.00
Total 40323:							19,881.37
08/25	08/11/2025	40324	T-Mobile USA Inc	999630825 -	01-42-6110	Cellular Services June/July	40.00
Total 40324:							40.00
08/25	08/11/2025	40325	Tom Barker	07.2025 - BA	01-42-5063	Reimb. OFC Outside Training	533.55
Total 40325:							533.55
08/25	08/11/2025	40326	TOWN OF MEAD	18.02 - 8/2/2	01-40-6111	242 Dillingham Ave	48.00
08/25	08/11/2025	40326	TOWN OF MEAD	31.11 - 8/2/25	01-42-6111	201 Welker Sewer	48.00
08/25	08/11/2025	40326	TOWN OF MEAD	338.01 - 8/2/	01-40-6111	Town Hall Sewer	63.36
08/25	08/11/2025	40326	TOWN OF MEAD	453.01 - 8/2/	01-42-6111	PD Sewer (535 Main St)	216.99
08/25	08/11/2025	40326	TOWN OF MEAD	478.02 - 8/2/	01-40-6111	242 Main St	52.81
08/25	08/11/2025	40326	TOWN OF MEAD	566.02 - 8/2/	01-45-6111	Bean Plant Sewer (401 Third St)	52.81
08/25	08/11/2025	40326	TOWN OF MEAD	630.04 - 8/2/	01-40-6111	505 3rd St Sewer	48.00
Total 40326:							529.97
08/25	08/11/2025	40327	Tradesman Elevator	12711	01-40-6801	Preventative Maintenance - April 2025	191.23
08/25	08/11/2025	40327	Tradesman Elevator	12790	01-40-6801	Preventative Maintenance - May 2025	191.23
08/25	08/11/2025	40327	Tradesman Elevator	13035	01-40-6801	Annual test for 2025	281.25
08/25	08/11/2025	40327	Tradesman Elevator	13057	01-40-6801	Preventative Maintenance - June 2025	191.23
Total 40327:							854.94
08/25	08/11/2025	40328	TRI TOWN PLUMBING & HEATIN	30088995	01-47-6801	PW Generator - gas regulator replaceme	3,825.50
Total 40328:							3,825.50
08/25	08/11/2025	40329	TRIDENT SECURITY SYSTEMS	48214	01-47-6199	PW Alarm Monitoring - Q3	105.00
Total 40329:							105.00
08/25	08/11/2025	40330	UNITED RENTALS INC.	247365854-0	04-44-6405	Water Truck Rental	4,909.00
Total 40330:							4,909.00

M = Manual Check, V = Void Check

GL Period	Check Issue Date	Check Number	Payee	Invoice Number	Invoice GL Account	Description	Check Amount
08/25	08/11/2025	40331	US Bank Voyager Fleet Systems	8694028342	01-40-7101	Fuel	29.78
08/25	08/11/2025	40331	US Bank Voyager Fleet Systems	8694028342	01-42-7101	Fuel	2,202.08
08/25	08/11/2025	40331	US Bank Voyager Fleet Systems	8694028342	04-44-7101	Fuel	1,594.79
08/25	08/11/2025	40331	US Bank Voyager Fleet Systems	8694028342	01-45-7101	Fuel	2,580.21
08/25	08/11/2025	40331	US Bank Voyager Fleet Systems	8694028342	01-47-7101	Fuel	387.28
08/25	08/11/2025	40331	US Bank Voyager Fleet Systems	8694028342	01-46-7101	Fuel	33.97
08/25	08/11/2025	40331	US Bank Voyager Fleet Systems	8694028342	06-47-7101	Fuel	295.31
Total 40331:							7,123.42
08/25	08/11/2025	40332	Utility Notification Center of Color	225070962	06-47-6120	Line locates	538.25
Total 40332:							538.25
08/25	08/11/2025	40333	Voiance Language Services LLC	2025050835	01-42-6999	Voiance language - OPI Interpretation Se	120.06
Total 40333:							120.06
08/25	08/11/2025	40334	Weld County Accounting	WC PW DEP	18-45-6896	WCR 26 Trail Design Project	25,000.00
Total 40334:							25,000.00
08/25	08/11/2025	40335	WHITE BEAR ANKELE TANAKA	42131	20-40-6101	MURA Legal	82.00
08/25	08/11/2025	40335	WHITE BEAR ANKELE TANAKA	42131	20-40-6101	MURA Legal - Finance Charges	1.05
Total 40335:							83.05
08/25	08/11/2025	40336	Wilson & Company Inc	139055	14-44-8506	SRTS	600.40
08/25	08/11/2025	40336	Wilson & Company Inc	139057	01-02-2615	1601 Process	5,275.00
Total 40336:							5,875.40
08/25	08/11/2025	40337	WSB LLC	2-303562-00	14-44-8533	WCR 34 Bridge Design	2,887.90
Total 40337:							2,887.90
08/25	08/11/2025	40338	LITTLE THOMPSON WATER DIS	12343	14-44-8503	3rd & Welker Improvements	11,934.85
Total 40338:							11,934.85
08/25	08/04/2025	80425100	Pitney Bowes Global Financial Se	80425 - RES	01-01-1303	Postage reserve	600.00
Total 80425100:							600.00
08/25	08/06/2025	80625100	Xpress Bill Pay	INV-XPR026	06-40-6316	Credit Transaction	806.61
08/25	08/06/2025	80625100	Xpress Bill Pay	INV-XPR026	01-40-6316	Credit Transaction	201.65
Total 80625100:							1,008.26
08/25	08/07/2025	80725100	UNITED POWER	51303 7.18.2	01-45-6111	Area Light	11.90
08/25	08/07/2025	80725100	UNITED POWER	88601 7.18.2	04-44-6111	Streetlights	3,397.77
Total 80725100:							3,409.67
08/25	08/08/2025	80825100	All Copy Products Inc	560198483	01-40-6126	Copier Lease	96.41
08/25	08/08/2025	80825100	All Copy Products Inc	560202905	01-47-6126	Copier Lease - July	86.05

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GL Period	Check Issue Date	Check Number	Payee	Invoice Number	Invoice GL Account	Description	Check Amount
Total 80825100:							182.46
08/25	08/08/2025	80825101	XCEL ENERGY	936795974	01-47-6111	1341 Ct Rd 34 - PW Facility	79.89
08/25	08/08/2025	80825101	XCEL ENERGY	936824466	01-40-6111	299 Palmer Ave	52.98
08/25	08/08/2025	80825101	XCEL ENERGY	936860987	04-44-6111	1785 W co rd- grader shed	52.97
Total 80825101:							185.84
08/25	08/12/2025	81225100	CENTURY LINK	5176 7.25.25	01-42-6110	PD Fax Line	95.60
08/25	08/12/2025	81225100	CENTURY LINK	9308 7.25.25	01-40-6110	TH Fax - 0831	87.42
Total 81225100:							183.02
08/25	08/12/2025	81225101	Elan Cardmember Service	1368 7.25.25	01-49-5061	Employee Fun Friday Event	25.00
08/25	08/12/2025	81225101	Elan Cardmember Service	1368 7.25.25	01-49-5061	Employee Fun Friday Event	25.00
08/25	08/12/2025	81225101	Elan Cardmember Service	1368 7.25.25	01-46-6214	Bike Parade	36.38
08/25	08/12/2025	81225101	Elan Cardmember Service	1368 7.25.25	01-46-8510	Rec/CC Use Tags	345.71
08/25	08/12/2025	81225101	Elan Cardmember Service	1368 7.25.25	01-49-6610	Dropbox Subscription	199.00
08/25	08/12/2025	81225101	Elan Cardmember Service	1368 7.25.25	01-49-6149	Marketing	2.10
08/25	08/12/2025	81225101	Elan Cardmember Service	1368 7.25.25	01-49-6149	Marketing	10.39
08/25	08/12/2025	81225101	Elan Cardmember Service	1368 7.25.25	01-49-6402	ADA Eco Dev Site	59.00
08/25	08/12/2025	81225101	Elan Cardmember Service	1368 7.25.25	01-49-6610	Newsletter Subscription	45.00
08/25	08/12/2025	81225101	Elan Cardmember Service	1368 7.25.25	01-46-6135	Rec Prizes Cornhole	216.25
08/25	08/12/2025	81225101	Elan Cardmember Service	1368 7.25.25	01-46-8531	Front Desk Equipment	487.22
08/25	08/12/2025	81225101	Elan Cardmember Service	1368 7.25.25	01-49-5063	Eco Dev Training	25.00
08/25	08/12/2025	81225101	Elan Cardmember Service	1368 7.25.25	01-49-6149	Marketing	92.00
08/25	08/12/2025	81225101	Elan Cardmember Service	1368 7.25.25	01-49-7999	Meeting Food	55.64
08/25	08/12/2025	81225101	Elan Cardmember Service	1368 7.25.25	01-49-6610	URL Subscription	35.00
08/25	08/12/2025	81225101	Elan Cardmember Service	1368 7.25.25	01-49-6149	Marketing	99.00
08/25	08/12/2025	81225101	Elan Cardmember Service	1368 7.25.25	01-40-6610	Zoom Webinar Subscription	79.00
08/25	08/12/2025	81225101	Elan Cardmember Service	1368 7.25.25	01-46-8510	Community Center Tools	143.37
08/25	08/12/2025	81225101	Elan Cardmember Service	1368 7.25.25	01-49-6149	Marketing	106.00
08/25	08/12/2025	81225101	Elan Cardmember Service	1454 7.25.25	01-43-7999	LUC Module 2 Working Lunch	183.16
08/25	08/12/2025	81225101	Elan Cardmember Service	3448 7.25.25	01-42-5063	Airline Tickets	19.18
08/25	08/12/2025	81225101	Elan Cardmember Service	3448 7.25.25	01-42-5063	Airline Tickets Purchased for SRO's after	342.49
08/25	08/12/2025	81225101	Elan Cardmember Service	3448 7.25.25	01-42-5063	Airline Tickets Purchased for SRO's after	342.49
08/25	08/12/2025	81225101	Elan Cardmember Service	3514 7.25.25	01-47-5063	PW - Training	7.55
08/25	08/12/2025	81225101	Elan Cardmember Service	3514 7.25.25	01-42-5063	PD - Training	30.10
08/25	08/12/2025	81225101	Elan Cardmember Service	3514 7.25.25	01-40-7999	Lunch Meeting	39.83
08/25	08/12/2025	81225101	Elan Cardmember Service	3514 7.25.25	01-40-6610	Subscription - no receipt	19.99
08/25	08/12/2025	81225101	Elan Cardmember Service	3514 7.25.25	01-40-6610	Online Subscription - no receipt	6.99
08/25	08/12/2025	81225101	Elan Cardmember Service	3866 7.25.25	01-42-6104	Adobe Subscription	19.99
08/25	08/12/2025	81225101	Elan Cardmember Service	3866 7.25.25	01-42-6104	Toyota Unit 14 subscription	15.00
08/25	08/12/2025	81225101	Elan Cardmember Service	3866 7.25.25	01-42-5063	IACP Conference	500.00
08/25	08/12/2025	81225101	Elan Cardmember Service	3866 7.25.25	01-42-7999	Donuts for Mayors Coffee	25.12
08/25	08/12/2025	81225101	Elan Cardmember Service	3866 7.25.25	01-42-6104	Remarkable Subscription	5.98
08/25	08/12/2025	81225101	Elan Cardmember Service	3866 7.25.25	01-42-6104	Adobe Subscription	19.99
08/25	08/12/2025	81225101	Elan Cardmember Service	3866 7.25.25	01-42-6104	Frqn Fees	.11
08/25	08/12/2025	81225101	Elan Cardmember Service	5590 7.25.25	01-49-7999	Inadvertently charged on wrong cc. Reim	50.00
08/25	08/12/2025	81225101	Elan Cardmember Service	6819 7.25.25	01-42-6805	Upholstery Repair Veh #11 Front Seat	303.85
08/25	08/12/2025	81225101	Elan Cardmember Service	6819 7.25.25	01-42-5063	Transportation - Commander Training	35.39
08/25	08/12/2025	81225101	Elan Cardmember Service	6819 7.25.25	01-42-5063	Baggage Fee - Commander Training	40.00
08/25	08/12/2025	81225101	Elan Cardmember Service	6819 7.25.25	01-42-5063	Airline Ticket Refund - Commander Traini	268.30-
08/25	08/12/2025	81225101	Elan Cardmember Service	6819 7.25.25	01-42-5063	Airline Ticket - Commander Training	279.23
08/25	08/12/2025	81225101	Elan Cardmember Service	6819 7.25.25	01-42-5063	Airline Ticket - Commander Training	48.36
08/25	08/12/2025	81225101	Elan Cardmember Service	6819 7.25.25	01-42-5063	Transportation - Commander Training	33.44
08/25	08/12/2025	81225101	Elan Cardmember Service	6819 7.25.25	01-42-5063	Baggage Fee - Commander Training	40.00

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GL Period	Check Issue Date	Check Number	Payee	Invoice Number	Invoice GL Account	Description	Check Amount
08/25	08/12/2025	81225101	Elan Cardmember Service	7665 7.25.25	04-44-7305	Tools	252.85
08/25	08/12/2025	81225101	Elan Cardmember Service	7665 7.25.25	04-44-6805	R.O.W. Brush Hog Mower Repair	493.17
08/25	08/12/2025	81225101	Elan Cardmember Service	7665 7.25.25	01-45-6104	Online Subscription - No Receipt	30.00
08/25	08/12/2025	81225101	Elan Cardmember Service	7665 7.25.25	01-45-6104	Online Subscription - No Receipt	30.00
08/25	08/12/2025	81225101	Elan Cardmember Service	7665 7.25.25	01-45-6104	Online Subscription - No Receipt	30.00
08/25	08/12/2025	81225101	Elan Cardmember Service	7665 7.25.25	01-45-6104	Online Subscription - No Receipt	30.00
08/25	08/12/2025	81225101	Elan Cardmember Service	7665 7.25.25	01-45-6104	Online Subscription - No Receipt	30.00
08/25	08/12/2025	81225101	Elan Cardmember Service	7665 7.25.25	04-44-6104	Online Subscription - No Receipt	949.86
08/25	08/12/2025	81225101	Elan Cardmember Service	7665 7.25.25	01-45-6104	Online Subscription - No Receipt	30.00
08/25	08/12/2025	81225101	Elan Cardmember Service	7665 7.25.25	01-45-6801	Private locate @ Gold Star and Founders	210.00
08/25	08/12/2025	81225101	Elan Cardmember Service	7665 7.25.25	04-44-6805	PW14 Dumb/Plow	83.24
08/25	08/12/2025	81225101	Elan Cardmember Service	7665 7.25.25	01-45-6104	Online Subscription - No Receipt	30.00
08/25	08/12/2025	81225101	Elan Cardmember Service	7700 7.25.25	01-41-5063	CML - CW	36.69-
08/25	08/12/2025	81225101	Elan Cardmember Service	7700 7.25.25	01-40-6610	Online Subscription	13.00
08/25	08/12/2025	81225101	Elan Cardmember Service	7700 7.25.25	01-41-5063	CML - CW	597.84
08/25	08/12/2025	81225101	Elan Cardmember Service	7700 7.25.25	01-41-5063	CML - MS	561.15
08/25	08/12/2025	81225101	Elan Cardmember Service	7700 7.25.25	01-41-5063	CML - DA	577.07
08/25	08/12/2025	81225101	Elan Cardmember Service	7700 7.25.25	01-40-6610	Online Subscription - No Receipt	60.66
08/25	08/12/2025	81225101	Elan Cardmember Service	7700 7.25.25	01-40-6511	Postage	42.00
08/25	08/12/2025	81225101	Elan Cardmember Service	7700 7.25.25	01-40-7999	Supplies	6.29
08/25	08/12/2025	81225101	Elan Cardmember Service	7700 7.25.25	01-40-6511	Postage	8.40
08/25	08/12/2025	81225101	Elan Cardmember Service	7700 7.25.25	01-41-7999	BOT Meeting	112.09
08/25	08/12/2025	81225101	Elan Cardmember Service	7700 7.25.25	01-40-6511	Postage	8.40
08/25	08/12/2025	81225101	Elan Cardmember Service	7700 7.25.25	01-40-6511	Postage	8.40
08/25	08/12/2025	81225101	Elan Cardmember Service	7700 7.25.25	01-40-6511	Postage	8.40-
08/25	08/12/2025	81225101	Elan Cardmember Service	7700 7.25.25	01-40-5063	CEBT Conference - JN	235.13
08/25	08/12/2025	81225101	Elan Cardmember Service	7700 7.25.25	01-40-6511	Postage	8.40
08/25	08/12/2025	81225101	Elan Cardmember Service	7700 7.25.25	01-40-6610	Subcription - No Receipt	18.99
08/25	08/12/2025	81225101	Elan Cardmember Service	7700 7.25.25	01-41-7999	BOT Meeting	110.99
08/25	08/12/2025	81225101	Elan Cardmember Service	7700 7.25.25	01-40-6511	Postage	25.20
08/25	08/12/2025	81225101	Elan Cardmember Service	7700 7.25.25	01-40-6511	Postage	8.40
08/25	08/12/2025	81225101	Elan Cardmember Service	7700 7.25.25	01-40-5063	CGFOA Conference	350.00
08/25	08/12/2025	81225101	Elan Cardmember Service	7700 7.25.25	01-48-5063	Institute - CMCA - MH	845.00
08/25	08/12/2025	81225101	Elan Cardmember Service	7700 7.25.25	01-40-6511	Postage	8.40
08/25	08/12/2025	81225101	Elan Cardmember Service	7700 7.25.25	01-40-6610	Software Subscription	119.40
08/25	08/12/2025	81225101	Elan Cardmember Service	7700 7.25.25	01-40-6511	Postage	16.80
08/25	08/12/2025	81225101	Elan Cardmember Service	7700 7.25.25	01-40-6511	Postage	8.40
08/25	08/12/2025	81225101	Elan Cardmember Service	7742 7.25.25	01-42-5063	SGT Outside Training	385.00
Total 81225101:							10,515.44
08/25	08/12/2025	81225102	HOME DEPOT CREDIT SERVIC	2769 7.2025	04-44-7305	Parts for truck repair	33.94
Total 81225102:							33.94
08/25	08/12/2025	81225103	JOHN DEERE FINANCIAL	3063796	04-44-6405	JD Grader	5,871.01
Total 81225103:							5,871.01
08/25	08/12/2025	81225104	SAMSClub	4230 8.2.25	01-47-7010	OFFICE SUPPLIES - PW	359.72
08/25	08/12/2025	81225104	SAMSClub	4230 8.2.25	01-40-7010	Supplies - TH	249.35
Total 81225104:							609.07
08/25	08/12/2025	81225105	TDS	014-020-108	01-40-6311	Internet/TV - August	361.94
Total 81225105:							361.94

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GL Period	Check Issue Date	Check Number	Payee	Invoice Number	Invoice GL Account	Description	Check Amount
08/25	08/12/2025	81225106	TRACTOR SUPPLY CREDIT PLA	1350 7.31.25	01-45-6114	Temp - Insecticide Sprayer	29.99
08/25	08/12/2025	81225106	TRACTOR SUPPLY CREDIT PLA	1350 7.31.25	04-44-6805	Windshield Washer Fluid & J-Bolts	43.10
08/25	08/12/2025	81225106	TRACTOR SUPPLY CREDIT PLA	1350 7.31.25	01-47-7999	Grill Tools	19.18
Total 81225106:							92.27
08/25	08/12/2025	81225107	UNITED POWER	17159100 7/	01-45-6111	365 Welker Ave - Sprinkler Clock	14.67
Total 81225107:							14.67
08/25	08/12/2025	81225108	XCEL ENERGY	936901475	01-42-6111	PO BOX 626 - Gas	58.35
08/25	08/12/2025	81225108	XCEL ENERGY	937148848	01-42-6111	201 S WELKER ST	16.08
Total 81225108:							74.43
08/25	08/12/2025	81225109	UNITED POWER, INC.	10812 - ORD	19-40-8599	TH Parking Lot	3,555.71
Total 81225109:							3,555.71
08/25	08/13/2025	81325100	Thomas Title & Escrow	2407052.04	14-40-8549	Fiore & Sons, Inc. - WCR 9.5 Access 25	110,546.80
08/25	08/13/2025	81325100	Thomas Title & Escrow	2407052.04	14-02-2005	Fiore & Sons, Inc. - WCR 9.5 Access 25	5,527.34-
08/25	08/13/2025	81325100	Thomas Title & Escrow	2407052.04	14-01-1214	Fiore & Sons, Inc. - WCR 9.5 Access 25	105,019.46
08/25	08/13/2025	81325100	Thomas Title & Escrow	2407052.04	14-02-2014	Fiore & Sons, Inc. - WCR 9.5 Access 25	105,019.46-
Total 81325100:							105,019.46
Grand Totals:							657,263.25

Summary by General Ledger Account Number

GL Account	Debit	Credit	Proof
01-01-1303	600.00	.00	600.00
01-02-2000	313.39	136,930.73-	136,617.34-
01-02-2615	6,427.00	.00	6,427.00
01-40-5063	585.13	.00	585.13
01-40-5066	236.98	.00	236.98
01-40-6109	12,148.00	.00	12,148.00
01-40-6110	87.42	.00	87.42
01-40-6111	413.29	.00	413.29
01-40-6113	131.62	.00	131.62
01-40-6126	96.41	.00	96.41
01-40-6199	878.40	.00	878.40
01-40-6311	361.94	.00	361.94
01-40-6316	201.65	.00	201.65
01-40-6511	142.80	8.40-	134.40
01-40-6610	318.03	.00	318.03
01-40-6801	854.94	.00	854.94
01-40-6823	734.80	.00	734.80
01-40-6839	100.00	.00	100.00
01-40-6999	929.17	.00	929.17
01-40-7010	249.35	.00	249.35
01-40-7020	123.41	.00	123.41
01-40-7101	29.78	.00	29.78
01-40-7999	46.12	.00	46.12
01-41-5063	1,736.06	36.69-	1,699.37

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GL Account	Debit	Credit	Proof
01-41-5066	10.43	.00	10.43
01-41-6610	2,630.00	.00	2,630.00
01-41-6824	4,503.04	.00	4,503.04
01-41-7999	223.08	.00	223.08
01-42-5063	2,629.23	268.30-	2,360.93
01-42-5066	368.70	.00	368.70
01-42-6104	61.07	.00	61.07
01-42-6110	135.60	.00	135.60
01-42-6111	1,188.68	.00	1,188.68
01-42-6113	135.40	.00	135.40
01-42-6805	3,759.96	.00	3,759.96
01-42-6823	437.55	.00	437.55
01-42-6999	1,245.06	.00	1,245.06
01-42-7010	61.50	.00	61.50
01-42-7020	23.98	.00	23.98
01-42-7101	2,202.08	.00	2,202.08
01-42-7305	2,019.19	.00	2,019.19
01-42-7999	77.00	.00	77.00
01-43-5066	193.95	.00	193.95
01-43-6104	163.12	.00	163.12
01-43-6821	36,171.47	.00	36,171.47
01-43-7999	183.16	.00	183.16
01-45-5066	313.69	.00	313.69
01-45-6104	210.00	.00	210.00
01-45-6111	13,456.56	.00	13,456.56
01-45-6114	29.99	.00	29.99
01-45-6132	10,324.00	.00	10,324.00
01-45-6210	66.64	.00	66.64
01-45-6801	585.00	.00	585.00
01-45-6805	504.33	.00	504.33
01-45-6806	842.82	.00	842.82
01-45-6835	1,650.31	.00	1,650.31
01-45-7101	2,580.21	.00	2,580.21
01-45-7255	159.40	.00	159.40
01-46-6111	119.42	.00	119.42
01-46-6135	216.25	.00	216.25
01-46-6210	211.00	.00	211.00
01-46-6214	36.38	.00	36.38
01-46-6301	55.80	.00	55.80
01-46-7101	33.97	.00	33.97
01-46-8510	489.08	.00	489.08
01-46-8531	898.64	.00	898.64
01-47-5063	7.55	.00	7.55
01-47-5066	206.13	.00	206.13
01-47-6104	184.38	.00	184.38
01-47-6108	4,656.84	.00	4,656.84
01-47-6111	280.30	.00	280.30
01-47-6113	185.80	.00	185.80
01-47-6126	86.05	.00	86.05
01-47-6199	105.00	.00	105.00
01-47-6210	66.64	.00	66.64
01-47-6801	3,825.50	.00	3,825.50
01-47-6823	809.05	.00	809.05
01-47-7010	359.72	.00	359.72
01-47-7020	754.85	.00	754.85
01-47-7051	366.72	.00	366.72
01-47-7101	387.28	.00	387.28
01-47-7550	1,100.00	.00	1,100.00
01-47-7999	19.18	.00	19.18

GL Account	Debit	Credit	Proof
01-48-5040	2,000.00	.00	2,000.00
01-48-5063	845.00	.00	845.00
01-48-5066	33.40	.00	33.40
01-48-6199	195.20	.00	195.20
01-48-6510	200.00	.00	200.00
01-49-5061	425.00	.00	425.00
01-49-5063	25.00	.00	25.00
01-49-5066	162.97	.00	162.97
01-49-6149	309.49	.00	309.49
01-49-6199	195.20	.00	195.20
01-49-6301	55.80	.00	55.80
01-49-6402	59.00	.00	59.00
01-49-6610	279.00	.00	279.00
01-49-7999	105.64	.00	105.64
04-02-2000	.00	22,760.90-	22,760.90-
04-44-5066	299.14	.00	299.14
04-44-6104	1,672.36	.00	1,672.36
04-44-6111	3,492.39	.00	3,492.39
04-44-6405	10,788.36	.00	10,788.36
04-44-6610	350.00	.00	350.00
04-44-6802	3,425.00	.00	3,425.00
04-44-6805	619.51	.00	619.51
04-44-7020	232.56	.00	232.56
04-44-7101	1,594.79	.00	1,594.79
04-44-7305	286.79	.00	286.79
05-02-2000	.00	235,000.00-	235,000.00-
05-45-8515	235,000.00	.00	235,000.00
06-02-2000	.00	15,898.06-	15,898.06-
06-40-5066	134.86	.00	134.86
06-40-6104	1,681.25	.00	1,681.25
06-40-6109	2,016.00	.00	2,016.00
06-40-6199	683.20	.00	683.20
06-40-6316	806.61	.00	806.61
06-47-6111	182.80	.00	182.80
06-47-6113	135.00	.00	135.00
06-47-6120	538.25	.00	538.25
06-47-6125	349.44	.00	349.44
06-47-6807	353.12	.00	353.12
06-47-6808	2,238.14	.00	2,238.14
06-47-6837	6,369.08	.00	6,369.08
06-47-7101	295.31	.00	295.31
06-47-7401	115.00	.00	115.00
09-02-2000	.00	66,679.58-	66,679.58-
09-49-8516	66,679.58	.00	66,679.58
14-01-1214	105,019.46	.00	105,019.46
14-02-2000	110,546.80	239,026.00-	128,479.20-
14-02-2005	.00	5,527.34-	5,527.34-
14-02-2014	.00	105,019.46-	105,019.46-
14-40-8549	110,546.80	.00	110,546.80
14-44-8503	13,904.85	.00	13,904.85
14-44-8506	600.40	.00	600.40
14-44-8533	2,887.90	.00	2,887.90
14-44-8536	6,066.59	.00	6,066.59
18-02-2000	.00	44,881.37-	44,881.37-
18-45-6896	25,000.00	.00	25,000.00
18-45-8507	19,881.37	.00	19,881.37
19-02-2000	.00	6,455.71-	6,455.71-
19-40-8599	6,455.71	.00	6,455.71
20-02-2000	.00	373.52-	373.52-

M = Manual Check, V = Void Check

GL Account	Debit	Credit	Proof
20-40-5066	113.22	.00	113.22
20-40-6101	83.05	.00	83.05
20-40-6109	177.25	.00	177.25
99-01-1075	117.57	.00	117.57
99-02-2000	.00	117.57-	117.57-
Grand Totals:	878,983.63	878,983.63-	.00

Report Criteria:
Report type: GL detail



Agenda Item Summary

Agenda Date: 8/11/2025

Subject: Resolution No. 45-R-2025 - A Resolution of the Town of Mead, Colorado, Approving Updated Compensation Structure Guidelines for Employees

Presented by: Helen Migchelbrink, Town Manager

Summary:

The Town of Mead continues to strive to recruit and retain top talent that will best support the Town's mission. To stay competitive in the employment market, regular assessments of the Town's compensation strategy and structure are completed. The Town has contracted for an expert review and assessment of our compensation structure with Graves Consulting, LLC. Wendy Ecklund and Laurie Graves presented the 2025 Compensation Study to the Board of Trustees on July 28, 2025. As part of the study, salary data was compiled from Denver/Boulder and Northern Colorado communities to provide a statistically valid market analysis. The Report recommends no structural updates to the Town's pay plans. However, the Report does recommend a 2% increase to both the General Government compensation structure and to the Police Sworn Step Plan based on changes in the labor market. In addition, the report recommends a 3% merit increase for high performing employees to ensure they are moving appropriately through their pay grade.

As part of the compensation study, all positions were reviewed for relevancy and growth potential, both of the organization and the employee. The position of Communications Manager was recommended to be created and added to the structure. Adding this position is a step in filling out the communications job family based on increased responsibilities with the website, social media and other marketing endeavors related to the opening of the Community Center. This position is being added to the compensation structure for potential future growth and does not necessarily reflect a position to be filled in 2026. Requests for approval of additional FTEs will be presented with the 2026 budget in September.

Resolution No. 45-R-2025 adopts the new compensation structure guidelines for Town employees including the police sworn step plan and creates the one new position. The new structure will be implemented effective January 1, 2026, in conjunction with annual performance reviews. Market adjustments to salaries and merit increases will be effective for all general government employees at the first pay period in January 2026. Police step market adjustments will also occur in January, while police merit-based step increases will take effect on the employee's anniversary date, if the employee is not at the top step.

Financial Considerations:

The proposed 2026 budget will anticipate an impact of approximately \$325,000 to implement the updated structures and recommended merit pool.

Staff Recommendation / Actions Required:

A motion to approve the August 11, 2025 consent agenda will approve this item. If the resolution is removed from the consent agenda for further discussion, the suggested motion is:

Suggested Motion:

“I move to adopt Resolution No. 45-R-2025 – A Resolution of the Town of Mead, Colorado, Approving Updated Compensation Structure Guidelines for Employees.”

Attachments:

1. Resolution No. 45-R-2025 Compensation Schedule
2. Exhibit A - Mead Comp Study 2025 - Final Report
3. Exhibit B - Mead Compensation Structure 01.01.26
4. Exhibit C - Mead Police Pay Rates 01.01.26

**TOWN OF MEAD, COLORADO
RESOLUTION NO. 45-R-2025**

**A RESOLUTION OF THE TOWN OF MEAD, COLORADO, APPROVING
UPDATED COMPENSATION STRUCTURE GUIDELINES
FOR EMPLOYEES**

WHEREAS, the Town of Mead (“Town”) has implemented a pay philosophy with a goal to recruit and retain the most qualified candidates, reward longevity in position, and allow for assessment of employee’s individual performance; and

WHEREAS, the Board of Trustees most recently updated the compensation structure guidelines for employees in 2024, by and through adoption of Resolution No. 71-R-2024; and

WHEREAS, the Town entered into an Agreement for Professional Services with Graves Consulting, LLC (the “Compensation Consultant”), to conduct compensation consulting services including updating the salary structure and step plan and submitting a methodology report to the Town (the “Report”); and

WHEREAS, the Report has been completed and provided to the Town; and

WHEREAS, the Board of Trustees desires to accept the Report set forth in **Exhibit A** (2025 Compensation Study); and

WHEREAS, the Board of Trustees also desires to create one (1) new position within the salary structure with the anticipation of future growth of the Town and of the organization and to allow flexibility in future hiring decisions, specifically the new position is titled Communications Manager; and

WHEREAS, Section 2-3-120(e)(8) of the *Mead Municipal Code* states that the Board of Trustees has authority to create (or eliminate) Town staff positions; and

WHEREAS, utilizing the findings and conclusions set forth in the Report, the Compensation Consultant has presented recommended updates to the pay structure for Town employees based on a review of public and private organizations within the Town’s market area; and

WHEREAS, it is the intent of the Board of Trustees to utilize the recommended pay structure beginning immediately as a guideline for personnel expenditures; and

WHEREAS, the amendments to the Town compensation structure are set forth **Exhibit B** attached hereto, titled “*Compensation Structure - Job Titles Listed by Salary Grade*”; and

WHEREAS, the Mead Police Department Pay Rates are set forth in **Exhibit C** attached hereto, titled “*Mead Police Department Pay Rates*”; and

WHEREAS, it is the intent of the Board of Trustees to utilize the salary ranges attached as **Exhibit B** and **Exhibit C** as guidelines for future pay discussions and personnel expenditures effective January 1, 2025.

NOW THEREFORE, BE IT RESOLVED by the Board of Trustees of the Town of Mead, Weld County, Colorado, that:

Section 1. The 2025 Compensation Study, as set forth in **Exhibit A**, and as completed by the Compensation Consultant is hereby accepted.

Section 2. The position of Communications Manager is hereby created.

Section 3. The salary ranges set forth in **Exhibit B** (*Compensation Structure - Job Titles Listed by Salary Grade*) and the step recommendations set forth in **Exhibit C** (*Mead Police Department Pay Rates*), as prepared by the Compensation Consultant, will be used, in conjunction with annual performance reviews per the Town of Mead Employee Handbook, as a guide for future pay discussions.

Section 4. The salary ranges set forth in **Exhibits B** and **C** may be updated periodically by resolution of the Board of Trustees.

Section 5. Effective Date. This resolution shall become effective immediately upon adoption.

Section 6. Repealer. All resolutions, or parts thereof, in conflict with this resolution are hereby repealed, provided that such repealer shall not repeal the repealer clauses of such resolution nor revive any resolution thereby.

Section 7. Certification. The Town Clerk shall certify to the passage of this resolution and make not less than one copy of the adopted resolution available for inspection by the public during regular business hours.

INTRODUCED, READ, PASSED, AND ADOPTED THIS 11TH DAY OF AUGUST, 2025.

ATTEST:

TOWN OF MEAD:

By: _____
Marisol Herman, Deputy Town Clerk

By: _____
Colleen G. Whitlow, Mayor



August 1, 2025

Helen Migchelbrink, Town Manager
Town of Mead
441 Third Street
Mead, CO 80542

Dear Helen,

Thank you for the opportunity to work with the Town on a Compensation Study once again. This project included a thorough review of the current pay structure and all positions within the Town, ensuring market definition is still appropriate, and benchmarking all full and part-time positions using current market data.

The results include recommendations for updates to both of the Town's pay structures and the classification listing as well as recommendations for employee pay increases.

This report covers the full scope of work and includes an overview of our process and methodology, as well as our findings and recommendations.

Sincerely,

Laurie Graves

Laurie Graves
President and Principal Consultant
Graves Consulting, LLC

Scope of Work

This Compensation Study included a comprehensive review of the Town's current pay structure, a review of all positions for current full time and part time positions (including some newly created positions), review of the Town's market definition and data analyzing from multiple sources. After months of collaborative effort between Graves Consulting staff and members of the Town's leadership team, we have created the findings and recommendations outlined below.

Market

A foundational element for a compensation study is the definition of an appropriate external market with which the Town would compare itself. The intent is to create a market broad enough to provide statistically valid data and matches for the Town's positions. The Town had previously been using the Denver/Boulder and Northern Colorado communities, as outlined in the Employers Council survey data. We agree that this continues to be an appropriate market definition.

Based on current survey participation, this includes the following municipalities:

Arvada	Federal Heights	Longmont	Adams County
Aurora	Firestone	Loveland	Arapahoe County
Boulder	Fort Collins	Northglenn	Boulder County
Brighton	Frederick	Parker	Douglas County
Broomfield	Golden	Superior	Jefferson County
Castle Pines	Greeley	Thornton	Larimer County
Castle Rock	Greenwood Village	Wellington	Weld County
Centennial	Johnstown	Westminster	Foothills P&R
Commerce City	Lafayette	Wheat Ridge	Hyland Hills P&R
Englewood	Lakewood	Windsor	South Suburban P&R
Erie	Littleton		
Evans	Lone Tree		

Private sector data for the same regions was also included for applicable positions and **County data was pulled, aged forward, and used as a reference rather than averaged in, as it was not current data*

Data Sources

Our primary data sources this year were the 2025 Colorado Municipal League compensation survey and PayFactors. Employers Council (EC) partners with PayFactors and this is now a regional cut of data, whereas in prior years EC provided an annual report with identifiable municipalities. We used the Denver/Metro regional cut of data with PayFactors. This data was aged by 2.25% to account for approximately 9 months of market movement from the time the data was pulled to implementation in 2026. The CML survey data was aged by 3% to account for one year of market movement.

Job Matching

Job matching is the other foundational element of a comprehensive Compensation study, in addition to Market Definition. Ensuring that we understand the Town's positions well enough to choose accurate benchmarks is critical. Graves Consulting previously collected information on the Town's positions through Job Description review and detailed meetings with each Department Head and additional follow-up emails and questions. This year, we reviewed and discussed any positions that had changed from last year or new positions being added.

In comparing jobs, we match as many Town positions to the data sources listed above as possible. Between all the survey sources, we were able to match all of the Town's 75 current and proposed positions (this total includes leveled positions) except for 2. The remaining positions were "slotted" based on internal equity. We believe this provides a very solid foundation for this Compensation study.

For available matches, we extract actual wages being paid for that job in the Town's defined market. For some positions, the survey pay ranges are reviewed as well.

We use standard "best practices" when matching jobs and extracting data from pay surveys. For example:

- It is common to blend job matches when a Town position matches with more than one survey job. We may combine survey positions to reflect the most accurate job match(es) available.
- We review the survey data sample size and do not include some matches with a limited sample size of data or where we believe an anomaly exists.
- We adjust some job matches as appropriate. For example, we may believe that a Town position is a good match with a job, but we know that the Town's position has higher requirements or licensures than the survey job. We may add a percentage to the survey result to reflect the complexity of the Town's position. We also trend a result downward if we feel the Town's position is at a slightly lower level than the survey position.

Pay Structures and Classification – Current State and Recommended

General Government Pay Structure

Currently, the Town has one open range pay structure for general government positions. The current structure has 21 pay grades and ranges that vary from 35% to 50% wide. The grades are all uniformly distanced from each other with midpoint distances at 10%.

Graves Consulting is not proposing any structural changes. However, based on market analysis, we are proposing a 2% increase in the General Government pay structure.

Below is our proposed pay structure:

Town of Mead: Proposed Pay Structure 2026								
Salary Grade	Range Minimum	Range Midpoint	Range Maximum	Hr Min	Mid	Max	Midpoint Difference	Width
200	\$30,708	\$36,081	\$41,455	\$14.76	\$17.35	\$19.93		35%
210	\$33,778	\$39,690	\$45,601	\$16.24	\$19.08	\$21.92	10.0%	35%
220	\$37,156	\$43,659	\$50,161	\$17.86	\$20.99	\$24.12	10.0%	35%
230	\$40,872	\$48,024	\$55,177	\$19.65	\$23.09	\$26.53	10.0%	35%
240	\$44,959	\$52,827	\$60,695	\$21.61	\$25.40	\$29.18	10.0%	35%
250	\$49,455	\$58,110	\$66,764	\$23.78	\$27.94	\$32.10	10.0%	35%
260	\$53,267	\$63,921	\$74,574	\$25.61	\$30.73	\$35.85	10.0%	40%
270	\$58,594	\$70,313	\$82,031	\$28.17	\$33.80	\$39.44	10.0%	40%
280	\$64,453	\$77,344	\$90,234	\$30.99	\$37.18	\$43.38	10.0%	40%
290	\$70,899	\$85,078	\$99,258	\$34.09	\$40.90	\$47.72	10.0%	40%
300	\$77,988	\$93,586	\$109,184	\$37.49	\$44.99	\$52.49	10.0%	40%
310	\$85,787	\$102,945	\$120,102	\$41.24	\$49.49	\$57.74	10.0%	40%
320	\$92,440	\$113,239	\$134,038	\$44.44	\$54.44	\$64.44	10.0%	45%
330	\$101,684	\$124,563	\$147,442	\$48.89	\$59.89	\$70.89	10.0%	45%
340	\$111,853	\$137,019	\$162,186	\$53.78	\$65.87	\$77.97	10.0%	45%
350	\$123,038	\$150,721	\$178,405	\$59.15	\$72.46	\$85.77	10.0%	45%
360	\$132,635	\$165,793	\$198,952	\$63.77	\$79.71	\$95.65	10.0%	50%
370	\$145,898	\$182,373	\$218,847	\$70.14	\$87.68	\$105.22	10.0%	50%
380	\$160,488	\$200,610	\$240,732	\$77.16	\$96.45	\$115.74	10.0%	50%
390	\$176,537	\$220,671	\$264,805	\$84.87	\$106.09	\$127.31	10.0%	50%
400	\$194,191	\$242,738	\$291,286	\$93.36	\$116.70	\$140.04	10.0%	50%

In addition to the structure increase, we are also recommending 3 positions be upgraded based on market data. They are as follows:

Position	Current Grade	Proposed Grade
Deputy Town Engineer	340	350
Front Desk Clerk	220	230
Recreation Assistant	200	210

A new position was benchmarked as well: Communications Manager, responsible for overseeing workflow of the communications function including communication strategies to inform the public and other stakeholders. This position will be placed in grade 310.

Sworn Non-Exempt Police Step Plan

Currently, the Town has a step-based pay structure for Sworn Non-Exempt Police positions. This includes Officer and Sergeant. There are 6 total steps for Officer and 4 for Sergeant.

Graves Consulting is proposing a 2% market increase to this structure. Each step increase 5.50% increase, same as last year, is to ensure that top out rates for Officers and Sergeants remains competitive

Below is our proposed pay structure:

Town of Mead - Proposed 2026 NE Sworn Structure							
2026 Proposed Step Plan for Sworn, Non-Exempt Police							
Police Cadet Rate	\$69,504						
	\$33.42						
Police Officer	<u>Step 1</u>	<u>Step 2</u>	<u>Step 3</u>	<u>Step 4</u>	<u>Step 5</u>	<u>Step 6</u>	
	\$81,766	\$86,264	\$91,008	\$96,014	\$101,294	\$106,865	
	\$39.31	\$41.47	\$43.75	\$46.16	\$48.70	\$51.38	
		5.5%	5.5%	5.5%	5.5%	5.5%	
Police Sergeant	<u>Level 1</u>	<u>Level 2</u>	<u>Level 3</u>	<u>Level 4</u>			
	\$114,346	\$120,635	\$127,270	\$134,270			
	\$54.97	\$58.00	\$61.19	\$64.55			
		5.5%	5.5%	5.5%			

Recommendations

Graves Consulting recommends implementing the proposed 2% increase to both the General Government and NE Sworn Police step plan to ensure continued alignment to market.

In addition to the market adjustment to the General Government structure, we are also recommending an additional average merit pay increase for employees of 3%. This would result in an average total pay increase of 5%.

Sworn Non-Exempt Police employees on the step plan would receive the 2% step plan increase as well as an additional step for those who have performed satisfactorily and are not at range maximum.

Summary

We believe the Town's pay structures remain structurally intact and just need slight increases to continue to stay aligned with the market.

Further, we believe that the recommended average total pay increase for General Government employees will keep pay aligned to market and moving appropriately through the pay ranges.

All results and recommendations are based on compiled market data; however, Town leadership should review and adjust for specific circumstances that we may not be aware of.

We are available to discuss this report in further detail with you or any other members of the leadership team or Town Council, as is appropriate.

EXHIBIT B



Compensation Structure Job Titles Listed by Salary Grade

Job Title	Range Minimum	Range Midpoint	Range Maximum
Salary Grade 200	\$30,708	\$36,081	\$41,455
Crossing Guard	\$14.76	\$17.35	\$19.93
Salary Grade 210	\$33,778	\$39,690	\$45,601
Recreation Assistant (Temp/PT)	\$16.24	\$19.08	\$21.92
Salary Grade 220	\$37,156	\$43,659	\$50,161
	\$17.86	\$20.99	\$24.12
Salary Grade 230	\$40,872	\$48,024	\$55,177
Front Desk Clerk	\$19.65	\$23.09	\$26.53
Salary Grade 240	\$44,959	\$52,827	\$60,695
Seasonal Maintenance	\$21.61	\$25.40	\$29.18
Salary Grade 250	\$49,455	\$58,110	\$66,764
Administrative Clerk	\$23.78	\$27.94	\$32.10
Maintenance Worker I			
Salary Grade 260			
Administrative Assistant II			
Administrative Clerk – Police			
Communications Specialist I			
Facility Coordinator	\$53,267	\$63,921	\$74,574
GIS Specialist	\$25.61	\$30.73	\$35.85
Human Resource / Finance Clerk I			
Maintenance Worker II			
Permit Technician			
Recreation Coordinator			

Salary Grade 270			
Administrative Assistant III			
Business & Marketing Specialist I			
<i>Code Enforcement Officer</i>			
<i>Communications Specialist II</i>			
Community Services Officer			
Events & Media Specialist	\$58,594	\$70,313	\$82,031
Executive Administrative Assistant	\$28.17	\$33.80	\$39.44
Human Resource/Finance Clerk II			
Maintenance Worker III			
Permit Technician Sr			
<i>Permit / Planning Technician (combo)</i>			
<i>Planning Technician</i>			
Records & Evidence Technician I			
Recreation Coordinator II			
Salary Grade 280			
Business & Marketing Specialist II			
Construction Inspector I			
<i>Economic Development Specialist</i>	\$64,453	\$77,344	\$90,234
<i>Human Resources Generalist</i>	\$30.99	\$37.18	\$43.38
Planner I			
Records & Evidence Technician II			
<i>Recreation Supervisor</i>			
Salary Grade 290			
<i>Accounting Clerk Supervisor</i>	\$70,899	\$85,078	\$99,258
Deputy Town Clerk / Court Clerk	\$34.09	\$40.90	\$47.72
Records & Evidence Technician III			
Salary Grade 300			
Construction Inspector II	\$77,988	\$93,586	\$109,184
Planner II	\$37.49	\$44.99	\$52.49
PW Operations Supervisor			
Salary Grade 310			
<i>Accounting Manager</i>	\$85,787	\$102,945	\$120,102
<i>Communications Manager</i>	\$41.24	\$49.49	\$57.74
<i>Planner III</i>			
Salary Grade 320			
<i>Construction Manager</i>	\$92,440	\$113,239	\$134,038
Human Resources Manager	\$44.44	\$54.44	\$64.44
Senior Construction Inspector (III)			

Salary Grade 330	\$101,684	\$124,563	\$147,442
<i>Development Review Engineer</i>	\$48.89	\$59.89	\$70.89
Public Works Operations Manager			
Salary Grade 340	\$111,853	\$137,019	\$162,186
Pavement Program Manager	\$53.78	\$65.87	\$77.97
Salary Grade 350	\$123,038	\$150,721	\$178,405
Deputy Town Engineer	\$59.15	\$72.46	\$85.77
<i>Economic Development Director</i>			
<i>Town Clerk</i>			
Salary Grade 360	\$132,635	\$165,793	\$198,952
Administrative Services Director	\$63.77	\$79.71	\$95.65
Communications Director			
Community Development Director			
Police Commander			
<i>Town Engineer</i>			
Salary Grade 370	\$145,898	\$182,373	\$218,847
<i>Finance Director</i>	\$70.14	\$87.68	\$105.22
<i>Human Resources Director</i>			
Salary Grade 380	\$160,488	\$200,610	\$240,732
<i>Deputy Town Manager</i>	\$77.16	\$96.45	\$115.14
Police Chief			
Public Works Director/Town Engineer			
Salary Grade 390	\$176,537	\$220,671	\$264,805
	\$84.87	\$106.09	\$127.31
Salary Grade 400	\$194,191	\$242,738	\$291,286
Town Manager	\$93.36	\$116.70	\$140.04

**Positions listed in italicized print are positions which are not active at the current time. The titles remain on the structure for historical or future use.*



MEAD POLICE DEPARTMENT

PAY RATES

Police Cadet Rate (In Academy) - \$69,504 / \$33.42 per hour

Police Officer Level One - \$81,766 / \$39.31 per hour

Police Officer Level Two - \$86,264 / \$41.47 per hour

Police Officer Level Three - \$91,008 / \$43.75 per hour (this has been identified as the **Lateral 1** entry point)

Police Officer Level Four - \$96,014 / \$46.16 per hour (this has been identified as the **Lateral 2** entry point)

Police Officer Level Five - \$101,294 / \$48.70 per hour (this has been identified as the **Lateral 3** entry point)

Police Officer Level Six - \$106,865 / \$51.38 per hour

Lateral 1 requires at least four (4) years of prior law enforcement experience

*Time worked as a corrections/jail deputy will be credited up to 50%
(e.g. two (2) years working in the jail + two (2) years Patrol experience
will count for the four (4) years' experience for this level only)*

Lateral 2 requires at least five (5) years of prior law enforcement patrol experience*

Lateral 3 requires at least six (6) years of prior law enforcement patrol experience*

** Lateral 2 and 3 levels do not consider time worked as a corrections/jail deputy*

Sergeant Level 1 - \$114,346 / \$54.97 per hour

Sergeant Level 2 - \$120,635 / \$58.00 per hour

Sergeant Level 3 - \$127,270 / \$61.19 per hour

Sergeant Level 4 - \$134,270 / \$64.55 per hour



Agenda Item Summary

Agenda Date: 8/11/2025

Subject: Resolution No. 46-R-2025 - A Resolution of the Town of Mead, Colorado, Acknowledging Presentation of the Denver Regional Council of Governments (DRCOG) Denver Area Regional Housing Needs Assessment to the Board of Trustees at the August 11, 2025 Regular Meeting

Presented by: Jason Bradford, Community Development Director

Summary:

The Sustainable Affordable Housing Act (the “Act”) was passed by the Colorado General Assembly during the 2024 legislative session[1]. While the Act includes a number of provisions related to housing, one component is a requirement for local governments to conduct a housing needs assessment that conforms to methodologies developed by the Colorado Department of Local Affairs (DOLA) by December 31, 2026. Local governments are exempt from the requirement to conduct a local housing needs assessment if they participate in a regional housing needs assessment that complies with DOLA’s methodology.

The Denver Regional Council of Governments (DRCOG) developed the Denver Area Regional Housing Needs Assessment (the “Housing Needs Assessment” or “HNA”), attached to this AIS for reference, which was reviewed and accepted by the DRCOG Board of Directors in October 2024 as a guide for future housing planning, strategy, and action.

Local governments can fulfill the Act’s participation requirements by reviewing the Housing Needs Assessment at a public meeting of the governing body and submitting comments to DRCOG within a designated 60-day review period, specifically July 14, 2025 to September 12, 2025. Participation in the HNA does not preclude local jurisdictions from later pursuing their own state-compliant local housing needs assessment if they see value in doing so. After the review and comment period, DRCOG will submit the HNA along with the comments of each local government to DOLA, the state agency designated to review and accept housing needs assessments. This would be the most cost-efficient path forward for the Town of Mead (the “Town”) in order to ensure compliance with the Act’s participation requirements.

DRCOG Housing Needs Assessment - Benefits of Participation

Participation in the DRCOG HNA is not compulsory. However, there are notable advantages for the Town if it chooses to participate:

Participation exempts the Town from the requirement to conduct and publish a state-compliant local housing needs assessment by the deadline of December 31, 2026, which would require significant staff time and likely the services of a consultant with expertise in the subject matter. Based upon input from DRCOG and input from other jurisdictions that have either completed (or are in the process of completing) a housing needs assessment, Town staff anticipates that hiring a consultant to complete a housing needs assessment for the Town of Mead would cost between \$50,000.00 to \$150,000.00.

Participation in the HNA maintains flexibility for the Town to develop its own state-compliant

housing needs assessment later on, if the Board decides to do so.

A regional housing needs assessment offers a shared analysis on housing for an interjurisdictional issue. Choices about where to live are based on access to jobs, affordability, schools, amenities, childcare and other factors that often transcend jurisdictional boundaries. A regional approach fosters shared collaboration to address the scale and scope of housing needs and develop strategies that match the interjurisdictional nature of housing demand.

Staff recommends adoption of Resolution No. 46-R-2025 (the "Resolution") to comply with the Act. The Resolution: (a) acknowledges the presentation of the Housing Needs Assessment at the Board's regular meeting held on August 11, 2025; (b) instructs the Community Development Director, or designee, to submit comments to DRCOG regarding the Housing Needs Assessment, if any, on or before September 12, 2025 via email to metrovision@drcog.org; and (c) instructs the Community Development Director, or designee, to submit documentation that states, "No Comments," to DRCOG if the Board has no comments regarding the Housing Needs Assessment.

Financial Considerations:

As stated above, the most cost-efficient option for the Town is to review the DRCOG Housing Needs Assessment and submit comments to DRCOG. If the Town elects to develop its own housing needs assessment, the anticipated costs of engaging a subject matter expert are between \$50,000.00 and \$150,000.00.

Staff Recommendation / Actions Required:

Staff recommends that the Board of Trustees adopt the Resolution, acknowledging the presentation of the Housing Needs Assessment and instructing the Community Development Director, or designee, to submit comments to DRCOG regarding the Housing Needs Assessment, if any. A motion to approve the August 11, 2025, consent agenda will approve the Resolution.

If this item is pulled off the consent for further discussion or questions, Staff recommends the following motion:

Suggested Motion:

"I move to approve Resolution 46-R-2025, A Resolution of the Town of Mead, Colorado, Acknowledging Presentation of the Denver Regional Council of Governments (DRCOG) Denver Area Regional Housing Needs Assessment to the Board of Trustees at the August 11, 2025 Regular Meeting."

Attachments:

1. Resolution 46-R-2025 - Regional Housing Needs Assessment
2. DRCOG Informational Slides
3. Denver Area's Regional Housing Needs Assessment
4. Regional Housing Needs Assessment Summary
5. SB24-174 Signed Act
6. Housing Needs Assessment Guide for Colorado Communities (DOLA, Dec 2024)

**TOWN OF MEAD, COLORADO
RESOLUTION NO. 46-R-2025**

**A RESOLUTION OF THE TOWN OF MEAD, COLORADO, ACKNOWLEDGING
PRESENTATION OF THE DENVER REGIONAL COUNCIL OF GOVERNMENTS (DRCOG)
DENVER AREA REGIONAL HOUSING NEEDS ASSESSMENT TO THE BOARD OF
TRUSTEES AT THE AUGUST 11, 2025 REGULAR MEETING**

WHEREAS, under the Sustainable Affordable Housing Act (the “Act”), local governments are required to conduct a housing needs assessment that conforms to methodologies developed by the Colorado Department of Local Affairs (DOLA) by December 31, 2026; and

WHEREAS, the Denver Regional Council of Governments (DRCOG) developed the Denver Area Regional Housing Needs Assessment, a copy of which is on file with the Town Clerk, as a guide for future housing planning, strategy, and action (the “Housing Needs Assessment”); and

WHEREAS, local governments can fulfill the Act’s participation requirements by reviewing the Housing Needs Assessment at a public meeting of the governing body and submitting comments to DRCOG within a designated 60-day review period, specifically from July 14, 2025 through September 12, 2025; and

WHEREAS, the Housing Needs Assessment was presented to the Town of Mead Board of Trustees at its regular meeting held on August 11, 2025, which date falls within the prescribed 60-day review period; and

WHEREAS, the Board of Trustees desires to acknowledge the presentation of the Housing Needs Assessment and to instruct the Community Development Director, or designee, to submit comments to DRCOG regarding the Housing Needs Assessment, if any, on or before September 12, 2025.

NOW THEREFORE, BE IT RESOLVED by the Board of Trustees of the Town of Mead, Weld County, Colorado, that:

Section 1. The foregoing recitals are incorporated as findings of the Board of Trustees.

Section 2. The Board of Trustees hereby: (a) acknowledges the presentation of the Housing Needs Assessment at its regular meeting held on August 11, 2025; (b) instructs the Community Development Director, or designee, to submit comments to DRCOG regarding the Housing Needs Assessment, if any, on or before September 12, 2025 via email to metrovision@drcog.org; and (c) instructs the Community Development Director, or designee, to submit documentation that states, “No Comments,” to DRCOG if the Board of Trustees has no comments regarding the Housing Needs Assessment.

Section 3. Effective Date. This resolution shall be effective immediately upon adoption.

Section 4. Certification. The Town Clerk shall certify to the passage of this resolution

and make not less than one copy of the adopted resolution available for inspection by the public during regular business hours.

INTRODUCED, READ, PASSED, AND ADOPTED THIS 11TH DAY OF AUGUST, 2025.

ATTEST:

TOWN OF MEAD:

By: _____
Marisol Herman, Deputy Town Clerk

By: _____
Colleen G. Whitlow, Mayor



Regional Housing Needs Assessment

60- Day Review by Local Governments

July 14 to September 12, 2025

Regional Housing Needs Assessment

- Initiated by the DRCOG Board of Directors in 2023 in response to the region's pressing housing challenges.
- Provides a **shared, data-driven foundation** to understand how much housing the region needs, where, and at what price points.
- Provides the **scale and scope of housing needs** so we can develop strategies that match the reality on the ground.



Need for regional coordination

- **Housing markets are regional.**
- People make choices about where to live based on factors that cross jurisdictional boundaries.
 - Jobs.
 - Affordability.
 - Schools.
 - Amenities.
 - Childcare.
 - More.



Stakeholder engagement





Sustainable Affordable Housing Act

(Colorado SB24 – 174)



Sustainable Affordable Housing Assistance law

- Senate Bill 24-174 passed by State of Colorado in May 2024.
- Requires local governments to conduct a housing needs assessment that conforms to DOLA methodologies by December 31, 2026.
- Local governments are exempt from the requirement to conduct a local housing needs assessment if they **"participate" in a regional housing needs assessment that complies with DOLA methodologies.**

How to "participate"

- Local governments in the DRCOG region may use the regional assessment for compliance with the housing needs assessment requirement of SB24-174 if the **local government's governing body reviews the Regional Housing Needs Assessment at a public meeting and submits comments to DRCOG during a defined 60-day review period**, between July 14, 2025 to September 12, 2025.

Comment submission

- Submit comments to DRCOG between **July 14, 2025 to September 12, 2025** by emailing the materials to metrovision@drcog.org.
 - Include the date, time and location of the public meeting and review.
 - Even if your jurisdiction has no comments, please send documentation that notes "no comments".

Key Deadlines

- **July 14 to September 12, 2025**- 60-day review period.
- **September 12, 2025**- Last day to submit written comments to DRCOG.
- **December 31, 2026**- Local governments are required to conduct and publish a state-compliant housing needs assessment if they did not participate in the 60-day review period for the regional assessment.





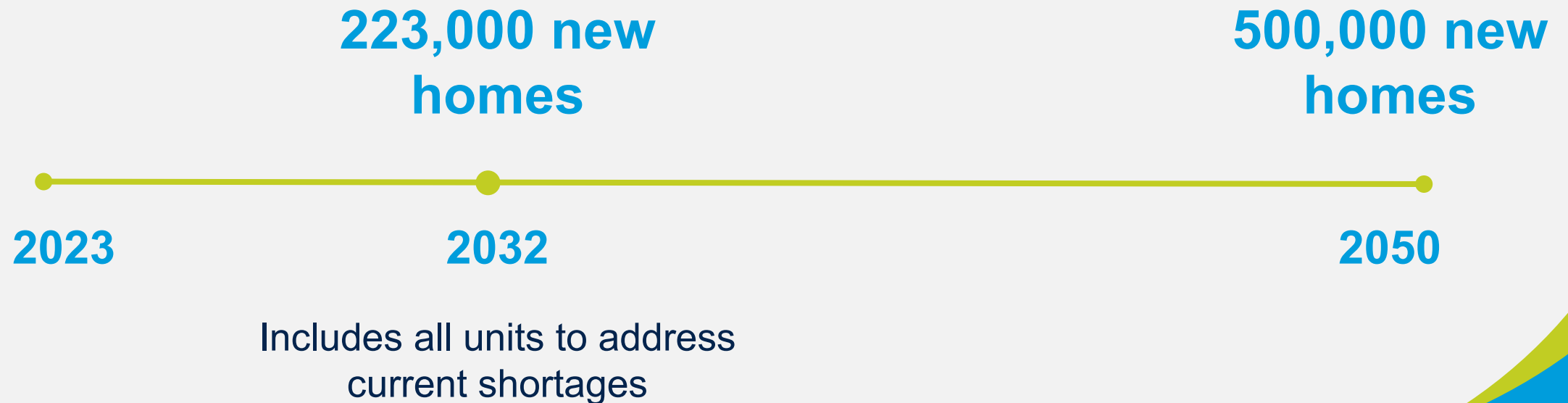
Key Findings of the Regional Housing Needs Assessment

Summary of key findings

- Despite periodic building booms, the **region has not produced enough housing to keep pace** with population and job growth.
- **Low-income households** (below 50% Area Median Income) represent the greatest need for additional housing.
- **Aging population and smaller household** trends will require more diverse housing types.
- Housing types and affordability are **unevenly distributed across the region**.

Total regional need

To address current and future needs across the income spectrum, the Denver region needs to build 500,000 units by 2050. To stay on track to reach that goal, the region should work toward building 223,000 new units through 2032.



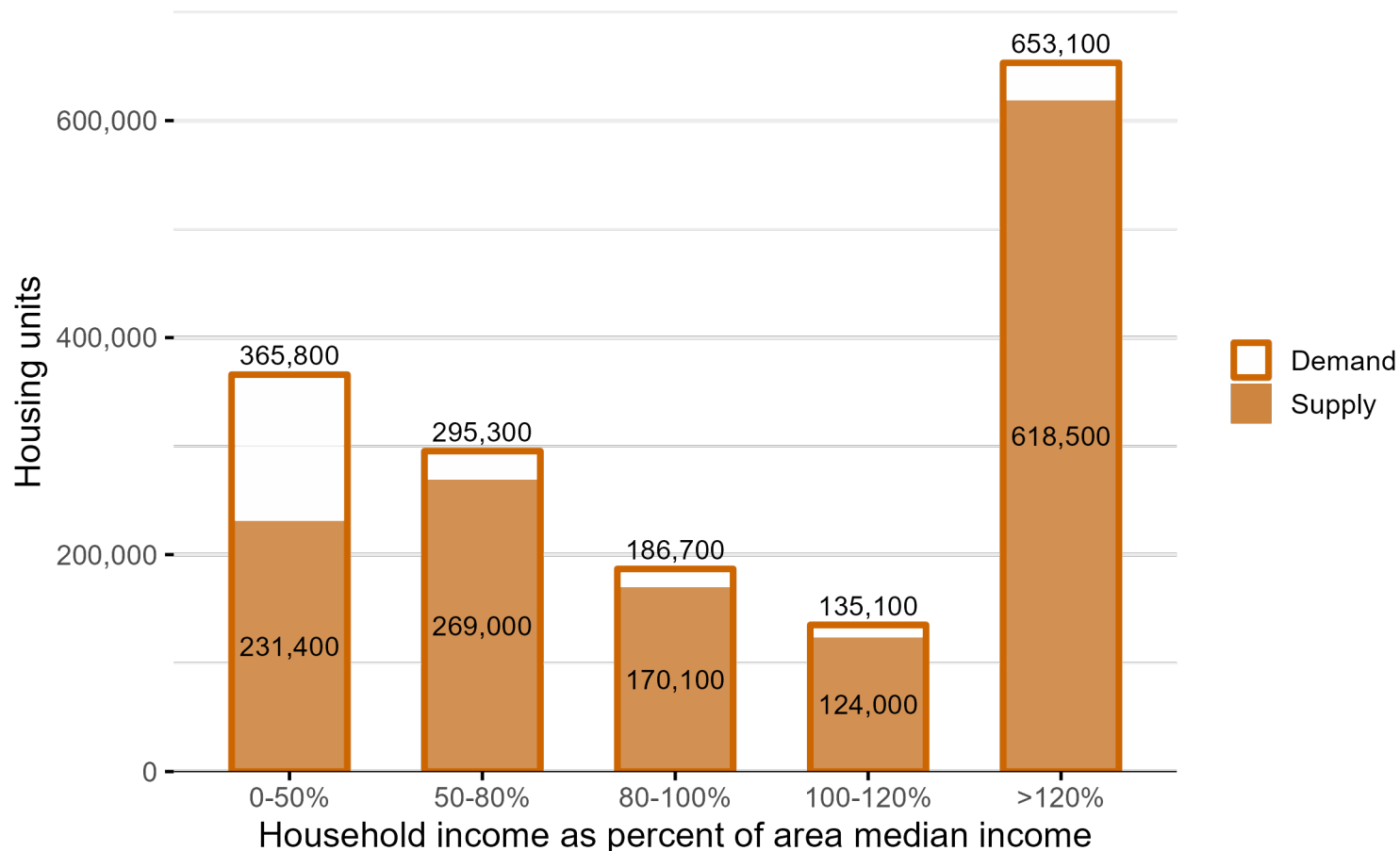
10-year regional housing needs

Component	Housing units
Current need	69,000
Future need	154,000
Total units	223,000

- The Denver region will need to produce about **223,000 new housing units between 2023-2032** to meet current and future regional housing needs.

Source: EConorthwest analysis; DRCOG small-area forecast, 2025; Metro Denver Homeless Initiative State of Homelessness Report, 2022–2023

Distribution of need – 2032



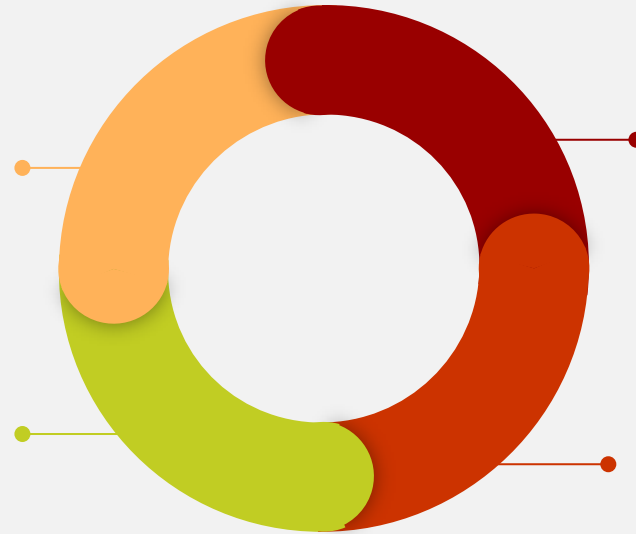
- Almost 135,000 units for households earning 0–50% Area Median Income are **needed** to meet current and future demand by 2032.

Identifying local housing needs

- Model for identifying the need in local communities.

Population
e.g., current population,
future population

Employment
e.g., current jobs,
future jobs



Transportation
e.g., current transit,
future transit,
commute times

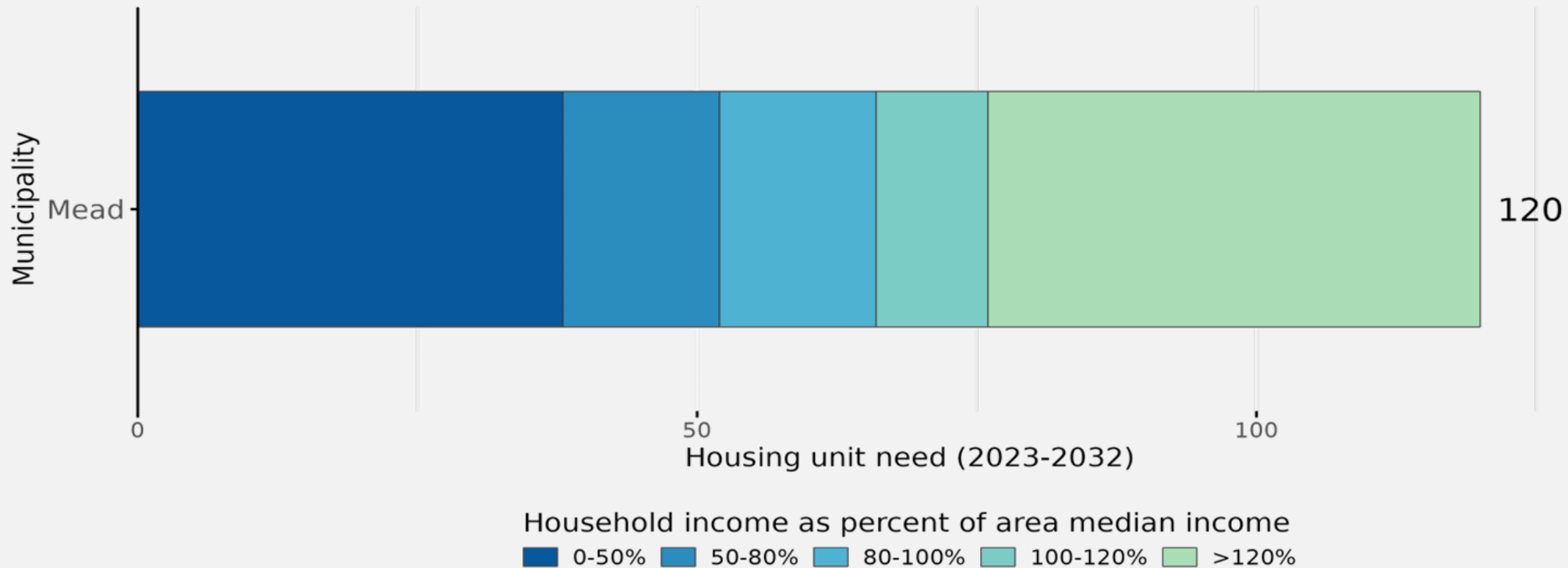
Housing
e.g., affordable
units, vacancy rates



Understanding the numbers

- The assessment provides the **scale and scope of housing needs** so we can develop strategies that match the reality on the ground.
- The precise number is not as important as understanding the scale and scope of housing need and **developing a strategy that is proportionate to the need.**

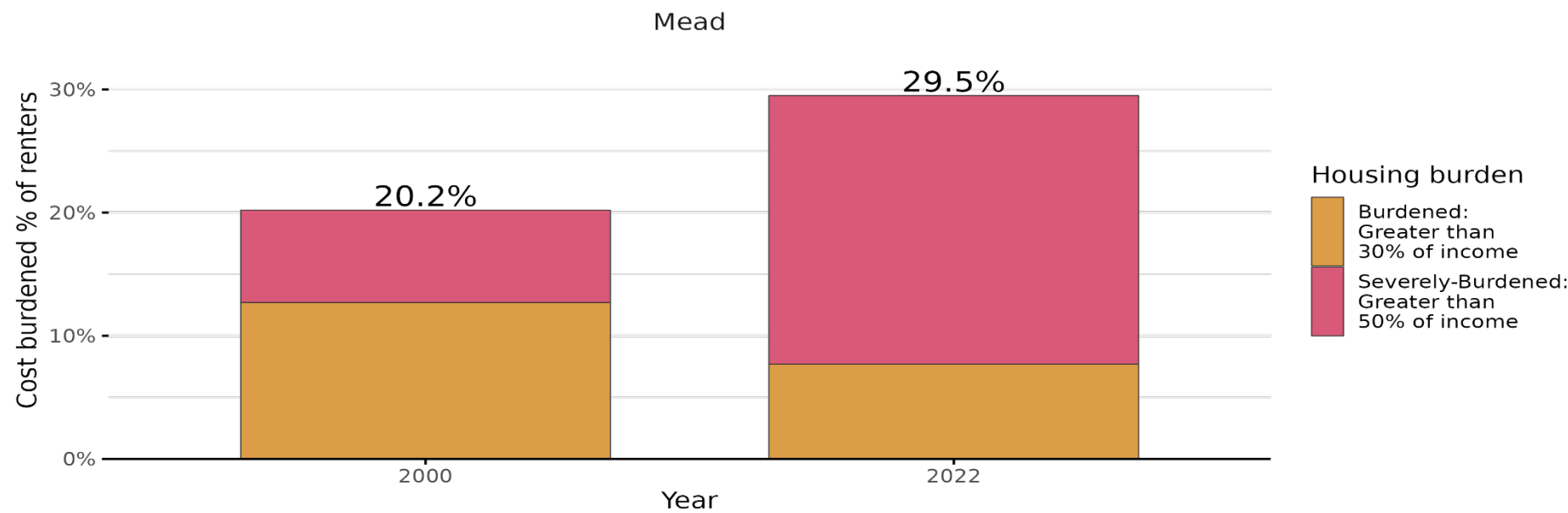
10- Year Housing Need in Mead



Source: DRCOG, ACS PUMS 1-Year 2006-19 and 2021-22, ECONW calculations

The chart shows how many housing units are needed over the 10-year period from 2023 to 2032, and at what income levels those units are needed.

Cost Burdened Households in Mead



Source: Decennial Census 2000, ACS 2022 5-Year 2022

This chart shows the proportion of rented homes in our community where households are spending 30%+ and 50%+ of their income on housing costs. It also shows how this proportion has changed between 2000 and 2022. Implementing a housing strategy that is proportionate to the housing need would provide relief to these households.



Frequently Asked Questions

Frequently Asked Questions

- **What does participation in the regional needs assessment provide?**
- It allows a jurisdiction to use the regional housing needs assessment for their statutorily-required housing needs assessment. Local governments that participate do not need to create a state-compliant local housing needs assessment by December 31, 2026.

Frequently Asked Questions

- **Does participation in the regional needs assessment prevent the production of a local housing needs assessment?**
- No. A jurisdiction can decide to produce a local needs assessment and participate in the regional needs assessment.

Frequently Asked Questions

- **What is a consequence of not conducting a public review of DRCOG's Regional Housing Needs Assessment within the 60-day review period?**
- If a local jurisdiction within the DRCOG region does not conduct a public review of the assessment during the 60-day public review period, they cannot use the regional assessment in lieu of conducting their own state-compliant local assessment.

Thank you and more information

- Regional Housing Needs Assessment:
 - drcog.org/growth-development/regional-housing-needs-assessment
- Sheila Lynch, Division Director of Regional Planning and Development at DRCOG
 - Slynch@drcog.org
- Senate Bill 24-174
 - leg.colorado.gov/bills/sb24-174
- Colorado Division of Local Affairs
 - dlg.colorado.gov/housing-plans

If you have difficulty using this document's content, please email access@drcog.org or call 303-455-1000. Please expect a response within 72 hours (three business days).



July 2024

Regional Housing Needs Assessment

Denver Regional Council of Governments

Prepared for: Denver Regional Council of Governments (DRCOG)

ECOnorthwest

222 SW Columbia Street • Suite 1600 • Portland, OR 97201 • 503-222-6060

Acknowledgments

ECONorthwest prepared this report with support from, guidance and input of several partners, including staff, and leadership of the Denver Regional Council of Governments (DRCOG), Community Planning Collaborative and MIG. We are especially grateful to participants in the project Advisory Group composed of representatives from DRCOG member governments, state agencies, environmental advocacy groups transportation planning professionals, private housing developers, mission driven housing developers, housing finance professionals, consultant land use attorneys, nonprofit housing advocates, economists and data scientists.

That assistance notwithstanding, ECONorthwest is responsible for the content of this report. The staff at ECONorthwest prepared this report based on their general knowledge of the economics of housing and regional economies. ECONorthwest also relied on information derived from government agencies, private statistical services, the reports of others, interviews of individuals, or other sources believed to be reliable. ECONorthwest has not independently verified the accuracy of all such information and makes no representation regarding its accuracy or completeness. Any statements nonfactual in nature constitute the authors' current opinions, which may change as more information becomes available.

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Executive Summary

Denver's past and future growth requires more housing

The Denver region has experienced rapid growth in recent years, with a 17 percent increase in residents since 2010 and a 33 percent increase in jobs. Many of the region's 3.4 million residents struggle to find affordable and accessible housing in their location of choice as home prices and rents have increased far faster than incomes.

The Regional Housing Needs Assessment provided the opportunity for local governments, non-profits, industry representatives and other organizations involved in housing preservation and production across the Denver region to better understand the scope, scale, and nature of housing issues in the region. The Denver region while interconnected through jobs and transportation, has historically approached housing policy at the town, city, and county level.

Addressing the regional housing needs will require greater coordination across local jurisdictions as many of the barriers are too complex and broader than one local community can take on alone and there is tremendous opportunity to more efficiently address barriers collaboratively.

➤ Overview

The region needs to build 511,000 units by 2050 to meet current and future housing needs.

Despite periodic building booms, the region has not produced enough housing to keep pace with population and job growth.

Much of the new housing in the region does not support the diversity of housing needs across all income levels and household types.

Diverse factors create barriers to housing production.

A regional housing strategy is critical to coordinate efforts across sectors and align housing development with broader regional goals for transportation and economic development.

Measuring regional housing need

DRCOG conducted this Regional Housing Needs Assessment to establish an objective, data-driven understanding of the baseline housing need for both the current and future population.

Using a methodology shaped by best practices and the guidance of a local Advisory Group, the Regional Housing Needs Assessment estimates that 511,000 units are needed across the region by 2050 to meet both the needs of the current population and to accommodate projected population growth and changing demographics. Just over 300,000 of these housing units will need to be affordable to households earning 60 percent or less of the



median income. Older adults will make up a greater share of the population, shaping trends around housing needs, such as income and mobility.

Understanding barriers to housing production

The barriers to producing more housing—and at a higher rate than past trends— vary significantly depending on the unique characteristics of each community and evolve over time in response to changing circumstances. The interplay between factors such as market conditions, the regulatory environment, infrastructure availability, community consensus, and financial resources can hinder the delivery of new housing. These barriers are especially challenging to creating housing affordable at low and moderate incomes—either by preventing them from moving forward altogether or by resulting in the development of fewer units than what might be allowed or desired under current conditions.

Moving toward a regional housing strategy

Addressing regional issues requires regional partnership. Many stakeholders in the region, including DRCOG’s member governments, have long identified the need for coordinating regional housing efforts to address the overall housing supply and affordability challenges. Local communities, however, often struggle with access to consistent and reliable data, or staff capacity, to develop and implement strategic and effective housing policy.

A regional strategy is intended to foster shared understanding, collaboration, and actions to help member governments, in partnership with other stakeholders, make progress toward addressing the region's housing needs. As part of this Regional Housing Needs Assessment, DRCOG collaborated with public and private sector partners across the region to develop a framework that will serve as the foundation for creating a regional housing strategy starting in late 2024. By working collaboratively to develop a comprehensive regional housing strategy and integrate it with other key planning efforts, DRCOG and its partners can take a significant step toward fostering more equitable, resilient, and livable communities for all residents of the Denver region. The Regional Housing Needs Assessment aims to provide a thorough analysis of housing needs and to develop a better understanding of barriers related to housing production, creating a strong foundation for developing the regional housing strategy. The forthcoming regional housing strategy will build upon the findings and insights presented in this report.



1. Introduction and context

The Denver region has experienced substantial growth over the last decade. Since 2010, the population has increased by 17 percent to 3.4 million residents, while the number of jobs increased by 33 percent. However, housing production has failed to keep pace with population growth. As vacancy rates hit historic lows, home prices and rents have soared. The median home sale price in Denver reached \$550,000 as of December 2023, increasing by 180 percent over the last decade while incomes increased by 55 percent during the same period.¹ Home sale prices and rents are out of reach for median income earners, and over 51 percent of renters cost-burdened across the region.² Moreover, the most recent Point-in-Time count showed the highest number of unsheltered homeless people in the region since 2008.^{3,4} These trends grow more acute within local communities, particularly when disaggregated by race, income, age, and other demographic factors, exacerbating issues of housing access, displacement, and inequity.

Housing markets are regional

People make choices about where to live based on access to jobs, affordability, schools, amenities, childcare and other factors that often transcend jurisdictional boundaries. Despite this shared regional market, housing policy and planning in the Denver region has primarily occurred at the town, city or county level, resulting in fragmented efforts that have struggled to adequately account for and address regional dynamics that shape housing demand, supply, and ultimately, affordability. Greater efforts for coordinated policy and planning are needed to better address housing barriers that local communities cannot take on alone.

DRCOG supports regional planning and coordination

The Denver Regional Council of Governments (DRCOG) is a planning organization in which local governments collaborate to set policies, guidelines, and funding priorities across key areas including transportation, growth and development, aging, and disability resources. DRCOG's member governments include 9 counties and 49 cities and towns as shown in Exhibit 1. Representatives from these governments work together to make life better for those who call the region home.

¹ Redfin; Zillow, 2023

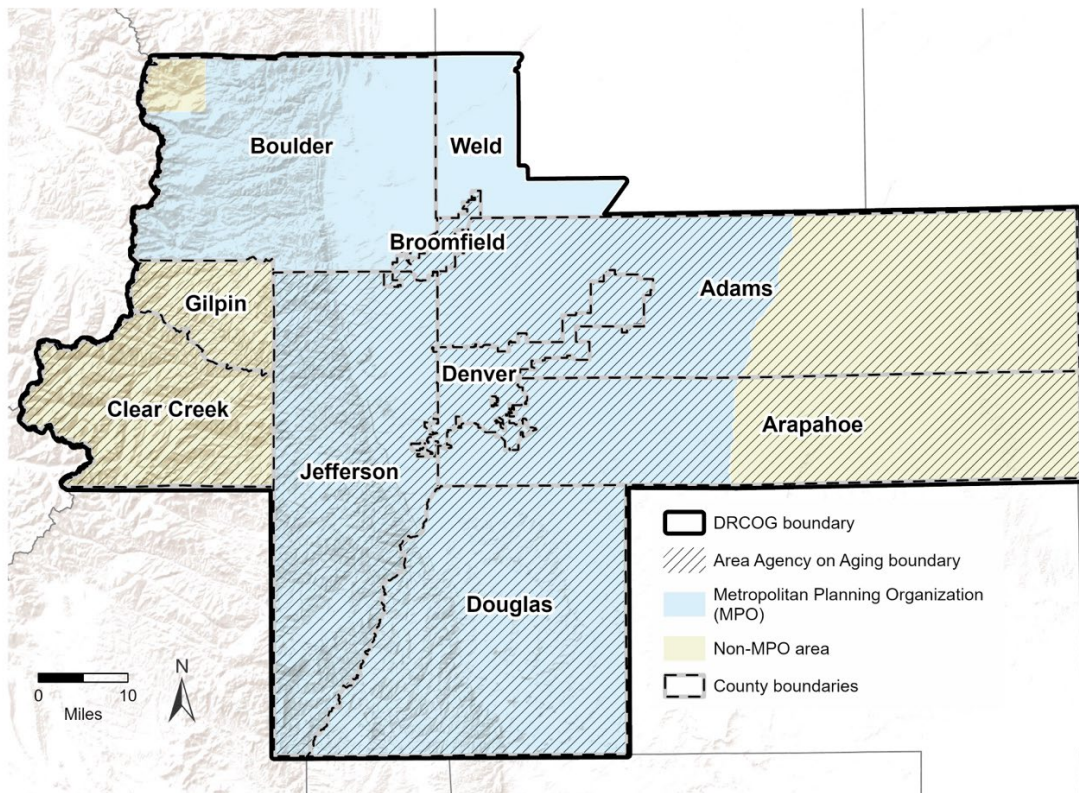
² Denver County Median Family Income 2023

³ Metro Denver Homelessness Initiative

⁴ Point-In-Time Count is an annual survey conducted in the United States to assess homelessness. The Point-In-Time Count serves as a snapshot of homelessness in a community by providing an estimate of the overall scope of homelessness on a single night. It includes both sheltered (those in emergency shelters and transitional housing) and unsheltered (those without shelter) populations.



Exhibit 1: DRCOG Planning Area



Source: DRCOG

In 2017, DRCOG adopted Metro Vision, which is the long-range plan for growth and development across the Denver region. The plan provides guidance and coordination between counties and municipalities on regional land use, transportation, and a variety of other government policies. It is centered around promoting sustainable, managed growth for the Denver region, with implementation occurring through local initiatives aligned with Metro Vision's overall framework. The plan recognizes that many of the effects associated with growth—such as traffic, air quality and housing costs—cross jurisdictional boundaries and local governments must work collaboratively to address them.

Metro Vision recognizes the interconnections between DRCOG's traditional planning focus on transportation, growth, and aging and disability needs with housing, economic development, community health, and resilience. One of Metro

REGIONAL PLANNING PROCESS

New Role for Housing in Transportation Planning

In 2021, the federal Infrastructure Investment and Jobs Act amended the scope of the metropolitan transportation planning process, related to the factors a Metropolitan Planning Organization must consider, adding *housing*, alongside *transportation improvements*, and *state and local planning growth and economic development patterns*.



Vision’s overarching themes is “healthy, inclusive, and livable communities” with desired outcomes related to increased housing diversity to meet the needs of residents of all ages, incomes, and abilities. To this end, Metro Vision outlines specific objectives to diversify the region’s housing stock, increase the regional supply of housing attainable for a variety of households, and increase opportunities for diverse housing accessible by multimodal transportation.

As the designated metropolitan planning organization for the Denver region, DRCOG is well-positioned to convene member governments and regional stakeholders, provide consistent guidance, data, and tools to help advance Metro Vision and encourage collaboration to meet the diverse housing needs across the region. This support from DRCOG allows local jurisdictions to focus on how they can influence development—by managing and encouraging new housing in ways that are consistent within a community’s specific vision. Ultimately, increasing housing options relies on local policy, but regional coordination enables strategic and consistent action toward creating more equitable access and housing affordability across the Denver region.

Building toward a regional strategy

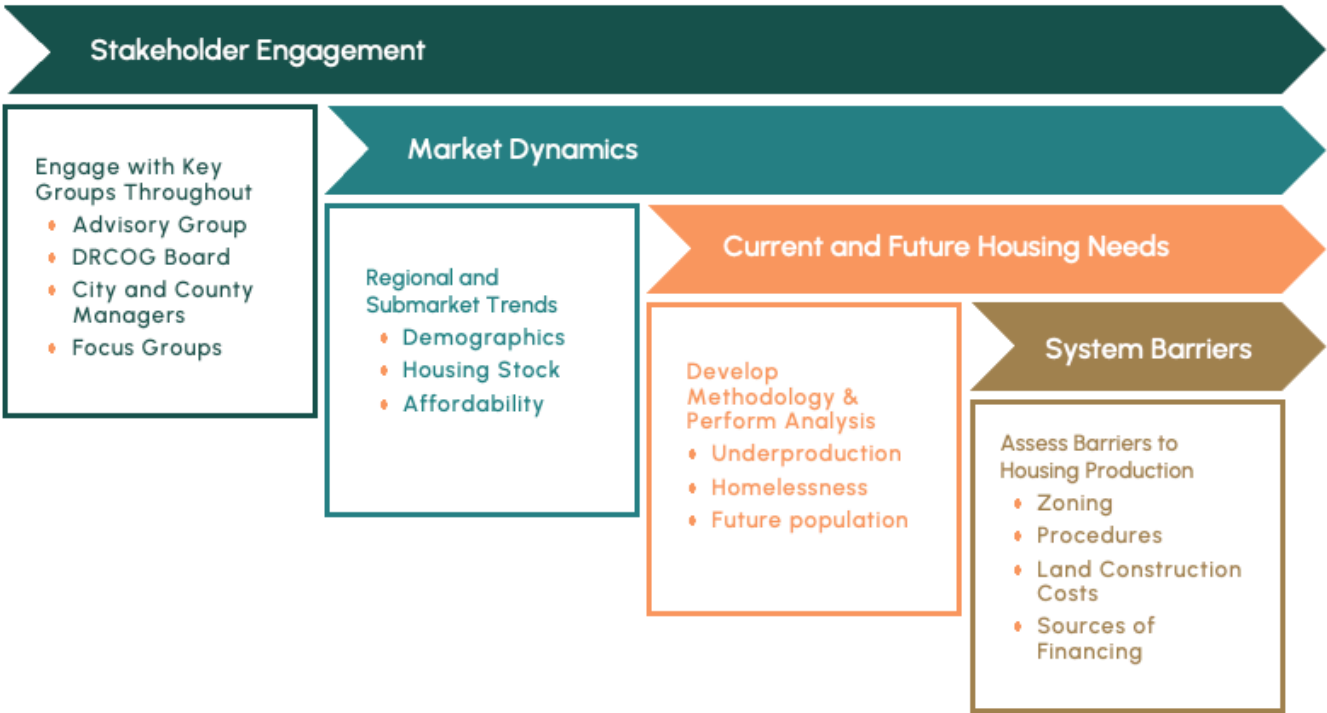
DRCOG is approaching regional housing planning in two distinct pieces over the next two years. The first piece is a Regional Housing Needs Assessment, which developed a methodology and conducted an analysis to quantify housing needs across the region through 2050, as represented in Exhibit 2. This analysis helps provide a baseline understanding of the scope and scale of housing issues across the region and identifies key barriers to housing production.

Throughout the development of the Regional Housing Needs Assessment, the project team engaged key groups whose work touches on regional housing issues from different perspectives. An Advisory Group composed of representatives from local government, state agencies, housing developers, service providers, and advocates met six times throughout the project to provide feedback and guidance on the approach, methods, and key barriers to producing more needed housing in the Denver region. This group also helped establish the framework for a regional housing strategy.

In addition to the Advisory Group, the project team convened multiple focus groups and individual stakeholder meetings representing an array of interests and perspectives across approximately 200 participants. These conversations gathered critical information about municipal planning, infrastructure and utilities, the homebuilding sector, affordable housing, regional economic development, housing finance, aging services, and climate and sustainability issues. Input from this wide range of participants helped illuminate the challenges faced by public and private sector actors working to increase opportunity in the region and identify how a coordinated housing strategy could support those efforts. See Appendix A for a more detailed summary of stakeholder engagement activities.



Exhibit 2. Regional Housing Needs Assessment Process



The Regional Housing Strategy, expected to begin in late 2024, will involve working with local governments and housing partners across the region to develop a strategy to collectively address these identified housing needs.

What is a regional housing needs assessment?

Regional Housing Needs Assessments are critical tools for quantifying housing needs at a regional level. A housing needs assessment uses data on key demographic factors, housing stock characteristics, market trends, and forecasted population and job growth to understand the number of housing units an area will need to produce to meet current and future housing need over a specified planning period. With thoughtful design, these assessments offer planners and policymakers a more comprehensive and nuanced understanding of housing need for people across the income spectrum and with different household characteristics, which allows for a more targeted and effective approach to meeting diverse needs.



2. Regional housing needs

DRCOG conducted this Regional Housing Needs Assessment to establish an objective, data-driven understanding of the baseline housing need for both the current and future population. Understanding the total need and affordability gaps at all income levels will critically inform local, regional and statewide efforts to address housing need. In addition, this housing needs assessment will serve as a foundation for the development of a regional housing strategy which will articulate what we can do collectively as a region. Throughout this Regional Housing Needs Assessment development, the following guiding principles were identified by DRCOG staff, the consultant team, and the Advisory Group to inform the process.

» This chapter summarizes DRCOG's approach, methodology, results and key findings for regional housing needs.



Proactively determine housing need for the region.



Develop a data-driven approach to policy and planning.



Maintain transparency around data sources, limitations, and methodological choices.



Align with Metro Vision planning areas and goals.



Align future strategy development with subregional and local needs.

Key Findings

The key findings section summarizes important takeaways about regional housing needs. Further context and discussion follow.

- » **The region needs to build 511,000 units by 2050 to meet current and future housing needs. While housing is needed at all income levels, housing that is affordable to households earning less than 60 percent of Area Median Income represents the largest share. The market will not deliver this type of housing on its own, particularly at the volume needed. Government subsidies and creative partnerships with private market actors will be required to meet housing needs.**
- » **Adults aged 65 and older will comprise a larger share of the population by 2050 and household sizes are shrinking. These shifts in household composition along with forecasted housing need by income category shows that jurisdictions and the region**



will need to plan for more diverse housing options for a broader range of household incomes to meet current and future housing needs.

- » The Denver region has seen booms and busts in housing production over the past several decades. Yet new housing has not kept pace with overall population growth over the same period. A steep decline in construction during the Great Recession contributes to the shortage of needed housing today. As an additional challenge, the existing housing stock does not support the diversity of housing needs across all income levels and household types.
- » The differences in need and supply across submarkets highlight the range of housing dynamics across the region and demonstrate the need for more tailored strategy development for submarkets and the local governments within them. Opportunities to align housing with transportation access, job centers and other key factors also differ across regional submarkets and highlight the different roles they can play in meeting the region's overall housing needs.

How to measure regional housing need

This Regional Housing Need Assessment estimates the number of households across the Denver region that will need dwelling units affordable to them between 2023 and 2050. This estimate of needed housing is created using Census data on population and housing, regional population forecasts, and other local data sources. A detailed description of the data sources and methodology used in this RHNA is included in Appendix C.

At a high level, the method used in this Regional Housing Needs Assessment has two primary components:

- ♦ **Future need:** To project future housing need, the analysis uses the State Demography Office's projected household growth for the Denver region through 2050. This household projection gets translated to housing units by factoring in a healthier vacancy rate that enables greater mobility within the housing market and across the region. This number is then compared to the current supply of housing.
- ♦ **Current need:** To estimate current need, two components must be included. Underproduction is the estimated number of housing units that are needed to provide sufficient housing to current residents that are well captured in census surveys. Homelessness need is the estimated number of housing units that are needed for those currently experiencing homelessness who are not well captured in census surveys.

Regional housing needs

The analysis shows the Denver region will need to produce just over 511,000 new housing units between 2023-2050 to address current need, driven by underproduction and people experiencing homelessness, and future need, driven by anticipated population growth. A



breakdown by component of the total housing need through 2050 for the Denver Region is shown in Exhibit 3 below.

Exhibit 3: Summary of housing need by component, 2023–2050

Component	Housing units	Share
Current need	52,000	10%
Future need	458,000	90%
Total units	511,000	100%

Source: ECONorthwest analysis; DRCOG synthesis of State Demography Office 2022 Household Forecast; and U.S. Census Bureau, American Community Survey 5-year 2013 Public Use Microdata Sample estimates; Metro Denver Homeless Initiative State of Homelessness Report, 2022–2023

Total housing need by income

The Regional Housing Needs Assessment allocates total housing needs by 2050 based on different income levels, recognizing that households across the income spectrum need affordable housing options. Exhibit 4 shows the distribution of total needed units by Area Median Income relative to the current supply of housing affordable to households earning those incomes.⁵ Exhibit 5 shows the distribution of total needed units by income and housing need component.

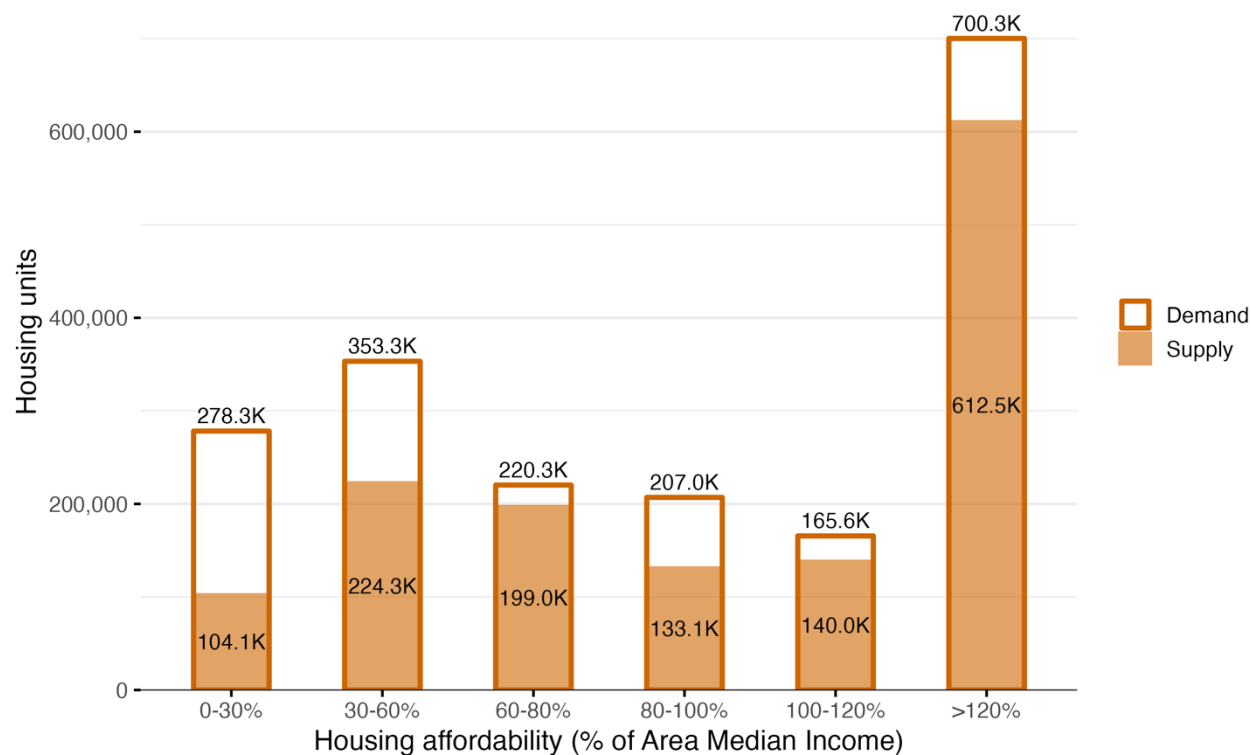
Housing needs for the Denver region are heavily skewed toward lower income households. An estimated 303,000 housing units for households earning 0–60 percent of the Area Median Income are needed to meet current and future demand. The private market typically fails to deliver housing affordable to these income levels, as they require a patchwork of financial subsidies to build and maintain. Housing needs are lower for households in the 60–80 percent Area Median Income range, partly due to an existing supply of housing affordable to these income levels.⁶ Just over 187,000 units serving higher earning households above 80 percent of Area Median Income are also needed. The market can potentially produce housing for these income levels on its own, assuming supportive local policies are in place.

⁵ According to the Department of Housing and Urban Development, housing is considered affordable for a household if their housing costs do not exceed more than 30 percent of their annual income, including additional expenses such as insurance, property tax, and utility expenses. This standard of affordability traces back to rent caps established for public housing tenants.

⁶ While there is a relative match between the number of households at this income level and the number of housing units affordable to them, mismatches at lower and higher income levels increase the competition for moderately priced housing. As a result, many communities observe a shortage of available housing affordable to households earning between 60 and 100 percent of Area Median Income.



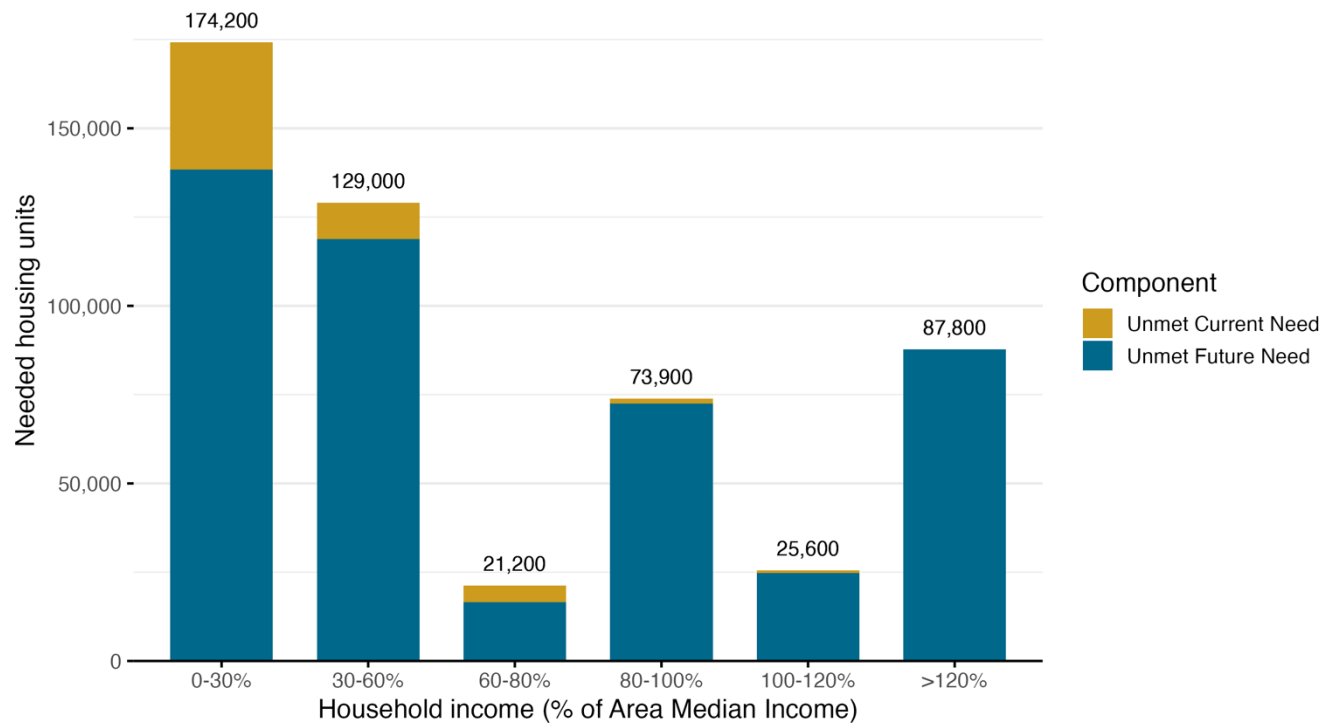
Exhibit 4: Housing need compared to current supply by income, 2023–2050



Source: EConorthwest analysis; DRCOG synthesis of State Demography Office 2022 Household Forecast and U.S. Census Bureau, American Community Survey 5-year 2013 Public Use Microdata Sample estimates; Metro Denver Homeless Initiative State of Homelessness Report, 2022–2023



Exhibit 5. Housing need components by income, 2023–2050



Source: ECONorthwest analysis; DRCOG synthesis of State Demography Office 2022 Household Forecast and U.S. Census Bureau, American Community Survey 5-year 2013 Public Use Microdata Sample estimates; Metro Denver Homeless Initiative State of Homelessness Report, 2022–2023

10-year scaled estimate

The Regional Housing Needs Assessment estimates need through 2050, but this estimate can be adjusted for a shorter planning horizon to better understand the number of units needed in the near term and to align policies and strategies with current market conditions. Therefore, the analysis includes results adjusted for a 10-year horizon, out to 2032. All of current need units are included in the 10-year scaled estimate. The 10-year estimate represents 42 percent of the total need through 2050.

Over 216,000 housing units are needed in the Denver region between 2023 and 2032 to address current need, driven by underproduction and people experiencing homelessness, and future need, driven by anticipated population growth through 2032. A breakdown by component of the housing need through 2032 for the Denver region is shown in Exhibit 6 below.

Exhibit 6: 10-Year scaled estimate of housing need

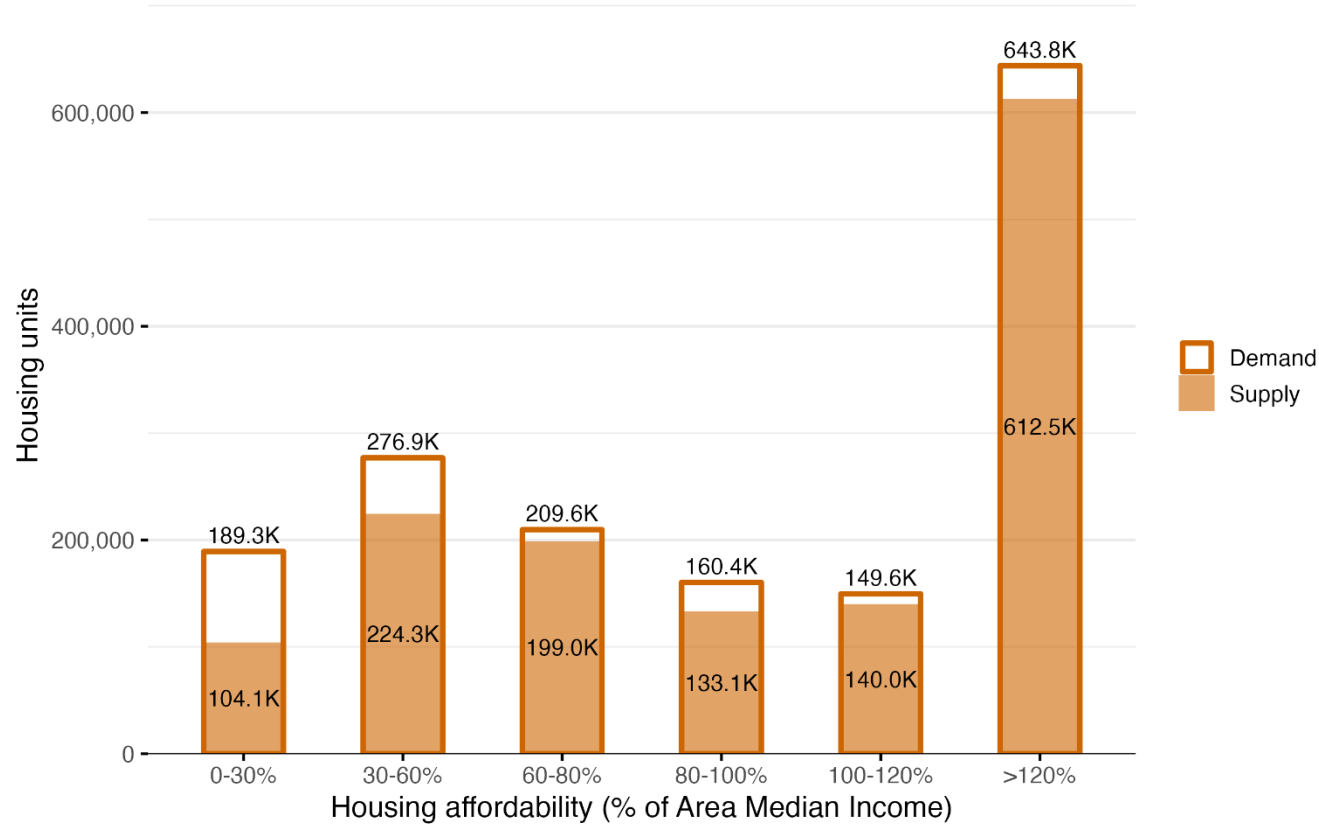
Component	Housing units	Share
Current need	52,000	24%
Future need	164,000	76%
Total units	216,000	100%



Source ECONorthwest analysis; DRCOG synthesis of State Demography Office 2022 Household Forecast and U.S. Census Bureau, American Community Survey 5-year 2013 Public Use Microdata Sample estimates; Metro Denver Homeless Initiative State of Homelessness Report, 2022–2023

Exhibit 7 shows the 10-year distribution of total needed units by area median income relative to the current supply of housing affordable to households earning those incomes. The distributions reflect the assumptions and methods, discussed above, that allocate all units to address homelessness and more of the units to address underproduction to the lowest income categories. Therefore, the 10-year estimate still shows the greatest need in the 0–60 percent Area Median Income categories.

Exhibit 7. 10-Year scaled estimate of housing need compared to current supply by income



Source: ECONorthwest analysis; DRCOG synthesis of State Demography Office 2022 Household Forecast and U.S. Census Bureau, American Community Survey 5-year 2013 Public Use Microdata Sample estimates; Metro Denver Homeless Initiative State of Homelessness Report, 2022–2023

Key trends driving regional needs

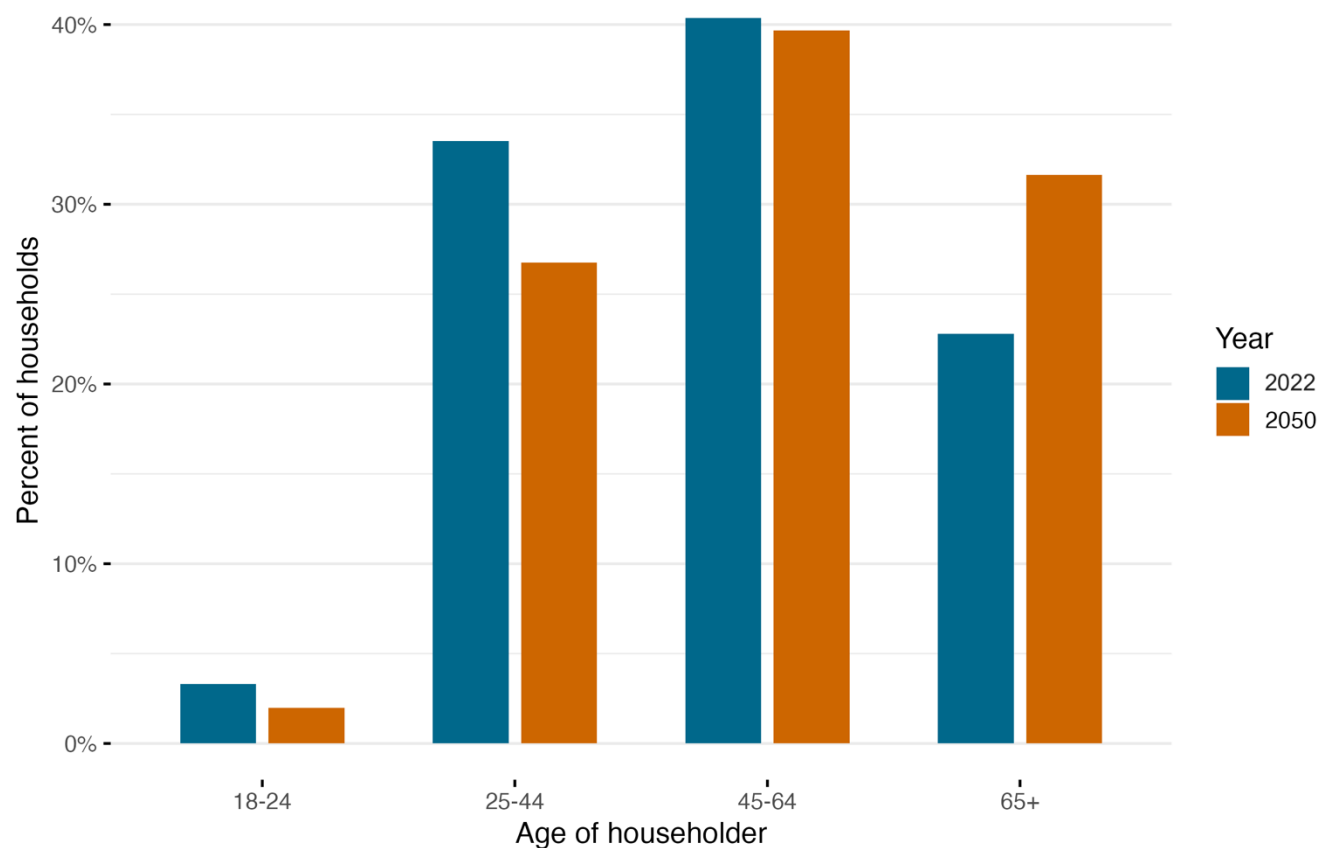
Many factors shape the details of current and future housing needs, including demographic shifts and economic trends. In the Denver region, a few key trends are important for understanding why housing needs are heavily skewed toward lower income households. A more detailed assessment of demographic and housing trends is provided in Appendix B.



The region’s population is aging

According to the 2022 Colorado State Demography Office household forecast for 2023 through 2050, adults over the age of 65 will become a larger share of population than they are currently. Since retirement often coincides with fixed or lower incomes compared to working years, the growth in the older adult population will contribute to a rise in the share of lower-income households overall. While some older adults may have accumulated greater wealth over their working years, many have fixed incomes that leave them susceptible to increasing housing costs. Others may have that wealth primarily as home equity, and thus locked into a home that may not meet their changing needs. The expected growth in this segment of the population contributes to the pressing need for more affordable housing options that also meet the mobility needs of older adults across the Denver region.

Exhibit 8. Percent of households by age range, 2022 & 2050, Denver region



Source: DRCOG synthesis of State Demography Office 2022 Household Forecast and U.S. Census Bureau, American Community Survey 5-year 2013 Public Use Microdata Sample estimates.

Existing housing supply has not kept pace with demand

In a growing region, new housing supply is needed to accommodate new households arriving to the area, natural population growth, changing preferences, and natural turnover and vacancy. New housing supply is essential to allow households the option to move and self-

sort into the neighborhoods, housing types, and affordability levels that meet their needs and optimize their regular travel behaviors. Housing markets in growing areas like the Denver region need ample and well-distributed new supply. In a well-supplied housing market, households can move through the stock via a process called “filtering” or the “housing ladder.” Over time, housing ages and depreciates, becoming relatively more affordable for different households.

New market-rate housing is typically priced for and occupied by higher income households, while new subsidized housing is usually priced for low-income households. Many higher income households move into newly constructed units from older, smaller or more affordable housing, which is then vacant and available for households with moderate incomes. When there is an adequate supply of new housing for a region’s population, this dynamic creates a steady, though slow, process of increasing the supply of affordable housing through “filtering” as properties age (Exhibit 9). Some properties will eventually be demolished if they age or depreciate until they are no longer habitable or the cost of needed renovations exceeds the value. In under-supplied markets, however, this filtering process can slow further, stop, or move in reverse. In very tight housing markets, with steep competition for housing units, higher income households will occupy older or lower-cost units, causing a “mismatch” between what those households can afford and their actual housing costs. At the same time, lower income households will experience this “mismatch” by having to pay a larger share of their income toward housing as competition increases rents. Renovations can also reposition lower cost units for higher income households. When competition and demand concentrate in specific locations, these dynamics contribute to neighborhood gentrification and the loss of affordable housing units.

Exhibit 9. Illustration of housing market filtering



Source: ECONorthwest

Housing production in the Denver region has largely kept pace with population growth in the last several years, and notably the share of multifamily units is growing. The region is still working from a place of historic underproduction and the existing housing stock does not support the diversity of housing needs across all income levels and household types. This

has created a mismatch between household income and housing costs, where households are occupying housing units that generally cost less than the household can afford or they're likely occupying housing units that cost more than their income can afford, demonstrating a substantial need for more affordable housing options for lower income households making between 0–60 percent of Area Median Income and a need to continue delivering market-rate units that more adequately meet the demand for middle and higher-income households.

Even when filtering is occurring and housing is becoming relatively more affordable over time, governments still must invest in building new regulated affordable units to meet the needs of lower income residents. This type of housing almost always needs government intervention and public subsidy to be developed. Voucher-based assistance that subsidizes lower income residents' access to market-rate units is another way to help meet this need, though limited funding results in long waiting lists for households that qualify.



3. Submarket housing needs

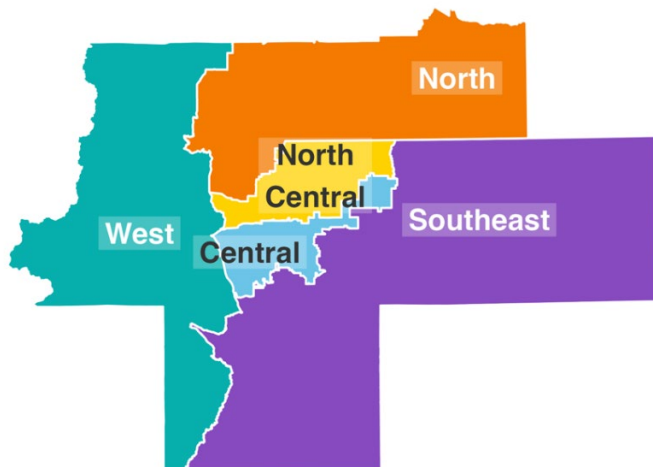
In consultation with DRCOG staff, the project team created a model for distributing the 10-year scaled estimate of the Regional Housing Needs Assessment results among five submarkets.

Understanding housing need at a submarket level can better account for local differences rather than relying on regional trends or averages. This approach allows for more targeted strategy and policy development to support investments based on the distinct needs within specific submarkets, rather than utilizing a one-size-fits-all approach. Defining submarkets also provides a basis for understanding shared responsibility that can support potential future collaboration between neighboring jurisdictions to address their shared housing needs.

The submarkets in this Regional Housing Needs Assessment are contiguous areas that were defined by evaluating how housing location decisions are made across the region in relation to commute patterns and employment locations. This approach allows DRCOG and stakeholders to understand how households make decisions related to job location, housing affordability, and transportation access. Exhibit 10 shows the five submarkets—West, Central, North Central, North, and Southeast—used in the Regional Housing Needs Assessment.

» This chapter summarizes DRCOG’s approach, methodology, results and key findings for submarket housing needs.

Exhibit 10. Regional submarkets



Source: ECONorthwest analysis of ACS 1-year 2022 PUMS and LODES data. Note that delineation follows Public Use Microdata Areas and thus extend beyond DRCOG boundary in the North Submarket.

Submarket housing needs

Regional housing need was distributed to the submarkets based on criteria that reflect both current conditions and needs and forecasted future conditions and needs. The criteria include factors that shape the demand for housing, align with regional planning goals for greater affordability across the region, and recognize the intricate relationship between transportation infrastructure and employment centers to improve access to job opportunities and reduce commute times. At a high level, the categories and rationale behind the criteria are as follows:

- ◆ **Population:** Housing need corresponds directly to population size.
- ◆ **Regional jobs:** Employment is a driver of housing demand. Better matching of job and housing locations creates more options for housing, shortens commute times, and eases strain on the region's transportation systems.
- ◆ **Multimodal accessibility:** Metro Vision outlines a plan for more compact urban development and a greater use of transit, walking, and biking for daily activities.
- ◆ **Housing availability:** Low rental vacancy rates help illuminate places where housing is particularly in high demand and short supply, relative to the region as a whole.
- ◆ **Housing affordability:** Every community in the Denver region has a role to play in planning for housing affordable to a range of incomes. Areas with a smaller supply of affordable housing contribute to regional inequities in access to opportunity and suboptimal transportation outcomes.

DRCOG can also use the above criteria to distribute the resulting submarket shares of regional need among local jurisdictions. Such a process will help illustrate local housing need by income in a regional and submarket context. The project team has equipped DRCOG staff to be able to run and refine this model as needed and as inputs to the regional housing needs estimate change, such as regional population and jobs forecasts from the State Demography Office.

Exhibit 11 shows the 10-year scaled estimate of total regional need—approximately 216,000 units distributed across the five regional submarkets, broken out by component of need.

Exhibit 11. Summary of submarket share of regional need, 10-year scaled estimate

Submarket	Current need	Future need	Total units
Central	14,000	56,000	70,000
North	8,000	29,000	37,000
North Central	7,000	27,000	34,000
Southeast	21,000	48,000	69,000
West	2,000	4,000	6,000

Source: ECONorthwest analysis; DRCOG Small-Area Forecast (2020), DRCOG synthesis of State Demography Office 2022 Household Forecast, U.S. Census Bureau, ACS 1-year 2022 PUMS estimates; MDHI 2022–2023 State of Homelessness Report.



Submarket housing need by income

Differences in need across the submarkets highlight the imbalance of housing demand across the region relative to existing supply and affordability, as shown in Exhibit 12 and Exhibit 13. These differences contribute to problematic transportation outcomes, such as longer commutes and less access to opportunity. Variation across the submarkets also demonstrates the need to develop tailored strategies to meet varied needs across the region.

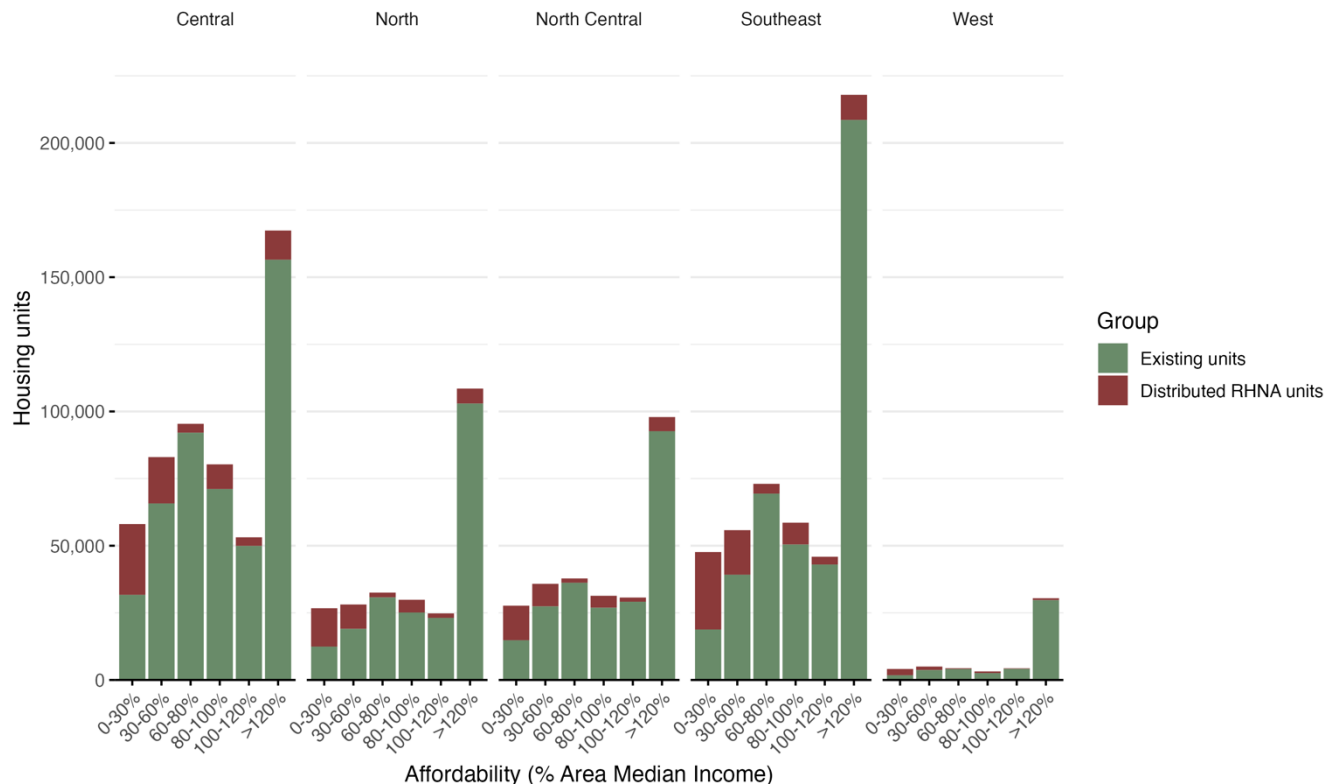
Exhibit 12. Submarket share of regional need by income, 10-year scaled estimate

SUBMARKET	0–30%	30–60%	60–80%	80–100%	100–120%	>120%	TOTAL
Central	27,000	17,000	3,000	9,000	3,000	11,000	70,000
North	14,000	9,000	2,000	5,000	2,000	5,000	37,000
North Central	13,000	8,000	2,000	4,000	2,000	5,000	34,000
Southeast	29,000	17,000	3,000	8,000	3,000	9,000	69,000
West	2,300	1,300	300	600	200	700	6,000
Total	85,000	52,000	11,000	27,000	10,000	31,000	216,000

Source: ECONorthwest analysis; DRCOG Small-Area Forecast (2020), DRCOG synthesis of State Demography Office 2022 Household Forecast, U.S. Census Bureau, ACS 1-year 2022 PUMS estimates; MDHI 2022–2023 State of Homelessness Report.

Note: Components of need do not sum to total because of rounding.

Exhibit 13. Submarket share of total need compared to current supply, 10-year scaled estimate



Source: ECONorthwest analysis; DRCOG synthesis of State Demography Office 2022 Household Forecast and U.S. Census Bureau, American Community Survey 5-year 2013 Public Use Microdata Sample estimates; Metro Denver Homeless Initiative State of Homelessness Report, 2022–2023; DRCOG 2020 Small-Area Forecast

Regional submarket factors

Variation in housing need across the submarkets reflect different ways in which these areas have been affected by and responded to broader regional trends. These more localized trends can be used to inform policy decisions that support meeting a broader regional need.

Population and job growth has been uneven

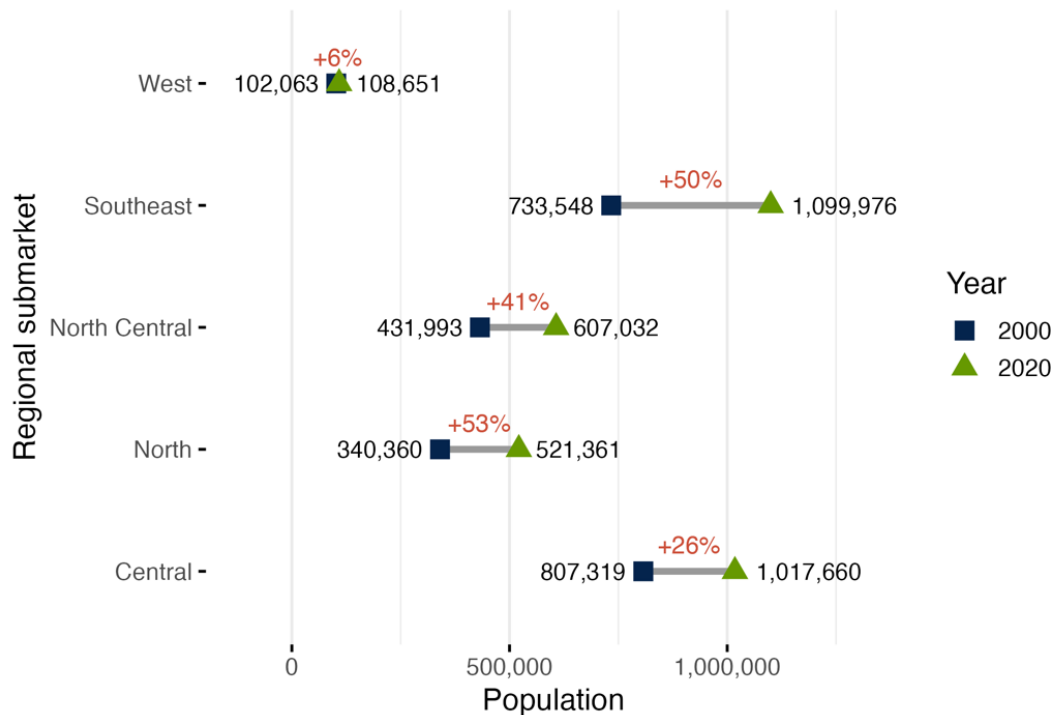
While the Denver region as a whole has seen significant job and population growth over the past several decades, these trends have not been distributed across the submarkets proportionately, as shown in Exhibit 14 and Exhibit 15.

The Southeast submarket, which includes cities such as Aurora, Castle Rock, Littleton, and Englewood saw the highest total population growth over the last 20 years with over 366,000 new people. While the Central submarket, which includes Denver and Lakewood, saw population grow by only 26 percent, this still accounted for over 210,000 new people over 20 years. The North Central region, which includes Northglenn, Westminster, Brighton and Commerce City, also grew rapidly with a 41 percent increase in population. The North submarket, encompassing cities like Boulder, Erie, Longmont, and Louisville, experienced the highest rate of population growth, 53 percent. The more isolated West submarket grew the least over the last two decades.

Exhibit 15 shows that the Southeast submarket has seen the largest increase in jobs since 2000, followed by the Central and North submarkets. These submarkets have all increased jobs for different reasons, for example land supply and new commercial development in the Southeast submarket, urban intensification and redevelopment in the Central submarket, and growth in institutional employment and tech and supportive industries in the North submarket. While employment growth is forecast to grow at slower rates through 2050, job growth will continue to occur, which will lead to increased demand for housing across the submarkets.

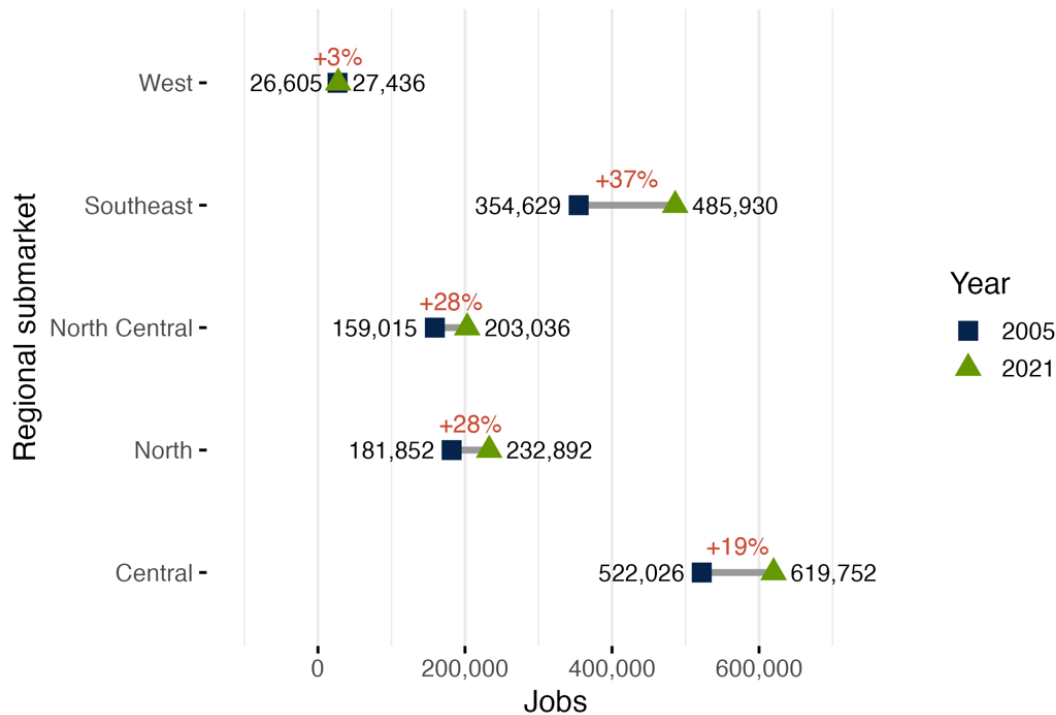


Exhibit 14. Population change, regional submarkets, 2000–2020



Source: ECONorthwest analysis of U.S. Census Bureau Decennial Census 2000, 2020.

Exhibit 15. Job growth, regional submarkets, 2005–2021



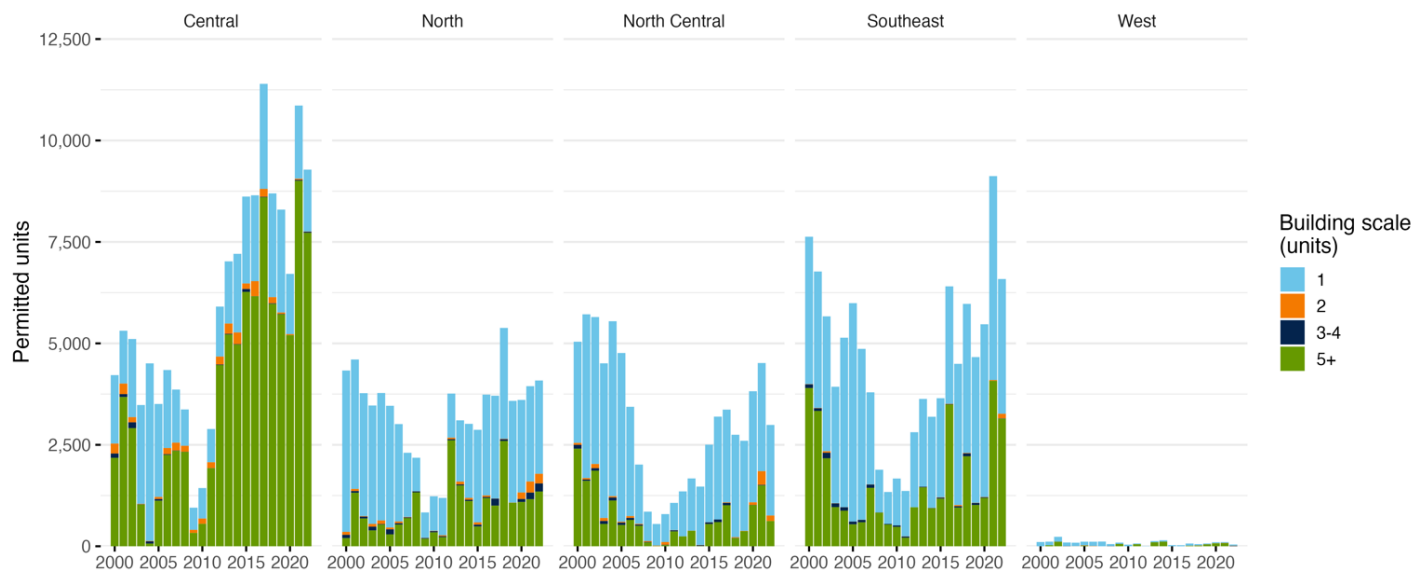
Source: ECONorthwest analysis of LODS data 2005 and 2021.



New housing supply varies across the submarkets

Housing production trends across the submarkets can help paint a more complete picture of regional dynamics, especially in the context of the population and job growth trends. As shown in Exhibit 16, the submarkets have experienced varied amounts of new construction and differences in the types of housing being built.

Exhibit 16. Housing production, regional submarkets, 2000–2020



Source: ECONorthwest analysis of U.S. Census Bureau Building Permit Survey.

Note: Unincorporated portions of the regional submarkets are not included in these totals.

The Central submarket has seen a large increase in housing production after recovering from the 2008 recession. The Central submarket saw both the fastest housing recovery post-recession as well as seeing new housing production at rates both higher than other submarkets and higher than the previous 2002–2008 period of economic expansion. During the post-recession market recovery, the Central submarket began shifting toward more dense multifamily development in response to previous plans and policies. In 2022, the Central submarket delivered over 9,200 housing units, substantially more than its pre-2008 recession peak year.

The North submarket has returned to pre-recession levels of housing production, but new housing development is not occurring at rates that reflect rapid population growth in the submarket. The submarket had a record year in 2018, delivering just over 5,300 units. In 2022, over 4,000 units were built, similar to its early 2000s pace. While single-unit development continues to make up the largest share of new housing, there has been a notable increase of new multifamily units that make up a larger share of new production than in the pre-2008 economic cycle.

The North Central submarket appears to have struggled to fully recover post-recession compared to other submarkets. Housing production remained slow, with just under 3,000

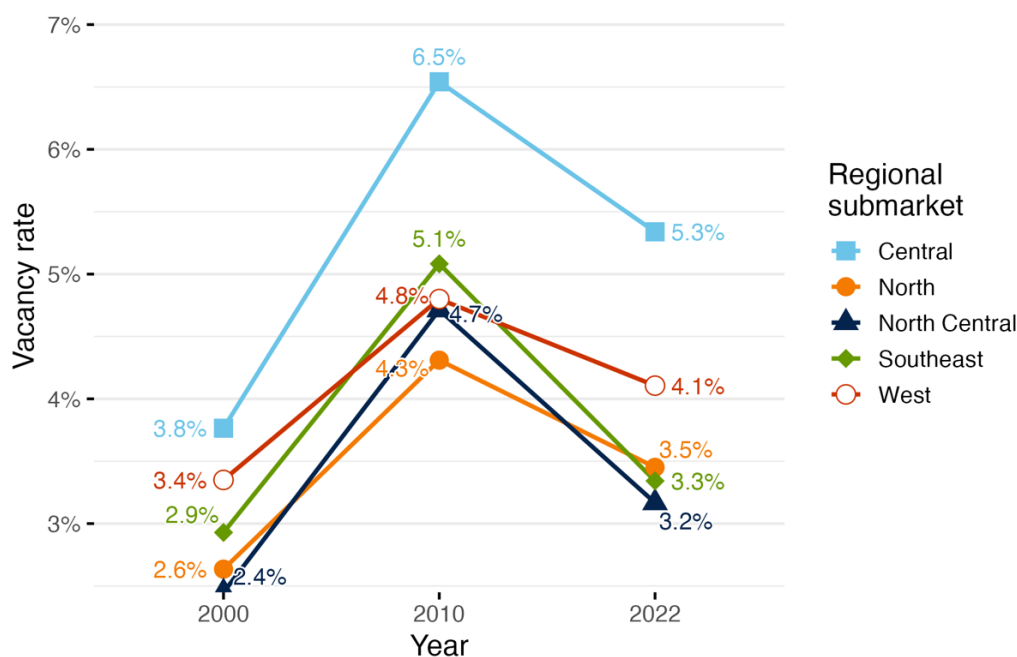
units delivered in 2022, well below its pre-recession peaks and not in line with observed population growth, which can lead to housing pressures in the submarket.

The Southeast submarket has recovered to its pre-recession housing production levels, especially over the last few years. The submarket saw a record production year in 2021 with over 9,100 housing units permitted, and another 6,500 units in 2022. The Southwest submarket also saw a large increase in the share of multifamily production in 2021 and 2022.

The West submarket's production pace stayed relatively flat over the past decade. Fewer than 2,000 housing units were permitted between 2000 and 2020, which contributes to both limited housing availability and relatively slow population growth that has occurred in many of these smaller communities across the foothills.

Differences in housing production are partially reflected in the different rates of housing vacancy across the submarkets, as shown in Exhibit 17.

Exhibit 17. Vacancy trends by regional submarket, 2000–2022



Source: Decennial Census 2000, 2010, ACS 5-year 2022

Source: ECONorthwest analysis of U.S. Census Bureau Decennial Census 2000, 2010; American Community Survey 5-year 2022 estimates.

The North Central, Southeast, and Northern submarkets currently have the lowest vacancy rates for both ownership and rental housing in the region, indicating constrained housing markets as shown in Exhibit 17. The Central submarket indicates vacancies are slightly higher than other submarkets likely due to higher rates of recent multifamily development that has led to absorption periods for a larger volume of new units. The West submarket

has seen relatively stable vacancy rates since 2000 due to relatively slow changing housing stock given the less urban character of communities in the submarket.



4. Systemic barriers to meeting housing needs

Two key challenges in meeting the Denver region's housing needs include building housing that supports the diversity of housing needs across all income levels and household types and ensuring that diverse housing options exist across the region's submarkets. When looking at the region as a whole, the production of market-rate housing has kept better pace with the demand from higher income households. This level of production needs to be sustained to continue meeting projected needs, and should be more evenly distributed across communities to create more opportunity for residents to make choices based on their needs and preferences. At the same time, the region will need to significantly increase the production of affordable housing, especially for the lowest income households to meet the scale of existing and future needs.

» This chapter summarizes the varied and intersecting barriers to producing more housing overall and more diverse types of housing in the region.

The barriers to meeting housing needs described in this report were identified by regional stakeholders including, local government staff, representatives from lending and investment institutions, developers, professional associations, state and regional agencies, consultants, as well as infrastructure/utility providers and advocacy and service organizations. The barriers to producing more housing—and at a higher rate than past trends—are varied, operate at multiple levels, and interact in complex ways. These obstacles are not uniform across the region; they vary significantly depending on the unique characteristics of each geographic location and evolve over time in response to changing circumstances. Typically, it is the combination and intersection of these barriers that hinders housing projects—especially those affordable at low and moderate incomes—either by preventing them from moving forward altogether or by resulting in the development of fewer units than what might be allowed or desired under current conditions.

The categories discussed below highlight key issues that affect how and how much housing is built in the region. Appendix D contains a more detailed discussion of each category and examples of how these barriers are experienced in communities across the Denver region.

Land use and zoning

Land use refers to the way in which land is utilized and managed, including how land should be allocated for various purposes, such as residential, commercial, industrial, agricultural, recreational, or conservation areas. Land use planning provides a vision for



future development within neighborhoods, districts, towns, cities, counties, regions or other defined planning areas. Local jurisdictions play a crucial role in determining the balance of land uses within their boundaries through comprehensive plans, zoning ordinances, and development standards. They aim to ensure that the allocation of land aligns with the community's vision, goals, and priorities while considering factors such as economic development, environmental sustainability, and quality of life.

Zoning regulates local land use by establishing guidelines and restrictions used to control and guide property development in various areas within cities, towns, and counties. Communities are divided into districts or zones, each with specific regulations governing allowed uses, building size, dimensional requirements, density, parking, and other development standards.

Land use and zoning barriers include:

- » **Zoning that supports a narrow range of housing types** limits the land available for more housing production and options.
- » **Open space and off-street parking requirements** limit housing production by making many types of housing infeasible in many locations.
- » **Exclusively commercial zones** also reduce the land available for more housing production.
- » **Permitting and procedures** reduce housing production feasibility through greater costs including additional time, other delays, uncertainty, and risk.
- » Where local regulation-based **incentives are not matched to needed housing types**, the value of such incentives are not able to make up for additional costs needed to increase housing production and options.

Infrastructure

Infrastructure refers to the fundamental facilities and services that support a community's development and operation. In the context of housing, key infrastructure includes transportation networks such as roads, public transit, sidewalks, and bikeways; water and sewer systems; stormwater management systems for collecting and treating runoff; energy sources such as electricity and natural gas; and community facilities such as schools and parks. The costs and construction of new infrastructure are often shared between the private and public sectors where private developers install infrastructure related to their projects and public sector agencies provide and maintain larger, off-site infrastructure systems, funded through taxes, user fees, and impact fees charged to developers. However, over time, the roles of the private and public sectors in providing and funding infrastructure projects have become more blurred due to funding challenges. Increasingly, private developers are required to contribute more to off-site infrastructure improvements, while public agencies



need to explore innovative partnerships and financing mechanisms to deliver and maintain necessary facilities and services.

Infrastructure barriers include:

- » **Limited infrastructure funding** leads to a heavy reliance on user fees, potentially burdening existing residents. Additionally, jurisdictions face the risk of taking on burdensome bond obligations, so they often delegate infrastructure development to developer-led special districts.
- » **Limited capacity of existing systems** may require developers to facilitate upgrades themselves. These added costs can make housing projects less financially feasible, especially for affordable housing, resulting in less housing production, fewer units in the projects that do move forward, or a focus on higher-priced housing units that can absorb these additional costs.
- » The presence of **multiple service providers** within a single jurisdiction complicates efforts to coordinate and potentially reduce or waive development fees.
- » **Access to opportunity** presents a dual challenge in housing development. Areas that are destination-rich, compact, walkable, and well-served by existing transit typically have higher land costs, making development more expensive. Communities along historically underinvested corridors have concerns about the loss of more affordable housing options when the real estate market responds to regional transit improvements.

Development costs and market factors

The most important factor determining whether and what kind of housing gets built in our communities is financial feasibility. Both for-profit and nonprofit developers need the expected revenues of a finished project to at least cover the cost of repaying loans, providing a return on any investor equity, and covering their staffing and operational expenses. Local policies contribute to total project costs—regulations governing the size, unit density, materials and other design factors all affect a project budget. At the same time, broader market conditions influence the basic costs of development in ways that can make housing more expensive or less likely to be built.

Development costs and market barriers include:

- » **Rising interest rates and insurance costs** affect housing development by slowing down development activity across all housing types, particularly affordable housing projects.
- » **Elevated land values** may discourage public agencies from providing their holdings to support housing production due to their limited revenue options.
- » Securing adequate **water supply** often incurs costs beyond just the infrastructure needed for delivery, further increasing development expenses.



- » The construction industry faces a **labor shortage**, stemming from employment levels that have not fully recovered since the Great Recession, further exacerbated by high housing costs and the cyclical nature of Colorado's development industry.
- » **Construction defect liability laws** have discouraged developers from building dense ownership housing, particularly condominiums.

Funding and finance

The terms "funding" and "financing" are often used interchangeably, but there is an important difference between the two. Funding describes the ultimate sources of money to pay for development costs and generally comes from private developers (for-profit or nonprofit) and investors or public sector partners (whether from local revenue sources, state funds, or federal funds). For affordable housing especially, the limited amount of funding available from all sources is the primary challenge to ramping up construction and preserving the affordable housing that already exists.

Financing describes mechanisms to distribute funding, such as loans, grants, and equity investments (among others). The features and requirements of different financing tools have implications for development costs, and some tools are better suited—or restricted, as in the case of tax credits—to certain kinds of development. Even jurisdictions that have limited sources of funding may be able to adjust how they finance development in order to better leverage funds to meet housing production needs.

Funding and finance barriers include:

- » There's an over-reliance **on limited federal resources** for affordable housing development, with annual applications for federal tax credits in the state consistently exceeding the available supply.
- » The **lack of a dedicated source of regional gap funding** creates challenges for projects that often face delays or even cancellation due to the time-consuming and complex process of assembling gap funding from multiple sources.
- » **Local incentive programs** (e.g., voluntary inclusionary zoning) designed to boost affordable housing production often fall short of their intended goals.
- » **Existing funding programs** for affordable housing development often favor larger-scale projects with experienced developers because of perceived lower risk, putting smaller communities at a disadvantage.

Community consensus and collective action

Beyond official rules, processes, and market factors, community consensus and collective action play crucial roles in shaping the local and regional housing landscape. The commitment of key stakeholders and elected officials is essential for enacting policies and



allocating resources that support housing development. A lack of commitment or consensus can derail even well-intended efforts to meet housing needs. Similarly, collective action by community members and advocacy groups can either push housing initiatives forward or oppose development. Community consensus and collective action barriers include:

- » **Local resistance to new housing development**, particularly affordable housing and diverse housing types, poses a significant barrier to addressing housing needs.
- » The **lack of consistent local data** hinders a comprehensive understanding of housing needs across different jurisdictions.
- » **Colorado's state tax policy**, particularly the Taxpayer Bill of Rights (TABOR), significantly constrains the government's ability to generate revenue that keeps pace with population growth and demographic changes. This often limits the capacity of government to fund housing initiatives and related services.

Interplay of barriers to building housing

Organizing barriers into key groups can help inform development of a future regional housing strategy with a framework that addresses both the broad issues and the on-the-ground experiences in the region. The interplay between factors such as market conditions, the regulatory environment, infrastructure availability, community context, and financial resources can lead to unintended outcomes. For example, land use and zoning barriers may create mismatches between areas with access to needed infrastructure, land prices or market demand to support feasible construction of more housing. Such interplay limits location flexibility and choices for the development of more housing and more housing options, affecting many sectors' ability to meet regional housing needs. Solutions to address these barriers will need to be multifaceted, well-researched, and comprehensive.



5. Moving toward a regional strategy

Addressing a regional issue requires regional partnership. Many stakeholders in the region, including DRCOG's member governments, have long identified the need for coordinating regional housing efforts to address the overall housing supply and affordability challenges. Local communities often struggle with access to consistent, reliable, and granular data for understanding demographic and housing trends that can establish a baseline to inform strategic and effective housing policy. Some communities may also lack the technical expertise and/or staff capacity to maintain regular coordination between neighboring jurisdictions that is necessary to meaningfully address housing affordability.

» This chapter outlines a framework for developing a regional housing strategy to address the housing needs and challenges identified in the Regional Housing Needs Assessment.

With a long history of regional planning and coordination, DRCOG is well positioned to convene diverse partners through the development of a regional strategy. A regional housing strategy will align efforts across the region and identify collective actions to address housing supply and affordability. DRCOG has collaborated with stakeholders and partners, including the Advisory Group, to develop a framework, described below, that will serve as the foundation for creating a regional housing strategy.

Components of a regional strategy

A regional strategy is intended to foster shared understanding, collaboration, and actions to help jurisdictions make progress toward addressing the region's housing needs. The housing strategy will aim to address the region's current and future housing needs outlined in this report while better coordinating housing and transportation. The framework offers preliminary purpose and vision, guiding principles, and focus areas to kickstart the process of developing a regional strategy led by DRCOG, in partnership with member jurisdictions, and other stakeholders.

Purpose and vision

Defining statements of purpose and vision help orient the strategy toward achieving broader goals for regional collaboration beyond the specific outcomes related to meeting housing needs. This preliminary vision builds on DRCOG's mission as a regional planning organization and its relationship with member jurisdictions.



- ◆ Support and further Metro Vision and the 2050 Metro Vision Regional Transportation Plan.
- ◆ Develop a consistent, data-informed, and equity-centered approach to analyzing and responding to housing needs while coordinating with the current and planned transportation system.
- ◆ Foster a culture of shared responsibility for addressing housing needs.
- ◆ Build consensus around a shared framework for action.
- ◆ Increase capacity within local communities to advance housing strategies and respond to evolving needs.
- ◆ Build a region that is more resilient, inclusive and equitable.

Guiding principles

The following principles offer guidance for how a regional housing strategy can focus efforts and encourage coordinated action that accommodates a variety of partners. To achieve those ends, a regional housing strategy should:

- » Align with the region’s **equity** vision for communities that offer access to opportunity and meet the needs of all races, ages, incomes, and abilities.
- » Be **data-informed**, grounded in a **shared understanding** of the region’s diverse housing needs.
- » Ensure **flexibility** in responding to the contexts of communities across the region.
- » Be **comprehensive** in addressing the barriers to more housing and more diverse types.
- » Reflect the unique roles and authorities of each sector while facilitating **collaboration** and **shared accountability**.
- » Identify resource requirements to ensure **actionable plans** and deliver **desired outcomes**.
- » Balance **near-term results with long-term resilience** to meet housing needs under varied economic conditions.

Focus areas and intended outcomes

Clearly articulated outcomes are an essential component of a regional housing strategy. Organizing outcomes around the identified barriers to housing production in the Denver region clarifies how specific actions and interventions can directly address challenges and contribute to overall housing goals.

Exhibit 18. Example outcomes of a regional strategy, by focus area

Focus area	Intended outcomes
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Land Use, Zoning & Regulatory Processes	Increased housing supply aligned with regional and local needs (by household size, income, location, and preferences).
Infrastructure	Better alignment between housing development and infrastructure availability, condition and capacity.
Development Costs & Market Factors	Construction of more—and more diverse and affordable—housing options.
Funding & Capacity	Expanded and sustained affordable housing and preservation efforts.
Community Consensus & Collective Action	Improved policy alignment, resource leveraging, and broad support for addressing shared housing needs.

Implementation considerations

Additional factors related to implementation will be critical to define through the strategy development process. These include:

- ◆ **Roles and Responsibilities:** For each intervention, outlining the sector or specific actors best positioned to lead, those who will play supportive or complementary roles, and identifying DRCOG’s role will set the stage for coordinated action.
- ◆ **Costs and Timeline:** Estimating the scale of investment, sources of funding, and time required for implementation will help jurisdictions prioritize and sequence actions to meet their local needs.
- ◆ **Impact:** Given the diversity of barriers and issues the regional housing strategy aims to address, it may be valuable to characterize the impact of specific interventions, whether it directly results in additional housing unit, is focused on a specific segment of housing need (such as low-income or older adult housing) or contributes to capacity-building among jurisdictions or partners.

What is DRCOG’s role?

Given DRCOG’s broad reach and role in shaping regional development, it is uniquely positioned to coordinate regional housing needs and strategy, particularly because of its formal planning roles in regional transportation and growth, its ability and role in regional population forecasting, and collection of growth and permit data. Engagement conducted among a broad segment of member governments, housing developers, public agencies, community-based organizations, policy organizations and service providers suggests that DRCOG can build on these existing roles and strengths as the region moves toward



developing a housing strategy and taking a more coordinated, collaborative approach to addressing housing needs on a regional level than ever before.

DRCOG is recognized as a valuable partner in ways that can be leveraged for regional housing work:

- ◆ **Convening and facilitation:** DRCOG has been an effective and trusted convener of diverse stakeholders on issues of regional planning and policy that can facilitate greater resource alignment and partnerships.
- ◆ **Data collection and analysis:** DRCOG is seen as an important source for comprehensive, standardized data for jurisdictions and other stakeholders across the region.
- ◆ **Technical assistance:** DRCOG has a record of providing technical assistance to member governments that supplements and extends their local capacities.
- ◆ **Education:** DRCOG's current role in sharing information and providing education on regional issues can be leveraged to share best practice strategies on implementation at the local level.

Participants identified additional roles DRCOG could step into or expand from its current activities:

- ◆ **Policy alignment:** DRCOG could be a voice for the region at the state level to help ensure that new legislation and policies related to housing are aligned with other programs and priorities (e.g., transportation investments, climate planning) and are designed and funded for effective implementation.
- ◆ **Funding coordination:** DRCOG has been successful in setting the regional agenda for transportation planning and directing investments in line with those goals. A greater role with understanding, communicating and addressing regionwide housing needs could provide an additional new lens through which to evaluate and consider regional transportation system investments as well as housing-transportation coordination strategies.

How DRCOG plans to move forward

DRCOG will continue to engage member governments and other regional partners and stakeholders in a robust and collaborative process to craft a regional housing strategy starting in late 2024. This process will involve working closely with local communities, housing providers, advocates, and other key stakeholders to build on the shared vision and guiding principles outlines in this report and develop an actionable strategy for addressing the region's housing needs.

A critical component of developing the regional housing strategy will be conducting extensive community engagement to gather input and insights from a wide range of perspectives. DRCOG recognizes that meaningful community engagement is essential for



crafting effective solutions that are responsive to the diverse needs and priorities across the Denver region. This engagement will aim to build broader awareness of regional housing challenges, identify local concerns and opportunities, and foster buy-in and collective ownership of the resulting strategy.

The regional housing strategy will serve as an important tool for integrating regional housing priorities into DRCOG's other major planning initiatives. DRCOG will utilize the housing strategy to guide updates to Metro Vision and the Metro Vision Regional Transportation Plan. By aligning these plans with the housing strategy, DRCOG can ensure a more comprehensive and coordinated approach to addressing the region's housing needs in the context of transportation investments and other regional priorities. By working collaboratively to develop a comprehensive regional housing strategy and integrate it with other key planning efforts, DRCOG and its partners can take a significant step toward fostering more equitable, resilient, and livable communities for all residents of the Denver region.





Regional Housing Needs Assessment STAKEHOLDER ENGAGEMENT SUMMARY

November 2023 – April 2024

Prepared by MIG, Inc.



MOORE IACOFANO GOLTSMAN, INC.



Key Takeaways: Engagement Process

Engagement Events

- 2 engagement phases
- 13 group discussions in total
- 11 focused interviews in total

Participant Representation

- Municipal & County Departments & Staff
- Developers & Operators (Market & Affordable)
- State & Regional Agencies
- Advocacy & Service Organizations
- Professional Associations
- Consultants
- Utility Providers
- Current & Former Elected Officials
- Lending & Investment Institutions

Key Takeaways: Phase 1

Engagement Events	• 2 group discussions
Top Preliminary Barriers Identified	• Land availability and cost • Infrastructure, funding, and political will • Staff capacity, gentrification, siloed policy planning
Greatest Needs Identified	• Needs across the income spectrum; greatest being low- and- middle-income • Missing middle housing • Senior needs • Housing within proximity of jobs, services, and transit
Addressing Housing and Sustainability	• Need to quantify costs and benefits (scenarios of action and outcomes) • Need to encourage compact development (proximity) • Prioritize equity and sustainability focused policies, practices, and programs

Key Takeaways: Phase 2

Engagement Events	• 11 group discussions • 11 focused interviews
Top Discussion topics	• Policies, processes & regulations • Housing needs & current conditions • Financing & funding
Top Conditions, Challenges & Barriers Identified	• Funding availability, access, and complex funding systems • Lack of understanding, bias, opposition, and fear of change (community, elected officials, staff) • Lack of regional and collaborative attitudes and approaches
Top Opportunities for DRCOG's Role in Housing	• Act as convener and facilitator for collaboration and partnerships • Advocate for funding, legislation, and alignment between housing and transportation
Housing Strategy Input: Themes	• General support for draft vision and guiding principles with minor recommendations • Political will and collective action is the largest anticipated barrier for collective action and agreement • Metrics for measuring success and direct guidance will be key for implementation

Overview

Context

The Denver Regional Council of Governments (DRCOG) is undertaking a Regional Housing Needs Assessment (RHNA) to better understand current and future housing needs in the region to inform the future development of a Regional Housing Strategy to better meet those needs. Throughout the project, the Project Team convened multiple focus groups and individual stakeholder meetings representing an array of interests and perspectives. This summary serves as a record for all focus group and interview discussions with key stakeholders, held during the second phase of the project.

Twenty-four events were held between November 2023 and April 2024, including:

- **11 large-group focused discussions** with topic-specific professionals or existing committees and boards
- **2 small group discussions** with topic-specific professionals
- **11 one-on-one or small group interviews** with specific organizations or individuals across a range of housing-related professions

Participants

Participants represented the following communities and organizations:

Municipal & County Departments & Staff

- Adams County Health; Housing Policy; Planning & Development
- Arapahoe County Community Development; Planning; Health & Human Services; Public Works & Development
- Boulder County Housing Partnership; Planning
- Cherry Hills Village Community Development
- City and County of Broomfield Engineering; Community Development; Planning
- City and County of Denver Planning; Affordable Housing
- City of Arvada Planning
- City of Aurora Water; Planning
- City of Boulder Planning
- City of Broomfield Planning
- City of Castle Pines Community Development
- City of Castle Rock Planning
- City of Centennial Manager's Office
- City of Commerce City
- City of Federal Heights Community Development
- City of Golden Affordable Housing Resources; Public Works; Thriving Communities
- City of Greenwood Village Planning
- City of Lafayette Public Works; Planning & Building
- City of Littleton Housing Policy; Manager's Office
- City of Lone Tree Community Development
- City of Longmont Housing & Community Investment
- City of Northglenn Planning
- City of Sheridan Manager's Office; Community Development
- City of Thornton Active Adult Program; Planning
- City of Westminster Planning

- Clear Creek County Strategic & Community Planning
- Douglas County Community Services
- Gilpin County Community Development
- Town of Bennett Manager's Office; Community & Economic Development
- Town of Erie Planning
- Town of Nederland Administrator's Office; Planning
- Wheat Ridge Sustainability; Community Development

Developers & Operators (Market & Affordable)

- Brothers Redevelopment
- Cardinal Group Management
- Centre Communities
- Citiventure Associates
- E5X Management
- Eaton Senior Communities
- Enterprise Community Partners
- Equity Residential
- Foothills Regional Housing
- Habitat for Humanity of Metro Denver
- Metro West Housing Solutions
- On2 Homes
- Oread Capital & Development
- Southern Land Company
- Thrive Homebuilders
- Toll Brothers
- TRI Pointe Homes
- Taylor Morrison
- Zocalo Community Development
- Douglas County Housing Partnership

State & Regional Agencies

- Colorado State Division of Housing
- DRCOG Area Agency on Aging
- State Demographer's Office
- RTD
- DRCOG Board of Directors

Advocacy & Service Organizations

- Colorado Futures Center
- Enterprise Community Partners
- Growing Home
- Housing Colorado
- Metro West Housing Solutions
- Foothills Regional Housing
- National Multifamily Housing Council
- Senior Support Services
- Southwest Energy Efficiency Project
- Douglas County Housing Partnership
- Peak to Peak Housing & Human Services Alliance

Professional Associations

- Apartment Association of Metro Denver
- Homebuilders Association
- Housing Colorado
- National Multifamily Housing Council
- Special Districts Association of Colorado

Consultants

- Community Builders Realty Services
- CRL Associates
- Equity Policy Solutions
- JRES Intelica CRE
- Root Policy Research

Utility Providers

- CORE Coop

Current & Former Elected Officials

Lending & Investment Institutions

This list is not exhaustive of all partners and entities invited to participate in the process. Many additional partners engaged with DRCOG through more informal methods, such as individual outreach, public comment opportunities at meetings, and others. A few invitees and participants of formal events also provided additional comments via email.

Phased Approach

To align with the project's assessment and production phases, engagement efforts were also split into two phases. The majority of engagement activities took place in the second phase, while the first phase included two large-group discussions. Details regarding event details, structure and methods, and input results are presented below for each phase.

Phase 1

Structure

Each discussion began with a presentation from DRCOG and consultants to review the purpose and context for this project and high-level methodology for the needs assessment. Along with introductions, participants were asked to share with the group what they see as major concerns and/or opportunities related to housing in the region. The presentation concluded with several digital polling questions using Mentimeter software. Participants then self-selected into small breakout discussion groups to dive deeper into one of three topics. Structural details for each event are provided below.

DRCOG Member Governments Planning & Housing Staff (November 29th) – Focus group convened by DRCOG, in-person. Discussion questions include:

- Which housing barriers impact housing the most in your community?
- What are the greatest housing needs by income in your community?
- What are some ways we can overcome housing barriers as a region?
- What do you see as DRCOG's role in addressing housing needs in the region?

Sustainability & Climate Professionals (November 30th) – Focus group convened by DRCOG, in virtual format. Discussion questions include:

- Which housing barriers impact housing the most in your community?
- What specific challenges and incompatibilities exist between climate and housing goals?
- What are some ways we can overcome housing barriers as a region?

Discussion Results – Member Governments

Concerns

The following list represents key themes and issues discussed as major concerns or barriers to housing development in the region:

- Construction costs
- Infrastructure and resource capacity, particularly water
- Community pushback, education, communication, and political will

- Business as usual development practices (lacking innovation or flexibility to try new approaches and products)
- Financing, especially for affordable housing
- Aging population needs and challenges for downsizing (costs)
- Mix of conditions across municipalities: “room to grow” vs. “essentially built out”
- Land costs and acquisition
- Utility provision in unincorporated areas
- Few developers who want to do affordable
- Staffing capacity
- Reliance on sales tax revenue

Opportunities

The following list represents key themes and issues discussed as opportunities for housing development in the region:

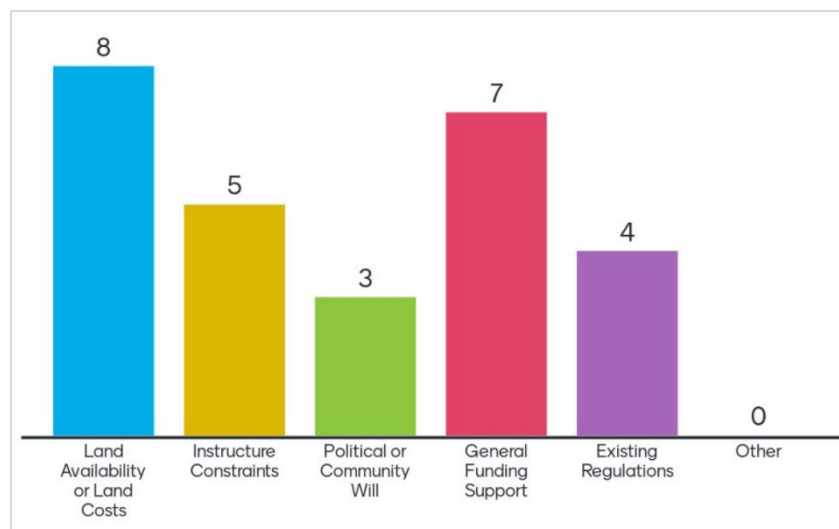
- Proposition 123
- Land availability (some communities more than others)
- Community or political support (some communities more than others)
- Naturally occurring affordable housing (to preserve; some communities more than others)

Polling¹

Participants indicated that land availability and costs and general funding support are the two greatest barriers that impact housing development.

Participants reported that the lowest income brackets (0-50% and 50-80%) have the greatest need for housing that they can afford.

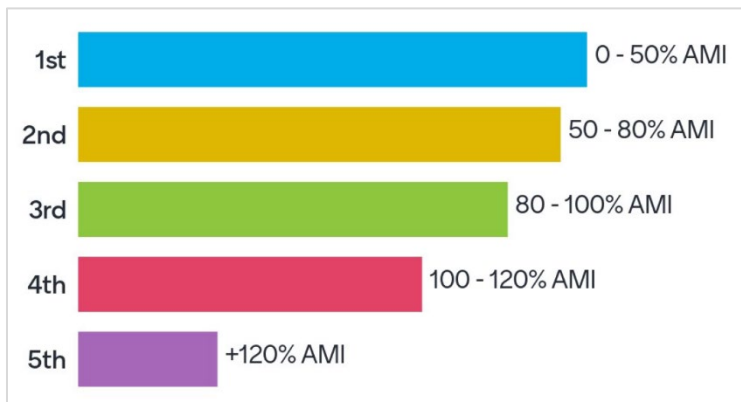
Which barriers impact housing most in your community?



¹ Responses to open-ended polling questions are provided in Appendix A.

Participants were also given the opportunity to share open-ended comments about barriers, how DRCOG can support local efforts to meet housing needs, and any other critical considerations for this RHNA process. These comments reflected what was heard in large group and breakout conversations. All submitted responses are included at the end of this document.

What are the greatest housing needs by income in your community?



Breakout Discussion – DRCOG’s Role

The following items were discussed from local perspective and experience, recommended, or requested for DRCOG to consider as they move forward with this project and take on a more direct housing needs and development in the region:

- Create a housing dashboard with data and resources to help local jurisdictions in their individual efforts (Twin Cities Metro Council mentioned as an example)
- Encourage data consistency across communities and scales (e.g. in individual Housing Needs Assessments and Housing Plans).
- Provide economic data about market conditions to help communities communicate with developers and residents (e.g. costs to build different housing types, case studies, rate of physical change experienced following upzoning, etc.)
- Serve as a central source of information and resources to support vulnerable residents (e.g. eviction prevention, legal help, affordable housing and voucher opportunities, homeownership assistance programs, transitional housing and homelessness resources, etc.)
- Convene developers to share successful projects and approaches; encourage innovation and flexibility to try new products
- Advocate at state level for resources, guidance, and funding (while still allowing for flexibility)
- Advocate to fix construction defect law (to encourage a greater range of ownership options)
- Provide guidance for and advocate for resources to address growing senior needs while also freeing up existing (larger) homes that empty nesters currently occupy (e.g. clarify Homestead Law, encourage ownership downsizing options and universal design for aging in place).
- Allow municipalities to take advantage of opportunities and leverage resources as they are available (avoid attaching strict conditions to funding that might make an otherwise feasible project infeasible, e.g. tying funds to TIP).

- Expand and/or renew opportunity analysis related to TOD, considering various scenarios for housing development that is or is not tied to planned transit investments; coordinate closely with RTD.
- Encourage MOST, but not ALL, housing development around job centers and services, tying housing and transportation costs together.
- Top-down determination of specific housing allocations or targets at the local level will probably not be received well; maybe encourage sub-regional housing partnerships that each receive a target range and the municipalities within each partnership then have the flexibility (potentially with DRCOG guidance/involvement) to determine how they will achieve those targets (e.g. Boulder County Regional Housing Partnership).

Breakout Discussion – Housing Needs by Income Brackets (AMI)

The following items were discussed from local perspective and experience, recommended, or requested for DRCOG to consider as they move forward with this project and take on a more direct and strategic role in planning for housing needs and development in the region:

- There is need across the spectrum, but more focus should be on supporting the middle and lower brackets that are less likely served by the market.
- Communities that are currently high income skew the scale and thus analysis and understanding of need
- Need more incentives to build for the lowest bracket
- Need more missing middle (1-2 households but also households with children, especially single parent, or multigenerational) – many households with multiple people but just one source of income.
- Issue of second/vacation homes
- Hotel conversions as option for lowest brackets
- Housing for lowest income brackets and seniors should be near services and transit
- Need affordable ownership downsizing options for seniors.

Breakout Discussion – Overcoming Barriers

The following items were discussed from local perspective and experience, recommended, or requested for DRCOG to consider as they move forward with this project and take on a more direct and strategic role in planning for housing needs and development in the region:

- Utilize mixed-use overlays
- Provide incentives (e.g. easier, more flexible design guidelines; reduction in fees and/or permitting timeline; density bonuses)
- Navigation issues for 120 compliance thresholds
- Where ADUs are now allowed, they aren't necessarily being developed
- Construction Defect Law prevents development of more diverse ownership options (i.e. condos)
- Staffing limitations
- Impacts of variable mortgage rates
- Infrastructure tied to affordable housing
- We hate Excel

Discussion Results – Climate & Sustainability Reps

Barriers

The following list represents key themes and issues discussed as major barriers to housing and climate needs in the region:

- Gaps in resources and support to keep vulnerable residents housed
- Status quo is sprawl; people forced to travel farther
- Housing and climate are currently siloed
- Gentrification
- EVs threaten movement toward alternative transportation modes; still impact infrastructure and safety (vision zero)
- Sustainable development practices are usually more expensive; therefore at odds with housing affordability needs
- Zoning/regulations
- Homelessness
- Equity
- Community pushback, education, communication, and political will
- Currently funding resources are not coordinated; each have their own objectives and requirements which are sometimes at odds.
- Hard to control where people live and work, no matter how land develops
- No incentives for multifamily property owners to update utilities/implement green practices

Opportunities

The following list represents key themes and issues discussed as opportunities for housing development in the region:

- Advancements in clean energy and building electrification
- Integrate housing policies and goals with climate policies and goals
- TOD
- Potential or land use decision and construction practices to reduce environmental harms (retrofit, redevelopment & new development)
- Funding pools available, e.g. Inflation Reduction Act, Prop 123, etc.

Polling²

Participants indicated that land availability and costs and political or community will are the two greatest barriers that impact housing development.

Participants reported that the workforce housing (50-80% AMI) is the greatest need in terms of housing costs and affordability.

Participants were also given the opportunity to share open-ended comments about barriers, how DRCOG can support local efforts to meet housing needs, and any other critical considerations for this RHNA process. These comments reflected what was heard in large group and breakout conversations. All submitted responses are included at the end of this document.

Breakout Discussion – DRCOG's Role

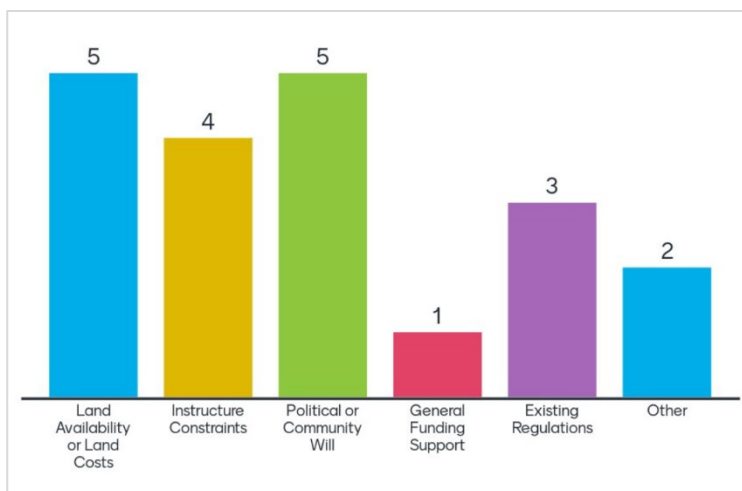
No participants in this Focus Group session self-selected to discuss this topic in more detail.

Breakout Discussion – Incompatibilities Between Housing & Climate Objectives

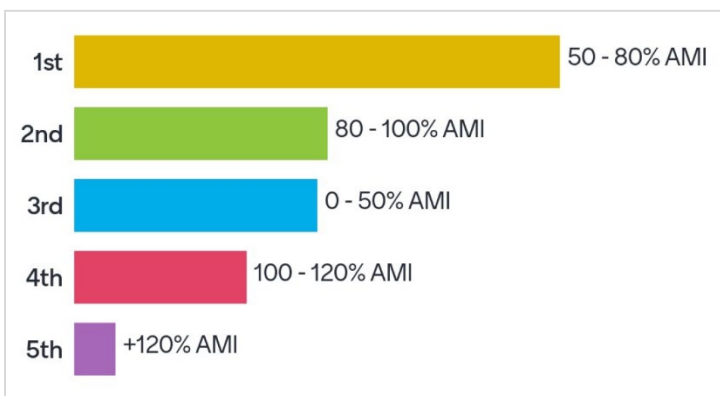
The following items were discussed from local perspective and experience, recommended, or requested for DRCOG to consider as they move forward with this project and take on a more direct and strategic role in planning for housing needs and development in the region:

- Additional upfront costs for more sustainable development prevent regulation requirements or voluntary implementation, maintaining the status quo, even though there are often long-term cost savings as well as environmental benefits (DRCOG could facilitate support resource cataloguing, case studies, advocacy, etc.)
 - Example mentioned of how DRCOG efforts to incorporate Complete Streets into TIP altered standards for transportation investments

Which barriers impact housing most in your community?



What are the greatest housing needs by income in your community?



² Responses to open-ended polling questions are provided in Appendix A.

- Broad lack in construction skill to implement sustainable development practices – need to foster technical training programs that create a pipeline to meet these needs in the economy.
- Flexibility and support is necessary for residents recovering from disasters (e.g. tax relief, support to implement green standards with rebuilds, etc.)
- TOD has high risk for gentrification and displacement; affordable housing must be integrated and work closely with RTD to advocate for more transit investment, including amenities to improve comfort and convenience.
- Explore and support expansion for micro transit for first/last mile connections (Elyria-Swansea/Montbello as example)
- Revitalize/advocate for portable Homestead Act to carry with seniors, vets, etc. who choose to downsize
- Push for transportation costs to be incorporated into housing cost burden assessments

Breakout Discussion – Overcoming Barriers

The following items were discussed from local perspective and experience, recommended, or requested for DRCOG to consider as they move forward with this project and take on a more direct and strategic role in planning for housing needs and development in the region:

- Where land availability exists, sprawl is the easiest option
- Development is so focused on ROI – how can we integrate sustainable development practices into that framework and mindset? (what are the cost benefits?)
- More interagency and interdepartmental coordination is needed to align housing development and infrastructure/transit; also between public and private investment
- Where is there political will and opportunity for more compact and transit-oriented development? Prioritize and coordinate efforts and resources to tackle low hanging fruit, rather than expending energy on projects that ultimately fail.
- DRCOG could help with technical assistance and best practices to help local jurisdictions understand what makes the most sense across the region
- DRCOG can facilitate difficult conversations between staff and elected officials and/or the public to help build consensus and support; particularly in emphasizing how housing and climate are both regional issues with multiple contributing and responsible entities who are all working on these issues together – providing a collective objective.
- Create models and illustrate methodologies to quantify VMT and GHG savings for different development scenarios. Quantify the environmental, economic, and social impacts of sprawl for residents and governments.
- Quantify how new telecommuting trends impact transit systems
- Illustrate necessary regional housing and jobs balance and how local governments are accountable to provide housing that matches their economic development and benefits
- Provide standards, toolkits, models, and advocacy for tools to incentivize more sustainable and responsible development (e.g. tax policies, metro district reform, annexation policies, housing and comprehensive planning, zoning, etc.)

Phase 2

Structure

Each large- and- small-group discussion began with a presentation from DRCOG and consultants (MIG & ECO Northwest) to review the purpose and context for this project and high-level methodology and findings for the assessment. Then, participants were asked to engage in full group or subgroup discussions depending on the size of the group, following question prompts. Structural details for each event are provided below.

DRCOG Board Work Sessions (January 3rd and April 4th) – Standing meeting in a virtual format. The first session focused on providing an initial introduction to the project and proposed approach, while the latter focused on key results from the needs assessment and engagement process. Discussion questions include:

- Do participants have any questions or thoughts they'd like to share related to the project and presentation?
- What are you hearing from your staff and constituents about the barriers to housing development and affordability they experience?
- How do you see the roles, responsibilities, and strengths of agency partners, the development community, and non-profit organizations for addressing housing affordability and accessibility in the Denver region? How can they work better together to meet current and future needs?
- How can DRCOG support regional strategies to address these barriers?

DRCOG Member Governments City & County Managers Meeting (February 22nd) – Standing meetings, two in-person, one virtual (virtual option added in addition to standing meetings). Discussion questions include:

- In your community, what are the biggest barriers to housing production?
- Where do you see opportunity to work together to address and overcome these barriers?

Infrastructure Professionals (March 5th) – Focus group convened by DRCOG, in-person. Discussion questions include:

- What do you see as the biggest opportunity or concern regarding housing in your community?
- In your community, what are the biggest barriers to housing production?
- Where do you see opportunity to work together to address and overcome these barriers?
- In small groups, participants used matrices with example barriers as a launching point for discussion. These example barriers were grouped into the following categories:
 - Land use and zoning

- Funding capacity for below market-rate housing
- Political will and collective action
- Infrastructure

Housing Advocates & Affordable Housing & Service Providers (March 6th) – Focus group convened by DRCOG, in-person. Discussion questions include:

- What do you see as the biggest opportunity or concern regarding housing in your community?
- In your community, what are the biggest barriers to housing production?
- Where do you see opportunity to work together to address and overcome these barriers?
- In small groups, participants used matrices with example barriers as a launching point for discussion. These example barriers were grouped into the following categories:
 - Land use and zoning
 - Funding capacity for below market-rate housing
 - Political will and collective action
 - Infrastructure

Regional Economy Experts (March 12th) – Small group discussion convened by DRCOG in virtual format. Discussion questions include:

- There is significant need for housing at or below 60% AMI. How does this impact the regional economy?
- How will housing availability and prices affect competitiveness and sustainability of the regional economy over time? (state forecasts show slowing employment growth long-term)
- How will the boom and bust nature of construction and labor availability impact housing production over time? How can the region work to stabilize housing production?
- How do you see the forecasts for an aging population affecting the regional economy and housing, especially when senior households are more and more likely to qualify as “low income”?
- We see different development trends in different subregions, what are the barriers to providing both ownership and rental options for all income levels across the region?

Housing Advocates & Affordable Housing & Service Providers (March 14th) – Focus group convened by DRCOG in virtual format. Discussion questions include:

- What do you see as the biggest hurdles in meeting housing needs for households at or below 60% AMI?
- How do current local and state policies impact the feasibility and sustainability of developing and maintaining affordable housing in the Denver region? What improvements could help overcome these barriers?

- What are the most significant funding and financing gaps for developing affordable housing in the Denver region? How can these gaps be addressed through innovative financing strategies?
- How do trends in the Denver region, such as its rapid growth, limited water and land availability, and high cost of living, affect the development of affordable housing? What solutions could be adapted from other communities to address these issues in Denver?
- What strategies can be employed to ensure that affordable housing developments (including natural) remain affordable and well-maintained over the long term? What solutions for ownership and operations, resident services, and the role of local and regional partners can promote broader housing stability and economic mobility for residents?
- What role can DRCOG facilitate regional collaboration, data sharing, and policy coordination among local jurisdictions? What specific actions or initiatives should DRCOG prioritize to help overcome the barriers to delivering this type of housing at a large scale?

Housing Finance Professionals (March 19th) – Small group convened by DRCOG in virtual format. Discussion questions include:

- What key trends or changes in the housing finance landscape have impacted the ability to secure funding for projects, either market rate or affordable, over the past few years?
- Are there any policies, regulations, or programs at the local, state, or federal level that you believe are hindering access to housing finance for developers?
- Can you share any specific examples of projects, either market rate or affordable, that faced significant financing challenges? What were the primary obstacles in these cases, and how did they impact the project's timeline, scope, or viability?
- What types of financial resources would be helpful to support the development of both market rate and affordable housing?

Homebuilders Association Meeting (March 28th) – Standalone meeting organized by the Association at the request of DRCOG, in-person. Discussion questions include:

- What do you see as the biggest challenges or barriers currently preventing homebuilders from pursuing a wider range of product types?
- What changes would need to happen, whether on the policy side, market demand, or within the homebuilding industry itself, to make it more feasible for builders to diversify their housing products?
- What support or resources would be most helpful?
- Given the estimated need for over 500,000 new housing units in the Denver region over the next 20+ years, what will be necessary for this industry to maintain production to meet demand?

Interviews (March 27th – April 10th) – Focused interviews by invitation in virtual format. Participants were asked similar discussions as other groups, depending on their area of expertise. Some participants were asked additional questions directly relevant to their role and work. Participants included professionals with experience in advocacy, finance, development, operations and services, and government and politics.

DRCOG Member Governments Planning & Housing Staff (April 23rd & April 24th) – Focus group convened by DRCOG, one in-person, one virtual. These discussions focused on preparing for the Housing Strategy. Participants were presented with a draft vision and guiding principles and example action areas. Discussion questions include:

- What is your reaction to the draft vision? Should anything be changed, removed, or added?
- What is your reaction to the draft guiding principles? Should anything be changed, removed or added?
- Imagine that it's 2035 and you're sitting on a panel to discuss the great success of Denver's efforts as a model for regional housing collaboration.
 - What happened over the last 10 years that made this success a reality?
 - What were the hard parts and how were they addressed?
 - What happened during the strategic planning process that laid a foundation for success?
- What should the scope and process for the housing strategy look like?
 - Who needs to be at the table?
 - How detailed and prescriptive should the deliverables be vs. open-ended?
 - Should the strategy focus on all the details of implementation (who, when how, etc.)?
 - What are the key milestones?
 - How can the process engage and educate?

Data Recording & Analysis Methodologies

Recording & Documentation

For most events, participant conversations and input were recorded via one or more staff note-takers. Three in-person events also utilized sticky notes and graphic recording to capture comments and conversations, written either by staff or participants. For one virtual event, Mural was used to capture notes online by staff members during discussion.

Analysis

All staff notes and sticky note comments were transcribed into a single database, culling responses in instances where multiple notes sets recorded the same conversation to minimize duplication. As part of the analysis, due to the high volume of qualitative input, the consultant team entered the data into Displayr, a software for processing qualitative data. Displayr identified key topical themes across all comments, including how frequently those topics were addressed. These preliminary results were then reviewed and edited for correction by the

consultant team. Finally, the consultant team reexamined all data by hand to identify key conditions, challenges, barriers, and suggestions for DRCOG's role in regional housing that emerged from participant input. The consultant team also documented how frequently each of these themes was addressed.

The full set of comments is provided in Appendix B.

Results from the final two discussions with DRCOG member governments planning and housing staff were processed and analyzed separately as the discussion focused on next steps and scoping for the Housing Strategy, rather than barriers and challenges related to housing production and meeting identified needs. Input from these discussions were processed by staff and summarized to capture key themes and trends.

Images that capture input from these conversations are provided in Appendix C.

Results & Findings - Barriers

Key Topics

Analysis results highlighted seven key topics of discussion. Results illustrated that almost half of stakeholder input involved discussion of policies, processes, and regulations, followed by about a third of input each involving needs and current conditions of the housing system, as well as funding and financing.

Topic	Frequency ³ Count	Frequency % (frequency count/all comments)
Policies, Processes & Regulations	241	41%
Housing Needs & Current Conditions (Stock, Market, Supportive Services Operations, etc.)	205	35%
Financing & Funding	189	32%
Conditions & Effects on Development & Construction	142	24%
Infrastructure, Utilities & Transportation	122	21%
Advocacy, Partnerships, Collaboration & Coordination	121	21%
Politics, Opposition & Understanding	79	14%

³ Frequency is captured both as a count and a percentage. The frequency count is a raw number of how many comments addressed an identified topical theme or issue. The frequency percentage is the frequency count divided by the total number of comments, i.e. what portion of all comments addressed the identified topical theme or issue. Many comments addressed multiple themes or issues.

Conditions, Challenges, and Barriers

Additional analysis identified 18 conditions, challenges, and barriers to housing production (displayed in the following table) as key themes that emerged from stakeholder discussions. The frequency⁴ at which each of these conditions or challenges was addressed in stakeholder input is recorded and corresponds with a relative rank of its impact on housing production. The rank is based on frequency percentage groupings. For example, one identified challenge had the highest frequency percentage, but two identified challenges had the second highest frequency percentage. Thus, these two challenges rank at a similar level of impact based on stakeholder input. This ranking system begins to provide indication for which challenges may be most important to address.

By a significant margin, challenges related to funding availability, access, and complex funding systems rose to the top as the greatest barrier to meeting identified housing needs.

Condition, Challenge, or Barrier	Frequency % (frequency count/all comments)	Rank of Impact
There is a shortage of available funding to support affordable housing development or to achieve other goals related to housing (sustainability, infrastructure, etc.), and those funding sources that do exist usually have limitations on use, requirements, matches, specific cycles, and application and management processes that can be prohibitive or significantly add to overall cost. There is also a general lack of alignment across different sources, making them more difficult to pair for a single project.	19%	1
Lack of understanding, bias, opposition to growth, and fear of change from the community, elected officials, and municipal staff that can be prohibitive or add costs to housing projects and regulatory changes that can support housing, particularly regarding density and affordable housing.	8%	2
While smaller-scale regional partnerships are becoming more common to address housing, the Denver region still struggles with approaching housing as the interconnected region that it is. Attitudes of competition, disparities in resources and capacity, and lack of coordination and collaboration are prohibitive to equitable and innovative solutions.	6%	3

⁴ Ibid.

Condition, Challenge, or Barrier	Frequency % (frequency count/all comments)	Rank of Impact
Challenges associated with supportive services, housing operators, and housing navigators: Rising costs, restrictive zoning regulations, limited funding, disconnected systems for land use and service policy, disjointed and location-specific systems for qualifying and matching households, and staffing shortages.	6%	3
New development, added density, and land use conversions require infrastructure upgrades and expansions, for which the rising cost is usually prohibitive to governments under current revenue circumstances, often resulting in higher costs for users and residents. Flat rate tap fees and increasing utility rates contribute to high costs for infrastructure and utilities.	5%	3
Market conditions have driven up costs, such labor costs and shortages, materials costs, land costs, interest rates, insurance, etc.	5%	3
Permitting processes have become more subjective, lengthy, costly, and vulnerable to opposition.	4%	4
Regulation complexity drives up cost and, in some cases, prohibits smaller developers entirely; regulations are often grounded in worthwhile goals (sustainability, affordability, design, etc.) but all these layers add cost.	4%	4
Pairing housing opportunity with transit service is a popular and logical strategy to meet various goals in the region, however these efforts come with challenges, including: inadequate transit service, land costs and RTD partnerships, restrictive land use regulations, vulnerability to community and political opposition, incorporating affordable and permanent supportive housing, and others.	4%	4
The existing stock of deed-restricted affordable housing and naturally-occurring affordable housing (particularly mobile homes) is at risk and there are currently not enough available tools to protect and preserve it, including funding and regulations, as well as others.	3%	4

Condition, Challenge, or Barrier	Frequency % (frequency count/all comments)	Rank of Impact
Near and long-term water availability is a significant factor that impacts development potential and costs, both currently and in the future, necessitating coordinated planning and incentives for use reductions and efficiency.	2%	5
Construction defects liability laws have prohibited the development of for-sale attached housing products, and driven up costs (insurance) for existing or new condos.	2%	5
Conversion of commercial space to residential is a growing strategy, with both opportunities and challenges (tax revenue, infrastructure, retrofit, opposition, approach to zoning change).	2%	5
Current systems for understanding need and determining "affordability" do not accurately capture and address needs as income thresholds keep rising, and the criticality of housing need is not accounted for. Status quo data analysis is not enough to understand the challenges and needs of the most vulnerable.	2%	5
While valuable goals, the pressure and need to electrify utilities and provide vehicle charging adds to infrastructure expansion and upgrade needs (and thus, costs).	1%	6
Capacity for writing and managing grants is limited, especially in smaller communities, which is often prohibitive to getting necessary funding.	1%	6
Planning for land use and infrastructure are not aligned, so there is often a disconnect in ensuring that the necessary infrastructure can be there to support development.	1%	6
Because infrastructure costs are prohibitive to governments, municipalities often rely on Special/Metro Districts and developers to fund necessary infrastructure, which drives up development and housing costs.	1%	6

DRCOG's Role

Finally, the consultants' analysis revealed six key opportunities for DRCOG to play a role in meeting housing needs for the Denver region. The two most commonly referenced opportunities include acting as a convener and facilitator for collaboration and partnerships, and advocating for funding, legislation, and alignment between housing and transportation. The table on the following page illustrates all seven opportunities and their relative frequencies⁵ in stakeholder discussion.

DRCOG's Role in Housing	Frequency Count	Frequency % (frequency count/all comments)
Convener and facilitator for collaboration, partnerships, and collective action	48	7%
Advocacy for housing funding, legislation, and expanded transit service/TOD	40	6%
Analysis and data collection, provision, and standardization, including benchmarking	23	4%
Promote regional systems for equitable resource-sharing and efficiency	23	4%
Technical assistance, expanded capacity, guidance, and project endorsement	13	2%
Housing tied to transportation funding	4	1%

Results & Findings – Setting Up the Housing Strategy

Purpose & Vision

Participants were presented with the draft vision for the Regional Housing Strategy, and asked to provide reactions and feedback:

- *Support and further Metro Vision 2050.*
- *Develop a consistent, data-informed, and equity-centered approach to analyzing and responding to housing needs.*
- *Foster a culture of accountability and shared responsibility for addressing housing needs.*
- *Build consensus around a shared framework for action.*
- *Increase capacity within local communities to advance housing strategies and respond to evolving needs.*
- *Build a region that is more resilient, inclusive, and equitable.*

⁵ Frequency is captured both as a count and a percentage. The frequency count is a raw number of how many comments addressed an identified opportunity. The frequency percentage is the frequency count divided by the total number of comments, i.e. what portion of all comments addressed the identified opportunity. Many comments addressed multiple opportunities.

Key feedback and discussion points include:

Some uncertainty whether Metro Vision is something that resonates with or is particularly meaningful to local communities.

Desire to ensure that all member communities buy-in and feel the vision reflects their values and positions.

Some concern about whether current systems and processes (that encourage competition) will truly allow for a collective vision

Desire for the vision to provide more of a “north star” or guide for what we’re aiming to achieve.

Desire to incorporate more about creating complete, quality places, rather than just housing as an isolated target.

Desire to address the full spectrum of housing needs.

Desire for the vision to be a living statement, with continual reevaluation and evolution, including recognition for the importance of both short-term and long-term goals and actions

Like that data-informed is a strong component; want to ensure the balance of enough detail while also being accessible to broad understanding.

Desire to see the dual goals of housing and sustainability addressed.

Curious if the sub-region approach should be addressed here.

Desire to incorporate recognition for shared action while preserving flexibility and local control.

Like the capacity piece; desire to emphasize bottom-up efforts with top-down support through resources, information, etc.

Guiding Principles

Participants were presented with seven draft guiding principles, and asked to provide reactions and feedback:

1. *Be data-informed, grounded in and responsive to a clear and shared understanding of the region’s diverse housing needs.*
2. *Align with Metro Vision, providing consistency with its planning areas and goals.*
3. *Ensure flexibility in responding to the diverse needs and contexts of communities across the region.*
4. *Be comprehensive in addressing the barriers that are keeping housing production from meeting the full spectrum of needs.*
5. *Provide near-term impact while building long-term value, understanding that housing is needed now but lasting solutions will take time.*

6. *Reflect the unique roles and authorities of each sector while facilitating improved communication, coordination, and collaborative action.*
7. *Identify resource requirements for delivering desired outcomes.*

Key feedback and discussion points include:

Desire to see 0% - 60% AMI addressed directly in the guiding principles, since there is such a significant need (RHNA) and it's difficult to meet.

Desire to see a principle related to data-measured benchmarks and progress tracking, particularly at local level that is inclusive of complete, quality communities.

Desire to align #2 with state legislation that will support collective action.

Some uncertainty about what "resource requirements" means in #7.

Desire to see sustainability and equity carried forward into the guiding principles too.

Desire to include advocacy at state-level, maybe under #4.

Desire to see more education, resources, and training, for communities to better incorporate Metro Vision and use it locally (#2).

Desire to incorporate language about living, iterative regional processes with continuous involvement and input from member communities (maybe in #3 or #6).

Feel that this vision may provide an alternative narrative for collective action, rather than the complexities, and in some cases division, that has resulted from state legislative efforts recently.

Recommendation to combine #1 and #3.

Desire to see innovation encouraged.

Desire to address DRCOG as a convenor.

Feel that #1, #3, #4, and #7 resonate most.

Achieving Success

Participants were asked to imagine that it is 10 years down the road and the Regional Housing Strategy has been a great success and serves as a model for regional housing collaboration. Participants were asked to reflect on what they think made that success possible and what were the challenges overcome.

Key feedback and discussion points include: (following page)

Maybe intergovernmental agreements utilized to capture shared commitment and accountability (Boulder County as model).

Commitment to collective housing goal incorporated into all local Comprehensive Plans.

Stubbornness and power of local control is a potential and likely challenge; DRCOG may be able to play a key role in encouraging participation.

Less subjectivity and vulnerability to politics in affordable housing approvals.

Better guidance and collaboration between governments and developers to achieve better design outcomes and development that contributes to great places and neighborhoods.

Innovative solutions so that affordable housing doesn't lower property values.

State mandates may be an essential tool but there is also a lot of resistance to them; could be the silver bullet or dismantle trust and collective will.

Robust investigation into why permitting processes take so long and implemented solutions to reduce times.

Better collaboration between community, government, and developers to allow for outcomes that are feasible, meet needs, and contribute to great places.

Communities preserve multifamily zoning and expand allowances for variety of housing types

Measurable metrics to track progress.

Community education and collective messaging.

Investment in staffing capacity across all industries involved.

Expanded funding.

Actions that reduce risk for development.

Coordination and flexibility to account for market variability between jurisdictions and over time.

Fear of risk/political will is a potential and likely challenge.

Greater attempts at collaborative efforts and documented lessons learned for what worked, what didn't, and what can be improved next time.

Efforts that do not upset the entire real estate market.

Clear indication that this planning effort was a key turning and rallying point for change.

Strategy outcomes contribute to affordable housing and affordable living in the region.

Regional Housing Strategy Scoping

Participants were asked to consider and provide feedback on what the Housing Strategy planning process should look like.

Key feedback and discussion points include:

The process and outcome should be detailed and direct enough to allow for real implementation and success.

Include a regional TDR program related to fair share housing concept.

Include regional housing goals by type and community/subregion.

Incorporate metrics and guidance for measuring success.

Include analysis of physical barriers and opportunities, e.g. water availability, land, etc.

Include a shared agreement and collective commitment.

The process and outcome should acknowledge, and operate within, the framework of differences across the region.

Celebrate and acknowledge local successes.

Clearly identify what is needed from the state level.

Communicate and promote collective/community benefit over individual interests.

Educate around affordable housing and who it serves.

Clearly identify a shared understanding of what success is and how to measure it (target numbers, percentages, any progress in the right direction, policy changes, other qualitative factors?).

Include guidance for governments as “good development partners.”

Address Prop. 123 and urban renewal (counties) as tools that can be made more accessible.

Send out a call for involvement to ask/invite those who want to participate (share with their networks).

Involve the business community and relate the project to economic development and sustainability.

Appendix A – Phase 1 Polling Comments

The following are raw comments provided from open-ended polling responses

Regardless of the last barrier you selected, what other barriers do you see to providing housing in your community?

Single family zoning.	NIMBY-ism	Federal regulations and timelines for land acquisition.	WATER
Infrastructure	Lack of teeth in zoning codes and comprehensive plan.	Balancing infrastructure costs/planning with planning for increased densities	Public support from community/nimby issue.
Diversity of housing options.	Water availability	Infrastructure and WaterFunding	Nimby
Lack of transit	Regulations around mixed use, transportation access	NIMBY	Infrastructure costs
Our NIMBY friends	Resident pushback against increased density. Infrastructure and infill costs.	Land availability	Cost of infrastructure construction, time spent in entitlement process, general funding for project (LIHTC, gap funding, etc.)
Complexity to funding opportunities and coordination among developers and partners.	Utility and impact fee costs	High growth rate threatens sense of community identity	requests for Metro Districts drive up costs for homeowners

Unwillingness to change designs to be in character with the city, developers push for cookie cutter designs	Complexity of funding opportunities and lack of coordination among developers and partners	balancing housing and retail needs	Resident pushback to density increase/changes. Infrastructure and infill costs. Policies don't support affordable housing strongly enough.
Technical support / assistance	Convene jurisdictions to identify regional opportunities	Quality data to support educating elected officials on the need and importance	Create a simple straightforward housing dashboard that which gets measured gets done
Public perception of affordable housing	Funding, community will, competitive applications for affordable housing funding sources	Diversity of housing options and mixed income models	Complexities of entitlement process(es) across agencies (public works, planning, etc.)
Statutory counties are very limited in the role of affordable housing.	State limits on county powers	Staffing bandwidth and expertise	Limited public services (fire, police, etc)
Development protections	Zoning and height limits	Inventory and affordability	Residents of the community are scared of change - I'm here now, shut the gate.
Historical zoning of available property for development.	Code changes	Community Opposition	Transit/transportation availability

Make more housing development by-right, remove risk and uncertainty for developers to hopefully increase housing supply generally.	(Perceived) preference for single family homes	Coordinated infrastructure and capacity	Regarding homeownership, condo defect.
Overreliance on deeply affordable housing at the expense of middle-income and market-rate housing supply.	affordability or access to funding to make energy efficiency accessible	Infrastructure needs - water, road construction / maintenance , etc.	Knowledge too -- many homeowners don't understand the importance of energy efficiency and don't want to disrupt their lifestyle
Lacking efficiency and coordination in shared infrastructure planning and deployment.	Inequity in housing site locations for existing community	Discretionary review processes that move the goal posts on uses, density, parking, affordability, etc	Cost to build
Large landowner holdings who are used to a certain development model and unwilling to retool the factory.	Looking forward to what community needs will be in 10, 20, 50 years in the future	Community opinion that people should move to cheaper areas if they cannot afford our community	Land that has exorbitant costs to develop
Providing consistency in data - housing needs assessments in different jurisdictions are often hard to compare	Accurate more detailed data around existing housing stock and the need by income levels.	Help create regional relationships	Combine data to represent the region
Make best practice models available			

What are the biggest incompatibilities or contradictions between housing targets and climate goals?

Cost	Concern regulations that boost sustainability (ev readiness, solar) increase the cost of housing units	Desire to build housing cheaply, frustration with the new development regs and climate considerations	Increased costs to build and the costs for sustainable infrastructure
Cost of initial construction to include renewable energy, despite long term return on investment	Community GHG reduction targets may disincentivize population & job growth. Need to focus on both total GHG and per capita GHG reductions.	Community readiness	Cost, capacity of contractors, risk of displacement in existing housing,
Invisible, unwitting subsidizing of single family, drive-oriented development without having them pay for their climate externalities.	Disconnect between sustainability value and best practices	Integrating climate action into housing is still largely seen as a "nice to have" not a critical component of public health and equity	Cost, cost, cost. Electricity is much more expensive in terms of infrastructure and as a heating source.
Affordable housing typically pushes cheaper materials, less green space, need to keep costs down to make the project viable. BUT some things like cool roofs aren't always a cost increases.	expansion into extra-urban and rural areas to accommodate SFH development and lack of connectivity to transit and services	Policies that subsidize sprawling development patterns.	Lack of coordinated planning and impact to GHG emissions (everything we've already been talking about)
Developer/architect/contractor re-education needed about sustainable design and long term benefits	Too much focus on technocratic solutions (EVs, heat pumps, solar), which are super important! but can't solve everything. Multifamily & mixed-use development inherently use less water & energy, VMT.	Belief affordable units should not be nicer or better than existing market rate units	There isn't a shared understanding on the affordable housing and climate sides of the conversation on the value of increasing density.
Climate action without a more comprehensive approach having the potential to drive up housing costs - making affordability less accessible, perpetuating narrative that it's too costly for LMI resident	Opportunities to leverage the different funding opportunities (housing, climate, transportation).		

How can DRCOG best support you and your community as you tackle housing needs?

Support statewide zoning reform that local governments will not support.	Funding and technical assistance in terms of policies and programs.	Set up consistent use of terms, methodology for Housing Needs Assessments to be relatable across jurisdictions	Represent the regional perspective in state policy conversations
Providing best practices for land use planning	Navigating funding opportunities	Providing data and helping tell the story from a regional perspective	Regional housing vision and initiatives
Consider local concerns for transit connection to housing and suburban development factors	Data collection support, funding opportunities/support,	Communication and education with elected officials	Funding (for transportation or housing) tied to outcomes
Ongoing data resource	Regional planning efforts and continued regional engagement	Support state-wide zoning initiatives that are not one-size-fits-all and takes into account where resources (water!) are located and available land.	Provide technical assistance/temporary staffing where we can not fill vacancies in our housing staff
Looking at the best land uses for the areas in transit corridors	Create regional housing strategy that tries to connect the differences between jurisdictions	Quality data to educate elected officials on the need and importance	Further tie housing development to transportation projects/funding
Understand individual jurisdictional needs, infrastructure, and funding structures	Clarify for residents how 1 or 2 apartment developments do not solve the problem	Helping understand the economics of vertical mixed use construction and smaller multifamily building types.	

Education for politicians and developers

Metro wide community support and buy-in for affordable housing

Agent of resource collection

One on one solution navigation, working with local governments individually for solutions

Data to support conversations with community members

Support with funding, education, helping set best practices

Advocate state legislature for funding. Prop 123 is a good start, but does not meet existing needs

Uniting voices and bringing about policy and public sentiment change

Tools, resources, guidance for how municipalities should partner with developers to create "high-quality" developments with infrastructure that provides benefits to the community and is sustainable.

I think your message about strategic prioritization of investments and aligned regional action can help advance a cooperative and more impactful approach to these investments.

Is there anything that you think is critical to consider at any stage in this process that we did not discuss in detail?

Mixed income	costs of building affordable housing and allocation of funding	Equity in the placement of Affordable Housing	Long term investment
Need workforce housing, even us city planners cannot afford to live in our own cities	Buy-in from elected officials	Construction defect litigation	Need for permanent supportive housing and transitional housing for the homeless
Impact of taxes and mill levies by area on affordability	Racial equity	Don't let the homeless discussion hijack a productive housing conversation	Friction in land use change conversations with communities
Housing for special need populations	Ability to construct condos!	More density near light rail stops	Projected incomes 20 years in the future
Regional equity of affordable housing	Transit support/funding needs to be a part of the discussion and impact of regional differences in available transit services	Construction defect law	Senior focused affordable housing allowing for aging in place
Tap fees	Transit support	regional strategy for housing folks experiencing homelessness	Diversity of housing stock and the market responding to that need

Intersection of public health impacts of greening affordable housing	How does increasing sustainability benefit CURRENT residents (not just new residents of affordable units)	Equity	Facilitating a combined look at the three categories of funding opportunities (climate, housing, transportation).
Uncoordinated development (and redevelopment) of infrastructure and therefore missing the opportunity to encourage efficiency and how that infrastructure is implemented.	What code waivers and exceptions are appropriate to incentivize affordable housing without putting us behind on sustainable development targets	Open space and location of housing	Savings from ongoing costs as a result of more energy efficient, sustainable housing not part of the conversation often
Density + Transit Oriented Development	Tools and policies that enable sprawl and make it cheaper than infill (tax policy, special/metro districts, annexation policy, etc)	Can we quantify any benefits of denser development?	Dispelling myths about missing middle housing
Public education, change hearts and minds	affordable housing policies that can be integrated into climate action work	Land use and transit. If we build more car-dependent housing, we are locking in future emissions	Benefits of adaptive reuse
Alternatives to standard approaches to affordable housing (i.e. direct funding to residents, transportation improvements, holistic approaches, etc.)	Data to align housing priorities with current workforce	Social service needs tied to affordable housing	Strategies/best practices to create housing across various income levels, particularly those just above of 60%/80% AMI levels.
Location of affordable housing should be distributed to be accessible to all, dictating locations is not helpful	Homeownership vs investor competition		
Please explore existing, especially vulnerable (to disaster) housing stock. How do we keep people safe and comfortable as high heat days and disasters increase?	Uniting voices and helping to bring about policy change		

Appendix B – Compilation of Phase 2 Barriers Input

The following is a compiled, simplified version of staff notes and sticky note responses from all Phase II engagement events. All raw inputs were transcribed into a single database, culling responses in instances where multiple notes sets recorded the same conversation to minimize duplication. In some instances, notes were lightly paraphrased to reduce complexity for data processing.

Need for interim services while folks are on waitlists for housing
Growing number of households on fixed incomes
Lack of housing inventory
Growing number of seniors at risk of displacement (fixed incomes that can't keep up)
Low income and senior housing needs to be near and accessible to services and other needs
Too much red tape for funding that supports affordable housing and related support services, including for direct assistance (e.g. rental assistance)
Short-term solutions are necessary but ultimately people want long-term solutions
Should be considering land trusts more as a strategy
Need more condos (multifamily owner occupied)
Seniors and children are the most vulnerable demographics when it comes to housing security
Need for data and methodology consistency across housing needs assessments
Urgency of need should be weighted when assessing housing needs (i.e. displacement risk)
Displacement and homelessness prevention is just as important as providing housing for those who are homeless
Many landlords won't accept low income programs, such as vouchers
Need to consult those with lived experience of housing insecurity when determining need and considering solutions, and need to pay them for their time
Healthcare is another really important issue for those who are most housing insecure
There is a lack in reliable, long-term funding sources
Landlords and lobbies are a barrier to new policies and funding being passed
Need a better and more comprehensive regional system for housing assistance (i.e. qualifications, applications, and matching)
Zoning is usually restrictive for supportive services such as soup kitchens, pantries, transitional housing or shelters, etc.
The definition that we use for affordable housing isn't actually affordable, particularly for those who are most vulnerable to displacement and homelessness
Construction defects laws are a barrier
Hard to be in a position where first right of refusal works successfully every time but a worthwhile strategy
Need to preserve existing older housing that is naturally occurring affordable
Need more leadership and education for affordable service-based and shelter housing (explain how the system works)
Disconnect between social services that are at the County level while zoning and politics are local
Service providers should be considered as essential infrastructure that is continuously funded as a function of government
Need more incentives for financial investment

Need more investment in eviction mediation
Need more eviction mediators who have similar experience (low income)
Enterprise Community Partners have a Housing Equity Guide that is a great resource
People often seek help when they're already in deep water; with more funding and staffing capacity and service provision, we could theoretically get people the assistance they need before it's critical or too late
Need to partner with and gather data from service based organizations when preparing housing needs assessments
House Keys Action Network published a great study in 2023 about key issues related to homelessness and the unhoused population
A regular regional housing summit to convene all partners working on housing would be beneficial
Homelessness case management regulations have caps, which are generally in place for good reason, but with case manager shortages it means that some people are left without any guidance or assistance
Costs to operate housing communities is increasing and there isn't enough rental assistance
Need more early intervention programming, such as financial planning and retirement planning
There is a lack of alignment between funding for housing and funding for health care
Funding availability, with better consistency, reliability, and limited or easily navigable requirements are the single biggest need to support the most vulnerable and keep people housed.
There is a lack of well-rounded education for market economics
Local governments are often more restrictive than the state
Registered Neighborhood Organizations often have loud voices against housing in the form of density opposition
Zoning with clear use by right standards is much more predictable and faster to process than PUDs
Seems like zoning and development review has taken on more PUD than traditional zoning
We need more education to combat NIMBYism
Housing supply is the key issue but we run a risk with micromanaging one segment of the need
DRCOG could provide a model for zoning standards and development regs
DRCOG could advocate and support for state level control and universal rules
Need permanent supportive housing
Need expedited review as increasing review delays leads to increased costs and uncertainties
Government funded projects have the highest level of restrictive requirements (e.g. low AMI, sustainability, etc.), which usually means that they produce fewer units overall
Fast changes in quality control wreak havoc when it often takes years and a lot of funding to plan and design projects
Red tape that comes with funding is a major barrier
Utility providers operate as businesses serving self-interest, rather than broad community benefit
Government funded projects have strict timelines, are more likely to get NIMBY pushback, etc. which delays the projects and jeopardizes the funding, and the outcomes
There is a lot of unease and uncertainty around housing right now with recent and current state level legislative efforts on the topic
Will the continued production of luxury homes actually help the affordable housing market by simply adding supply?
Sustainability or design regulations often impede the development of both market rate and affordable housing by driving up costs and making the process more complex
Need permanent supportive housing
Need permanent supportive housing

How do we incentivize more ADUs
Feel like the housing market is not actually a free market
Home rule can prevent state interventions
Site plan review processes have become highly subjective, unpredictable , and more vulnerable to opposed neighbors and organized groups
Need to get on board that when people are properly housed, it supports the economy and our communities
HOAs can be a big barrier
There are no incentives tied to inclusionary zoning which just results in a greater burden and higher prices on the market-rate units
Sometimes lose the potential for many units at a higher income threshold because we put too much focus on prioritizing just few very low income units
LIHTC projects are really popular, there just isn't enough funding to go around
Worry that potential strategies can lead to unintended consequences, including higher prices
Colorado has become very inhospitable for real estate and development
Need to understand realities and lived experience of navigating the housing market to inform strategies and regulations (i.e. talk to developers, financiers, operators and landlords, etc.)
Incentivizing more supply, period, is key
Multifamily development operation has become more expensive, which drives up rents
Need more creative funding and investment opportunities, including Social Impact Bonds
There is misunderstanding about who falls within "low income" and qualifies for affordable housing
Need to educate and promote funding for housing by demonstrating the cost difference between building and providing adequate affordable housing and permanent supportive housing versus paying for those people's needs anyway via ER visits and policing, and mental health responders, jails and the criminal justice system, etc.
Only certain people have a voice in political settings like council meetings
Red tape and bureaucracy related to funding is a barrier
What are the stats on small-scale privately owned rentals vs. large rentals with management company
A big challenge in some places is the high number of different utility providers
Permanent supportive housing needs to be near services, transit, needs, etc.
We should be monitoring how many people are on the brink of displacement and homelessness
Need efficient and predictable review and entitlement processes to allow for projects to move more quickly, to improve predictability in viability and outcomes, and to reduce risk that can have a big impact on overall costs
Entitlement timing is very costly currently
Funding availability is a significant barrier
There has been some success with allowing multifamily development within commercial areas
In general, it can be very difficult to get projects to pencil
Providing housing for the lowest income brackets is hardest and really only works with significant subsidy
Requiring affordable housing at lower income brackets for inclusionary zoning or incentives-based private development will often kill the project as it can't pencil, or it just significantly drives up costs for the market-rate units
Should we change the goal to highest unit count and maximizing densification, rather than specific income levels

There are many unintended consequences of well-meaning policies, such as design, sustainability, or affordable housing
There needs to be public funding easily available with little to no red tape if we want affordable housing.
Increased density to accommodate more units and TOD is good generally but it doesn't make sense everywhere so we need flexibility based on contest
Labor and construction costs are a huge barrier and issue that drives up cost so what can we do to reduce these costs
Need policies that embrace public funding and overall support for public housing, both at state and local levels
Prop. 123 has been great but very competitive and difficult to tap into
Public-private partnerships are essential for the production of affordable housing and we need to foster these relationships and connections
Local governments that have affordable housing development have dedicated funds to support it, for example from inclusionary zoning fee in lieu option or other sources.
It can be a challenge to dedicate local funds to affordable housing due to political opposition, but once in place it can have a big impact
Water availability and uncertainty is a big barrier for housing development
Utilize bank qualified bonding abilities (small issuer exception) to reduce overall debt costs
Utilize concessionary debt from CHFA
Technical assistance for complying with regulations around funding would be helpful (e.g. fast-tracked permitting required by Prop. 123)
It would be helpful to have a guide for affordable housing developers and healthcare providers to partner, e.g. CHFA is about to publish a report on this highlighting instances where healthcare facilities have land or unused buildings that could be repurposed for workforce housing or for discharge rehab facilities for low income/homeless population
NIMBYism is often grounded in some piece of truth but it's a matter of balancing community needs and desires so we need more robust community engagement to build consensus for housing projects to mitigate last-minute or prolonged opposition
Need more guidance and commitment to education on community benefits of housing, specifically affordable or workforce housing
Maybe we need to produce and track metrics that illustrate the broad-scale community benefits of housing
Right of first refusal should be considered, but must be paired with funding streams and availability to allow for purchase when the opportunity arises.
Operation costs and functions for housing developments acquired or produced by local gov can be challenging or prohibitive
Regional efforts to pool resources and staffing is a growing approach
Partnerships with private and non-profit organizations is essential, as well as with anchor institutions or employers
There has been some success with partnerships to convert hotels into permanent housing, but rely on partnership and funding if affordable
There is generally a lot of broad cultural frustration with restrictive entry to homeownership, leading to mistrust in the market to meet housing needs and desires as well as upward mobility generally
How can we work collaboratively to restore some faith in the American Dream and work collectively to provide adequate housing

DRCOG could provide a sort of opt-in facilitation or serve as a liaison to broker services between developers and local governments or other partner organizations for housing projects that support DRCOG's goals
DRCOG can help by sharing success stories from across the region, serving as a megaphone to help communities learn from one another
Zoning has moved from use by right, which was predictable, to more of a site-by-site unpredictable, complex, lengthy, and costly process
We have many worth goals that we're working towards (e.g. affordability, efficiency, design, sustainability) but the unintended consequences of regulations that work towards these goals is that the process becomes too complex and costly
DRCOG could support local grant applications by endorsing them
There is an inherent conflict in asking the private sector to develop affordable housing because profit is always the necessary goal.
Deed restrictions must be utilized for any affordable housing provided by the private sector
zoning restrictions and permit backlogs are major barriers for housing
There is a lack of commitment to long-term affordability over developer profits
Rising construction costs are an issue as well as a lack of well-paying labor jobs
Even "affordable housing" isn't actually affordable to a lot of people
People on fixed incomes are particularly vulnerable
There is a significant group of people who make just enough to not qualify for housing assistance but are still spread too thin because of how much of their earnings they have to spend on housing
Naturally occurring affordable housing in mobile home parks are very vulnerable because the land can be sold at the whim of the owner, without any input from the residents
We should implement first right of refusal with ample notice to allow for communities to realistically compile a funding package and purchase the property, particularly for mobile home communities
We need regularly budgeted long-term financial assistance, specifically for homeowners on fixed incomes
DRCOG could be a more visible and outspoken ally, rather than taking on a more neutral position.
Funding needs to go more directly to housing, rather than bureaucratic processes
We need to shift power to the people who are experiencing the worst housing insecurity
Capital costs are killing development
Look at entitlement grants
Revolving fund is targeted on low income
Service charge begins, license fees to cover change
Need a funding source for capital costs
Special interest rates
Reliance on private development special districts is a "stake in the heart of affordable housing"
Subsidies for development to bring in low income workforce
Construction defects changes will create new stepping stone
Code to incentivize smaller construction
60% AMI not taxing the overall system
Zoning requirements to reduce turf
Need a sustainable funding source for infrastructure beyond grants
Golden's tap structure is not flat rate, which could be a good example to follow
Need more money for electric policy

Need more money for infrastructure growth
Need to implement more systems for greywater recycling
Plat and utility easements are separate processes, which can be a challenge
More funding and code changes are necessary
Existing infrastructure capacity in many places cannot support the amount of new development and growth we're talking about, requiring significant investment in capacity upgrades
Costs to expand or improve infrastructure are increasing quickly, exacerbated by inflation and supply chain issues
We need to think critically about who will pay for necessary infrastructure upgrades or expansions and how
We have limited resources spread across a vast geography and wide range of needs
Permitting processes take a long time which adds to costs and ability to build
Political commitment to affordable housing is key
EV charging and building electrification requirements are adding to infrastructure capacity and upgrade needs
Electrification of utilities doubles the electricity load and demand for each unit
Even something like adding an ADU can significantly contribute to rising capacity needs for infrastructure in developed neighborhoods
Want to keep user costs low and not put the additional burden of necessary expansions or improvements on residents
Getting new regulations passed to support housing can take a lot of time and money (example of inclusionary housing that took 2 years to pass)
Should have more state funding for housing
Concern about whether state-level mandates to build housing is really feasible
Land use and infrastructure planning are diverging, which creates issues for compatibility and ensuring that the infrastructure can support the development
Need to pair affordable housing with transit options and service
We need an equitable regional effort and dispersion of opportunities for all
Washington state has a good model where general taxes pay to develop infrastructure, as well as a revolving fund
Right now users pay in significant rate increases to cover infrastructure upgrades
Converting commercial land to allow residential is a good approach, except for the fact that the infrastructure isn't set up to accommodate residential currently
Some communities don't even have the political will to support ADUs, which seems to be one of the key strategies under consideration right now
Denser development and infill is more efficient from a utility perspective, but there are still significant needs to bring existing infrastructure to where it needs to be
Construction defects laws have been a big barrier for developing missing middle housing
Even with adjustments in zoning to allow for more housing types, construction costs often make housing development difficult
Interest rates are really impacting feasibility right now
Many communities are property tax dependent, with pressure for downward rates to keep things affordable
Trying to focus on the preservation of existing affordable or naturally occurring affordable housing

There is a challenge and disconnect between funding cycles and when opportunities arise, so we need some kind of consistently available funding pool for these circumstances
Preservation of existing units will become an increasingly important strategy and goal as construction and land costs will probably just continue to rise
Have been trying to use congressional projects funding for some projects, e.g. Safer Streets & Bridges, or Department of Defense (have a military base)
Larger communities usually have staff dedicated to grant applications and management, but many smaller communities can't afford this and thus don't have the capacity or expertise to tap into key grant opportunities
Grants are an expensive process in themselves
Projects have to be shovel-ready when applying for grants, which can be a tricky chicken or egg scenario
Would be great to have a funding source that has minimal reporting and managing requirements to make grants more feasible and less costly
Could DRCOG or some other organization provide technical assistance support for small communities to seek and manage grants
Grant matching or overage requirements can also be prohibitive for some communities
Even communities that do have grants specialists often pass up some opportunities because the cost and headache just isn't worth the benefit
Infrastructure costs and deferred maintenance are already a big issue, so needs to expand capacity for new development and growth feels really daunting
Concern about losing access to critical funding if certain requirements aren't met that are a huge challenge to implement locally without support
Even just convening different actors to discuss challenges and helpful approaches or tools for grants application and management can be really beneficial to learn from others
The potential state mandate to update land use and zoning codes could add a huge strain on governments that already have really long to-do lists
Any mandate for updated zoning and land use must be paired with supportive tools and be tied to infrastructure planning as well
Need to protect naturally occurring affordable housing in mobile home parks within any state-level legislation to prevent displacement
Can DRCOG provide some guidance on best practices or assessment to determine whether retrofit for existing buildings or demo and rebuild is a better option (e.g. hotel or commercial building conversion)
How do we fill any gap in revenue left by conversion from commercial to residential
Maybe we need a regional approach to tax generation
There is a lot of opposition to housing because of perceived concern about traffic impacts
If we can't provide financial support to fund sustainability within buildings, then we shouldn't be requiring it, especially for affordable housing, as that just adds to construction costs that are passed down to consumers
It would be great to have a streamlined permitting process at all levels of government
Development projects are taking 5, 10, or more years to build, which is a huge risk and adds significant cost to the final product
Need broader incentives and regulations to reduce water and energy use and improve overall utility efficiency
We currently plan for future water needs based on historic trends but we need to update that methodology as it may not be accurate

We need to be planning and preparing more for extreme worst case scenarios with water, such as storage, etc.
There is a big issue with how much water goes to agriculture and irrigation
Transportation needs a lot of attention if we're truly going to grow as much as anticipated, and housing needs to be aligned with that
Preserving existing housing doesn't align with funding currently available and it's difficult to compete with private developers to acquire those properties to preserve them
Actual costs to preserve housing is generally much lower than developing new housing
Have adopted zoning changes that promote smaller construction
Considering a tap fee structure that calculates both inside and outside uses, which is proportionally accurate and reduces costs for small units and lots
Want to reduce utility costs but cities rely on tap fees as they are
Water availability is a major barrier for greenfield development as existing wells are starting to go dry
Considering zoning regulations to limit turf
Need to consider and promote more recycled water solutions
Water rights is a complex issue that significantly impacts development potential
Concern about parking needs to support infill development
EV electrification requirements may hurt future residents because those costs will be passed down to users, and grant funds are not a sustainable source for capital upgrades on that scale
A huge opportunity is to fix the construction defects laws to allow for more variety in homeownership options
Water and sewer require a self-sustaining system where infrastructure is funded through enterprise and user fees
Upgrading water or sewer lines to accommodate denser housing is a huge cost that can't often be shouldered by developers, especially if including affordable housing or if you want costs to remain low
Could consider shifting the cost of infrastructure upgrades to a capital source rather than up-front fees that impact the users
CBDG or HOME could provide gap funding for public infrastructure, especially to help LIHTC projects
Some developers don't want to meet labor standards that come with certain funding sources
Workforce for construction and infrastructure projects is limited
Example utility co-op costs have increased 40% in 4 years, due to required upgrades and market conditions
There is a significant reliance on developers and special districts which just passes costs on to future residents via higher property taxes
Significant subsidy is necessary for developers to meet affordable housing, especially below 60% AMI
Transportation costs are another significant factor that contributes to quality of life and both job and housing security
Lack of housing affordability results in lower levels of service for the community (e.g. house cleaners, restaurants, etc.) and longer commutes for many people
Lack of housing affordability can result in people moving elsewhere as they are priced out, or because they are dissatisfied with the lower levels of service
States with lower living costs will be able to attract new talent and economic growth
Maybe it's okay if Denver's economic growth slows a bit to allow us to catch up on development to meet needs
Factors that we can't control are really the biggest issue impacting housing supply and costs, such as interest rates, demand, construction costs, market volatility, etc.

How can we better prepare for fluctuations in the market so that we can continue building and reliably producing housing across different market conditions over time
The biggest opportunity for DRCOG in the housing field is to tie housing production to transportation dollars
Slower economies with high housing costs generally just attract more high income households
DRCOG could help in convening jurisdictions to help them benchmark one another and share resources
No community wants to feel like they are the only one addressing the issue so bringing jurisdictions together to share their ideas and efforts could be very beneficial in building collective momentum
Need to normalize large-scale collaborative discussions around housing on a regular and continual basis (maybe 2 times per year)
DRCOG could help by sharing best practices and case studies
Example from Minneapolis Metro that produce an annual "Beige Book" with interviews from panelists each quarter to understand trends, considerations, etc.
Need to promote more TOD, including funding and regulatory allowances to enable more development
Parking near transit stations is a low hanging fruit opportunity, particularly partnering with RTD on underutilized lots
Need to ensure that affordability and equity are incorporated into any TOD development
School districts need to be part of the conversation to understand how housing can help maintain enrollment levels and serve families
Need a more regional system and approach for matching low income households with available housing (Dahlia example in San Francisco)
Need to be assessing projections annually because things can change very quickly
The National Housing Preservation Database is a great resource and would be a good model for the entire Denver region
Need to be flexible in our policies and approaches to account for changing trends and forecasts
There will always be demand for 60% AMI or less, but it requires so much support and there is so much political opposition that it will probably always be underproduced
Need to help people understand economics and the importance of having low income housing in all communities to support lower wage jobs that are tied to essential and desired community services
There is currently not a regional mindset and local jurisdictions are at-odds with state efforts, which indicates a need for an honest fair share conversation and better sharing of experiences and data
Need more funding to support development for less than 60% AMI
Need to reconsider and discuss how bond caps are used, distributed, etc. re: collective pooling versus siloed by issuer
Smaller communities seem to often get a bond allocation but don't have a specific plan for how to use it, especially if they don't have dedicated housing staff
Funders expect a higher level of supportive services for affordable housing but it can be challenging to find organizations to do so and adds to cost, although it is important
There are varying approaches to providing services and they all have funding challenges
There have been major increases in insurance premiums, in some cases as much as 200% in a year, which can be hard on property managers and owners, especially affordable
Operators and owners have to absorb the costs of increasing insurance because they can only increase rents by so much, or require formal processes and approvals
It would be great for DRCOG to advocate for a state fund to support unforeseen changes in costs, such as insurance (California as a case study)
Areas affected by the Marshall Fire are feeling insurance increases acutely right now

It is challenging to provide permanent supportive housing for seniors, as it takes certain expertise to manage Medicaid
There's been a lot of innovation lately to try to reduce construction costs, such as modular homes, but it doesn't seem to actually be lowering costs as much as promised or intended
Modular development often requires 25% to 50% down upfront, which starts interest accrual earlier than traditional development construction loans
Transportation costs for modular can also drive up costs
Modular construction still faces challenges related to scale and efficient production as the market hasn't really absorbed or integrated it yet
Tax credits are a very important and very competitive piece of capital stacks for affordable housing
RTD is statutorily prohibited from taking less than market value for heir land, so they can't donate or subsidize TOD projects with their land, however example of lower interest rate construction loan from RTD for project on their land
Need to be creative with funding streams and sources, including more collaboration across different sectors and entities
formal DRCOG endorsement and support on financing applications could be really helpful
Tools like inclusionary housing regulations just forces developers to increase the price for market-rate units
Developer group has stopped developing multifamily housing entirely because of inclusionary regulations that force market-rate prices to go unrealistically high
Seems like "voluntary" tools to promote things like affordable housing aren't actually voluntary because if developers submit a proposal that doesn't include it, they won't get approved
Places like Denver, California, Washington, and Oregon have become a very hostile place to develop, whereas places like Texas, Arizona, and Florida are much easier to develop in so they get more
Construction defects laws have killed attached for-sale development
Local jurisdictions are attacking special districts (Title 32), which is the only way that necessary infrastructure for new development can be paid for currently
Many jurisdictions are abusing the purpose of special districts by requiring developers to pay for things for the broader community, like parks, plazas, or affordable housing, rather than just necessary utilities infrastructure for that area
Increasing community benefit and infrastructure requirements for developers is prohibitive or just drives up housing prices for consumers
All housing under 80% AMI realistically needs subsidy so we need a lot more funding, and where will that come from
When the City of Denver rezoned in 2010, they implemented regressive and more restrictive zoning by reducing many areas from 2 to 4 units by right down to just 1
While Denver's 2010 zoning allowed for higher density along corridors, construction defects laws and now inclusionary zoning have resulted in additional limitations, so building housing is becoming less and less feasible, especially for-sale
In addition, the available forms in Denver's code haven't kept up with desires and needs to allow for the diversity of housing types they want to see
Denver's process for updates to the zoning code take way too long, leaving developers working with an outdated code
The Needs Assessment indicates that more than half of units over the next decade need to be 60% AMI which might make jurisdictions turn down developments that don't fall in range, essentially stifling housing development

How can DRCOG enforce or encourage all jurisdictions to support and accept affordable housing
Need to make it clear that any housing production is good and helps to meet the goals and needs
Should create a trust fund for minerals severance tax revenue to fund infrastructure with no strings attached (New Mexico case study)
Tap fees are based on fixture counts rather than household size and actual use
Modular projects aren't saving on plan review and inspections because the process is not treated differently, even though the state is doing its own inspections at manufacturing stage
Parking requirements are also often an issue and prohibit more units, so even allowing for more flexible options (e.g. off-site), can be really beneficial
Complex regulations make development very difficult if not impossible for smaller developers, which is why many small developers have gone away and we're just left with larger developers who want to do big projects with high unit counts
TABOR is a barrier that prevents jurisdictions from funding services and maintenance, contributing to backlogs and shortages that make capital projects much harder to fund
Many jurisdictions are holding onto commercially zoned land, even though the demand balance for commercial versus residential is not matched, just because of reliance on commercial tax revenue
Need to be more explicit with rezoning commercial to mixed use to indicate exactly what uses are allowed and do it by right, rather than requiring a more lengthy and subjective process to figure out whether housing is allowed or not
Permitting processes have become way too long and expensive, and sometimes you spend all that time and money and then the project isn't approved
Example of permitting process taking 6+ years and more than \$1 million or 8 years and \$6 million
Jurisdictions have staffing issues for permitting, particularly because in-office standards haven't rebounded since COVID, so the time that people are actually available for discussion or appointments is vastly reduced
During lengthy permitting processes, codes often change, which may require additional time and adjustments for the project, costs and market conditions change, maybe certain materials aren't available anymore so you have to go back to ask for permission to change the material, and this whole time you have to be financing the project without revenue
Trades labor hasn't recovered since the 2008/2010, requiring higher costs for training but lower quality products due to less experience and expertise
Small-scale and independent builders have virtually disappeared, and those are the laborers that typically work on smaller-scale infill and missing middle development
Insurance costs have contributed to smaller development and construction businesses dissipating
Denver's review process for any project larger than 5 acres requires a special review process that takes 3-4 years and they usually try to squeeze every ounce of public benefit from the developers
Planners and jurisdictions want to control an increasing amount of detail in development, all of which makes the process harder and more expensive
We need to prioritize and subsidize housing the same way that we do with economic development and jobs growth
NIMBYism is often embedded within local planning staff and elected officials
Example of a municipal staff person who was very helpful to work with was let go
Difficult to navigate all the differences and specific requirements for each jurisdiction so developers often find the ones that are most flexible and easy to work with and try to stay there
Often the more flexible and supportive municipalities are those on the outskirts, resulting in more sprawl
Even a small amount of direct subsidy goes a long way

Apart from limiting condo construction, construction defects laws have increased insurance costs significantly and some insurers are leaving the state entirely
Organizations and people who provide services to low income and homeless populations should be consulted during this process and future housing discussions
Land costs, public funding, and politics are key barriers
Some communities have limited land and residents often fight hard against increased density and TOD
Example of board willing to support help and assist homeownership programs more than others
Uncertainty and challenge with balancing lower costs for affordable housing vs maintaining revenue, e.g. what fees to waive and how to make up those revenues
Water and sewer districts do not offer waivers for affordable housing, which can be a big cost for taps, so how do we get service providers to support these efforts too
Fee in lieu revenue from inclusionary zoning sometimes helps to offset loss of revenue from affordable projects where fees are waived
Some developers have told municipalities that they won't build to max densities around transit stations because the market won't support it with current levels of transit service
A regional housing summit to help drive collaborative discussion and collective goals would be really beneficial
Example of municipality having issues protecting and preserving naturally occurring affordable housing in mobile home parks, since the land is usually owned privately by someone who doesn't care about community benefit
Another municipality seconded challenge of preserving and protecting mobile home parks
For infill or brownfield development remediation can be prohibitive
Example of municipality and county working together on deed restrictions
Example of new efforts to create a small-scale regional housing authority to help streamline codes across the county and to help with education and outreach to combat NIMBYism
One-off exemplary projects can be used as a pilot for certain regulatory or programmatic changes, such as reducing parking minimums for one project to help spur support for wider revision to parking regs
Excel doesn't have enough service for new development in some places and sometimes that isn't clear until the project is already underway
People tend to think that smaller communities don't need transit service but from a perspective of proportional growth impact, small communities are experiencing a lot of change and often the growing number of residents need to get to larger job centers
We need to advocate for more transit everywhere in order to support housing production everywhere
Need to address construction defects laws to encourage and allow for more affordable homeownership options in condo development
Would like this regional housing needs assessment and strategy to be a tool to inform legislation, including specifically identifying what legislative changes are recommended with greatest impact and to achieve regional goals
State legislation defines the boundaries of opportunities and successes at the local level
Need to emphasize the importance of and continue to produce plans and assessments to help inform legislation that is context-sensitive and appropriate
Legislative approaches really need to be regional in the sense that they account for contextual nuances
Need to factor in transportation costs when thinking about affordability and housing security, and need to promote location efficiency
Any strategy suggestion or mandate comes with costs, we need to clearly identify what those costs are and provide a pathway for funding those costs

Lack of housing stock is rooted in labor shortage that resulted from 2008 recession and hasn't rebounded, so how do we encourage and support labor force growth in this industry
Infrastructure and politics were not able to keep up with development boom and growth in demand from young people that occurred in the 90's and 2000's.
Housing unaffordability snuck up on us pretty quick and has been a shock to the private sector which has turned more to public private partnerships
Denver has also had to put a lot of resources towards immigration influxes recently, which strains resources for other existing needs
There is a big backlog in City of Denver permitting right now because so many people wanted to submit before inclusionary zoning went into effect at the same time that there were staffing shortages
Many of the more urban jurisdictions that neighbor Denver have reacted to rising prices and influx of development so they started to crack down more
More suburban communities tend to offer cheaper and more available land as well as easier permitting processes
NIMBYism is a huge problem, even for more subtle adjustments like allowing ADUs
It's shocking how forthright some residents and even elected officials are in opposing any kind of growth or economic diversity
We don't currently have and need guidelines for financial institutions to understand how many spaces you actually need
Parking is really expensive and takes up valuable land so parking requirements can kill a deal fast, especially for affordable housing
Starting to make some headway on reducing or removing parking requirements for affordable housing
Example of a project in Denver where a developer is trying to build affordable ownership housing and has a lot of political support but the land is appraised quite high and RTD can't sell below market value
Example of an affordable housing developer having difficulty with the Urban Renewal Authority because of public sector policies and procedures that don't have compelling alignment with affordable housing
Denver has been reticent to do credit guarantees to protect their own credit
Because most communities are funded primarily through sales tax, TIF used to be used mostly for commercial development rather than housing, but with housing and property prices rising, we're starting to see it more with housing too
It's important to note the lack of coordination and shared responsibility for meeting housing needs across the region
DRCOG doesn't have a history of being particularly influential, so the more that this project can encourage them to take bold and specific action, the better
We need local level housing targets and information to break down the huge number for the region, because it amounts to trillions of dollars and people need to know what they can be responsible for and what they can do
Local developers respond to the market
Construction defects laws are a big barrier and it drives up insurance, even with proof that developers can win cases
Everything about building condos is riskier right now than detached single family or rental, limiting the new condo market only to very high end that is extremely expensive
Housing is too expensive, people will charge whatever the market dictates, even if they could charge less
Many landlords are big corporate companies that keep raising rents and don't keep up with maintenance, so people are paying way more than they should be for sub-quality living conditions
Funding and seed money is a big issue

Example of a project that's been in the works for 12 years and just finally got funding to support a developer with ARPA funds
First time homebuyer loans and grants are helpful
There are a lot of tools in the tool box, but each one is underfunded and they each have a specific purpose or temporary timeframe
NIMBYism and prejudice against people who have been dealt a tough hand are a big issue
Housing affordability is also affected by low wage jobs, high medical costs, mental health, etc.
People oppose affordable housing without even knowing who will actually live there, its all based on biased preconceived notions
Concern about efforts to lower parking minimums because that can lead to big issues with cars parked on streets and traffic problems.
Support for ADUs
It is tricky to find the right balance between creating more opportunity for housing while also mitigating against potential nuisances or issues
There can be real issues with too many people living in a house or young adults who live together being really rowdy and disruptive to neighbors
People in Colorado still want the 1950's white picket fence American Dream
Some commissioners think DRCOG is overreaching their role by stepping into housing
It makes sense for DRCOG to coordinate housing around transportation as a place to start
In particular, DRCOG can help coordinate low income housing in TOD areas, whether it's helping to secure or providing regional grants, etc.
DRCOG should serve as a convener and facilitator to bring all the housing people together to figure out goals and what they can do collectively
Attitudes and understanding about housing issues from elected officials is a barrier, often resulting in NIMBYism
communities that are landlocked have a harder time with housing, and very susceptible to bias and opposition
Its hard to find developers who are willing to take on affordable projects that may pencil differently
Technical assistance for small cities could make a difference in helping these communities get what they need
Example of difficulty getting council to support a large vacant commercial building to housing
Pressure and financial assistance for affordable housing in TOD areas would be helpful
Example of local efforts to upzone single family, including 3-unit incentive if one unit affordable, that caused an uproar, including racism and council recall
Condo defect liability law is a big issue, resulting in a lot of apartment development but low income households can't afford them and there aren't enough vouchers
Big issue with people not able to gain wealth the way they used to because housing is so expensive
Hard to find organizations to operate affordable housing developments led by municipalities, such as hotel conversions
Denver region doesn't act like a region, even though you can't usually tell when you've crossed from one jurisdiction to another
Need to align transit funds and HUD funds
Need an MPO for housing
Need more facilitation at the local level to make on-the-ground impact

Need a formal plan for the region that everyone can get behind and provides clear support for a variety of housing strategies that local municipalities can implement, and need to incentivize housing the same way we did with transportation
Have looked at models in Minnesota for TOD, family-oriented, mixed-use developments
Need to pilot some ideas, which DOLA can fund
DOLA has staffing shortages which makes distribution of their funds difficult
Would like to see an alliance between DRCOG, DOLA, and local planning department
What is the Area Agency on Aging role in housing at the regional level
Good funding sources include the Mile High Community Loan Fund/Impact Development Fund, TOD Fund, and CO Affordable Housing Preservation Fund
Need to ensure that people can stay in their homes has become a more acute need since emergency rental assistance has dried up, this includes regulations being worked on like warranty and habitability, rights to renew, source of income anti-discrimination, etc.
Right of first refusal is also important for income-restricted units so that local governments and partner organizations can preserve them
Would like to see local governments do more to support tenant stability
Preservation of existing units gets less attention but is really important and less expensive
Prop. 123 is helpful but there is always a need to expand financing and funding options at the state level
Technical assistance for nonprofits is helpful, example of helping them with electrification without raising utility costs
Transit hubs/TOD and ADUs seem to be the talk of the town these days
Should be pushing for public resources to go towards housing for 60% AMI and lower
Mountain communities have been pushing for subsidy at AMI well above 100% because prices are so high there, but the lower income brackets are still in greater need there and in metro areas, so public funds should go there first
Land availability, land costs, water, and land use regulations are also big barriers
Strategies essentially need to address displacement, low-income communities, and building affordable housing
Trying to figure out how to increase tax credits
Eliminating single family zoning is probably not practical here
Challenge in ensuring that affordable housing, including permanent supportive housing, is financially viable over time, especially since Colorado doesn't have a funding source to pay for services and operating costs
Increasing insurance and operating costs, paired with low rent collections put all affordable housing at risk
As a region, we need to create opportunities to raise low-cost capital, provide flexible and fast capital for acquisitions, along with private debt
Can we use a similar approach as Denver Prop/Amendment B that diverts tax revenue for homeless services to provide service and operation funding for affordable housing
Can we create some long-term regional financing mechanisms
Need better coordination by governments and providers to look at broad regional needs and strategize how to meet those needs
Need to increase density near transit, including partnerships with RTD, and can use some of California's financing tools as models
Need to partner with anchor institutions, such as schools, faith-based organizations, employers, etc.

DRCOG should help with pulling people together to focus on resources, land use, acquisition, land availability, etc.
Financing is a big challenge for providing housing at or below 60% AMI
LIHTC programs are oversubscribed
Would love to see dedicated and sustained funding at the local level
Have talked with many developers who feel like local governments could be better partners
Projects are way more likely to bypass opposition if they don't need a zoning change, variance, etc. so changing the land use regs to allow more of these projects can make a big difference
Water tap fees are exorbitant, and water availability is an issue
Though governments can't do anything about it, construction costs are a big barrier
There are sales and use tax exemption benefits that come from partnering with a nonprofit
Need to make sure that subjective regulatory processes don't become too burdensome and rather make these processes more efficient
The Transit Oriented Communities bill could really help with getting zoning regulations to support housing and avoid opposition
Prop. 123 expedited review requirement may be really impactful, but also may require new staffing
Have not heard yet that developers are shifting to Prop. 123 communities
Summit County as a model using STR fees for affordable housing, or lodging tax in other mountain communities
Additional property tax to fund affordable housing is also a common strategy, but wouldn't be good to do so with sales tax since it's regressive
Naturally occurring affordable housing often sold off and either scraped or remodeled at higher prices
Land availability and water are issues, especially as we think about balancing housing needs and climate goals, including open space preservation
Most available land is far from transit and jobs, so what are the costs of allowing housing there
Need to keep existing deed restricted units in the system
Need to keep naturally occurring affordable units in the system, especially mobile homes
Need funding sources to support residents of mobile home parks to buy their land in cooperative (Elevation, Thistle, and Sharing Connections as resource and model for this)
Need to promote local governments working with Housing Authorities to acquire and preserve naturally occurring affordable housing as deed-restricted
More community land trusts
DRCOG has credibility and opportunity to show what regional collaboration can look like through a strategy that has buy in from local governments
Need to get everyone on board to commit to this as a broader region since there are many smaller regional or local efforts that those jurisdictions will want to hold onto
DRCOG should provide an implementation plan to meet identified needs, without giving specific direction to local communities
Communities, especially smaller ones, will need guidance for implementing strategies in a regional plan, e.g. upzoning or rezoning commercial land, expedited review, etc.
Habitat for Humanity has historically high home purchase prices between \$300 and \$325 for a 3-4 bedroom, but having trouble finding households who qualify and can afford mortgage payments, even with no downpayment
Hard for Habitat for Humanity to go lower than 50% AMI and some grants require 80%
AMI's have been going up which hurts the lower income households

Challenge to find enough subsidy to fill the gap between development costs and what households in low income ranges can afford, both up front and in the long-term
Long term affordability covenants help, where homeowners sell back to the trust and those homes remain affordable
Need help advocating for more grants and funding
Not many local jurisdictions have their own funding sources, which limits opportunity and viability for affordable housing; Denver has the most money
Prop. 123 is helpful but won't make up the difference for communities that don't have their own funding
Downpayment assistance funding for land trusts only help the first owner
Long-term investment in development is better than one-time interventions
Not building as densely as we could be for affordable homeownership because of construction defects laws
Community land trusts not only make the units more affordable but also provide supportive services to help first time homebuyers navigate the system and responsibility
DOLA/DORA emergency mortgage assistance program is a good resource
Community land trusts keep affordable ownership units while allowing residents to build modest equity
Sustainability efforts in building like energy efficiency are worthwhile because they reduce utility costs but need to be able to leverage funding to do that work
Faith-based organizations have provided key partnerships for affordable housing with their land
Anything at the state and local level to improve zoning for affordable housing would have a big impact
Split lots, by-right affordable housing development on land owned by anchor institutions such as faith-based organizations, schools, or employers are potential strategies
With school enrollment shrinking and schools closing, this may be a key opportunity for affordable housing
NIMBYism is a barrier with rezoning
Would be great to have a regional housing fund, preferably grants
DRCOG could help by advocating for additional state and local funding, and working with entities like DOLA to make sure that available funds are as helpful as possible
Regional solutions could be an alternative for state-level reforms that have failed
Opposition to ADUs in some areas is a barrier, due to stigma, bias, and worry about reduced values
Habitat for Humanity has had success working with the Denver Housing Authority to build ADUs and private owners on larger single family lots, either providing additional income if the owner is in a low income bracket, or restricting the ADU to low income if the owner is higher income
Biggest change in the last decade is that housing is becoming so much more expensive, and more renters are having difficulty finding affordable housing
What used to be "affordable" housing isn't anymore
People are looking really far out into the suburbs to find something more affordable
Hear from local governments that they can't hire public employees and civil servants because those people can't afford to live in their communities
There are a lot of specific needs with additional services beyond just affordable housing, e.g. previously incarcerated, people with disabilities, people with mental health issues, etc.
Missing middle is more of a need now than ever
There is a need for funding to fill the gap and jurisdictions aren't filling it on their own
Now there are needs for affordable housing in the higher income brackets too where it used to just be lower AMI households

Some people are starting to struggle with higher property taxes
Stabilizing projects in the long term is hard, because they require a lot of compliance and management for grants and funding which is becoming more costly
Need to focus more on the impacts and needs associated with an aging population, while recent focus has been more on unsheltered homelessness and immigration
Need to develop more types and modes of senior housing, that provide a spectrum of services, from independent all the way through fully supported
DRCOG already provides some good resources and programs to support seniors
Would be great if DRCOG could play a role in deals, providing resources for development, particularly for TOD or seniors or housing that aligns with their focus areas
The costs associated with delivering services has increased, including insurance, licensures for different communities, tools, trucks, labor, etc.
Have worked on a pilot with DRCOG to help seniors with home modifications after a healthcare incident, also with support from healthcare systems and entities, which could gain more momentum potentially
DRCOG can convene and leverage and advocate to get local players to make concrete investments and commitments
DRCOG could provide guidance and advocacy, especially for communities that have historically been stubborn when it comes to affordable housing and help facilitate relationships and partnerships with nonprofits and developers
Would like to see how the barriers vary by subregion to understand amenability and capacity for housing development and/or specific challenges
What can we do to overcome the issue of collective and political will, as that has been an ongoing major issue
Would like to see an inventory of all land in the region zoned for residential currently and how many units that land could theoretically produce to understand current capacity from a zoning perspective
There is not enough funding for low AMI housing so we need to preserve existing deed-restricted and naturally occurring affordable housing, and how do we do that
Building more housing in general, even higher end housing, will take pressure off of older (outdated, usually small) homes that would otherwise be naturally occurring affordable but people with enough money are willing to pay high prices for them
Just because one community has better resources for writing and managing grants doesn't mean they deserve that funding any more than another community that doesn't have the resources or capacity, so we need a better model for distributing funding for housing equitably across the region (DRCOG could play a role).
Concern and frustration that communities are doing a lot of good work to create more flexibility and opportunity for housing development and aren't seeing results
Construction defects laws are a huge barrier
Would like to see an assessment or investigation as to why development isn't happening in some areas where those zoning changes have been made to support more housing
Local governments should be recognized and get credit for the efforts and achievements they accomplish to move the dial on housing opportunity because it's very frustrating to put in a ton of work and just continue to hear that communities aren't doing enough
Would like to see an analysis and acknowledgement of the disparities and variable conditions even within each subregion, because sometimes lumping these disparate conditions together leads to skewed data and outcomes
It's important to be strategic in planning, and a big driver in meeting these needs will be to be able to build where land is available

Tax policy at the state and federal level is also really important, because many households are in a situation where they've appreciated a lot of value on their house and may be ready to downsize but if they were to sell their house, after capital gains tax, they wouldn't be able to afford even a smaller house.
Construction defects is not only preventing new condo construction but also makes existing condos more expensive because of insurance, and sometimes those units would otherwise be naturally occurring affordable housing, so it would be nice to have a funding source to protect and preserve existing condos or have some kind of reinsurance fund (maybe Prop. 123)
Would like to see barriers nuances by subregions
A lot of people (e.g. families) want a townhome or single-family home product rather than a condo or other multifamily unit so we need to make sure we're also providing the kind of housing that people want that is affordable to existing residents
Would like to see the city and county makeup for each subregion to understand who is included in each.
Affordable housing deals are 3x more difficult to get done currently with fewer tax credit deals overall
Colorado has good resources for middle income housing but those funds are becoming more constrained
Many affordable housing advocates or developers don't think middle income housing is good enough and look down on it
Available resources need to be paired together more and more to fill the gap and are generally producing fewer units due to costs
There are banks that focus on low-end affordable housing but there is a gap in lending for middle income
A big challenge is social impact investing, where the return levels expected are in line with conventional financing and are not realistic
There isn't a lack of lending capacity in the region for affordable housing
A big challenge is finding gap funding with need for equity solutions rather than debt
The region needs a Think Tank with developers willing to acquire affordable housing properties that are about to expire and stack resources efficiently to compete with the market in those moments to preserve existing affordable housing
Nonstandard projects are important for providing a spectrum of housing but face timing challenges because people aren't as used to them and in that lag time partners can drop out
Bureaucracy and red tape with government orgs is a challenge
In terms of workforce, affordable housing development doesn't pay as well which is also a challenge
All housing supply production contributes to the solution, not just affordable
Most resources are focused on one product type, which limits diversity of outcome
It's challenging to truly build to meet demand in terms of income levels
DRCOG has and should continue to play a role in dismantling various biases and stigma around housing
Affordable projects generally need LIHTC and other local funding sources
Waiting for funding to come through makes it hard to jump on opportunities and move projects along
Need higher bond cap
Need a significantly bigger source of equity
Tides are changing with zoning to provide more flexibility and opportunity for housing projects, but there are still challenges and limitations
Municipalities and communities often don't want affordable housing along developing transportation corridors where they are visible
Not enough LIHTC to go around, it's very competitive and limited

Community opposition is a major barrier, but can be combatted by supportive residents organizing and showing up during the process
There is a false sense that affordable housing and open space objectives can't both be met and how strategic density is part of this
Housing needs to be close to amenities
It's hard to keep housing operations staff, partially because market-rate properties offer really competitive wages
There isn't enough funding for supportive services, which project investors often want to see too
Crime and mental health are an issue on some affordable housing properties, which adds more costs when security is needed because local police don't want to handle it
Have had some success in purchasing and preserving naturally occurring affordable housing, using LIHTC for rehab
DRCOG can help by coordinating with RTD to encourage collaboration with housing developers and authorities to allow for affordable housing near transit
Need guarantees from RTD that there will be good transit service to support housing development efforts/TOD
City managers and elected officials are scared of and get the brunt of community opposition so housing providers and developers need to do the best they can to minimize potential issues and provide backing and support to change the culture around housing
DRCOG can help by monitoring state legislation and advocating for policies that support housing and affordable housing specifically
Worry about what the effects of anti-eviction legislation may have on project feasibility as investors might not want to support projects if we don't have the ability to evict problem tenants
Denver region is not keeping up with affordable housing needs, especially for seniors
Waitlists for affordable senior housing is 1.5 years out and some others are even longer
At the rate we're building affordable housing and how long it takes for affordable housing projects specifically to go through permitting and development processes, we aren't going to be able to keep pace with needs
Many affordable housing units for seniors capped at 80% AMI are going to people at much lower income brackets, so they're still cost burdened
It's difficult to have all your ducks in a row in time to beat out competitors for acquisition, especially for affordable projects
You really need to be well versed in the tax credit system and process if you have a chance of getting it, so that's a hurdle on its own
Partners that specialize in one necessary part of the intended project don't necessarily have the knowledge for another critical part, e.g. LIHTC and supportive services for seniors or people with disabilities
The complexity of capital stacks, funding requirements, and other factors that contribute to how long the development process takes is a major barrier
Navigating the variety and difference in regulations across jurisdictions contribute to time and complexity for each project, e.g. parking requirements for senior housing are still really high even when most of those residents aren't driving
Services for seniors who are aging in place and alternatives to assisted living will be critical as the aging population grows
Finding and securing land for affordable projects, esp. senior housing, is challenging in terms of location, etc.

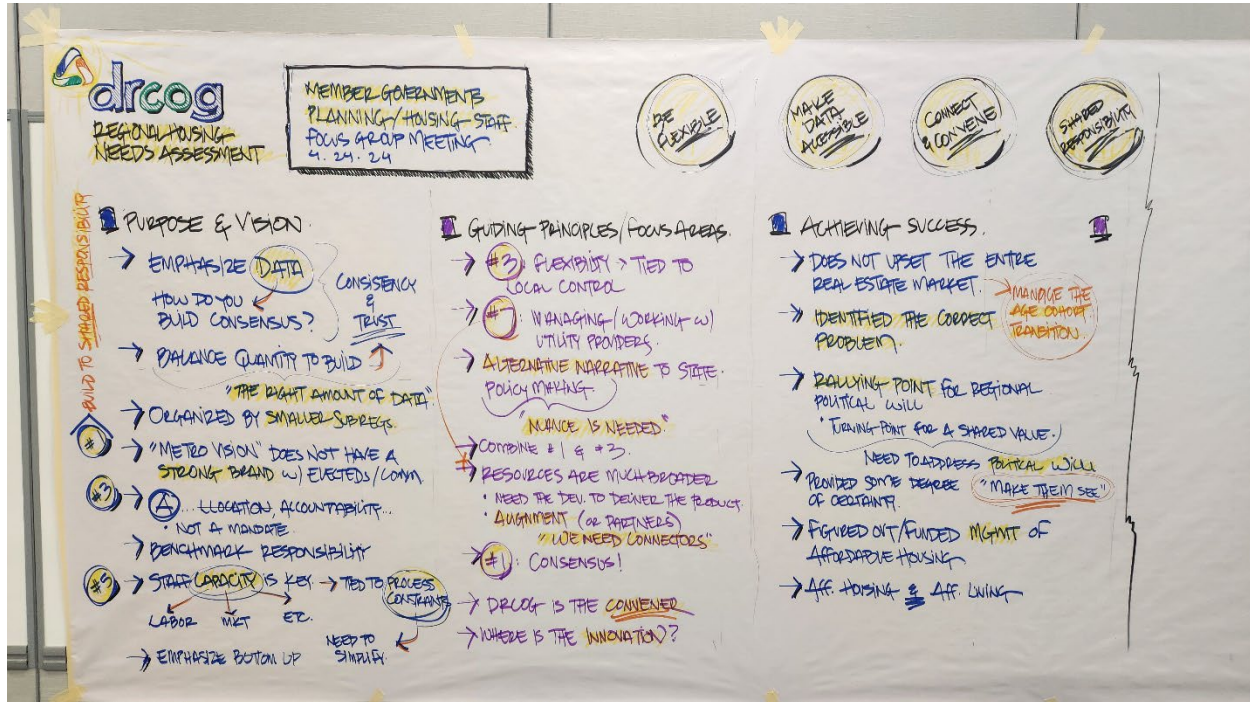
One limitation of LIHTC is that you have to have land secured before you can apply for the credits
Prop 123 is a little hard to understand who can and how to access funds
Grants are essential to maintaining staff and services for non-profit senior affordable housing, and need to have the capacity to go after and manage those grants
Education and shared knowledge around available funding sources, partners, etc. is really important
A housing summit at the state level or some kind of think tank for funding sources, partners, collaboration, and opportunities would be great
DRCOG's AAA services are an asset and could be better integrated with housing providers probably
DDRCOG can help advocate for funding, both for housing development and supportive services, operations and management, and other related programs
Housing is the foundation of healthcare
affordability and homelessness are a major and growing issue
"protect our neighborhoods" is modern-day discrimination and desire to keep out people and cultures that are different
Communities that are less welcoming and willing to play a part in the housing crisis and accommodate regional growth put more burden and pressure on those that are more welcoming and open to accommodating those realities
We need to have an honest conversation and examination in the development world about what the actual and realistic profit margins are because that always seems to be the bottom line issue while it seems like most developers are continuing to build and living pretty comfortable lives themselves
Utility costs, tap fees, etc. and finding capital are major challenges for housing development, especially for affordable
There are infrastructure challenges with infill and densification
Land availability and prices are a major challenge for keeping housing affordable and making Affordable housing projects feasible
Misunderstanding and bias about who qualifies for affordable housing is an issue and there doesn't seem to be a lot of political will to try to change that narrative and provide education
Need the housing stock to provide more opportunities for natural cycles, esp. for seniors to downsize
There is an issue with shrinking school enrollment but people also don't want to redevelop school sites
Metro Districts are complex and many are poorly managed, and are really just a band-aid for the gap left by TABOR
The high number of different utility service districts are an issue in artificially inflating utility costs and limiting growth potential
We need zoning that allows for more creativity in ownership, like smaller units, shared common spaces and outdoor areas, etc.
We need state-run insurance safety nets, similar to worker's comp to help developers
Need housing authorities to venture more into affordable homeownership, rather than mostly rental
Construction defects law scares a lot of people from ownership development
People are pretty resistant to projects and processes that aren't status-quo and require them to venture into unknown territory
There is an inherent challenge with the need for more state-level support and effort to help address housing needs and development and the priority of protecting local control
Deferred maintenance and backlog for much-needed infrastructure improvements are a huge impediment to growth and development, which is partially a product of TABOR
Key institutions with land provide a key partnership opportunity for housing, e.g. schools, churches, etc.

DRCOG should be a convener of various housing partners and entities, share best practices, and think about potential funding opportunities that could provide regional-level funding for a wide spectrum of housing needs, projects, and programs

DRCOG can learn from other MPOs

Appendix C – Phase 2 Member Governments Staff Feedback

The following are recorded comments from meeting discussions – both in-person (1 group) and virtual (3 groups).



Purpose & Vision	Guiding Principles	Achieving Outcomes & Success	Scoping
Debrief Info Draft Vision: Support and further Metro Vision 2050 Develop a consistent, data-informed, and equity-centered approach to analyzing and responding to housing needs. Foster a culture of accountability and shared responsibility for addressing housing needs. Build consensus around a shared framework for action. Increase capacity within local communities to advance housing strategies and respond to evolving needs. Build a region that is more resilient, inclusive and equitable. Your Feedback Should anything be changed, removed, or added for the Housing Strategy Vision? Living document - how do we keep this vision and strategy process ongoing and iterative? Like the data component especially. That which is measured gets done. Having a consistent framework for data collection and analysis would be helpful (regional, subregional, and local). Is the content regional and applicable to all local jurisdictions? This does resonate in general. Reference to furthering Metro Vision seems broad. Safe, resilient, natural and built environments. Access to greened innovation on conservation, energy, sustainability, etc. Would like to see this more explicitly incorporated into the vision. Maybe could be added to the capacity piece? More resources to tackle these challenges. Short-term horizons are very important as well as longer-term visioning. Maybe add something related to policymaker perspective - collective decision making and consensus building.	Debrief Info Draft Guiding Principles: 1. Be data-informed, grounded in and responsive to a clear and shared understanding of the region's diverse housing needs. 2. Align with Metro Vision, providing consistency with its planning areas and goals. 3. Ensure flexibility in responding to the diverse needs and contexts of communities across the region. 4. Be comprehensive in addressing the barriers that are keeping housing production from meeting the full spectrum of needs. 5. Provide near-term impact while building long-term value, understanding that housing is needed now but lasting solutions will take time. 6. Reflect the unique roles and authorities of each sector while facilitating improved communication, coordination and collaborative action. 7. Identify resource requirements for delivering desired outcomes. Your Feedback Which of these resonate most with you? Should anything be changed, removed, or added for the Housing Strategy Guiding Principles? #2 - key component here is education. Would like to see DRCOG providing education materials to help local communities educate within their communities. Also to incorporate into training periods after elected body turnover. #7 - "Identify resources, and their requirements" (updated list of resources available). Again, this should incorporate components of sustainability too. #6 - maybe make more clear that there is a continuous iterative process for which local communities can provide input on the strategy and future goals (also relevant to #3). Appreciate the approach to broadband by subregions. There are differences across the region but all need to be collaborative with neighboring jurisdictions. Advocacy at state level - would this fall under #4? e.g. construction defects, etc.?	Debrief Info Imagine this... It's 2030, and Denver's Front Range is seen as a national model for regional collaboration and action to address housing needs. You've been invited to give a talk so that other regions can learn from this amazing success story. Your Feedback What happened over the last 10 years that made this success a reality? What were the hard parts and how were they addressed? What happened during the strategic planning process that laid the foundation for success? We've addressed a lot of the regulatory challenges but we need more funding success means there is more funding available for affordable housing projects. Public policy is a component but not the driving force - often reactive to market dynamics. Actions to reduce risk will result in more success. Strong or weak markets and relationships to neighboring jurisdictions have a strong impact on outcomes and whether policy changes work, or which policy changes are necessary. Need to be able to be flexible to this and intentional about market viability - coordination. Fear of risk is a challenge - both for developers and for local officials and staff. Staff capacity is a challenge - success would be the ability to measure the process that allowed for "yes" and development success. Be able to replicate? Success would also involve more attempt at collaborative efforts - what was attempted, what worked, where were there shortcomings or challenges? esp. for funding. Follow leaders' example (e.g. those who are already spearheading regional collaboration on smaller scales). Is success tied to some target related to the identified needs?	Debrief Info We've identified needs and barriers. Next comes the strategy and implementation. The first step in achieving success is defining and getting buy-in on the strategic planning process. Your Feedback What should the process look like? What are some of the key milestones? How detailed and prescriptive should the strategy be as an open-ended? Should the strategy focus on "how," "when," and "by whom" as just focus on the "what"? What are the deliverables? Who needs to be at the table? How do we engage and educate? How is success measured? Is it tied to the identified needs? (%), more broad? Strategy should focus on all aspects of implementation - with limited capacity, turnover, etc. the "how, when, by whom" is really important to help with efficiency. How DRCOG as an advocate to support local counties for urban renewal (also covering various counties) - both, incentives, etc. Deliverables/who involved - help the region pull-down and access prop 123 funds more efficiently and effectively. Deliverables - what would make local jurisdictions a good development partner? What can jurisdictions do to make development easier, more efficient, predictable, etc. Who involved - more broadly ask who wants to be in or should be involved (non-advocates). Ask contacts and jurisdictions to share with and invite their contacts and other departments. Business community (can provide some political weight) should be involved - ability to attract and retain talent is critical and directly related to housing.

An Act

SENATE BILL 24-174

BY SENATOR(S) Kirkmeyer and Zenzinger, Bridges, Baisley, Gardner, Ginal, Liston, Lundeen, Pelton B., Pelton R., Rich, Simpson, Smallwood, Will, Buckner, Coleman, Exum, Gonzales, Hansen, Marchman, Michaelson Jenet, Mullica, Priola, Roberts;
also REPRESENTATIVE(S) Bird and Pugliese, Armagost, Bradfield, Evans, Frizell, Lynch, Taggart, Weinberg, Wilson, Winter T., Amabile, Bacon, Boesenecker, Brown, Clifford, Daugherty, Duran, English, Jodeh, Joseph, Lindsay, Lukens, Martinez, Marvin, Mauro, McCormick, McLachlan, Sirota, Snyder, Story, Titone, Valdez, Velasco, Weissman, Willford, Young, McCluskie.

CONCERNING STATE SUPPORT FOR SUSTAINABLE AFFORDABLE HOUSING,
AND, IN CONNECTION THEREWITH, MAKING AN APPROPRIATION.

Be it enacted by the General Assembly of the State of Colorado:

SECTION 1. In Colorado Revised Statutes, **add** part 37 to article 32 of title 24 as follows:

PART 37 HOUSING NEEDS PLANNING

24-32-3701. Definitions. AS USED IN THIS PART 37, UNLESS THE

Capital letters or bold & italic numbers indicate new material added to existing law; dashes through words or numbers indicate deletions from existing law and such material is not part of the act.

CONTEXT OTHERWISE REQUIRES:

(1) "ACCESSIBLE HOUSING" OR "ACCESSIBLE UNIT" MEANS HOUSING THAT SATISFIES THE REQUIREMENTS OF THE FEDERAL "FAIR HOUSING ACT", 42 U.S.C. SEC. 3601 ET SEQ., AS AMENDED, AND INCORPORATES UNIVERSAL DESIGN.

(2) "DEPARTMENT" MEANS THE DEPARTMENT OF LOCAL AFFAIRS.

(3) "DIRECTOR" MEANS THE EXECUTIVE DIRECTOR OF THE DEPARTMENT OF LOCAL AFFAIRS.

(4) "DISPLACEMENT" MEANS:

(a) THE INVOLUNTARY RELOCATION OF RESIDENTS, PARTICULARLY LOW-INCOME RESIDENTS, OR LOCALLY OWNED COMMUNITY SERVING BUSINESSES AND INSTITUTIONS DUE TO:

(I) INCREASED REAL ESTATE PRICES OR RENTS, PROPERTY REHABILITATION, REDEVELOPMENT, DEMOLITION, OR OTHER ECONOMIC FACTORS;

(II) PHYSICAL CONDITIONS RESULTING FROM NEGLECT AND UNDERINVESTMENT THAT RENDER A RESIDENCE UNINHABITABLE; OR

(III) PHYSICAL DISPLACEMENT WHEREIN EXISTING HOUSING UNITS AND COMMERCIAL SPACES ARE LOST DUE TO PROPERTY REHABILITATION, REDEVELOPMENT, OR DEMOLITION; OR

(b) INDIRECT DISPLACEMENT RESULTING FROM CHANGES IN NEIGHBORHOOD POPULATION, IF, WHEN LOW-INCOME HOUSEHOLDS MOVE OUT OF HOUSING UNITS, THOSE SAME HOUSING UNITS DO NOT REMAIN AFFORDABLE TO OTHER LOW-INCOME HOUSEHOLDS IN THE NEIGHBORHOOD, OR DEMOGRAPHIC CHANGES THAT REFLECT THE RELOCATION OF EXISTING RESIDENTS FOLLOWING WIDESPREAD RELOCATION OF THEIR COMMUNITY AND COMMUNITY SERVING ENTITIES.

(5) "DIVISION OF LOCAL GOVERNMENT" MEANS THE DIVISION OF LOCAL GOVERNMENT IN THE DEPARTMENT OF LOCAL AFFAIRS CREATED IN SECTION 24-32-103.

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(6) "DWELLING UNIT" MEANS A SINGLE UNIT PROVIDING COMPLETE INDEPENDENT LIVING FACILITIES FOR ONE OR MORE INDIVIDUALS, INCLUDING PERMANENT PROVISIONS FOR COOKING, EATING, LIVING, SANITATION, AND SLEEPING.

(7) "LOCAL GOVERNMENT" MEANS A HOME RULE, TERRITORIAL, OR STATUTORY COUNTY, CITY AND COUNTY, CITY, OR TOWN.

(8) "MAJOR TRANSIT STOP" MEANS A STATION FOR BOARDING AND EXITING GENERAL PUBLIC PASSENGER RAIL, INCLUDING COMMUTER RAIL AND LIGHT RAIL, OR A STOP ON A BUS ROUTE WITH A SERVICE FREQUENCY OF FIFTEEN MINUTES OR LESS FOR EIGHT HOURS OR MORE ON WEEKDAYS, EXCLUDING SEASONAL SERVICE.

(9) "MULTIFAMILY RESIDENTIAL HOUSING" MEANS A BUILDING OR GROUP OF BUILDINGS ON A LOT WITH FIVE OR MORE SEPARATE DWELLING UNITS.

(10) "NEIGHBORHOOD CENTER" MEANS AN AREA THAT MEETS THE FOLLOWING CRITERIA:

(a) ALLOWS A REASONABLE NET HOUSING DENSITY WITHIN ZONING THAT SUPPORTS MIXED-USE PEDESTRIAN-ORIENTED NEIGHBORHOODS, THE DEVELOPMENT OF REGULATED AFFORDABLE HOUSING, AND INCREASED PUBLIC TRANSIT RIDERSHIP, AS APPLICABLE;

(b) USES AN EFFICIENT DEVELOPMENT REVIEW PROCESS FOR MULTIFAMILY RESIDENTIAL DEVELOPMENT ON PARCELS IN THE AREA THAT ARE NO LARGER THAN A SIZE DETERMINED BY THE DEPARTMENT; AND

(c) INCLUDES ASPECTS OF MIXED-USE PEDESTRIAN-ORIENTED NEIGHBORHOODS, AS DETERMINED BY CRITERIA ESTABLISHED BY THE DEPARTMENT.

(11) "PUBLIC FACILITIES" MEANS PUBLIC STREETS, ROADS, HIGHWAYS, SIDEWALKS, STREET- AND ROAD-LIGHTING SYSTEMS, TRAFFIC SIGNALS, DOMESTIC WATER SYSTEMS, STORM AND SANITARY SEWER SYSTEMS, PARKS AND RECREATIONAL FACILITIES, BUILDINGS USED IN THE PROVISION OF PUBLIC SERVICES, AND SCHOOLS.

(12) "PUBLIC SERVICES" MEANS FIRE PROTECTION AND SUPPRESSION, LAW ENFORCEMENT, PUBLIC HEALTH, EDUCATION, RECREATION, ENVIRONMENTAL PROTECTION, STORMWATER MANAGEMENT, WASTEWATER MANAGEMENT, PUBLIC TRANSPORTATION, PUBLIC INFRASTRUCTURE MAINTENANCE, WATER, SOCIAL SERVICES, AND OTHER SERVICES TRADITIONALLY PROVIDED BY GOVERNMENT.

(13) "REGION" OR "REGIONAL" MEANS A DEFINED GEOGRAPHIC AREA CONSISTING OF TERRITORY FROM MORE THAN ONE LOCAL GOVERNMENT WITH A SUBSTANTIAL INTERCONNECTION IN COMMUTING PATTERNS, ECONOMY, WORKFORCE, TRANSPORTATION AND TRANSIT SYSTEMS, PUBLIC SERVICES, COMMUNITIES OF INTEREST, OR OTHER FACTORS RELATED TO POPULATION AND HOUSING.

(14) "REGIONAL ENTITY" MEANS A COUNCIL OF GOVERNMENTS, A PUBLIC ENTITY FORMED BY THE VOLUNTARY AGREEMENT OF LOCAL GOVERNMENTS IN THE REGION, OR A REGIONAL PLANNING COMMISSION.

(15) "REGULATED AFFORDABLE HOUSING" MEANS AFFORDABLE HOUSING THAT:

(a) HAS RECEIVED LOANS, GRANTS, EQUITY, BONDS, OR TAX CREDITS FROM ANY SOURCE TO SUPPORT THE CREATION, PRESERVATION, OR REHABILITATION OF AFFORDABLE HOUSING THAT, AS A CONDITION OF FUNDING, ENCUMBERS THE PROPERTY WITH A RESTRICTED USE COVENANT OR SIMILAR RECORDED AGREEMENT TO ENSURE AFFORDABILITY, OR HAS BEEN INCOME-RESTRICTED UNDER A LOCAL INCLUSIONARY ZONING ORDINANCE OR OTHER REGULATION OR PROGRAM;

(b) RESTRICTS OR LIMITS MAXIMUM RENTAL OR SALE PRICE FOR HOUSEHOLDS OF A GIVEN SIZE AT A GIVEN AREA MEDIAN INCOME, AS ESTABLISHED ANNUALLY BY THE UNITED STATES DEPARTMENT OF HOUSING AND URBAN DEVELOPMENT; AND

(c) ENSURES OCCUPANCY BY LOW- TO MODERATE-INCOME HOUSEHOLDS FOR A SPECIFIED PERIOD DETAILED IN A RESTRICTIVE USE COVENANT OR SIMILAR RECORDED AGREEMENT.

(16) "SINGLE-UNIT DETACHED DWELLING" MEANS A DETACHED BUILDING WITH A SINGLE DWELLING UNIT LOCATED ON A SINGLE LOT.

(17) "SUPPORTIVE HOUSING" OR "SUPPORTIVE UNIT" MEANS A COMBINATION OF HOUSING AND SERVICES INTENDED AS A COST-EFFECTIVE WAY TO HELP PEOPLE LIVE MORE STABLE, PRODUCTIVE LIVES, AND TYPICALLY COMBINES AFFORDABLE HOUSING WITH INTENSIVE COORDINATED SERVICES TO HELP PEOPLE MAINTAIN STABLE HOUSING AND RECEIVE APPROPRIATE HEALTH CARE.

(18) "UNIVERSAL DESIGN" MEANS ANY DWELLING UNIT DESIGNED AND CONSTRUCTED TO BE SAFE AND ACCESSIBLE FOR ANY INDIVIDUAL REGARDLESS OF AGE OR ABILITIES.

(19) "VISITABLE HOUSING" OR "VISITABLE UNIT" MEANS A DWELLING UNIT THAT A PERSON WITH A DISABILITY CAN ENTER, MOVE AROUND THE PRIMARY ENTRANCE FLOOR OF, AND USE THE BATHROOM IN.

24-32-3702. Housing needs assessment methodology - statewide housing needs assessment - displacement risk guidance. (1) (a) NO LATER THAN DECEMBER 31, 2024, THE DIRECTOR SHALL DEVELOP REASONABLE METHODOLOGIES FOR CONDUCTING STATEWIDE, REGIONAL, AND LOCAL HOUSING NEEDS ASSESSMENTS. THE METHODOLOGIES DESCRIBED IN THIS SUBSECTION (1)(a) MUST ESTABLISH BASELINE STANDARDS THAT SEEK TO PRODUCE ACCURATE DATA FOR INTERNAL STATE AGENCY PLANNING AND GRANT PROGRAMS AND EFFICIENTLY PROCURE DATA FOR USE BY REGIONS AND LOCAL GOVERNMENTS FOR PLANNING PURPOSES, BUT MUST ALSO BE DESIGNED TO MINIMIZE THE FISCAL BURDEN ON LOCAL GOVERNMENTS AND REGIONAL ENTITIES CONDUCTING HOUSING NEEDS ASSESSMENTS. IN DEVELOPING THE METHODOLOGIES AND GUIDANCE DESCRIBED IN THIS SECTION, THE DIRECTOR SHALL CONSULT WITH LOCAL GOVERNMENTS AND EXPERTS IN PLANNING AND ZONING, AFFORDABLE HOUSING, DISABILITY RIGHTS, HOMELESSNESS RESOLUTION AND PREVENTION, TENANTS' RIGHTS, EXPERTS WITH DEMONSTRATED EXPERIENCE IN CONDUCTING HIGH-QUALITY HOUSING NEEDS ASSESSMENTS AND ENGAGEMENT OF UNDERREPRESENTED COMMUNITIES, AND OTHER FIELDS FOCUSED ON HOUSING NEEDS PLANNING. PRIOR TO FINALIZING THE ASSESSMENT METHODOLOGY AND DISPLACEMENT RISK MITIGATION STRATEGIES DIRECTORY CREATED PURSUANT TO SECTION 24-32-3706 (4), THE DIVISION OF LOCAL GOVERNMENT SHALL ENGAGE IN TARGETED OUTREACH WITH FOCUS GROUPS FOR HISTORICALLY UNDERCONSULTED AND DISPROPORTIONATELY IMPACTED STAKEHOLDERS, RESIDENTS, AND BUSINESSES TO IDENTIFY THE PRIMARY REASONS FOR DISPLACEMENT

INCLUDED AMONG THOSE IDENTIFIED IN SECTION 24-32-3701 (4).

(b) NO LATER THAN NOVEMBER 30, 2027, AND EVERY SIX YEARS THEREAFTER, THE DIRECTOR SHALL CONDUCT A STATEWIDE HOUSING NEEDS ASSESSMENT THAT ANALYZES EXISTING AND FUTURE STATEWIDE HOUSING NEEDS. THE DIRECTOR SHALL PUBLISH A REPORT BASED ON THE STATEWIDE HOUSING NEEDS ASSESSMENT AND REGIONAL AND LOCAL HOUSING NEEDS ASSESSMENTS ACCEPTED BY THE DEPARTMENT PURSUANT TO SECTION 24-32-3703 (3) OR 24-32-3704 (3) THAT IDENTIFIES CURRENT HOUSING STOCK AND ESTIMATES THE NUMBER AND TYPE OF DWELLING UNITS NEEDED TO ACCOMMODATE FUTURE HOUSING NEEDS OF THE STATE BASED ON POPULATION CHANGE PROJECTIONS. THE REPORT SHALL CATEGORIZE STATEWIDE HOUSING NEEDS BY HOUSEHOLD SIZE; HOUSEHOLD TYPE, INCLUDING ACCESSIBLE, VISITABLE, SUPPORTIVE, FOR-SALE, AND RENTAL HOUSING; AND INCOME LEVELS, INCLUDING EXTREMELY LOW-, VERY LOW-, LOW-, MODERATE-, AND MIDDLE-INCOME HOUSEHOLDS AS DESIGNATED BY THE UNITED STATES DEPARTMENT OF HOUSING AND URBAN DEVELOPMENT.

(c) THE METHODOLOGY FOR CONDUCTING A REGIONAL HOUSING NEEDS ASSESSMENT MUST INCLUDE METHODS FOR A REGIONAL ENTITY TO:

(I) ESTIMATE EXISTING HOUSING STOCK IN THE REGION AND IN EACH LOCAL JURISDICTION THAT FORMS THE REGION;

(II) ESTIMATE HOUSING NEEDS IN THE REGION AND EACH LOCAL GOVERNMENT'S JURISDICTION THAT FORMS THE REGION, SORTED BY INCOME LEVEL AND DWELLING TYPE, INCLUDING ACCESSIBLE UNITS, SUPPORTIVE UNITS, FOR-SALE UNITS, AND RENTAL UNITS;

(III) ESTIMATE THE NUMBER OF HOUSEHOLDS IN THE REGION AND EACH LOCAL GOVERNMENT'S JURISDICTION THAT FORMS THE REGION;

(IV) ESTIMATE THE NUMBER OF JOBS IN THE REGION AND EACH LOCAL GOVERNMENT'S JURISDICTION THAT FORMS THE REGION, SORTED BY ANNUAL SALARY AND WAGE;

(V) ESTIMATE AN ALLOCATION OF HOUSING NEEDS IDENTIFIED IN SUBSECTION (1)(c)(II) OF THIS SECTION TO EACH LOCAL GOVERNMENT IN THE REGION OR CONTRIBUTING TO HOUSING NEEDS IN THE REGION BASED ON THE NUMBER OF JOBS AND EACH LOCAL GOVERNMENT'S DEPENDENCE ON

JOBS IN THE REGION, AMONG OTHER FACTORS, TO PROMOTE A BALANCE OF JOBS AT ALL SALARY LEVELS AND HOMES AFFORDABLE TO PERSONS IN THE REGION HOLDING JOBS AT ALL INCOME LEVELS IN THE REGION;

(VI) IDENTIFY AREAS AT ELEVATED RISK OF DISPLACEMENT IN THE REGION AND EACH LOCAL GOVERNMENT'S JURISDICTION THAT FORMS THE REGION;

(VII) ESTIMATE THE WATER SUPPLY NEEDS FOR THE DWELLING UNITS IDENTIFIED IN SUBSECTIONS (1)(c)(I) AND (1)(c)(II) OF THIS SECTION USING PER CAPITA WATER USE RATES IDENTIFIED IN CONSULTATION WITH THE DEPARTMENT OF NATURAL RESOURCES; AND

(VIII) ASSESS MARKET LIMITATIONS ON THE DEVELOPMENT OF FOR-SALE MULTIFAMILY RESIDENTIAL HOUSING IN THE REGION.

(d) THE METHODOLOGY FOR CONDUCTING A LOCAL HOUSING NEEDS ASSESSMENT MUST INCLUDE METHODS AND ACCEPTABLE PUBLICLY AVAILABLE DATA SOURCES FOR A LOCAL GOVERNMENT TO:

(I) ESTIMATE EXISTING HOUSING STOCK IN THE LOCAL GOVERNMENT'S JURISDICTION;

(II) ESTIMATE HOUSING NEEDS WITHIN THE LOCAL GOVERNMENT'S JURISDICTION, SORTED BY INCOME LEVEL AND DWELLING TYPE, INCLUDING ACCESSIBLE UNITS, VISITABLE UNITS, SUPPORTIVE UNITS, FOR-SALE UNITS, AND RENTAL UNITS;

(III) ESTIMATE THE NUMBER OF HOUSEHOLDS IN THE LOCAL GOVERNMENT'S JURISDICTION;

(IV) ESTIMATE THE NUMBER OF JOBS IN THE LOCAL GOVERNMENT'S JURISDICTION SORTED BY ANNUAL SALARY AND WAGE;

(V) INCORPORATE A PORTION OF HOUSING NEEDS IDENTIFIED IN ANY APPLICABLE STATE AND REGIONAL HOUSING NEEDS ASSESSMENT FOR THE LOCAL GOVERNMENT, AS APPROPRIATE, BASED ON THE NUMBER OF JOBS AND EACH LOCAL GOVERNMENT'S DEPENDENCE ON JOBS IN THE REGION, AMONG OTHER FACTORS, TO PROMOTE A BALANCE OF JOBS AT ALL SALARY LEVELS AND HOMES AFFORDABLE TO PERSONS IN THE REGION HOLDING JOBS AT ALL

INCOME LEVELS;

(VI) IDENTIFY AREAS AT ELEVATED RISK OF DISPLACEMENT IN THE LOCAL GOVERNMENT'S JURISDICTION;

(VII) ESTIMATE WATER SUPPLY NEEDS FOR THE DWELLING UNITS IDENTIFIED IN SUBSECTIONS (1)(d)(I) AND (1)(d)(II) OF THIS SECTION USING PER CAPITA WATER USE RATES IDENTIFIED IN CONSULTATION WITH THE DEPARTMENT OF NATURAL RESOURCES; AND

(VIII) ASSESS MARKET LIMITATIONS ON THE DEVELOPMENT OF HOUSING IN THE LOCAL GOVERNMENT'S JURISDICTION.

(e) THE METHODOLOGIES FOR REGIONAL AND LOCAL HOUSING NEEDS ASSESSMENTS MUST INCLUDE THE FOLLOWING:

(I) A REQUIREMENT THAT HOUSING NEEDS ASSESSMENTS INCLUDE RECOMMENDED POLICY AND PROGRAMMATIC RESPONSES TO THE FINDINGS OF THE HOUSING NEEDS ASSESSMENT, INCLUDING THE ASSESSMENT OF DISPLACEMENT RISK; AND

(II) GUIDANCE REGARDING HOUSING ACTION PLANS CREATED PURSUANT TO SECTION 24-32-3705, INCLUDING THE INCLUSION OF RECOMMENDATIONS FOR HOUSING ACTION PLANS IN HOUSING NEEDS ASSESSMENTS AND THE SEQUENCING OF HOUSING NEEDS ASSESSMENTS AND HOUSING ACTION PLANS.

(2) THE METHODOLOGIES FOR ESTIMATING HOUSING NEEDS IN HOUSING NEEDS ASSESSMENTS MUST BE BASED ON THE FOLLOWING BASELINE COMPONENTS FOR EACH REGION AND LOCAL GOVERNMENT:

(a) EXISTING AND PROJECTED HOUSING SHORTAGES AND SURPLUSES FOR DIFFERENT HOUSEHOLD TYPES AND INCOME LEVELS, INCLUDING EXTREMELY LOW-, VERY LOW-, LOW-, MODERATE-, AND MIDDLE-INCOME HOUSEHOLDS AS DESIGNATED BY THE UNITED STATES DEPARTMENT OF HOUSING AND URBAN DEVELOPMENT;

(b) EXISTING HOUSING DIVERSITY AND STOCK;

(c) CURRENT JOBS BY INCOME LEVEL;

(d) CURRENT MEDIAN INCOME;

(e) POPULATION CHANGE PROJECTIONS, JOB GROWTH PROJECTIONS, AND DEMOGRAPHIC TRENDS FORECASTED BY THE STATE DEMOGRAPHY OFFICE;

(f) POPULATION AND DEMOGRAPHICS;

(g) MEASURES OF LOCAL RESOURCES DEDICATED TO THE DEVELOPMENT OF AFFORDABLE HOUSING;

(h) VACANCY RATES;

(i) MEASURES OF HOMELESSNESS AND HOUSING INSTABILITY; AND

(j) THE JOB-HOUSING BALANCE, INCLUDING THE AVAILABILITY OF HOUSING FOR LOW-INCOME WORKERS.

(3) NO LATER THAN DECEMBER 31, 2024, THE DIRECTOR SHALL DEVELOP GUIDANCE FOR REGIONS AND LOCAL GOVERNMENTS TO CONDUCT A DISPLACEMENT RISK ASSESSMENT. IN DEVELOPING THE GUIDANCE, THE DEPARTMENT SHALL INCLUDE METHODS, WITH VARIATIONS FOR DIFFERENT LOCAL CONTEXTS INCLUDING THE SIZE AND RESOURCE LEVELS OF LOCAL GOVERNMENTS, FOR LOCAL GOVERNMENTS TO USE TO:

(a) GATHER FEEDBACK THROUGH COMMUNITY ENGAGEMENT;

(b) IDENTIFY INFORMATION FROM NEIGHBORHOOD-LEVEL EARLY DISPLACEMENT WARNING AND RESPONSE SYSTEMS OR, IF THOSE SYSTEMS ARE UNAVAILABLE, IDENTIFY THE BEST AVAILABLE LOCAL, REGIONAL, STATE, OR FEDERAL DATA THAT CAN BE ANALYZED TO IDENTIFY RESIDENTS AT ELEVATED DISPLACEMENT RISK, WHICH MAY INCLUDE:

(I) THE PERCENTAGE OF HOUSEHOLDS THAT ARE EXTREMELY LOW-, VERY LOW-, AND LOW-INCOME, AS DESIGNATED BY THE UNITED STATES DEPARTMENT OF HOUSING AND URBAN DEVELOPMENT;

(II) THE PERCENTAGE OF RESIDENTS WHO ARE RENTERS;

(III) THE PERCENTAGE OF COST-BURDENED HOUSEHOLDS, DEFINED

AS HOUSEHOLDS THAT SPEND MORE THAN THIRTY PERCENT OF THE HOUSEHOLD'S INCOME ON HOUSING NEEDS;

(IV) THE NUMBER OF ADULTS WHO ARE TWENTY-FIVE YEARS OF AGE OR OLDER AND HAVE NOT EARNED AT LEAST A HIGH SCHOOL DIPLOMA;

(V) THE PERCENTAGE OF HOUSEHOLDS IN WHICH ENGLISH IS NOT THE PRIMARY SPOKEN LANGUAGE;

(VI) THE NUMBER OF SINGLE HEADS OF HOUSEHOLD WITH CHILDREN UNDER EIGHTEEN YEARS OF AGE;

(VII) DATA REGARDING RENTS OR HOME VALUES THAT ARE INCREASING AT A SUBSTANTIALLY HIGHER RATE THAN ADJACENT NEIGHBORHOODS IN THE REGION OR LOCAL GOVERNMENT'S JURISDICTION;

(VIII) DATA REGARDING NEIGHBORHOODS WITH HIGH VOLUME OF SALES OF OWNER-OCCUPIED OR INVESTOR-OWNED HOUSING;

(IX) DATA REGARDING INCREASED SALES AND USE TAXES GENERATED FROM COMMERCIAL AND RETAIL ACTIVITY;

(X) DATA REGARDING BUSINESS CLOSURES; AND

(XI) THE PERCENTAGE OF HOUSING STOCK BUILT PRIOR TO 1970;

(c) IDENTIFY THE LOCATION OF MANUFACTURED HOME PARKS;

(d) IDENTIFY AREAS THAT QUALIFY AS DISADVANTAGED AS DETERMINED WITH THE CLIMATE AND ECONOMIC JUSTICE SCREENING TOOL DEVELOPED BY THE COUNCIL ON ENVIRONMENTAL QUALITY IN THE OFFICE OF THE PRESIDENT OF THE UNITED STATES; AND

(e) IDENTIFY AREAS THAT WILL EXPERIENCE INCREASED ZONING CAPACITY ON OR AFTER JANUARY 1, 2025.

(4) ANY METHODOLOGY OR GUIDANCE DEVELOPED BY THE DIRECTOR PURSUANT TO THIS SECTION MUST PERMIT THE SUBSTITUTION OF AN ASSESSMENT OF HOUSING NEEDS OR DISPLACEMENT RISK CONDUCTED PURSUANT TO THE REQUIREMENTS OF ANY OTHER FEDERAL OR STATE LAW

OR REGULATION.

24-32-3703. Local housing needs assessments - procedure - exempt local governments. (1) (a) NO LATER THAN DECEMBER 31, 2026, EACH LOCAL GOVERNMENT SHALL CONDUCT AND PUBLISH A LOCAL HOUSING NEEDS ASSESSMENT THAT CONFORMS TO THE METHODOLOGY FOR CONDUCTING LOCAL HOUSING NEEDS ASSESSMENTS DEVELOPED BY THE DIRECTOR PURSUANT TO SECTION 24-32-3702 (1)(d) FOR THE TERRITORY COVERED BY THE LOCAL GOVERNMENT'S MASTER PLAN.

(b) A HOUSING NEEDS ASSESSMENT CONDUCTED BY OR ON BEHALF OF A LOCAL GOVERNMENT AFTER JANUARY 1, 2022, QUALIFIES AS HAVING SATISFIED THE REQUIREMENT OF SUBSECTION (1)(a) OF THIS SECTION, IF THE LOCAL GOVERNMENT SUBMITS THE ASSESSMENT TO THE DEPARTMENT NO LATER THAN DECEMBER 31, 2024, AND THE DEPARTMENT DETERMINES THAT THE MOST RECENT VERSION OF THE ASSESSMENT CONFORMS TO THE METHODOLOGY FOR CONDUCTING A REGIONAL HOUSING NEEDS ASSESSMENT OR LOCAL HOUSING NEEDS ASSESSMENT PURSUANT TO SECTION 24-32-3702. THE DEPARTMENT SHALL REVIEW A HOUSING NEEDS ASSESSMENT AND MAKE SUCH A DETERMINATION WITHIN NINETY DAYS OF A LOCAL GOVERNMENT SUBMITTING THE HOUSING NEEDS ASSESSMENT TO THE DEPARTMENT.

(2) BEGINNING ON DECEMBER 31, 2026, A LOCAL GOVERNMENT SHALL COMPLETE A HOUSING NEEDS ASSESSMENT NO LESS OFTEN THAN EVERY SIX YEARS, EXCEPT AS PROVIDED IN THIS SECTION.

(3) UPON CONDUCTING A LOCAL GOVERNMENT HOUSING NEEDS ASSESSMENT PURSUANT TO SUBSECTION (1) OF THIS SECTION, A LOCAL GOVERNMENT'S GOVERNING BODY SHALL CONSIDER THE LOCAL HOUSING NEEDS ASSESSMENT AT A PUBLIC MEETING. WITHIN SIXTY DAYS OF CONSIDERING THE LOCAL HOUSING NEEDS ASSESSMENT AT A PUBLIC MEETING, THE LOCAL GOVERNMENT SHALL SUBMIT THE HOUSING NEEDS ASSESSMENT ALONG WITH ANY COMMENTS OF THE LOCAL GOVERNMENT'S GOVERNING BODY TO THE DEPARTMENT. THE DEPARTMENT SHALL NOT ACCEPT A HOUSING NEEDS ASSESSMENT FROM A LOCAL GOVERNMENT THAT DOES NOT INCLUDE THE ELEMENTS LISTED IN SECTION 24-32-3702 (1)(d)(I) THROUGH (VI) AND DEMONSTRATE CONSIDERATION OF THE BASELINE COMPONENTS LISTED IN SECTION 24-32-3702 (2). THE DEPARTMENT SHALL NOTIFY A LOCAL GOVERNMENT IF IT DOES NOT ACCEPT AN ASSESSMENT. THE DEPARTMENT SHALL POST THE HOUSING NEEDS ASSESSMENT ON ITS WEBSITE

AFTER ACCEPTING THE ASSESSMENT.

(4) A LOCAL GOVERNMENT IS EXEMPT FROM THE REQUIREMENTS OF THIS SECTION IF:

(a) THE LOCAL GOVERNMENT PARTICIPATES IN THE CREATION OF A REGIONAL HOUSING NEEDS ASSESSMENT PURSUANT TO SECTION 24-32-3704 THAT IS UPDATED NO LESS OFTEN THAN EVERY SIX YEARS, PROVIDED THAT, TO BE EXEMPT FROM THE REQUIREMENT TO CONDUCT AND PUBLISH A LOCAL HOUSING NEEDS ASSESSMENT BY DECEMBER 31, 2026, THE REGIONAL HOUSING NEEDS ASSESSMENT MUST BE COMPLETED BY DECEMBER 31, 2026; OR

(b) THE LOCAL GOVERNMENT HAS A POPULATION OF LESS THAN ONE THOUSAND, OR HAS EXPERIENCED A NEGATIVE POPULATION CHANGE OF AT LEAST ONE PERCENT IN THE MOST RECENT DECENNIAL CENSUS, UNLESS THE LOCAL GOVERNMENT RECEIVES FUNDING TO CONDUCT A LOCAL HOUSING NEEDS ASSESSMENT FROM THE DEPARTMENT PURSUANT TO SECTION 24-32-3710.

(5) (a) POPULATION AND OTHER DATA BY WHICH A LOCAL GOVERNMENT IS DETERMINED TO BE SUBJECT TO THE PROVISIONS OF THIS SECTION MUST BE DETERMINED TWO YEARS PRIOR TO THE DATE THAT THE LOCAL GOVERNMENT IS REQUIRED TO COMPLETE A HOUSING NEEDS ASSESSMENT PURSUANT TO THIS SECTION.

(b) FOR THE PURPOSES OF BOTH THIS SECTION AND SECTION 24-32-3705, A COUNTY'S POPULATION INCLUDES ONLY THE POPULATION WITHIN A COUNTY'S UNINCORPORATED TERRITORY.

24-32-3704. Regional housing needs assessments. (1) A REGIONAL ENTITY MAY CONDUCT AND PUBLISH A REGIONAL HOUSING NEEDS ASSESSMENT THAT CONFORMS TO THE METHODOLOGY FOR CONDUCTING REGIONAL HOUSING NEEDS ASSESSMENTS DEVELOPED BY THE DIRECTOR PURSUANT TO SECTION 24-32-3702 (1)(c) FOR THE TERRITORY COVERED BY THE MASTER PLAN OF ANY LOCAL GOVERNMENT IN THE REGION.

(2) UPON CONDUCTING A REGIONAL HOUSING NEEDS ASSESSMENT PURSUANT TO SUBSECTION (1) OF THIS SECTION, A REGIONAL ENTITY SHALL PROVIDE THE REGIONAL HOUSING NEEDS ASSESSMENT TO EACH LOCAL

GOVERNMENT INCLUDED IN THE REGION. WITHIN SIXTY DAYS OF RECEIVING THE REGIONAL HOUSING NEEDS ASSESSMENT, A LOCAL GOVERNMENT'S GOVERNING BODY SHALL REVIEW THE ASSESSMENT AT A PUBLIC MEETING AND SHALL SUBMIT COMMENTS TO THE REGIONAL ENTITY.

(3) WITHIN SIXTY DAYS OF RECEIVING THE LOCAL GOVERNMENTS' COMMENTS ON THE REGIONAL HOUSING NEEDS ASSESSMENT PURSUANT TO SUBSECTION (2) OF THIS SECTION, A REGIONAL ENTITY SHALL SUBMIT THE HOUSING NEEDS ASSESSMENT ALONG WITH THE COMMENTS OF EACH LOCAL GOVERNMENT TO THE DEPARTMENT. THE DEPARTMENT SHALL NOT ACCEPT A HOUSING NEEDS ASSESSMENT FROM A REGIONAL ENTITY THAT DOES NOT INCLUDE THE ELEMENTS LISTED IN SECTION 24-32-3702 (1)(c)(I) THROUGH (VI) AND DEMONSTRATE CONSIDERATION OF THE BASELINE COMPONENTS LISTED IN SECTION 24-32-3702 (2). THE DEPARTMENT SHALL NOTIFY A REGIONAL ENTITY IF IT DOES NOT ACCEPT AN ASSESSMENT. THE DEPARTMENT SHALL POST THE HOUSING NEEDS ASSESSMENT ON ITS WEBSITE AFTER ACCEPTING THE ASSESSMENT.

24-32-3705. Housing action plan. (1) (a) BY JANUARY 1, 2028, AND NO LESS THAN EVERY SIX YEARS THEREAFTER, A LOCAL GOVERNMENT SHALL MAKE A HOUSING ACTION PLAN, WHICH PLAN IS SUBJECT TO APPROVAL BY THE GOVERNING BODY FOLLOWING A PUBLIC HEARING. A HOUSING ACTION PLAN MUST BE RESPONSIVE TO AN ACCEPTED HOUSING NEEDS ASSESSMENT AND DEMONSTRATE THE LOCAL GOVERNMENT'S COMMITMENT TO ADDRESS DEMONSTRATED HOUSING NEEDS AND GUIDES THE LOCAL GOVERNMENT IN DEVELOPING LEGISLATIVE ACTIONS, PROMOTING REGIONAL COORDINATION, AND INFORMING THE PUBLIC OF THE LOCAL GOVERNMENT'S EFFORTS TO ADDRESS HOUSING NEEDS IN THE LOCAL GOVERNMENT'S JURISDICTION.

(b) THE REQUIREMENTS OF THIS SECTION ONLY APPLY TO A LOCAL GOVERNMENT THAT HAS A POPULATION OF:

(I) FIVE THOUSAND OR MORE; OR

(II) ONE THOUSAND OR MORE AND EITHER PARTICIPATED IN A REGIONAL HOUSING NEEDS ASSESSMENT OR WOULD HAVE BEEN DEEMED, AS OF JANUARY 1, 2024, TO BE A RURAL RESORT COMMUNITY AS DEFINED IN SECTION 29-32-101 (10).

(c) THE REQUIREMENTS OF THIS SECTION DO NOT APPLY TO A LOCAL GOVERNMENT THAT HAS EXPERIENCED A NEGATIVE POPULATION CHANGE OF AT LEAST ONE PERCENT IN THE MOST RECENT DECENNIAL CENSUS.

(2) A LOCAL GOVERNMENT SHALL MAKE A HOUSING ACTION PLAN THROUGH AN INCLUSIVE PROCESS WITH PUBLIC OUTREACH AND ENGAGEMENT THROUGHOUT THE PROCESS, INCLUDING OUTREACH TO AND ENGAGEMENT OF COMMUNITIES AT RISK OF DISPLACEMENT AND CONSIDERATION FOR PARTICIPATION BY PERSONS UNABLE TO ATTEND MEETINGS IN PERSON OR AT THE LOCAL GOVERNMENT'S REGULAR MEETING TIMES. A HOUSING ACTION PLAN MUST CONSIDER ANY APPLICABLE HOUSING NEEDS ASSESSMENTS, APPLICABLE REGIONAL AND LOCAL PLANS, AND ANY AVAILABLE ASSESSMENTS OF THE ADEQUACY OF PUBLIC SERVICES AND PUBLIC FACILITIES IN THE LOCAL GOVERNMENT'S JURISDICTION. A PROPOSED HOUSING ACTION PLAN MUST BE POSTED PUBLICLY ON A LOCAL GOVERNMENT'S WEBSITE AT LEAST THIRTY DAYS BEFORE THE PUBLIC HEARING ON THE PLAN.

(3) A HOUSING ACTION PLAN MUST INCLUDE THE FOLLOWING BASELINE COMPONENTS:

(a) A SUMMARY REPORT OF THE LOCAL GOVERNMENT'S PROGRESS TOWARDS ADDRESSING THE FINDINGS OF THE APPLICABLE HOUSING NEEDS ASSESSMENT WITHIN THE LOCAL GOVERNMENT'S JURISDICTION. THE SUMMARY REPORT MUST INCLUDE THE NUMBER OF DWELLING UNITS CONSTRUCTED OR PERMITTED IN THE LOCAL GOVERNMENT'S JURISDICTION DURING THE PRECEDING SIX YEARS, IF SUCH INFORMATION IS AVAILABLE.

(b) A DESCRIPTION OF HOW THE LOCAL GOVERNMENT'S HOUSING ACTION PLAN ADDRESSES THE ALLOCATION OF REGIONAL HOUSING NEEDS TO THE LOCAL GOVERNMENT IN ANY APPLICABLE REGIONAL HOUSING NEEDS ASSESSMENT;

(c) AN ASSESSMENT OF THE EFFECT OF EXISTING ZONING AND DENSITY PERMITTED IN THE LOCAL GOVERNMENT'S JURISDICTION ON THE DEVELOPMENT OF THE NUMBER AND TYPES OF DWELLING UNITS IDENTIFIED IN THE APPLICABLE HOUSING NEEDS ASSESSMENT;

(d) A PLAN TO PROMOTE THE EQUITABLE AND EFFICIENT DEVELOPMENT OF THE NUMBER AND TYPES OF DWELLING UNITS IDENTIFIED

THROUGH ANY APPLICABLE HOUSING NEEDS ASSESSMENT AS NECESSARY TO SATISFY HOUSING NEEDS IN THE LOCAL GOVERNMENT'S JURISDICTION AT DIFFERENT INCOME LEVELS, INCLUDING EXTREMELY LOW-, VERY LOW-, MODERATE-, AND MIDDLE-INCOME HOUSEHOLDS AS DESIGNATED BY THE UNITED STATES DEPARTMENT OF HOUSING AND URBAN DEVELOPMENT, SUBJECT TO THE AVAILABILITY OF ADEQUATE PUBLIC FACILITIES, PUBLIC SERVICES, AND WATER SUPPLY;

(e) LOCALLY-APPROPRIATE GOALS, STRATEGIES, AND ACTIONS FOR PROMOTING THE PRODUCTION AND PRESERVATION OF AFFORDABLE HOUSING DEVELOPMENT AND REGULATED AFFORDABLE HOUSING, INCLUDING AT LEAST TWO STRATEGIES INCLUDED IN THE STANDARD AFFORDABILITY STRATEGIES DIRECTORY DESCRIBED IN SECTION 24-32-3706 (1) AND ONE STRATEGY INCLUDED IN THE LONG-TERM AFFORDABILITY STRATEGIES DIRECTORY DESCRIBED IN SECTION 24-32-3706 (2) THAT ARE SELECTED TO ADDRESS THE DEMONSTRATED HOUSING NEEDS IN THE LOCAL GOVERNMENT'S JURISDICTION AND ARE SUITABLE FOR THE JURISDICTION OR, IF THE LOCAL GOVERNMENT PARTICIPATED IN A REGIONAL HOUSING NEEDS ASSESSMENT, THE DEMONSTRATED HOUSING NEEDS OF THE APPLICABLE REGION AND ANY REGIONAL HOUSING NEEDS ALLOCATED TO THE LOCAL GOVERNMENT;

(f) A NARRATIVE ANALYSIS OF ANY AREA OR COMMUNITY THAT THE LOCAL GOVERNMENT HAS IDENTIFIED AS BEING AT ELEVATED RISK OF DISPLACEMENT AND A PLAN TO MITIGATE DISPLACEMENT IN THAT AREA OR COMMUNITY, INCLUDING THE IDENTIFICATION OF AT LEAST ONE DISPLACEMENT MITIGATION STRATEGY INCLUDED IN THE DISPLACEMENT RISK MITIGATION STRATEGIES DIRECTORY DESCRIBED IN SECTION 24-32-3706 (4) THAT THE LOCAL GOVERNMENT SELECTS TO ADDRESS THE FINDINGS OF THE LOCAL GOVERNMENT'S NARRATIVE ANALYSIS AND IS SUITABLE FOR THE JURISDICTION;

(g) A PLAN FOR THE LEGISLATIVE CONSIDERATION FOR ADOPTION OF THE STRATEGIES IDENTIFIED IN SUBSECTIONS (3)(e) AND (3)(f) OF THIS SECTION;

(h) ANY RECOMMENDED CHANGES TO LOCAL LAWS AFFECTING ZONING AND DENSITY IN THE LOCAL GOVERNMENT'S JURISDICTION BEFORE THE LOCAL GOVERNMENT CONDUCTS THE NEXT HOUSING ACTION PLAN;

(i) AN ANALYSIS OF OPPORTUNITIES TO ACHIEVE THE DEVELOPMENT OF HIGHER-DENSITY AND REGULATED AFFORDABLE HOUSING WITHIN A REASONABLE DISTANCE OF MAJOR TRANSIT STOPS IN THE JURISDICTION;

(j) A NARRATIVE DESCRIPTION OF THE PUBLIC OUTREACH AND ENGAGEMENT PROCESS FOR THE HOUSING ACTION PLAN; AND

(k) A DESCRIPTION OF OPPORTUNITIES FOR INTERGOVERNMENTAL COORDINATION TO ADDRESS LOCAL AND REGIONAL HOUSING NEEDS AND ANY SUCH INTERGOVERNMENTAL COORDINATION EFFORTS UNDERTAKEN BY THE LOCAL GOVERNMENT.

(4) WITHIN SIXTY DAYS OF APPROVAL BY THE GOVERNING BODY, THE LOCAL GOVERNMENT SHALL SUBMIT THE HOUSING ACTION PLAN DEVELOPED PURSUANT TO SUBSECTION (3) OF THIS SECTION TO THE DEPARTMENT AND, IF APPLICABLE, TO THE REGIONAL ENTITY THAT CONDUCTED A REGIONAL HOUSING NEEDS ASSESSMENT THAT APPLIES TO THE LOCAL GOVERNMENT. THE DEPARTMENT SHALL NOT ACCEPT A HOUSING ACTION PLAN THAT DOES NOT INCLUDE THE COMPONENTS REQUIRED BY SECTION 24-32-3705 (3). THE DEPARTMENT SHALL NOTIFY A LOCAL GOVERNMENT IF IT DOES NOT ACCEPT A HOUSING ACTION PLAN. THE DEPARTMENT SHALL POST THE HOUSING ACTION PLAN ON THE DEPARTMENT'S WEBSITE AFTER ACCEPTING THE PLAN.

(5) A LOCAL GOVERNMENT THAT ADOPTED A PLAN THAT SUBSTANTIALLY MEETS THE REQUIREMENTS OF SUBSECTION (3) OF THIS SECTION AND WAS THE SUBJECT OF A PUBLIC HEARING HELD NO EARLIER THAN JANUARY 1, 2024, AND NO LATER THAN JULY 1, 2024, IS NOT REQUIRED TO CONDUCT A HOUSING ACTION PLAN UNTIL FIVE YEARS AFTER THE DATE OF THE ADOPTION OF THE PLAN THAT SUBSTANTIALLY MEETS THE REQUIREMENTS OF SUBSECTION (3) OF THIS SECTION, NOTWITHSTANDING SUBSECTION (1) OF THIS SECTION.

(6) THREE YEARS AFTER ADOPTING A HOUSING ACTION PLAN, A LOCAL GOVERNMENT SHALL REPORT PROGRESS TO THE DEPARTMENT REGARDING THE ADOPTION OF ANY STRATEGIES OR CHANGES TO LOCAL LAWS IDENTIFIED IN THE HOUSING ACTION PLAN OR THE MOST RECENT UPDATED HOUSING ACTION PLAN. THE DEPARTMENT SHALL NOT ACCEPT SUCH A PROGRESS REPORT, IF THE REPORT DOES NOT DEMONSTRATE THAT THE LOCAL GOVERNMENT ADOPTED THE STRATEGIES AND CHANGES TO LOCAL LAWS IDENTIFIED IN THE HOUSING ACTION PLAN OR THE MOST RECENT

UPDATED HOUSING ACTION PLAN, UNLESS THE DEPARTMENT DETERMINES THAT THE LOCAL GOVERNMENT HAS BOTH MADE A GOOD FAITH EFFORT TO ADOPT THESE STRATEGIES OR CHANGES TO LOCAL LAW AND HAS PROVIDED THE DEPARTMENT WITH A PLAN FOR THE ADOPTION OF ALTERNATIVE STRATEGIES OR CHANGES TO LOCAL LAWS IN ACCORDANCE WITH THIS SECTION.

(7) A LOCAL GOVERNMENT MAY UPDATE A HOUSING ACTION PLAN AT ANY TIME BY FOLLOWING THE PROCESS IN SUBSECTION (2) OF THIS SECTION. A LOCAL GOVERNMENT SHALL SUBMIT ANY UPDATE TO A HOUSING ACTION PLAN TO THE DEPARTMENT AND, IF APPLICABLE, A REGIONAL ENTITY AS PROVIDED IN SUBSECTION (4) OF THIS SECTION. THE DEPARTMENT SHALL NOT ACCEPT ANY UPDATE THAT WOULD RESULT IN A HOUSING ACTION PLAN THAT DOES NOT INCLUDE THE COMPONENTS REQUIRED BY SECTION 24-32-3705 (3). THE DEPARTMENT SHALL NOTIFY THE LOCAL GOVERNMENT IF IT DOES NOT ACCEPT AN UPDATE. THE DEPARTMENT SHALL POST THE UPDATE ON ITS WEBSITE, AFTER ACCEPTING THE UPDATE.

(8) POPULATION BY WHICH A LOCAL GOVERNMENT IS DETERMINED TO BE SUBJECT TO THE PROVISIONS OF THIS SECTION MUST BE DETERMINED TWO YEARS PRIOR TO THE DATE THAT THE LOCAL GOVERNMENT IS REQUIRED TO COMPLETE A HOUSING ACTION PLAN PURSUANT TO THIS SECTION.

24-32-3706. Directories of housing and land use strategies - development of housing and increasing housing affordability - displacement impact mitigation. (1) NO LATER THAN JUNE 30, 2025, THE DEPARTMENT SHALL DEVELOP A STANDARD AFFORDABILITY STRATEGIES DIRECTORY THAT INCLUDES THE FOLLOWING STRATEGIES:

(a) IMPLEMENTING A LOCAL INCLUSIONARY ZONING ORDINANCE THAT CONSIDERS LOCAL HOUSING MARKET CONDITIONS THAT IS CRAFTED TO SUBSTANTIALLY INCREASE AFFORDABLE HOUSING INCLUDING REGULATED AFFORDABLE HOUSING PRODUCTION AND COMPLIES WITH THE REQUIREMENTS OF SECTION 29-20-104 (1)(e.5) AND (1)(e.7);

(b) ADOPTING A LOCAL LAW OR PLAN TO LEVERAGE PUBLICLY OWNED, SOLD, OR MANAGED LAND FOR REGULATED AFFORDABLE HOUSING DEVELOPMENT;

(c) CREATING OR EXPANDING A PROGRAM TO SUBSIDIZE OR

OTHERWISE REDUCE IMPACT FEES OR OTHER SIMILAR DEVELOPMENT CHARGES FOR REGULATED AFFORDABLE HOUSING DEVELOPMENT;

(d) ESTABLISHING A DENSITY BONUS PROGRAM THAT GRANTS INCREASED FLOOR AREA RATIO, DENSITY, OR HEIGHT OF REGULATED AFFORDABLE HOUSING UNITS;

(e) CREATING A PROGRAM TO PRIORITIZE AND EXPEDITE DEVELOPMENT APPROVALS FOR REGULATED AFFORDABLE HOUSING DEVELOPMENT, EXCEPT THAT IF THE LOCAL GOVERNMENT HAS DONE SO PURSUANT TO SECTION 29-32-105 (2), THIS STRATEGY DOES NOT COUNT AS AN ELIGIBLE STANDARD AFFORDABILITY STRATEGY FOR PURPOSES OF SECTION 29-32-3705 (3)(e);

(f) CREATING OR EXPANDING A PROGRAM TO SUBSIDIZE OR OTHERWISE REDUCE PERMIT FEES OTHER THAN IMPACT FEES OR SIMILAR DEVELOPMENT CHARGES FOR REGULATED AFFORDABLE HOUSING;

(g) ENACTING LOCAL LAWS THAT INCENTIVIZE THE CONSTRUCTION AND PRESERVATION OF AFFORDABLE HOUSING UNITS DESIGNED TO SERVE RESIDENTS FACING PARTICULAR CHALLENGES SECURING AFFORDABLE HOUSING, INCLUDING ACCESSIBLE AND VISITABLE UNITS AND MULTI-BEDROOM UNITS; AND

(h) ANY OTHER STRATEGY DESIGNATED BY THE DEPARTMENT THAT OFFERS A COMPARABLE IMPACT ON LOCAL HOUSING AFFORDABILITY.

(2) ON OR BEFORE JUNE 30, 2025, THE DEPARTMENT SHALL DEVELOP A LONG-TERM AFFORDABILITY STRATEGIES DIRECTORY THAT INCLUDES THE FOLLOWING STRATEGIES:

(a) ESTABLISHING A DEDICATED LOCAL REVENUE SOURCE FOR REGULATED AFFORDABLE HOUSING DEVELOPMENT, SUCH AS INSTITUTING A LINKAGE FEE ON MARKET RATE HOUSING DEVELOPMENT TO SUPPORT NEW, REGULATED AFFORDABLE HOUSING DEVELOPMENTS;

(b) REGULATING SHORT-TERM RENTALS, SECOND HOMES, OR OTHER UNDERUTILIZED OR VACANT UNITS IN A WAY, SUCH AS VACANCY FEES FOR UNDERUTILIZED UNITS, THAT PROMOTES A SUBSTANTIAL INCREASE IN THE USE OF LOCAL HOUSING STOCK FOR LOCAL HOUSING NEEDS;

(c) MAKING A COMMITMENT TO AND REMAINING ELIGIBLE TO RECEIVE FUNDING PURSUANT TO ARTICLE 32 OF THIS TITLE 29;

(d) AMENDING ZONING ORDINANCES THAT ALLOW THE CONSTRUCTION OF SINGLE-UNIT DETACHED DWELLINGS TO ALLOW EITHER ACCESSORY DWELLING UNITS OR DUPLEXES, TRIPLEXES, QUADPLEXES, AND TOWNHOMES IN A SUBSTANTIAL PORTION OF THE JURISDICTION;

(e) AMENDING LOCAL LAWS TO ESTABLISH THE USE OF ADMINISTRATIVE PROCESSES FOR THE REVIEW AND APPROVAL OF HOUSING DEVELOPMENT THAT DO NOT INCLUDE A REQUIREMENT OF A PUBLIC HEARING;

(f) INCENTIVIZING OR CREATING A DEDICATED LOCAL PROGRAM THAT FACILITATES INVESTMENT IN LAND BANKING OR COMMUNITY LAND TRUSTS;

(g) ESTABLISHING AN AFFORDABLE HOMEOWNERSHIP STRATEGY SUCH AS:

(I) ESTABLISHING A RIGHT OF FIRST REFUSAL PROGRAM OR PROGRAMS THAT TRANSITION EXISTING HOUSING STOCK TO REGULATED AFFORDABLE HOUSING;

(II) INCENTIVIZING AFFORDABLE CONDOMINIUM DEVELOPMENTS;

(III) ACQUIRING OR PRESERVING DEED RESTRICTIONS ON CURRENT HOUSING UNITS;

(IV) ESTABLISHING AN INCENTIVE PROGRAM TO ENCOURAGE REALTORS TO WORK WITH LOW-INCOME AND MINORITY PROSPECTIVE HOME BUYERS; OR

(V) ESTABLISHING AN AFFORDABLE RENT-TO-OWN PROGRAM; AND

(h) ANY OTHER STRATEGY DESIGNATED BY THE DEPARTMENT THAT OFFERS A COMPARABLE IMPACT ON LOCAL HOUSING AFFORDABILITY.

(3) A LOCAL GOVERNMENT MAY SUBMIT AN EXISTING OR PROPOSED LOCAL LAW OR PROGRAM, IN A FORM AND MANNER DETERMINED BY THE

DEPARTMENT, TO THE DEPARTMENT, AND THE DEPARTMENT MAY DETERMINE THAT THE ADOPTION OF THAT LOCAL LAW OR PROGRAM QUALIFIES AS AN AFFORDABILITY STRATEGY FOR PURPOSES OF THIS SECTION, SO LONG AS THE LOCAL LAW OR PROGRAM SUPPORTS EQUAL OR GREATER HOUSING AFFORDABILITY AND ACCESSIBILITY AS THE STRATEGIES DESCRIBED IN SUBSECTIONS (1) AND (2) OF THIS SECTION.

(4) NO LATER THAN JUNE 30, 2025, THE DEPARTMENT SHALL DEVELOP A DISPLACEMENT RISK MITIGATION STRATEGIES DIRECTORY. THE DIRECTORY MUST INCLUDE THE FOLLOWING STRATEGIES:

(a) CREATING A LOCALLY FUNDED AND ADMINISTERED RENTAL AND MORTGAGE ASSISTANCE PROGRAM;

(b) CREATING AN EVICTION AND FORECLOSURE NO-COST LEGAL REPRESENTATION PROGRAM;

(c) ESTABLISHING A HOUSING COUNSELING AND NAVIGATION PROGRAM OR FUNDING A COMMUNITY-BASED HOUSING COUNSELING AND NAVIGATION PROGRAM;

(d) CREATING A PROPERTY TAX AND DOWN PAYMENT ASSISTANCE PROGRAM;

(e) DEVELOPING A PROGRAM TO OFFER TECHNICAL ASSISTANCE AND FINANCIAL SUPPORT FOR COMMUNITY ORGANIZATIONS TO DEVELOP INDEPENDENT COMMUNITY LAND TRUSTS;

(f) PRIORITIZING LOCAL MONEY TOWARD REGULATED AFFORDABLE HOUSING UNIT PRESERVATION OR IMPLEMENTING OR CONTINUING DEED RESTRICTIONS FOR AFFORDABLE HOUSING UNITS;

(g) REQUIRING MULTIFAMILY DEVELOPERS BUILDING IN AREAS IDENTIFIED AS BEING AT RISK OF DISPLACEMENT TO CREATE A COMMUNITY BENEFITS AGREEMENT WITH AFFECTED POPULATIONS WITHIN ONE-QUARTER MILE OF THE DEVELOPMENT THAT THE MULTIFAMILY DEVELOPER IS BUILDING;

(h) PROVIDING A PRIORITIZATION POLICY FOR CURRENT RESIDENTS IN THIRTY PERCENT OF ANY NEW MULTIFAMILY DEVELOPMENT; AND

(i) OTHER STRATEGIES IDENTIFIED BY THE DEPARTMENT THAT PROVIDE DISPLACEMENT MITIGATION THAT IS EQUIVALENT TO THE OTHER STRATEGIES DESCRIBED IN THIS SUBSECTION (4).

(5) A LOCAL GOVERNMENT MAY SUBMIT AN EXISTING OR PROPOSED LOCAL LAW OR PROGRAM, IN A FORM AND MANNER DETERMINED BY THE DEPARTMENT, TO THE DEPARTMENT, AND THE DEPARTMENT MAY DETERMINE THAT THE ADOPTION OF THE LOCAL LAW OR PROGRAM QUALIFIES AS A DISPLACEMENT RISK MITIGATION STRATEGY FOR PURPOSES OF THIS SECTION, SO LONG AS THE LOCAL LAW OR PROGRAM SUPPORTS EQUAL OR GREATER MITIGATION OF DISPLACEMENT RISK AS THE STRATEGIES DESCRIBED IN SUBSECTION (4) OF THIS SECTION.

(6) NOTWITHSTANDING THE ABSENCE OF SPECIFIC AUTHORIZATION IN ANY OTHER LAW, A LOCAL GOVERNMENT HAS THE AUTHORITY TO ENACT ORDINANCES OR RESOLUTIONS TO ADOPT AND IMPLEMENT THE STRATEGIES IDENTIFIED IN THIS SECTION.

24-32-3707. Statewide strategic growth report. (1) NO LATER THAN OCTOBER 31, 2025, THE DIRECTOR SHALL SUBMIT TO THE GENERAL ASSEMBLY A STATEWIDE STRATEGIC GROWTH REPORT. THE REPORT MUST SUPPLEMENT THE STATEWIDE CLIMATE PREPAREDNESS STRATEGIC PLAN AND ROADMAP PUBLISHED PURSUANT TO SECTION 24-38.8-103 AND ANY OTHER CURRENT REPORT OF A STATE AGENCY OR TASK FORCE ADDRESSING THE MATTERS COVERED IN THIS SECTION.

(2) THE STRATEGIC GROWTH REPORT DESCRIBED IN SUBSECTION (1) OF THIS SECTION MUST:

(a) INCLUDE AN ANALYSIS OF POLICY-DRIVEN LAND USE SCENARIOS, INCLUDING A STRATEGIC GROWTH SCENARIO, AND EXAMINE THE IMPACTS OF THESE SCENARIOS ON THE COST AND AVAILABILITY OF HOUSING, INFRASTRUCTURE, CLIMATE AND AIR QUALITY, WATER SUPPLY, TRANSPORTATION AND TRANSIT, PARKS AND OPEN SPACE, RESOURCE LANDS, WILDFIRE RISK, AND CRITICAL AREAS;

(b) INCLUDE AN ANALYSIS OF THE IMPACT OF EXISTING STATE POLICIES AND PROGRAMS ON LAND USE DEVELOPMENT PATTERNS AND THE ENCOURAGEMENT OF SPRAWL;

(c) CONSIDER THE CONTEXT OF DIFFERENT REGIONS AND COMMUNITIES ACROSS THE STATE, EMPOWER AND PROMOTE LOCAL INITIATIVES AND IDEAS THAT LEAD TO STRATEGIC GROWTH, AND RECOGNIZE THAT ALL COMMUNITIES HAVE UNIQUE NEEDS THAT OFTEN CALL FOR ADDITIONAL FLEXIBILITY WHEN APPLYING STRATEGIC GROWTH GOALS, ESPECIALLY COMMUNITIES OUTSIDE OF METROPOLITAN AREAS AND COMMUNITIES VULNERABLE TO DISPLACEMENT; AND

(d) INCLUDE RECOMMENDATIONS FOR STATE LEGISLATION AND LOCAL LAWS, TO ENCOURAGE ENVIRONMENTALLY AND FISCALLY SUSTAINABLE GROWTH, INCLUDING BUT NOT LIMITED TO ECONOMIC INCENTIVES, FINANCING TOOLS, ACCESS CHARGES, URBAN GROWTH AREAS, THREE MILE PLANS, TRANSFER OF DEVELOPMENT RIGHTS, ANNEXATION, AND SPECIAL DISTRICTS.

(3) IN DEVELOPING THE STRATEGIC GROWTH REPORT DESCRIBED IN SUBSECTION (1) OF THIS SECTION, THE DIRECTOR SHALL CONSULT WITH STATE AGENCIES AND LOCAL GOVERNMENTS WITH FUNCTIONS OR JURISDICTION REGARDING THE MATTERS COVERED IN THIS SECTION AND LOCAL GOVERNMENTS, REGIONAL PLANNING AGENCIES, WATER PROVIDERS, UTILITY PROVIDERS, ECONOMIC DEVELOPMENT ENTITIES, AND EXPERTS IN FIELDS RELATED TO STRATEGIC GROWTH.

24-32-3708. Natural land and agricultural interjurisdictional opportunities report. (1) NO LATER THAN DECEMBER 31, 2025, THE DIRECTOR, IN CONSULTATION WITH RELEVANT STATE AGENCIES INCLUDING THE DEPARTMENT OF AGRICULTURE, THE DIVISION OF PARKS AND WILDLIFE IN THE DEPARTMENT OF NATURAL RESOURCES, THE OUTDOOR RECREATION INDUSTRY OFFICE IN THE OFFICE OF ECONOMIC DEVELOPMENT, AND THE COLORADO TOURISM OFFICE, SHALL DEVELOP AND PUBLISH A NATURAL LAND AND AGRICULTURAL INTERJURISDICTIONAL OPPORTUNITIES REPORT THAT MUST INCLUDE:

(a) OPPORTUNITIES FOR LOCAL GOVERNMENTS AND METROPOLITAN PLANNING ORGANIZATIONS TO ACHIEVE CONNECTIVITY TO OPEN SPACE, WILDLIFE HABITAT, AND OTHER PRIORITY LANDSCAPES;

(b) OPPORTUNITIES FOR LOCAL GOVERNMENTS AND METROPOLITAN PLANNING ORGANIZATIONS TO ACHIEVE THE PRESERVATION OF AGRICULTURAL LAND, HISTORIC AND CULTURAL RESOURCES, URBAN PARKS

AND GREEN SPACES, EXURBAN OPEN SPACES, RECREATIONAL RESOURCES, WILDLIFE HABITATS, AND ECOSYSTEMS WITH THE GREATEST NEED FOR CONSERVATION AND MITIGATION OF HAZARDS; AND

(c) BEST PRACTICES, TOOLS, AND RESOURCES RELATED TO SUBSECTIONS (1)(a) AND (1)(b) OF THIS SECTION.

(2) THE NATURAL LAND AND AGRICULTURAL INTERJURISDICTIONAL OPPORTUNITIES REPORT MUST INTEGRATE AND INCLUDE INFORMATION FROM RELEVANT STATE, REGIONAL, AND LOCAL PLANS THAT ADDRESS THE SUBJECT MATTERS IDENTIFIED IN SUBSECTION (1) OF THIS SECTION.

24-32-3709. Technical assistance. (1) THE DIVISION OF LOCAL GOVERNMENT SHALL PROVIDE TECHNICAL ASSISTANCE, MATERIALS, BRIEFINGS, CONSULTING SERVICES, TEMPLATES, TOOLS, TRAININGS, WEBINARS, OR OTHER GUIDANCE TO ASSIST LOCAL GOVERNMENTS IN:

(a) ESTABLISHING REGIONAL ENTITIES THAT PROMOTE STATEWIDE COVERAGE OF LOCAL GOVERNMENTS BY HOUSING NEEDS ASSESSMENTS WITHOUT UNNECESSARY DUPLICATION FOR THE PURPOSE OF CONDUCTING REGIONAL HOUSING NEEDS ASSESSMENTS AND DISPLACEMENT RISK ASSESSMENTS;

(b) CREATING HOUSING NEEDS ASSESSMENTS PURSUANT TO SECTIONS 24-32-3703 AND 24-32-3704;

(c) CONDUCTING A DISPLACEMENT RISK ANALYSIS WITH A STATE-CREATED TOOL;

(d) IDENTIFYING AND IMPLEMENTING STRATEGIES, INCLUDING IN THE DIRECTORIES DESCRIBED IN SECTION 24-32-3706;

(e) MAKING AND ADOPTING A HOUSING ACTION PLAN IN ACCORDANCE WITH SECTION 24-32-3705;

(f) ENACTING LAWS AND POLICIES PURSUANT TO ACCEPTED HOUSING NEEDS ASSESSMENTS AND ACCEPTED HOUSING ACTION PLANS THAT ENCOURAGE THE DEVELOPMENT OF A RANGE OF HOUSING TYPES, INCLUDING REGULATED AFFORDABLE HOUSING, OR MITIGATE THE IMPACT OF DISPLACEMENT IN ACCORDANCE WITH SECTION 24-32-3706; AND

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(g) CREATING STRATEGIC GROWTH ELEMENTS IN MASTER PLANS AS DESCRIBED IN SECTION 30-28-106 (3)(a.5)(III) OR SECTION 31-23-206 (1.5)(d).

(2) IN DETERMINING TO WHOM IT WILL PROVIDE ASSISTANCE PURSUANT TO SUBSECTION (1) OF THIS SECTION, THE DIVISION OF LOCAL GOVERNMENT SHALL PRIORITIZE REQUESTS FOR TECHNICAL ASSISTANCE RELATED TO:

(a) CONDUCTING REGIONAL HOUSING NEEDS ASSESSMENTS, IF THE DEPARTMENT DETERMINES THAT THE REGIONAL ENTITY MEETS THE REQUIREMENTS OF THIS SECTION AND THE ASSESSMENT WOULD PROMOTE STATEWIDE COVERAGE OF LOCAL GOVERNMENTS BY HOUSING NEEDS ASSESSMENTS WITHOUT UNNECESSARY DUPLICATION;

(b) CONDUCTING HOUSING NEEDS ASSESSMENTS AND CREATING HOUSING ACTION PLANS CONTEMPORANEOUSLY; AND

(c) ENACTING LAWS AND POLICIES TO PRESERVE OR CREATE REGULATED AFFORDABLE HOUSING, MITIGATE DISPLACEMENT, OR INCREASE OPPORTUNITIES FOR MULTIFAMILY RESIDENTIAL HOUSING NEAR MAJOR TRANSIT STOPS.

(3) (a) IN ASSISTING LOCAL GOVERNMENTS PURSUANT TO SUBSECTION (1) OF THIS SECTION, THE DIVISION OF LOCAL GOVERNMENT SHALL PROVIDE FUNDING THROUGH EITHER A GRANT PROGRAM, THE PROVISION OF CONSULTANT SERVICES, OR BOTH DIRECTLY TO LOCAL GOVERNMENTS OR THROUGH A REGIONAL ENTITY AND SHALL PRIORITIZE FUNDING AND GRANT PROGRAMS ADMINISTERED BY THE DEPARTMENT FOR THE PURPOSES OF THIS SECTION, SO LONG AS DOING SO IS NOT INCONSISTENT WITH FEDERAL OR STATE LAW.

(b) ANY CONSULTANT RETAINED BY THE DEPARTMENT TO PROVIDE TECHNICAL ASSISTANCE PURSUANT TO THIS SECTION RELATING TO HOUSING NEEDS ASSESSMENTS AND HOUSING ACTION PLANS SHALL HAVE DEMONSTRATED EXPERIENCE CONDUCTING HIGH-QUALITY HOUSING NEEDS ASSESSMENTS AND STRATEGIC HOUSING PLANS AND ENGAGING UNDERREPRESENTED COMMUNITIES, RESIDENTS, AND WORKERS WITH DISPROPORTIONATE HOUSING NEEDS AND CHALLENGES.

(c) THE DEPARTMENT SHALL REQUIRE, AS A CONDITION OF ANY FUNDING AWARDED TO A LOCAL GOVERNMENT TO CONDUCT HOUSING NEEDS ASSESSMENTS OR CREATE HOUSING ACTION PLANS PURSUANT TO THIS SECTION, THAT:

(I) UNLESS NO SUCH PERSON IS AVAILABLE, ANY PERSON PROVIDING SERVICES TO THE LOCAL GOVERNMENT THAT WILL BE FUNDED BY THE AWARD MEETS THE REQUIREMENTS OF SUBSECTION (3)(b) OF THIS SECTION; AND

(II) THE LOCAL GOVERNMENT USE A PORTION OF THE FUNDS AWARDED BY THE DEPARTMENT TO CONDUCT HOUSING NEEDS ASSESSMENTS OR CREATING HOUSING ACTION PLANS PURSUANT TO THIS SECTION TO ENGAGE UNDERREPRESENTED AND UNDERRECOGNIZED COMMUNITIES.

(4) BEGINNING JANUARY 1, 2025, AND EVERY YEAR THEREAFTER, THE DIVISION OF LOCAL GOVERNMENT SHALL PROVIDE A REPORT ON THE ASSISTANCE REQUESTED BY LOCAL GOVERNMENTS PURSUANT TO THIS SECTION, WHETHER OR NOT ADEQUATE STATE FUNDING IS AVAILABLE TO PROVIDE THE ASSISTANCE REQUESTED BY LOCAL GOVERNMENTS, AND ANY ADDITIONAL RESOURCES THAT THE DIVISION OF LOCAL GOVERNMENT OR LOCAL GOVERNMENTS HAVE IDENTIFIED THAT WOULD ASSIST LOCAL GOVERNMENTS IN IDENTIFYING AND IMPLEMENTING LAWS AND POLICIES THAT WOULD INCREASE THE AVAILABILITY OF HOUSING IN COLORADO.

(5) (a) THE DIVISION OF LOCAL GOVERNMENT SHALL SERVE AS A CLEARINGHOUSE, FOR THE BENEFIT OF LOCAL GOVERNMENTS AND REGIONAL ENTITIES, OF INFORMATION RELATING TO THIS PART 37 AND SHALL REFER LOCAL GOVERNMENTS TO STATE AND FEDERAL RESOURCES AND APPROPRIATE DEPARTMENTS OR AGENCIES OF THE STATE OR FEDERAL GOVERNMENT FOR ADVICE, ASSISTANCE, OR AVAILABLE SERVICES RELATING TO THIS PART 37.

(b) THE DIVISION OF LOCAL GOVERNMENT SHALL IDENTIFY OPPORTUNITIES FOR, ENCOURAGE, AND, WHEN SO REQUESTED, ASSIST COOPERATIVE EFFORTS AMONG LOCAL GOVERNMENTS IN SOLVING COMMON PROBLEMS RELATED TO POPULATION CHANGE AND THE IMPLEMENTATION OF THIS PART 37.

(c) THE DEPARTMENT MAY ATTEMPT TO MEDIATE DISPUTES BETWEEN

LOCAL GOVERNMENTS REGARDING THE ENACTMENT OF LOCAL LAWS OR POLICIES RELATED TO THE CREATION OF HOUSING NEEDS ASSESSMENTS AND HOUSING ACTION PLANS PURSUANT TO THIS PART 37, INTERJURISDICTIONAL COORDINATION OR DISPUTES REGARDING THE DEVELOPMENT OF LAND FOR RESIDENTIAL USES, INCLUDING REGULATED AFFORDABLE HOUSING USES AND THE PROVISION OF WATER AND SEWER SERVICES, AND ANYTHING ELSE COVERED BY THIS PART 37 OR REFER LOCAL GOVERNMENTS TO THE LIST OF MEDIATORS MAINTAINED PURSUANT TO SECTION 24-32-3209 TO ASSIST IN THE RESOLUTION OF SUCH DISPUTES.

(6)(a) THE HOUSING NEEDS PLANNING TECHNICAL ASSISTANCE FUND IS CREATED IN THE STATE TREASURY. THE FUND CONSISTS OF GIFTS, GRANTS, AND DONATIONS CREDITED TO THE FUND AND ANY OTHER MONEY THAT THE GENERAL ASSEMBLY MAY APPROPRIATE OR TRANSFER TO THE FUND. THE STATE TREASURER SHALL CREDIT ALL INTEREST AND INCOME DERIVED FROM THE DEPOSIT AND INVESTMENT OF MONEY IN THE HOUSING NEEDS PLANNING TECHNICAL ASSISTANCE FUND TO THE FUND.

(b) MONEY IN THE HOUSING NEEDS PLANNING TECHNICAL ASSISTANCE FUND IS CONTINUOUSLY APPROPRIATED TO THE DEPARTMENT FOR THE PURPOSES OF PROVIDING TECHNICAL ASSISTANCE AND IMPLEMENTING A GRANT PROGRAM PURSUANT TO THIS SECTION.

(c)(I) ON JULY 1, 2024, THE STATE TREASURER SHALL TRANSFER TO THE HOUSING NEEDS PLANNING TECHNICAL ASSISTANCE FUND:

(A) NOTWITHSTANDING THE ALLOCATION OF FUNDS DESCRIBED IN SECTION 39-29-110, OR ANY OTHER LAW TO THE CONTRARY, TEN MILLION FIVE HUNDRED THOUSAND DOLLARS FROM THE LOCAL GOVERNMENT SEVERANCE TAX FUND CREATED IN SECTION 39-29-110; AND

(B) NOTWITHSTANDING THE ALLOCATION OF FUNDS DESCRIBED IN SECTION 34-63-102, OR ANY OTHER LAW TO THE CONTRARY, FOUR MILLION FIVE HUNDRED THOUSAND DOLLARS FROM THE LOCAL GOVERNMENT MINERAL IMPACT FUND CREATED IN SECTION 34-63-102 (5).

(II) THIS SUBSECTION (6)(c) IS REPEALED, EFFECTIVE JULY 1, 2025.

24-32-3710. Prioritization for conformity with planning expectations. (1) ON OR AFTER DECEMBER 1, 2027, ANY GRANT PROGRAM

ADMINISTERED BY THE DEPARTMENT, THE COLORADO ENERGY OFFICE, THE OFFICE OF ECONOMIC DEVELOPMENT, THE DEPARTMENT OF TRANSPORTATION, THE DEPARTMENT OF NATURAL RESOURCES, THE DEPARTMENT OF PUBLIC HEALTH AND ENVIRONMENT, OR THE DEPARTMENT OF PERSONNEL AND ADMINISTRATION THAT AWARDS GRANTS TO COUNTIES AND MUNICIPALITIES FOR THE PRIMARY PURPOSE OF SUPPORTING LAND USE PLANNING OR HOUSING, EXCLUDING LAND USE PLANNING OR HOUSING PURSUANT TO ARTICLE 32 OF TITLE 29, MUST, SO LONG AS DOING SO IS NOT INCONSISTENT WITH FEDERAL LAW OR THE STATE CONSTITUTION, INCLUDE PRIORITIZATION CRITERIA THAT CONSIDER WHETHER:

(a) A CURRENT LOCAL OR REGIONAL HOUSING NEEDS ASSESSMENT HAS BEEN COMPLETED FOR THE LOCAL GOVERNMENT AND HAS BEEN ACCEPTED BY THE DEPARTMENT PURSUANT TO SECTION 24-32-3703 OR 24-32-3704;

(b) A HOUSING ACTION PLAN HAS BEEN ADOPTED BY THE LOCAL GOVERNMENT AND ACCEPTED BY THE DEPARTMENT PURSUANT TO SECTION 24-32-3705;

(c) A REPORT HAS BEEN SUBMITTED BY THE LOCAL GOVERNMENT AND ACCEPTED BY THE DEPARTMENT PURSUANT TO SECTION 24-32-3705 (6); AND

(d) THE MASTER PLAN FOR THE LOCAL GOVERNMENT INCLUDES A WATER SUPPLY ELEMENT AND STRATEGIC GROWTH ELEMENT AS DESCRIBED IN SECTIONS 30-28-106 (3)(a.5) AND 31-23-206 (1.5).

(2) IN CONSIDERING AWARDED A GRANT TO A LOCAL GOVERNMENT THAT IS NOT SUBJECT TO ANY OF THE PROVISIONS IDENTIFIED IN THE PRIORITIZATION CRITERIA DESCRIBED IN SUBSECTION (1) OF THIS SECTION, THE DEPARTMENT SHALL TREAT THE LOCAL GOVERNMENT AS IF IT HAS SATISFIED THE PRIORITIZATION CRITERIA IN SUBSECTION (1) OF THIS SECTION.

24-32-3711. Neighborhood centers - grant program prioritization. (1) ON OR BEFORE JUNE 30, 2025, THE DEPARTMENT SHALL ADOPT REASONABLE CRITERIA FOR THE DESIGNATION OF NEIGHBORHOOD CENTERS IN ACCORDANCE WITH SECTION 24-32-3701 (10), INCLUDING CRITERIA FOR VARYING REGIONAL CONTEXTS. THE DEPARTMENT SHALL

DESIGN THE CRITERIA ADOPTED PURSUANT TO THIS SUBSECTION (1) TO MINIMIZE THE FISCAL BURDEN ON LOCAL GOVERNMENTS. THE CRITERIA ADOPTED BY THE DEPARTMENT PURSUANT TO THIS SUBSECTION (1) MUST NOT:

(a) LIMIT OR RESTRICT THE AUTHORITY OF A LOCAL GOVERNMENT, INCLUDING AUTHORITY RELATING TO ZONING, REGULATION OF THE USE OF LAND, AND THE IMPOSITION OF FEES, CHARGES, AND TAXES, NOTWITHSTANDING THE EXERCISE OF THAT AUTHORITY TO ESTABLISH A NEIGHBORHOOD CENTER; OR

(b) REQUIRE THE MODIFICATION OF A CHARTER ADOPTED PURSUANT TO ARTICLE XX OF THE STATE CONSTITUTION.

(2) A LOCAL GOVERNMENT MAY DESIGNATE A NEIGHBORHOOD CENTER PURSUANT TO THIS SECTION AND SUBMIT A REPORT TO THE DEPARTMENT IN A FORM AND MANNER DETERMINED BY THE DEPARTMENT. THE DEPARTMENT SHALL NOT ACCEPT A REPORT DESIGNATING A NEIGHBORHOOD CENTER THAT DOES NOT COMPLY WITH THE CRITERIA ADOPTED BY THE DEPARTMENT. THE DEPARTMENT SHALL NOTIFY A LOCAL GOVERNMENT IF IT DOES NOT ACCEPT THE LOCAL GOVERNMENT'S REPORT.

(3) AS OF DECEMBER 31, 2026, EXCLUDING GRANT PROGRAMS GOVERNED BY ARTICLE 32 OF TITLE 29, THE DEPARTMENTS, OFFICES, AND AGENCIES IDENTIFIED IN SECTION 24-32-3710 SHALL UPDATE GRANT AWARD CRITERIA TO INCLUDE CONSIDERATION AND PRIORITIZATION OF, TO THE EXTENT CONSISTENT WITH THE PURPOSE OF THE GRANT PROGRAM AND ANY APPLICABLE PROVISION OF FEDERAL LAW OR THE STATE CONSTITUTION, PROJECTS THAT MEET ONE OF THE FOLLOWING CRITERIA:

(a) THE PROJECT IS IN OR SUPPORTS A NEIGHBORHOOD CENTER DESIGNATED IN A REPORT ACCEPTED BY THE DEPARTMENT PURSUANT TO SUBSECTION (2) OF THIS SECTION; OR

(b) THE PROJECT CONCERNS AN AREA THAT WOULD NOT MEET THE CRITERIA FOR DESIGNATION AS A NEIGHBORHOOD CENTER.

SECTION 2. In Colorado Revised Statutes, 30-28-106, **amend** (1); **repeal and reenact, with amendments**, (3)(a); and **add** (3)(a.3), (3)(a.5), (3)(a.7), (3)(a.9), and (8) as follows:

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30-28-106. Master plan - definition. (1) It is the duty of a county planning commission to make and adopt a master plan for the physical development of the unincorporated territory of the county, SUBJECT TO THE APPROVAL OF THE COUNTY COMMISSION HAVING JURISDICTION THEREOF. When a county planning commission decides to adopt a master plan, the commission shall conduct public hearings, after notice of such public hearings has been published in a newspaper of general circulation in the county in a manner sufficient to notify the public of the time, place, and nature of the public hearing, prior to final adoption of a master plan in order to encourage public participation in and awareness of the development of such plan and shall accept and consider oral and written public comments throughout the process of developing the plan.

(3) (a) THE MASTER PLAN OF A COUNTY OR REGION, WITH THE ACCOMPANYING MAPS, PLATS, CHARTS, AND DESCRIPTIVE AND EXPLANATORY MATTER, MUST SHOW THE COUNTY OR REGIONAL PLANNING COMMISSION'S RECOMMENDATIONS FOR THE DEVELOPMENT OF THE TERRITORY COVERED BY THE MASTER PLAN. THE MASTER PLAN OF A COUNTY OR REGION IS AN ADVISORY DOCUMENT TO GUIDE LAND DEVELOPMENT DECISIONS; HOWEVER, THE MASTER PLAN OR ANY PART THEREOF MAY BE MADE BINDING BY INCLUSION IN THE COUNTY'S OR REGION'S ADOPTED SUBDIVISION, ZONING, PLATTING, PLANNED UNIT DEVELOPMENT, OR OTHER SIMILAR LAND DEVELOPMENT REGULATIONS AFTER SATISFYING NOTICE, DUE PROCESS, AND HEARING REQUIREMENTS FOR LEGISLATIVE OR QUASI-JUDICIAL PROCESSES AS APPROPRIATE.

(a.3) (I) THE COUNTY OR REGIONAL PLANNING COMMISSION SHALL FOLLOW THE PROCEDURES IN SECTION 24-32-3209. FOR PURPOSES OF THIS SECTION, ANY SPECIAL DISTRICT THAT SUPPLIES WATER TO THE AREA COVERED BY THE MASTER PLAN IS A NEIGHBORING JURISDICTION AS DEFINED IN SECTION 24-32-3209 (1)(h).

(II) IN ADOPTING OR AMENDING A MASTER PLAN, THE COUNTY OR REGIONAL PLANNING COMMISSION SHALL CONSIDER THE FOLLOWING, WHERE APPLICABLE OR APPROPRIATE, AND ANY OTHER INFORMATION DEEMED RELEVANT BY THE COUNTY OR REGIONAL PLANNING COMMISSION:

(A) THE APPLICABLE HOUSING NEEDS ASSESSMENTS PUBLISHED PURSUANT TO SECTIONS 24-32-3702 (1)(b), 24-32-3703, AND 24-32-3704;

(B) THE STATEWIDE STRATEGIC GROWTH REPORT CREATED PURSUANT TO SECTION 24-32-3707;

(C) THE NATURAL LAND AND AGRICULTURAL OPPORTUNITIES REPORT PUBLISHED PURSUANT TO SECTION 24-32-3708; AND

(D) THE COLORADO WATER PLAN ADOPTED PURSUANT TO SECTION 37-60-106.3.

(a.5) THE MASTER PLAN MUST INCLUDE:

(I) A NARRATIVE DESCRIPTION OF THE PROCEDURE USED FOR THE DEVELOPMENT AND ADOPTION OF THE MASTER PLAN, INCLUDING A SUMMARY OF ANY OBJECTIONS TO THE MASTER PLAN MADE BY NEIGHBORING JURISDICTIONS AS DEFINED IN SECTION 24-32-3209 (1)(h) AND A DESCRIPTION OF THE RESOLUTION OR OUTCOME OF THE OBJECTIONS;

(II) (A) A WATER SUPPLY ELEMENT DEVELOPED IN CONSULTATION WITH ENTITIES THAT SUPPLY WATER FOR USE WITHIN THE COUNTY OR REGION TO ENSURE COORDINATION ON WATER SUPPLY AND FACILITY PLANNING. NOTHING IN THIS SECTION REQUIRES THE PUBLIC DISCLOSURE OF CONFIDENTIAL INFORMATION RELATED TO WATER SUPPLY OR FACILITIES.

(B) THE WATER SUPPLY ELEMENT MUST ESTIMATE A RANGE OF WATER SUPPLIES AND FACILITIES NEEDED TO SUPPORT THE POTENTIAL PUBLIC AND PRIVATE DEVELOPMENT DESCRIBED IN THE MASTER PLAN, AND INCLUDE WATER CONSERVATION POLICIES, TO BE DETERMINED BY THE COUNTY OR LOCAL GOVERNMENTS WITHIN A REGION, WHICH MAY INCLUDE GOALS SPECIFIED IN THE COLORADO WATER PLAN ADOPTED PURSUANT TO SECTION 37-60-106.3 AND POLICIES TO IMPLEMENT WATER CONSERVATION AND OTHER COLORADO WATER PLAN GOALS AS A CONDITION OF DEVELOPMENT APPROVAL, FOR SUBDIVISIONS, PLANNED UNIT DEVELOPMENTS, SPECIAL USE PERMITS, AND ZONING CHANGES.

(C) A COUNTY OR REGION WITH A MASTER PLAN THAT INCLUDES A WATER SUPPLY ELEMENT SHALL ENSURE THAT ITS MASTER PLAN INCLUDES WATER CONSERVATION POLICIES AT THE FIRST AMENDING OF THE MASTER PLAN, BUT NOT LATER THAN JULY 1, 2025.

(D) NOTHING IN THIS SUBSECTION (3)(a.5)(II) SUPERSEDES,

ABROGATES, OR OTHERWISE IMPAIRS THE ALLOCATION OF WATER PURSUANT TO THE STATE CONSTITUTION OR ANY OTHER PROVISION OF LAW, THE RIGHT TO BENEFICIALLY USE WATER PURSUANT TO DECREES, CONTRACTS, OR OTHER WATER USE AGREEMENTS, OR THE OPERATION, MAINTENANCE, REPAIR, REPLACEMENT, OR USE OF ANY WATER FACILITY.

(E) THE DEPARTMENT OF LOCAL AFFAIRS MAY HIRE AND EMPLOY ONE FULL-TIME EMPLOYEE TO PROVIDE EDUCATIONAL RESOURCES AND ASSISTANCE TO A COUNTY OR REGION THAT INCLUDES WATER CONSERVATION POLICIES IN THE WATER SUPPLY ELEMENTS OF MASTER PLANS AS REQUIRED BY THIS SUBSECTION (3)(a.5)(II).

(III) A STRATEGIC GROWTH ELEMENT THAT INTEGRATES ELEMENTS OF THE MASTER PLAN TO DISCOURAGE SPRAWL AND PROMOTE THE DEVELOPMENT OR REDEVELOPMENT OF VACANT AND UNDERUTILIZED PARCELS IN URBAN AREAS TO ADDRESS THE DEMONSTRATED HOUSING NEEDS OF THE COUNTY OR REGION AND MITIGATE THE NEED FOR EXTENSION OF INFRASTRUCTURE AND PUBLIC SERVICES TO DEVELOP NATURAL AND AGRICULTURAL LANDS FOR RESIDENTIAL USES. THE STRATEGIC GROWTH ELEMENT MUST INCLUDE:

(A) A DESCRIPTION OF EXISTING AND POTENTIAL POLICIES AND TOOLS TO PROMOTE STRATEGIC GROWTH AND PREVENT SPRAWL;

(B) AN ANALYSIS OF VACANT AND UNDERUTILIZED SITES THAT IDENTIFIES VACANT, PARTIALLY VACANT, AND UNDERUTILIZED LAND NEAR EXISTING OR PLANNED TRANSIT OR JOB CENTERS THAT COULD BE USED FOR INFILL DEVELOPMENT, REDEVELOPMENT, AND NEW DEVELOPMENT OF HOUSING; ASSESSES THE GENERAL FEASIBILITY OF THE DEVELOPMENT OR REDEVELOPMENT OF SUCH SITES FOR RESIDENTIAL USE BASED ON EXISTING AND NEEDED INFRASTRUCTURE, TRANSPORTATION CAPACITY, ACCESS TO PUBLIC TRANSIT, AND PUBLIC FACILITIES AND SERVICES TO SERVE SUCH SITES; DESCRIBES THE PUBLIC BENEFITS OF THE DEVELOPMENT OR REDEVELOPMENT OF SUCH SITES TO THE COUNTY OR REGION AS AN ALTERNATIVE TO THE DEVELOPMENT OF PREVIOUSLY UNDEVELOPED NATURAL OR AGRICULTURAL LAND; AND IN A MANNER THAT IS CONSISTENT WITH THE MASTER PLAN, DESIGNATES SUCH SITES FOR WHICH DEVELOPMENT OR REDEVELOPMENT IS DEEMED TO BE GENERALLY FEASIBLE FOR FUTURE USES THAT INCLUDE RESIDENTIAL USES IN A MANNER THAT ADDRESSES THE DEMONSTRATED HOUSING NEEDS OF THE COUNTY OR REGION AT ALL INCOME

LEVELS; AND

(C) AN ANALYSIS OF UNDEVELOPED SITES THAT IDENTIFIES PREVIOUSLY UNDEVELOPED PARCELS THAT ARE NOT ADJACENT TO DEVELOPED LAND, INCLUDING EXISTING NATURAL AND AGRICULTURAL LAND, UNDER CONSIDERATION FOR FUTURE DEVELOPMENT, AND, FOR A COUNTY OR REGION IN A METROPOLITAN PLANNING ORGANIZATION ESTABLISHED UNDER THE "FEDERAL TRANSIT ACT OF 1998," 49 U.S.C. SEC. 5301 ET SEQ., AS AMENDED, LAND OUTSIDE OF CENSUS URBAN AREAS AS DEFINED BY THE UNITED STATES BUREAU OF THE CENSUS; ASSESSES THE GENERAL FEASIBILITY OF THE DEVELOPMENT OF SUCH SITES FOR RESIDENTIAL USE BASED ON EXISTING AND NEEDED INFRASTRUCTURE, TRANSPORTATION CAPACITY, ACCESS TO PUBLIC TRANSIT, AND PUBLIC FACILITIES AND SERVICES TO SERVE SUCH SITES; AND DESCRIBES THE LONG-TERM FISCAL IMPACT TO THE COUNTY OR REGION OF THE CONSTRUCTION, OWNERSHIP, MAINTENANCE, AND REPLACEMENT OF INFRASTRUCTURE AND PUBLIC FACILITIES AND THE PROVISION OF PUBLIC SERVICES TO SERVE DEVELOPMENT OF SUCH SITES;

(IV) THE MOST RECENT HOUSING ACTION PLAN OR PLANS ADOPTED BY THE COUNTY OR MUNICIPALITIES WITHIN THE REGION PURSUANT TO SECTION 24-32-3705; AND

(V) FOR A MASTER PLAN BY A REGIONAL PLANNING COMMISSION, THE MOST RECENT VERSION OF THE MASTER PLAN REQUIRED BY SECTION 31-12-105 (1)(e) BY EACH MUNICIPALITY THAT IS PART OF THE REGIONAL PLANNING COMMISSION AND A DESCRIPTION OF HOW EACH JURISDICTION WILL INTEGRATE THAT PLAN INTO THE MASTER PLAN.

(a.7) (I) A COUNTY OR REGION WITH A MASTER PLAN SHALL ENSURE THAT ITS MASTER PLAN INCLUDES A WATER SUPPLY ELEMENT AND A STRATEGIC GROWTH ELEMENT AS REQUIRED BY SUBSECTION (3)(a.5) OF THIS SECTION AT THE FIRST AMENDING OF THE MASTER PLAN THAT OCCURS ON OR AFTER JANUARY 1, 2026, BUT NOT LATER THAN DECEMBER 31, 2026. THE MASTER PLAN OF A COUNTY OR REGION ADOPTED OR AMENDED AFTER DECEMBER 31, 2026, MUST INCLUDE A WATER SUPPLY ELEMENT AND STRATEGIC GROWTH ELEMENT AS REQUIRED BY SUBSECTION (3)(a.5) OF THIS SECTION. THE COUNTY OR REGION MUST UPDATE THE WATER SUPPLY ELEMENT AND STRATEGIC GROWTH ELEMENT NO LESS FREQUENTLY THAN EVERY FIVE YEARS.

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(II) A COUNTY OR REGION WITH A MASTER PLAN IS NOT REQUIRED TO INCLUDE A STRATEGIC GROWTH ELEMENT, IF THE COUNTY OR REGION HAS NOT RECEIVED FUNDING TO INCLUDE THE STRATEGIC GROWTH ELEMENT PURSUANT TO SECTION 24-32-3710 AND EITHER:

(A) HAS A POPULATION OF TWENTY THOUSAND OR LESS IN THE COUNTY'S UNINCORPORATED TERRITORY AND HAS EXPERIENCED NEGATIVE POPULATION CHANGE IN THE MOST RECENT DECENNIAL CENSUS; OR

(B) HAS A POPULATION OF FIVE THOUSAND OR LESS IN THE COUNTY'S UNINCORPORATED TERRITORY.

(a.9) THE MASTER PLAN MAY INCLUDE, WHERE APPLICABLE OR APPROPRIATE:

(I) THE GENERAL LOCATION, CHARACTER, AND EXTENT OF EXISTING, PROPOSED, OR PROJECTED STREETS OR ROADS, RIGHTS-OF-WAY, VIADUCTS, BRIDGES, WATERWAYS, WATERFRONTS, PARKWAYS, HIGHWAYS, MASS TRANSIT ROUTES AND CORRIDORS, AND ANY TRANSPORTATION PLAN PREPARED BY ANY METROPOLITAN PLANNING ORGANIZATION THAT COVERS ALL OR A PORTION OF THE COUNTY OR REGION AND THAT THE COUNTY OR REGION HAS RECEIVED NOTIFICATION OF OR, IF THE COUNTY OR REGION IS NOT LOCATED IN AN AREA COVERED BY A METROPOLITAN PLANNING ORGANIZATION, ANY TRANSPORTATION PLAN PREPARED BY THE DEPARTMENT OF TRANSPORTATION THAT THE COUNTY OR REGION HAS RECEIVED NOTIFICATION OF AND THAT APPLIES TO THE COUNTY OR REGION;

(II) THE GENERAL LOCATION OF PUBLIC PLACES OR FACILITIES, INCLUDING PUBLIC SCHOOLS; CULTURALLY, HISTORICALLY, OR ARCHAEOLOGICALLY SIGNIFICANT BUILDINGS, SITES, AND OBJECTS; PLAYGROUNDS, FORESTS, RESERVATIONS, SQUARES, PARKS, AIRPORTS, AVIATION FIELDS, MILITARY INSTALLATIONS; AND OTHER PUBLIC WAYS, GROUNDS, OPEN SPACES, TRAILS, AND DESIGNATED FEDERAL, STATE, AND LOCAL WILDLIFE AREAS. FOR PURPOSES OF THIS SECTION, "MILITARY INSTALLATION" HAS THE SAME MEANING AS SPECIFIED IN SECTION 29-20-105.6 (2)(b).

(III) THE GENERAL LOCATION AND EXTENT OF PUBLIC UTILITIES, TERMINALS, CAPITAL FACILITIES, AND TRANSFER FACILITIES, WHETHER PUBLICLY OR PRIVATELY OWNED, FOR WATER, LIGHT, POWER, SANITATION,

TRANSPORTATION, COMMUNICATION, HEAT, AND OTHER PURPOSES AND ANY PROPOSED OR PROJECTED NEEDS FOR CAPITAL FACILITIES AND UTILITIES, INCLUDING THE PRIORITIES, ANTICIPATED COSTS, AND FUNDING PROPOSALS FOR SUCH FACILITIES AND UTILITIES;

(IV) THE ACCEPTANCE, WIDENING, REMOVAL, EXTENSION, RELOCATION, NARROWING, VACATION, ABANDONMENT, MODIFICATION, OR CHANGE OF USE OF ANY OF THE PUBLIC WAYS, RIGHTS-OF-WAY, INCLUDING THE COORDINATION OF SUCH RIGHTS-OF-WAY WITH THE RIGHTS-OF-WAY OF OTHER COUNTIES, REGIONS, OR MUNICIPALITIES, GROUNDS, OPEN SPACES, BUILDINGS, PROPERTIES, UTILITIES, OR TERMINALS REFERRED TO IN SUBSECTIONS (3)(a.5)(II)(C), (3)(a.9)(I), (3)(a.9)(II), AND (3)(a.9)(III) OF THIS SECTION;

(V) METHODS FOR ASSURING ACCESS TO APPROPRIATE CONDITIONS FOR SOLAR, WIND, OR OTHER ALTERNATIVE ENERGY SOURCES, INCLUDING GEOTHERMAL ENERGY USED FOR WATER HEATING OR SPACE HEATING OR COOLING IN A SINGLE BUILDING, FOR SPACE HEATING FOR MORE THAN ONE BUILDING THROUGH A PIPELINE NETWORK, OR FOR ELECTRICITY GENERATION;

(VI) THE GENERAL CHARACTER, LOCATION, AND EXTENT OF COMMUNITY CENTERS, TOWNSITES, HOUSING DEVELOPMENTS, WHETHER PUBLIC OR PRIVATE; THE EXISTING, PROPOSED, OR PROJECTED LOCATION OF RESIDENTIAL NEIGHBORHOODS AND SUFFICIENT LAND FOR FUTURE HOUSING DEVELOPMENT FOR THE EXISTING AND PROJECTED ECONOMIC AND OTHER NEEDS OF ALL CURRENT AND ANTICIPATED RESIDENTS OF THE COUNTY OR REGION; AND URBAN CONSERVATION OR REDEVELOPMENT AREAS. IF A COUNTY OR REGION HAS ENTERED INTO A REGIONAL PLANNING AGREEMENT, THE AGREEMENT MAY BE INCORPORATED BY REFERENCE INTO THE MASTER PLAN.

(VII) THE GENERAL LOCATION AND EXTENT OF FORESTS, AGRICULTURAL AREAS, FLOOD CONTROL AREAS, AND OPEN DEVELOPMENT AREAS FOR PURPOSES OF CONSERVATION, FOOD AND WATER SUPPLY, SANITARY AND DRAINAGE FACILITIES, FLOOD CONTROL, OR THE PROTECTION OF URBAN DEVELOPMENT;

(VIII) A LAND CLASSIFICATION AND UTILIZATION PROGRAM;

(IX) PROJECTIONS OF POPULATION CHANGE AND HOUSING NEEDS TO ACCOMMODATE THE PROJECTED POPULATION FOR SPECIFIED INCREMENTS OF TIME. THE COUNTY OR REGION MAY BASE THESE PROJECTIONS UPON DATA FROM THE DEPARTMENT OF LOCAL AFFAIRS AND UPON THE COUNTY'S OR REGION'S LOCAL OBJECTIVES.

(X) THE LOCATION OF AREAS CONTAINING STEEP SLOPES, GEOLOGICAL HAZARDS, ENDANGERED OR THREATENED SPECIES, WETLANDS, FLOODPLAINS, FLOODWAYS, AND FLOOD RISK ZONES, HIGHLY ERODIBLE LAND OR UNSTABLE SOILS, AND WILDFIRE HAZARDS. FOR PURPOSES OF DETERMINING THE LOCATION OF SUCH AREAS, THE PLANNING COMMISSION SHOULD CONSIDER THE FOLLOWING SOURCES FOR GUIDANCE:

(A) THE COLORADO GEOLOGICAL SURVEY FOR DEFINING AND MAPPING GEOLOGICAL HAZARDS;

(B) THE UNITED STATES FISH AND WILDLIFE SERVICE OF THE UNITED STATES DEPARTMENT OF THE INTERIOR AND THE PARKS AND WILDLIFE COMMISSION CREATED IN SECTION 33-9-101 FOR LOCATING AREAS INHABITED BY ENDANGERED OR THREATENED SPECIES;

(C) THE UNITED STATES ARMY CORPS OF ENGINEERS AND THE UNITED STATES FISH AND WILDLIFE SERVICE NATIONAL WETLANDS INVENTORY FOR DEFINING AND MAPPING WETLANDS;

(D) THE FEDERAL EMERGENCY MANAGEMENT AGENCY FOR DEFINING AND MAPPING FLOODPLAINS, FLOODWAYS, AND FLOOD RISK ZONES;

(E) THE NATURAL RESOURCES CONSERVATION SERVICE OF THE UNITED STATES DEPARTMENT OF AGRICULTURE FOR DEFINING AND MAPPING UNSTABLE SOILS AND HIGHLY ERODIBLE LAND; AND

(F) THE COLORADO STATE FOREST SERVICE FOR LOCATING WILDFIRE HAZARD AREAS.

(8) A COUNTY OR REGIONAL PLANNING COMMISSION SHALL SUBMIT THE MASTER PLAN AND ANY SEPARATELY APPROVED WATER SUPPLY ELEMENT AND STRATEGIC GROWTH ELEMENT TO THE DIVISION OF LOCAL GOVERNMENT IN THE DEPARTMENT OF LOCAL AFFAIRS. THE DIVISION OF LOCAL GOVERNMENT SHALL REVIEW MASTER PLANS AND MAY PROVIDE

COMMENTS TO THE COMMISSION.

SECTION 3. In Colorado Revised Statutes, 31-23-206, **repeal and reenact, with amendments, (1); and add (1.3), (1.5), (1.7), (1.9), and (8)** as follows:

31-23-206. Master plan. (1) IT IS THE DUTY OF THE COMMISSION TO MAKE AND ADOPT A MASTER PLAN FOR THE PHYSICAL DEVELOPMENT OF THE MUNICIPALITY, INCLUDING ANY AREAS OUTSIDE ITS BOUNDARIES, SUBJECT TO THE APPROVAL OF THE GOVERNMENTAL BODY HAVING JURISDICTION THEREOF, THAT IN THE COMMISSION'S JUDGMENT BEAR RELATION TO THE PLANNING OF THE MUNICIPALITY. THE MASTER PLAN OF A MUNICIPALITY IS AN ADVISORY DOCUMENT TO GUIDE LAND DEVELOPMENT DECISIONS; HOWEVER, THE MASTER PLAN OR ANY PART THEREOF MAY BE MADE BINDING BY INCLUSION IN THE MUNICIPALITY'S ADOPTED SUBDIVISION, ZONING, PLATTING, PLANNED UNIT DEVELOPMENT, OR OTHER SIMILAR LAND DEVELOPMENT REGULATIONS AFTER SATISFYING NOTICE, DUE PROCESS, AND HEARING REQUIREMENTS FOR LEGISLATIVE OR QUASI-JUDICIAL PROCESSES AS APPROPRIATE. THE MASTER PLAN, WITH THE ACCOMPANYING MAPS, PLATS, CHARTS, AND DESCRIPTIVE MATTER, MUST SHOW THE COMMISSION'S RECOMMENDATIONS FOR THE DEVELOPMENT OF THE MUNICIPALITY AND OUTLYING AREAS.

(1.3) (a) WHEN A COMMISSION DECIDES TO ADOPT A MASTER PLAN, THE COMMISSION SHALL CONDUCT PUBLIC HEARINGS, AFTER NOTICE OF SUCH PUBLIC HEARINGS HAS BEEN PUBLISHED IN A NEWSPAPER OF GENERAL CIRCULATION IN THE MUNICIPALITY IN A MANNER SUFFICIENT TO NOTIFY THE PUBLIC OF THE TIME, PLACE, AND NATURE OF THE PUBLIC HEARING, PRIOR TO FINAL ADOPTION OF A MASTER PLAN IN ORDER TO ENCOURAGE PUBLIC PARTICIPATION IN AND AWARENESS OF THE DEVELOPMENT OF THE MASTER PLAN AND SHALL ACCEPT AND CONSIDER ORAL AND WRITTEN PUBLIC COMMENTS THROUGHOUT THE PROCESS OF DEVELOPING THE MASTER PLAN.

(b) THE COMMISSION SHALL FOLLOW THE PROCEDURES IN SECTION 24-32-3209. FOR PURPOSES OF THIS SECTION, ANY SPECIAL DISTRICT THAT SUPPLIES WATER TO THE AREA COVERED BY THE MASTER PLAN IS A NEIGHBORING JURISDICTION AS DEFINED IN SECTION 24-32-3209 (1)(h).

(c) FOR ANY MASTER PLAN ADOPTED AFTER JANUARY 1, 2026, THE COMMISSION SHALL CONSIDER THE FOLLOWING, WHERE APPLICABLE OR

APPROPRIATE, AND ANY OTHER INFORMATION DEEMED RELEVANT BY THE COMMISSION:

(I) THE APPLICABLE HOUSING NEEDS ASSESSMENTS PUBLISHED PURSUANT TO SECTION 24-32-3702 (1)(b), 24-32-3703, OR 24-32-3704;

(II) THE STATEWIDE STRATEGIC GROWTH REPORT CREATED PURSUANT TO SECTION 24-32-3707;

(III) THE NATURAL LAND AND AGRICULTURAL OPPORTUNITIES REPORT PUBLISHED PURSUANT TO SECTION 24-32-3708; AND

(IV) THE COLORADO WATER PLAN ADOPTED PURSUANT TO SECTION 37-60-106.3.

(1.5) THE MASTER PLAN MUST INCLUDE:

(a) A NARRATIVE DESCRIPTION OF THE PROCEDURE USED FOR THE DEVELOPMENT AND ADOPTION OF THE MASTER PLAN, INCLUDING A SUMMARY OF ANY OBJECTIONS TO THE MASTER PLAN MADE BY NEIGHBORING JURISDICTIONS PURSUANT TO SECTION 24-32-3209 AND A DESCRIPTION OF THE RESOLUTION OR OUTCOME OF THE OBJECTIONS;

(b) THE MOST RECENT VERSION OF THE MASTER PLAN REQUIRED BY SECTION 31-12-105 (1)(e) OR A SIMILAR MASTER PLAN FOR AREAS OF POTENTIAL GROWTH WITHIN THREE MILES OF THE MUNICIPALITY'S EXISTING BOUNDARIES AND A DESCRIPTION OF HOW THE MUNICIPALITY INTENDS TO INTEGRATE THAT PLAN INTO THE MASTER PLAN;

(c) (I) A WATER SUPPLY ELEMENT DEVELOPED IN CONSULTATION WITH ENTITIES THAT SUPPLY WATER FOR USE WITHIN THE MUNICIPALITY TO ENSURE COORDINATION ON WATER SUPPLY AND FACILITY PLANNING. NOTHING IN THIS SECTION REQUIRES THE PUBLIC DISCLOSURE OF CONFIDENTIAL INFORMATION RELATED TO WATER SUPPLY OR FACILITIES.

(II) THE WATER SUPPLY ELEMENT MUST:

(A) ESTIMATE A RANGE OF WATER SUPPLIES AND FACILITIES NEEDED TO SUPPORT THE POTENTIAL PUBLIC AND PRIVATE DEVELOPMENT DESCRIBED IN THE MASTER PLAN; AND

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(B) INCLUDE WATER CONSERVATION POLICIES, TO BE DETERMINED BY THE MUNICIPALITY, WHICH MAY INCLUDE GOALS SPECIFIED IN THE COLORADO WATER PLAN ADOPTED PURSUANT TO SECTION 37-60-106.3 AND POLICIES TO IMPLEMENT WATER CONSERVATION AND OTHER COLORADO WATER PLAN GOALS AS A CONDITION OF DEVELOPMENT APPROVAL, INCLUDING SUBDIVISIONS, PLANNED UNIT DEVELOPMENTS, SPECIAL USE PERMITS, AND ZONING CHANGES.

(III) A MUNICIPALITY WITH A MASTER PLAN THAT INCLUDES A WATER SUPPLY ELEMENT SHALL ENSURE THAT ITS MASTER PLAN INCLUDES WATER CONSERVATION POLICIES AT THE FIRST AMENDING OF THE MASTER PLAN, BUT NOT LATER THAN JULY 1, 2025;

(IV) NOTHING IN THIS SUBSECTION (1.5)(c) SUPERSEDES, ABROGATES, OR OTHERWISE IMPAIRS THE ALLOCATION OF WATER PURSUANT TO THE STATE CONSTITUTION OR ANY OTHER PROVISION OF LAW, THE RIGHT TO BENEFICIALLY USE WATER PURSUANT TO DECREES, CONTRACTS, OR OTHER WATER USE AGREEMENTS, OR THE OPERATION, MAINTENANCE, REPAIR, REPLACEMENT, OR USE OF ANY WATER FACILITY; AND

(V) THE DEPARTMENT OF LOCAL AFFAIRS MAY HIRE AND EMPLOY ONE FULL-TIME EMPLOYEE TO PROVIDE EDUCATIONAL RESOURCES AND ASSISTANCE TO MUNICIPALITIES THAT INCLUDE WATER CONSERVATION POLICIES IN THE WATER SUPPLY ELEMENTS OF MASTER PLANS AS REQUIRED BY THIS SUBSECTION (1.5)(c).

(d) A STRATEGIC GROWTH ELEMENT THAT INTEGRATES ELEMENTS OF THE MASTER PLAN TO DISCOURAGE SPRAWL AND PROMOTE THE DEVELOPMENT OR REDEVELOPMENT OF VACANT AND UNDERUTILIZED PARCELS IN URBAN AREAS TO ADDRESS THE MUNICIPALITY'S DEMONSTRATED HOUSING NEEDS AND MITIGATE THE NEED FOR EXTENSION OF INFRASTRUCTURE AND PUBLIC SERVICES TO DEVELOP NATURAL AND AGRICULTURAL LANDS FOR RESIDENTIAL USES. THE STRATEGIC GROWTH ELEMENT MUST INCLUDE:

(I) A DESCRIPTION OF EXISTING AND POTENTIAL POLICIES AND TOOLS TO PROMOTE STRATEGIC GROWTH AND PREVENT SPRAWL;

(II) AN ANALYSIS OF VACANT AND UNDERUTILIZED SITES THAT:

(A) IDENTIFIES VACANT, PARTIALLY VACANT, AND UNDERUTILIZED LAND NEAR EXISTING OR PLANNED TRANSIT OR JOB CENTERS THAT COULD BE USED FOR INFILL DEVELOPMENT, REDEVELOPMENT, AND NEW DEVELOPMENT OF HOUSING;

(B) ASSESSES THE GENERAL FEASIBILITY OF THE DEVELOPMENT OR REDEVELOPMENT OF SUCH SITES FOR RESIDENTIAL USE BASED ON EXISTING AND NEEDED INFRASTRUCTURE, TRANSPORTATION CAPACITY, ACCESS TO PUBLIC TRANSIT, AND PUBLIC FACILITIES AND SERVICES TO SERVE SUCH SITES;

(C) DESCRIBES THE PUBLIC BENEFITS OF THE DEVELOPMENT OR REDEVELOPMENT OF SUCH SITES TO THE MUNICIPALITY AS AN ALTERNATIVE TO THE DEVELOPMENT OF PREVIOUSLY UNDEVELOPED NATURAL OR AGRICULTURAL LAND; AND

(D) IN A MANNER THAT IS CONSISTENT WITH THE MASTER PLAN, DESIGNATES SUCH SITES FOR WHICH DEVELOPMENT OR REDEVELOPMENT IS DEEMED TO BE GENERALLY FEASIBLE FOR FUTURE USES THAT INCLUDE RESIDENTIAL USES IN A MANNER THAT ADDRESSES THE MUNICIPALITY'S DEMONSTRATED HOUSING NEEDS AT ALL INCOME LEVELS; AND

(III) AN ANALYSIS OF UNDEVELOPED SITES THAT:

(A) IDENTIFIES PREVIOUSLY UNDEVELOPED PARCELS THAT ARE NOT ADJACENT TO DEVELOPED LAND, INCLUDING EXISTING NATURAL AND AGRICULTURAL LAND, UNDER CONSIDERATION FOR FUTURE DEVELOPMENT, AND, FOR A MUNICIPALITY IN A METROPOLITAN PLANNING ORGANIZATION ESTABLISHED UNDER THE "FEDERAL TRANSIT ACT OF 1998," 49 U.S.C. SEC. 5301 ET SEQ., AS AMENDED, LAND OUTSIDE OF CENSUS URBAN AREAS AS DEFINED BY THE UNITED STATES BUREAU OF THE CENSUS;

(B) ASSESSES THE GENERAL FEASIBILITY OF THE DEVELOPMENT OF SUCH SITES FOR RESIDENTIAL USE BASED ON EXISTING AND NEEDED INFRASTRUCTURE, TRANSPORTATION CAPACITY, ACCESS TO PUBLIC TRANSIT, AND PUBLIC FACILITIES AND SERVICES TO SERVE SUCH SITES; AND

(C) DESCRIBES THE LONG-TERM FISCAL IMPACT TO THE MUNICIPALITY OF THE CONSTRUCTION, OWNERSHIP, MAINTENANCE, AND REPLACEMENT OF INFRASTRUCTURE AND PUBLIC FACILITIES AND THE

PROVISION OF PUBLIC SERVICES TO SERVE DEVELOPMENT OF SUCH SITES; AND

(e) THE MOST RECENT HOUSING ACTION PLAN ADOPTED BY THE MUNICIPALITY PURSUANT TO SECTION 24-32-3705.

(1.7)(a) A MUNICIPALITY WITH A MASTER PLAN SHALL ENSURE THAT ITS MASTER PLAN INCLUDES A WATER SUPPLY ELEMENT AND STRATEGIC GROWTH ELEMENT AS REQUIRED BY SUBSECTION (1.5) OF THIS SECTION AT THE FIRST AMENDING OF THE MASTER PLAN THAT OCCURS ON OR AFTER JANUARY 1, 2026, BUT NOT LATER THAN DECEMBER 31, 2026. THE MASTER PLAN OF A MUNICIPALITY ADOPTED OR AMENDED AFTER DECEMBER 31, 2026, MUST INCLUDE A WATER SUPPLY ELEMENT AND STRATEGIC GROWTH ELEMENT AS REQUIRED BY SUBSECTION (1.5) OF THIS SECTION. A MUNICIPALITY SHALL UPDATE THE WATER SUPPLY ELEMENT AND STRATEGIC GROWTH ELEMENT AS REQUIRED BY SUBSECTION (1.5) OF THIS SECTION NO LESS FREQUENTLY THAN EVERY FIVE YEARS.

(b) A MUNICIPALITY WITH A MASTER PLAN IS NOT REQUIRED TO INCLUDE A STRATEGIC GROWTH ELEMENT IF THE MUNICIPALITY HAS NOT RECEIVED FUNDING TO INCLUDE THE STRATEGIC GROWTH ELEMENT PURSUANT TO SECTION 24-32-3710 AND EITHER:

(I) HAS A POPULATION OF TWENTY THOUSAND OR LESS AND HAS EXPERIENCED NEGATIVE POPULATION CHANGE IN THE MOST RECENT DECENNIAL CENSUS; OR

(II) HAS A POPULATION OF TWO THOUSAND OR LESS.

(1.9) THE MASTER PLAN MAY INCLUDE, WHERE APPLICABLE OR APPROPRIATE:

(a) THE GENERAL LOCATION, CHARACTER, AND EXTENT OF EXISTING, PROPOSED, OR PROJECTED STREETS, ROADS, RIGHTS-OF-WAY, BRIDGES, WATERWAYS, WATERFRONTS, PARKWAYS, HIGHWAYS, MASS TRANSIT ROUTES AND CORRIDORS, AND ANY TRANSPORTATION PLAN PREPARED BY ANY METROPOLITAN PLANNING ORGANIZATION THAT COVERS ALL OR A PORTION OF THE MUNICIPALITY AND THAT THE MUNICIPALITY HAS RECEIVED NOTIFICATION OF OR, IF THE MUNICIPALITY IS NOT LOCATED IN AN AREA COVERED BY A METROPOLITAN PLANNING ORGANIZATION, ANY TRANSPORTATION PLAN PREPARED BY THE DEPARTMENT OF

TRANSPORTATION THAT THE MUNICIPALITY HAS RECEIVED NOTIFICATION OF AND THAT COVERS ALL OR A PORTION OF THE MUNICIPALITY;

(b) THE GENERAL LOCATION OF PUBLIC PLACES OR FACILITIES, INCLUDING PUBLIC SCHOOLS, CULTURALLY, HISTORICALLY, OR ARCHAEOLOGICALLY SIGNIFICANT BUILDINGS, SITES, AND OBJECTS, PLAYGROUNDS, SQUARES, PARKS, AIRPORTS, AVIATION FIELDS, MILITARY INSTALLATIONS, AND OTHER PUBLIC WAYS, GROUNDS, OPEN SPACES, TRAILS, AND DESIGNATED FEDERAL, STATE, AND LOCAL WILDLIFE AREAS. FOR PURPOSES OF THIS SECTION, "MILITARY INSTALLATION" HAS THE SAME MEANING AS SPECIFIED IN SECTION 29-20-105.6 (2)(b).

(c) THE GENERAL LOCATION AND EXTENT OF PUBLIC UTILITIES TERMINALS, CAPITAL FACILITIES, AND TRANSFER FACILITIES, WHETHER PUBLICLY OR PRIVATELY OWNED OR OPERATED, FOR WATER, LIGHT, SANITATION, TRANSPORTATION, COMMUNICATION, POWER, AND OTHER PURPOSES AND ANY PROPOSED OR PROJECTED NEEDS FOR CAPITAL FACILITIES AND UTILITIES, INCLUDING THE PRIORITIES, ANTICIPATED COSTS, AND FUNDING PROPOSALS FOR SUCH FACILITIES AND UTILITIES;

(d) THE ACCEPTANCE, REMOVAL, RELOCATION, WIDENING, NARROWING, VACATING, ABANDONMENT, MODIFICATION, CHANGE OF USE, OR EXTENSION OF ANY OF THE PUBLIC WAYS, RIGHTS-OF-WAY, INCLUDING THE COORDINATION OF SUCH RIGHTS-OF-WAY WITH THE RIGHTS-OF-WAY OF OTHER MUNICIPALITIES, COUNTIES, OR REGIONS, GROUNDS, OPEN SPACES, BUILDINGS, PROPERTY, UTILITY, OR TERMINALS REFERRED TO IN SUBSECTIONS (1.5)(c), (1.7)(a), AND (1.7)(b) OF THIS SECTION;

(e) A ZONING PLAN FOR THE CONTROL OF THE HEIGHT, AREA, BULK, LOCATION, AND USE OF BUILDINGS AND PREMISES. SUCH A ZONING PLAN MAY PROTECT AND ASSURE ACCESS TO APPROPRIATE CONDITIONS FOR SOLAR, WIND, OR OTHER ALTERNATIVE ENERGY SOURCES, INCLUDING GEOTHERMAL ENERGY USED FOR WATER HEATING OR SPACE HEATING OR COOLING IN A SINGLE BUILDING, FOR SPACE HEATING FOR MORE THAN ONE BUILDING THROUGH A PIPELINE NETWORK, OR FOR ELECTRICITY GENERATION; HOWEVER, REGULATIONS AND RESTRICTIONS OF THE HEIGHT, NUMBER OF STORIES, SIZE OF BUILDINGS AND OTHER STRUCTURES, AND THE HEIGHT AND LOCATION OF TREES AND OTHER VEGETATION SHALL NOT APPLY TO EXISTING BUILDINGS, STRUCTURES, TREES, OR VEGETATION EXCEPT FOR NEW GROWTH ON SUCH VEGETATION;

(f) THE GENERAL CHARACTER, LOCATION, AND EXTENT OF COMMUNITY CENTERS, HOUSING DEVELOPMENTS, WHETHER PUBLIC OR PRIVATE; THE EXISTING, PROPOSED, OR PROJECTED LOCATION OF RESIDENTIAL NEIGHBORHOODS AND SUFFICIENT LAND FOR FUTURE HOUSING DEVELOPMENT FOR THE EXISTING AND PROJECTED ECONOMIC AND OTHER NEEDS OF ALL CURRENT AND ANTICIPATED RESIDENTS OF THE MUNICIPALITY; AND REDEVELOPMENT AREAS. IF A MUNICIPALITY HAS ENTERED INTO A REGIONAL PLANNING AGREEMENT, THE AGREEMENT MAY BE INCORPORATED BY REFERENCE INTO THE MASTER PLAN.

(g) A PLAN FOR THE EXTRACTION OF COMMERCIAL MINERAL DEPOSITS PURSUANT TO SECTION 34-1-304;

(h) A PLAN FOR THE LOCATION AND PLACEMENT OF PUBLIC UTILITIES THAT FACILITATES THE PROVISION OF SUCH UTILITIES TO ALL EXISTING, PROPOSED, OR PROJECTED DEVELOPMENTS IN THE MUNICIPALITY;

(i) PROJECTIONS OF POPULATION CHANGE AND HOUSING NEEDS TO ACCOMMODATE THE PROJECTED POPULATION FOR SPECIFIED INCREMENTS OF TIME. THE MUNICIPALITY MAY BASE THESE PROJECTIONS UPON DATA FROM THE DEPARTMENT OF LOCAL AFFAIRS AND UPON THE MUNICIPALITY'S LOCAL OBJECTIVES;

(j) THE AREAS CONTAINING STEEP SLOPES, GEOLOGICAL HAZARDS, ENDANGERED OR THREATENED SPECIES, WETLANDS, FLOODPLAINS, FLOODWAYS, AND FLOOD RISK ZONES, HIGHLY ERODIBLE LAND OR UNSTABLE SOILS, AND WILDFIRE HAZARDS. FOR PURPOSES OF DETERMINING THE LOCATION OF SUCH AREAS, THE PLANNING COMMISSION SHOULD CONSIDER THE FOLLOWING SOURCES FOR GUIDANCE:

(I) THE COLORADO GEOLOGICAL SURVEY FOR DEFINING AND MAPPING GEOLOGICAL HAZARDS;

(II) THE UNITED STATES FISH AND WILDLIFE SERVICE OF THE UNITED STATES DEPARTMENT OF THE INTERIOR AND THE PARKS AND WILDLIFE COMMISSION CREATED IN SECTION 33-9-101 FOR LOCATING AREAS INHABITED BY ENDANGERED OR THREATENED SPECIES;

(III) THE UNITED STATES ARMY CORPS OF ENGINEERS AND THE UNITED STATES FISH AND WILDLIFE SERVICE NATIONAL WETLANDS

INVENTORY FOR DEFINING AND MAPPING WETLANDS;

(IV) THE FEDERAL EMERGENCY MANAGEMENT AGENCY FOR DEFINING AND MAPPING FLOODPLAINS, FLOODWAYS, AND FLOOD RISK ZONES;

(V) THE NATURAL RESOURCES CONSERVATION SERVICE OF THE UNITED STATES DEPARTMENT OF AGRICULTURE FOR DEFINING AND MAPPING UNSTABLE SOILS AND HIGHLY ERODIBLE LAND; AND

(VI) THE COLORADO STATE FOREST SERVICE FOR LOCATING WILDFIRE HAZARD AREAS.

(8) THE COMMISSION SHALL SUBMIT THE MASTER PLAN AND ANY SEPARATELY APPROVED WATER SUPPLY ELEMENT AND STRATEGIC GROWTH ELEMENT TO THE DIVISION OF LOCAL GOVERNMENT IN THE DEPARTMENT OF LOCAL AFFAIRS. THE DIVISION OF LOCAL GOVERNMENT SHALL REVIEW MASTER PLANS AND MAY PROVIDE COMMENTS TO THE COMMISSION.

SECTION 4. In Colorado Revised Statutes, 38-33.3-106.5, **add** (6) as follows:

38-33.3-106.5. Prohibitions contrary to public policy - patriotic, political, or religious expression - public rights-of-way - fire prevention - renewable energy generation devices - affordable housing - drought prevention measures - child care - definitions. (6) (a) AN ASSOCIATION SHALL NOT PROHIBIT OR RESTRICT THE CONSTRUCTION OF ACCESSORY DWELLING UNITS OR MIDDLE HOUSING IF THE ZONING LAWS OF THE LOCAL JURISDICTION WOULD OTHERWISE ALLOW SUCH USES ON A PROPERTY. THIS SUBSECTION (6)(a) APPLIES ONLY TO ANY DECLARATION RECORDED ON OR AFTER JULY 1, 2024, OR IN ANY BYLAWS OR RULES AND REGULATIONS OF THE ASSOCIATION ADOPTED OR AMENDED ON OR AFTER JULY 1, 2024, UNLESS THE DECLARATION, BYLAWS, OR RULES AND REGULATIONS CONTAINED SUCH A RESTRICTION AS OF THE EFFECTIVE DATE OF THIS SUBSECTION (6)(a).

(b) AS USED IN THIS SUBSECTION (6), UNLESS THE CONTEXT OTHERWISE REQUIRES:

(I) "ACCESSORY DWELLING UNIT" MEANS AN INTERNAL, ATTACHED, OR DETACHED DWELLING UNIT THAT IS LOCATED ON THE SAME LOT AS A

PROPOSED OR EXISTING PRIMARY RESIDENCE.

(II) "MIDDLE HOUSING" MEANS A RESIDENTIAL STRUCTURE OR STRUCTURES THAT INCLUDE BETWEEN TWO AND FOUR SEPARATE DWELLING UNITS IN A STRUCTURE, A TOWNHOME BUILDING, OR A COTTAGE CLUSTER OF UP TO FOUR UNITS.

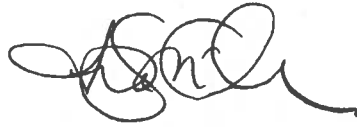
SECTION 5. Appropriation. For the 2024-25 state fiscal year, \$583,864 is appropriated to the office of the governor for use by the office of information technology. This appropriation is from reappropriated funds received from the department of local affairs from the housing needs planning technical assistance fund created in section 24-32-3709 (6)(a), C.R.S. To implement this act, the office may use this appropriation to provide information technology services for the department of local affairs.

SECTION 6. Safety clause. The general assembly finds, determines, and declares that this act is necessary for the immediate preservation of the public peace, health, or safety or for appropriations for

the support and maintenance of the departments of the state and state institutions.



Steve Fenberg
PRESIDENT OF
THE SENATE



Julie McCluskie
SPEAKER OF THE HOUSE
OF REPRESENTATIVES

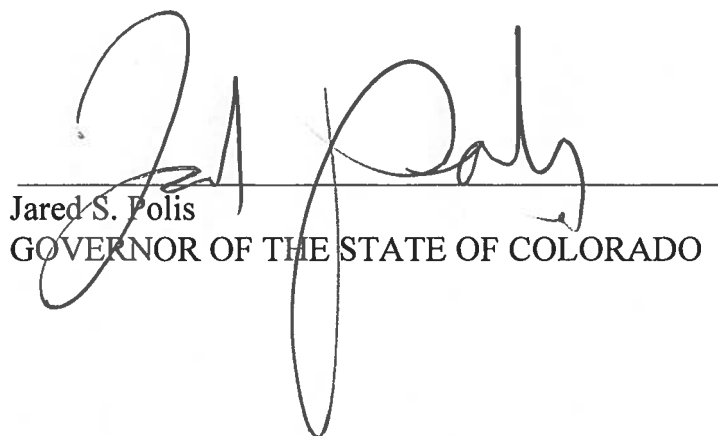


Cindi L. Markwell
SECRETARY OF
THE SENATE



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CHIEF CLERK OF THE HOUSE
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APPROVED Thursday May 30th 2024 at 11:20 am
(Date and Time)



Jared S. Polis
GOVERNOR OF THE STATE OF COLORADO

Housing Needs Assessment Guide for Colorado Communities

December 2024

Legislative Requirements per SB24-174



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How to Use This Guide

This document provides guidance on how to conduct a housing needs assessment (HNA), with a focus on state HNA requirements established by Senate Bill 24-174. It is organized into the following primary chapters:

- Chapter 1: Introduction to Housing Needs Assessments. Defines the purpose and recommended use of HNAs and general steps for designing a study.
- Chapter 2: Understanding HNA Requirements. An overview of HNA requirements under Senate Bill 24-174, as well as other state and federal programs to consider.
- Chapter 3: Defining the Scope of Your HNA. Includes considerations for identifying the purpose of your study, data sources and research that will be needed, the geographic scope of your study, and extent of community engagement to achieve desired results.
- Chapter 4: Housing Needs Assessment Framework. A recommended (but not required) framework for organizing an HNA, incorporating state requirements and recommended best practices to tailor analyses for your community and effectively analyze housing needs.
- Chapter 5: Definitions and Terminology. Defines common housing terms that are not specifically defined in the state legislation, but that are necessary to understand when developing an HNA pursuant to this guidance.
- Chapter 6: Data Sources. A list of data sources referenced within this document and commonly used for HNA research, including a table identifying the geographies for which each data source is available and considerations when applying the data.
- Appendix A: HNA Requirements – Quick Reference Guide. A short reference guide highlighting only the required outputs pursuant to Senate Bill 24-174. This can be used as a checklist reference to review HNAs for submission to DOLA.

This guide caters to a diverse audience, ranging from first-time HNA drafters through skilled specialists, including:

- Local and regional government staff and officials;
- Housing agencies and authorities;
- Consultants specializing in housing needs assessments;
- Community organizations and non-profits invested in housing issues; and
- Residents interested in understanding and supporting local housing initiatives.

Chapter 1: Introduction to Housing Needs Assessments

What is a Housing Needs Assessment (HNA)

A Housing Needs Assessment (HNA) identifies the type and amount of housing needed in a community or region to ensure current and future resident and employee households at all income levels have access to quality housing that they can afford. As a result, an HNA does more than estimate the number of housing units needed to accommodate projected population or job growth. An HNA evaluates demographic trends, economic characteristics, housing unit inventory, housing market conditions, development opportunities and constraints, and existing housing programs and services, combined with input from stakeholders and residents, to identify where the market is providing suitable housing and where it is not. The HNA uses this information to estimate how much additional housing is needed to address current housing shortfalls and keep up with future growth. The objective is to estimate the housing needed to ensure quality housing is available and affordable for resident and employee households at all income levels and at different life stages to sustain community and economic health and vibrancy.

It is important to understand that an HNA is an informational tool. While the state of Colorado requires each local government to complete an HNA, the state does not require jurisdictions to build a certain number of housing units or produce a certain type of affordable housing. Rather, completed HNAs are to be used for state agency planning, select grant programs, and regions and local governments to develop housing action plans tailored to the unique constraints, resources, and capacity of a community or region. Senate Bill 24-174 requirements are further described in Chapter 2.

How to Use an HNA

By identifying the current housing challenges and future housing needs in a community, an HNA serves many purposes, such as:

- **Informing Housing Policy and Programs:** An HNA guides local governments, housing service organizations, and other partners in crafting policies, programs, and partnerships to address housing shortages and affordability challenges.

- **Planning for Change:** HNAs help communities plan for evolving demographic and economic conditions by estimating how many housing units will be needed as households, housing markets, and employment levels change.
- **Accessing Funding:** HNAs can be used to inform applications for state or federal housing grants and financing. This includes Colorado's State Affordable Housing Fund (or Proposition 123), which requires detailed data on the demonstrated average housing needs for [rural resort jurisdictions filing a petition](#).
- **Increasing Affordability and Housing Stability:** By identifying the housing needs of households at different income levels, local governments can create programs to improve the availability of housing that is secure and affordable for residents.
- **Sustaining Community and Economic Vibrancy:** HNAs identify the housing needs of resident and employee households at all life stages, helping jurisdictions develop housing strategies that support local businesses, economic development, and a generally diverse and thriving community.
- **Educating and Building Support:** HNAs can be used to educate community members and leaders on housing problems, telling the data-driven "housing story" and providing robust information for decision-making, which is necessary to build program support within communities and address housing needs.



Informing Housing Policy

Help craft policies that align with housing needs



Increasing Affordability & Stability

For households at all income levels and life stages



Planning for Change

Housing needs evolve with the community



Community & Economic Vibrancy

Support community and economic health and diversity



Accessing Funding

Inform state & federal housing funding applications



Education and Support

Build support for housing programs through data storytelling

What an HNA is Not

In addition to the benefits of an HNA, it is also important to understand its limitations. For example:

- **An HNA is Not a Market Study:** An HNA provides a high-level view of housing needs for various income levels to aid in broad-scale planning. Specific details, such as the type of unit, bedroom mix, and types of households served will be affected by the location of a development, neighborhood characteristics, other housing construction, and market conditions at the time of development, among other factors. While an HNA may be the catalyst for a project to be proposed, a market study is best suited to define the specifics of who the project should serve (e.g., families or singles), bedroom mix, unit sizes, and amenities based on market dynamics at the time of development.
- **An HNA Will Not Build Housing by Itself:** The assessment provides data to inform housing strategies. An HNA will not build housing by itself, but will provide information to educate the community and leaders, grow support for addressing local housing needs, and help communities plan for needed housing programs and development.
- **An HNA is Not for Specialized Needs:** Targeting the housing needs of households with unique needs, such as seniors, people with disabilities, and the chronically homeless, requires tailored studies beyond the scope of a general housing needs assessment. Housing products, such as assisted living facilities, senior-only developments, and supportive housing, have unique characteristics, requiring more in-depth study to pinpoint needs.



NOT a Market Study

Project-specific details come from market studies.



WON'T Build Housing

Provides data but doesn't construct housing.



NOT for Specialized Needs

Unique populations require tailored studies.

Steps to Develop an HNA

This guide provides a comprehensive overview of the HNA process, incorporating the requirements of Colorado Senate Bill 24-174. It presents a structured framework, guidance on data sources and methodologies, and best practices for conducting an effective HNA.

The HNA process involves a systematic approach with the following key steps:

1. **Understand HNA Requirements:** Review Chapter 2 to understand and align your HNA with the legislative requirements and definitions in Senate Bill 24-174, as well as considerations for other programs that may use the HNA.
2. **Define Your Study:** Determine the scope of your assessment, whether it's regional or local, how you want to use the study, and what questions you want to answer, as described in Chapter 3. Consider factors such as housing market dynamics, regional relationships, community sentiment and concerns, and data availability.
3. **Understand the HNA Framework:** Familiarize yourself with the HNA framework in Chapter 4, which includes key analysis topics such as demographic trends, economic conditions, housing market and inventory, and housing problems.
4. **Collect and Analyze Data:** Utilize the data sources and methodologies detailed in Chapter 4 and Chapter 6 to gather and analyze relevant data for your study area. Primary research, such as stakeholder interviews, community surveys, or other outreach, is recommended to supplement information from secondary data sources.
5. **Engage the Community:** Involve residents, employers, and stakeholders throughout the HNA process to ensure a comprehensive and inclusive assessment. Actively incorporate diverse perspectives and local knowledge to supplement and help interpret data trends, refine strategies, and build support for outcomes.
6. **Develop Recommendations:** Based on your HNA analysis, formulate custom recommendations for addressing housing needs and gaps in the study area.

Chapter 2: Understanding HNA Requirements

State Requirements: Senate Bill 24-174

Senate Bill 24-174 requires each local government, with some exceptions, to conduct and publish an HNA no later than December 31, 2026, and to update the HNA **at least every six years** thereafter. The bill's objective is to promote comprehensive planning for housing needs throughout Colorado, by providing accurate data for statewide, regional, and local government planning, while minimizing the fiscal impact on jurisdictions completing HNAs. Therefore, jurisdictions are not required to build a certain number of housing units or produce a certain type of affordable housing. Rather, completed HNAs are to be used as an informational tool to develop housing action plans that are tailored to the unique constraints, resources, and capacity of a community or region (see Section 24-32-3705).

Each local government must conduct and publish an HNA that adheres to the requirements established by SB 24-174, unless exempt under Section 24-32-3703(4). HNAs submitted to the Department for approval must include information outlined in Section 24-32-3702(1)(c)(I) through (VI) for a regional assessment and Section 24-32-3702(1)(d)(I) through (VI) for a local assessment. In producing these outputs, HNAs must demonstrate consideration of the baseline data specified in Section 24-32-3702(2). Requirements and timelines for completing, publishing, and submitting HNAs for review by the Department of Local Affairs ("Department") are detailed in Section 24-32-3703 for local HNAs and Section 24-32-3704 for regional HNAs.

The full bill text may be accessed at:

https://leg.colorado.gov/sites/default/files/2024a_174_signed.pdf

Required HNA Content

The state requires that HNAs submitted to the Department for approval produce certain common outputs, while allowing flexibility in how those outputs are derived. Required outputs and baseline data components that should be considered, as specified by SB 24-174, are listed below.

Required Outputs. At a minimum, housing needs assessments must include the information specified below for regional and local studies (see Sections 24-32-3702(1)(c)&(d)). Local and regional study requirements are the same for each item, except as noted in parts (II) and (V), below:

- I. **Housing Stock**
Estimate existing housing stock in the region and in each local jurisdiction that forms the region.
- II. **Estimate Housing Needs**
Estimate housing needs in the region and each local government's jurisdiction, sorted by income level and dwelling type, including accessible units, visitable units (local HNAs only), supportive units, for-sale units, and rental units.
- III. **Number of Households**
Estimate the number of households in the region and each local government's jurisdiction that forms the region.
- IV. **Jobs by Salary**
Estimate the number of jobs in the region and each local government's jurisdiction that forms the region, sorted by annual salary and wage.
- V. **Allocate Housing Needs**
Distribute housing needs across jurisdictions based on job availability and local economic dependencies, among other factors. For regional HNAs, this includes promoting a balance of jobs and housing options that accommodate all income levels. Local HNAs must report the relevant portion of housing needs identified in any applicable state or regional HNA for the local government within its HNA.
- VI. **Displacement Risk**
Identify areas with elevated risks of displacement in the region and each local government jurisdiction.

Housing needs assessments must also include “recommended policy and programmatic responses to the findings of the housing needs assessment, including the assessment of displacement risk.” (Section 24-32-3702(1)(e)(I)). Recommendations will help guide housing action plan discussions. Pursuant to Section 24-32-3705, housing action plans must be created prior to January 1, 2028, and no less than every 6 years thereafter. Please reference the Housing Action Plan guidance for more information.

Recommended Outputs. While the following HNA outputs are not explicitly required under Sections 24-32-3703 and 3704, including them in local and regional HNAs is highly recommended (see Sections 24-32-3702(1)(c)&(d)):

VII. Water Supply Needs

Estimate water supply needs for existing dwelling units and estimated housing needs (reported in I and II, above), using per capita usage rates identified in consultation with the Department of Natural Resources.

VIII. Market Limitations

Assess market limitations on the development of for-sale multifamily housing (regional HNAs) or all types of housing (local HNAs).

Baseline Data Components (Must Consider). Section 24-32-3702(2) defines baseline data components that must be considered when estimating the required HNA outputs for each local and regional study:

- (a) Existing and projected housing shortages and surpluses for different household types and income levels, including extremely low-, very low-, low, moderate-, and middle-income households as designated by the United States Department of Housing and Urban Development (HUD).
- (b) Existing housing diversity and stock, capturing the range and types of available housing.
- (c) Current jobs by income level to understand economic conditions and employee housing needs.
- (d) Median income, providing a basis for housing affordability analysis.
- (e) Population change projections, job growth projections, and demographic trends forecasted by the State Demography Office.
- (f) Population and demographics, understanding age, household characteristics, and income, which affect housing needs and affordability.
- (g) Measures of local resources dedicated to affordable housing development.
- (h) Vacancy rates to assess housing availability and utilization.
- (i) Homelessness and housing instability, indicating areas of critical need.
- (j) Job-housing balance, including the availability of housing for low-income workers.

Chapter 4 provides guidance on meeting these requirements, including how the baseline data can be used to produce required outputs, recommended data sources, questions the analysis should answer, and additional information and research that may be necessary to ensure results reflect the housing needs of households and employees in the study area.

Other HNA Planning Requirements

Depending upon your community, requirements of other housing planning and financing programs should be considered when designing your HNA. Two programs are noted below: Colorado's State Affordable Housing Fund (Proposition 123) and HUD Consolidated Plans.

Colorado's State Affordable Housing Fund (Proposition 123). Communities that anticipate submitting an HNA to support a rural resort petition under Proposition 123 should reference the requirements of that program. Colorado recognizes that rural resort communities face unique housing needs. Under Proposition 123, rural resort communities may petition for funding to assist projects at higher area median income (AMI) levels if supported by the demonstrated average needs within the community identified in an HNA, taking into consideration regional workforce commuting trends.

Specifically, rural resort petitions may be required to show more AMI income categories than required by SB24-174, the weighted average of housing needs by AMI should be shown, and detailed commuting information (potentially requiring primary research to fill gaps in available secondary data) may be needed. Proposition 123 also requires housing needs to be identified pursuant to jurisdictional boundaries for submitting jurisdictions.

HUD Consolidated Plans. Several funding programs are available to support affordable housing through HUD, such as the HOME Investment Partnership, Community Development Block Grants, Housing Opportunities for Persons with AIDS, among others. Local governments that adopt a Consolidated Plan are eligible for these funds. Consolidated Plans are required to cover specific topics, many of which, but not all, will overlap with state-accepted HNAs. Consolidated Plans may need to use data provided by HUD for some information, which is often several years out of date and may not be the best source of information for many HNAs. HNAs can, however, be used to satisfy many elements of the Consolidated Plan, including the Market Analysis (MA) and portions of the Needs Assessment (NA) sections and community engagement. It may be efficient to conduct an HNA in advance of a Consolidated Plan.

Chapter 3: Defining the Scope of Your HNA

At its core, an HNA provides a holistic view of the community, economy, and housing market to determine local resident and employee housing needs across the entire income spectrum. The depth and scope of this analysis, however, varies widely across regions and jurisdictions. Knowing your community, the questions that need to be answered, and how the HNA will be used and by whom will impact the type of information needed, how the information should be presented, what geography should be included, and the scope of data sources and public involvement that will be needed.

Identify the Purpose of Your Study

Identifying the purpose of your study and what you need to understand is the first step to figuring out the scope of analysis, data collection, and appropriate geography for your study. For example:

- Is your community new to addressing housing needs and just wants to know where to start, or do you have a robust housing program that needs specific information to expand its reach? Secondary data sources may suffice to help get communities going; more expensive studies utilizing primary research may be needed to explore how well current programs are serving residents and where more can be done.
- Will you be using the information to apply for funding, or do you have funding and want to know how it should be allocated, or are you hoping to build support for local funding initiatives (e.g., sales tax, etc.)? Answers will affect the data presentation, information to include, partners to involve, and scope of public outreach.
- Are there unique characteristics of your community that will affect analysis needs and outcomes? Communities with a prevalence of second homes, seasonal or migrant workers, a large retiree community, a high rate of commuting, a concentration of jobs in one or two sectors, or other factors may require careful analysis of secondary data, plus supplemental data collection, to understand housing impacts and needs.
- Does your community support local programs and government involvement in helping to address housing concerns, or is more education needed to increase support and grow coalitions? Use the study to collect information that will resonate with the community, show how housing concerns impact the community and economy, and engage the public to help craft outcomes.
- Are there opportunities to build partnerships to help address housing needs either within the jurisdiction or between jurisdictions that an HNA could help facilitate? Involving interested and necessary partners and jurisdictions in the

HNA process helps build ownership and support of study results, as well as collaboration upon taking action.

The scope of work should also ensure that the HNA will provide the information necessary to develop a housing action plan (see Section 24-32-3705 and related Housing Action Plan guidance).

Define Your Study Area (Regional or Local)

While Senate Bill 24-174 permits HNAs to be developed either at the regional or local level, the bill also recognizes that housing and job markets do not start and stop at jurisdictional boundaries. A goal of the bill is to promote a balance of jobs and housing available for employees filling those jobs at all income levels across integrated jobs-housing market areas. As a result, regional housing needs studies are encouraged over studies that evaluate only single jurisdictions. The bill also recognizes, however, that housing needs are shaped by unique characteristics in each area, meaning that local HNAs may produce better results for some jurisdictions.

When defining the study area, multiple factors should be considered. These may include, but are not limited to:

- Market factors, such as where people live, where jobs are located, commuting patterns, transit connections, public services, and where housing is available;
- Existing regional entities, such as Council of Governments, regional planning commissions, or entities formed by inter-jurisdictional agreements;
- Relational factors, such as current housing partnerships, available resources, and beneficial coordinating partners; and
- Data availability and aligning study area boundaries with the primary data sources that will be needed to meet study goals.

This chapter provides guidance on some of the typical differences between local and regional studies as related to project scope, data sources, and data presentation, which should be considered before selecting a study area.

Regional Study Areas

Regional HNAs are generally intended to offer a broad, comprehensive view, addressing housing needs and trends across multiple jurisdictions. Regional studies typically highlight regional relationships, potential partnerships, and cross-jurisdictional planning opportunities.

- **Scope:** Regional studies may encompass multiple counties or broader Council of Government (COG) areas. Identifying trends that affect the entire region, such as migration patterns, inter-jurisdictional commuting, and housing pressures from neighboring areas are important. In some communities, this may encompass a “valley” area or other regions that are different from governmental boundaries.
- **Data Sources:** Due to the high-level scope, regional HNAs may utilize datasets that capture broad economic and demographic trends, such as data from the State Demography Office (SDO), Public Use Microdata Sample (PUMS), and other resources available to larger population areas. Local data sources and primary research may also be used, but can be very expensive for large study areas.
- **Data Presentation:** To meet state HNA requirements, regional studies must show data at the region-wide level and for every governmental jurisdiction in the region. Any assumptions needed or data source limitations, especially for smaller jurisdictions, should be noted.

Local Study Areas

Local HNAs are designed to address housing needs within individual jurisdictions, such as a single city, town, or county. These studies emphasize the specific housing, demographic, and economic characteristics of the area under analysis, taking into consideration regional influences on housing and job markets.

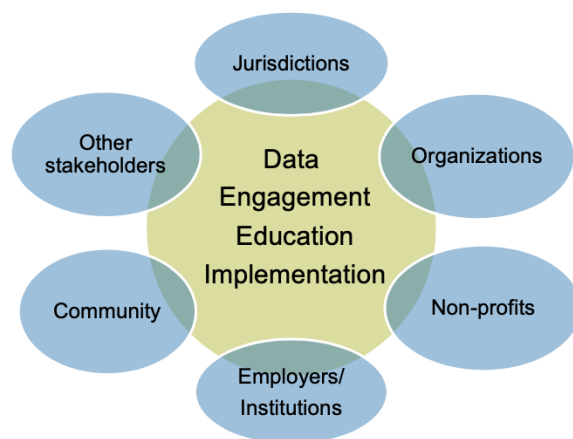
- **Scope:** Local HNAs should identify trends within a single jurisdiction, such as a city or county, and relate those to the larger region, such as the county, neighboring jurisdictions, or a job-housing market area. These assessments are typically more targeted for local planning purposes, aiming to understand the specific housing needs of the community.
- **Data Sources:** Local studies should prioritize datasets that provide reliable information for the scale of the community. For many jurisdictions, state and federal data sources will need to be supplemented with local data, such as county assessor data, building permit records, current rental rates, and property sales data. For small jurisdictions, primary research (e.g., surveys, stakeholder interviews) may be necessary to supplement secondary data sources and help interpret data trends from secondary sources.

- **Data Presentation:** To meet state HNA requirements, local studies must show the housing needs reported in a regional study that included the jurisdiction, along with any estimate of housing needs from the local study. Any differences in the results, and reasons why, should be noted.

Engage the Community

Senate Bill 24-174 requires completed HNAs to be presented at a public meeting for input prior to submitting the study to the Department. For a regional study, each local jurisdiction must receive the study and review the study at a public meeting. The regional or local HNA, along with any comments received, shall then be submitted to the Department for acceptance.

It is also recommended to involve residents, employers, and community stakeholders in the HNA process prior to completion, especially if a goal of the study is to increase community support for housing programs. For smaller jurisdictions, such involvement may be necessary to collect the information needed to effectively understand housing needs. Involving community stakeholders and residents in the process helps define and explain the housing problem and refine recommendations to be more responsive to the community. Broad public participation also increases the likelihood that involved community members will support new housing strategies or developments to address housing needs.



Chapter 4: Housing Needs Assessment Framework

This section provides a framework for organizing state required outputs and recommended information into a cohesive HNA. While the legislation does not require that this exact structure be followed, using this framework will simplify the review process by the Department.

The purpose of the framework is to help regional entities, local governments, and other agencies responsible for developing HNAs understand how to organize and use data to analyze housing needs for different household types, various income levels, and households with unique needs. It also offers guidance on best practices for conducting HNAs that reflect the unique characteristics of each jurisdiction and region. This includes how data sources and analyses may differ based on local conditions and market factors, and how the information can be used to inform housing planning and policies.

The recommended framework includes the following report sections, which are commonly found in HNAs. The data and analysis from each section feeds into the next, helping to develop the data-driven housing story of the study area. This includes:

- **Demographic Trends**, which establishes the foundation for understanding changes in population, household characteristics, and income, which drive housing demand and needs.
- **Economic Trends**, which analyzes the interplay between jobs, wages, and housing to understand if the current housing supply meets the needs of employees.
- **Housing Inventory**, which evaluates the condition, diversity, and supply of housing units to identify where there may be gaps based on demographic and economic needs.
- **Housing Market Trends and Availability**, which assesses how housing market factors like rental rates, sales trends, and available supply impact housing affordability and availability for different income groups and household types.
- **Housing Problems**, which evaluates challenges such as cost burden, overcrowding, homelessness, and housing instability, providing insight into the need for targeted housing programs and unique needs.
- **Housing Resources**, which identifies available financial, institutional, and community resources that can support housing programs and the development, maintenance, and preservation of affordable housing opportunities.

- **Housing Development Challenges and Opportunities**, which examines obstacles to the development of housing, such as regulatory, cost, and community factors, as well as land and partnership opportunities to produce housing.
- **Current and Projected Housing Needs**, which ties together data from all other sections to estimate current and future housing needs across all income levels.
- **Policy and Program Recommendations**, which provides initial strategies to address identified housing needs to improve housing affordability, accessibility, and stability, and guide the development of a future housing action plan.

Each section is defined in more detail below, including their purpose, key questions to consider, and their relationship to meeting state requirements. The analyses presented in each section are more comprehensive than state requirements and are meant to help guide the production of thorough assessments that reflect each community's unique needs. When working through these sections, the following considerations should be kept in mind:

- **Data Availability.** Recommended data sources and analyses focus on the use of publicly-available data in response to the bill's objective that the use of accurate data be balanced with minimizing the fiscal impact on communities completing HNAs. Primary research in the form of surveys, focus groups, and individual interviews is expensive. Local data collection from jurisdictions or community organizations, while valuable, can also be difficult and add significant expense to larger regional studies.
Where secondary data sources are incomplete, options for data assumptions using publicly available data are suggested within the framework. If no data is available on a topic, jurisdictions should note that in the study. HNA recommendations should recognize data gaps and encourage communities or regions to track the information for use in future HNA updates. Communities may decide to pay more for primary research to fill data gaps as part of the HNA, but this is not required by the state.
- **Alternative Data Sources.** HNA analysts are not required to use the data sources presented in the framework. Where research indicates that secondary sources of current or projected data do not represent local conditions, substitute data sources and calculations may be used. Clearly identify data sources, assumptions, and calculation methods used in the HNA. Document any data limitations to ensure proper interpretation and use of results.

- **Importance of Tenure (own/rent).** When analyzing demographic trends, housing unit trends, housing problems, and housing needs, information on tenure (rental or ownership) should be included where available. The nature of housing problems vary by tenure, as does the availability of programs or resources to address them. This will be particularly valuable when shaping housing action plans.
- **Recommended Community Comparisons.** For local analyses, comparisons to surrounding jurisdictions and areas within the same job-housing market area are beneficial; for regional assessments, intra-jurisdictional and state-level comparisons help highlight unique needs within the area. Commute patterns within and between communities are also telling and an important component of housing demand in many communities. Best practices include such comparisons to illustrate the study area's place within the region and highlight where and for whom local housing markets may be performing comparatively well or falling behind.

A. Demographic Trends

Purpose. Demographic Trends sets the foundation for understanding the study area's population and household characteristics, household income, and changes over time. These factors directly influence the demand for housing and the types and prices of housing needed in a community. Comparisons to countywide or regional totals and to surrounding jurisdictions are recommended to understand relative differences in some of the drivers behind housing needs.

Legislative requirements. Colorado Revised Statutes Section 24-32-3702 requires the following outputs and consideration of the following baseline data when analyzing Demographic Trends. Required outputs are marked with an asterisk (*).

Required Outputs*	Baseline Data (Must Consider)
(III) Estimate the number of households in the region and each local government's jurisdiction that forms the region	(d) Current median income
	(e) Population change projections and demographic trends forecasted by the State Demography Office
	(f) Population and demographic trends

Unique Community Dynamics to Consider

Population and household dynamics may point to different challenges based on community characteristics. For example:

- The aging population may be the dominant driver of housing needs in some areas. Impacts on housing may include the need for additional smaller, lower maintenance homes to accommodate empty-nester households, programs providing technical assistance and resources to remodel homes to accommodate decreased mobility, and housing with increased care options, such as assisted living and nursing facilities. An increase in retirees can also result in lower median incomes, meaning that it is important to differentiate senior household incomes from the incomes of employed households, especially among lower income groups.
- A high proportion of renters may signal barriers to homeownership; a low proportion of renters may signal that few rental options exist in the community.
- Different household types and sizes require various housing solutions, such as affordable homes for first-time homebuyers to purchase, single-occupancy units for one-person households, or larger ownership or rental units for families.
- In high-cost communities, low population growth or declines may be related to a lack of housing supply that is affordable for residents. For example, workers may be forced to live elsewhere due to a lack of housing options near their jobs or young families may be leaving the community to find housing that they can afford to purchase.

Analysis Structure

This section provides guidance on analyzing Demographic Trends, suggesting data sources and questions to answer for each topic. State-required outputs are marked with an asterisk (*). Other topics should be considered in the analysis, but how and what information is reported may vary depending upon study area dynamics.

1. Population (Baseline Data (e) and (f))

- Population Size
 - What is the current population, how fast is it growing, and how does it vary in the region and across jurisdictions?
 - **Source:**
 - Population and past trend (past 10 years at least) - SDO County and Municipal timeseries.
- Age
 - What is the age distribution of the population?

- How has the age distribution been changing over time? How does this vary within the region or among jurisdictions?
- **Source:**
 - Age groups and past trends (past 10 years at least) - SDO (county only), ACS.
- Population Forecast
 - How is the population and age distribution expected to change over time?
 - What impact do projected changes have on potential housing needs?
 - **Source:**
 - 10-year forecast of total population and by age group at the county level (SDO).

2. Households (Required Output (III) and Baseline Data (f))

- **Households*** (Legislative Method (III) required)
 - What is the current total number of households in the region and its jurisdictions?
 - How has the number of households changed over at least the past 10 years?
 - **Source:**
 - Number of households and past trend (past 10 years or more recommended) - SDO (county only), ACS.
 - **Output 1* (required):** Provide the number of households in the below format:

Total Households		
	Region Total (for Regional HNA) or Local total (for a Local HNA)	Total for each government's jurisdiction in the region
Total Households		

- Tenure of Households (Owner and Renter)
 - What is the mix of units occupied by owners and renters?
 - Is the proportion of renters rising or declining?
 - Is there variation among jurisdictions in the region?
 - **Source:**
 - Tenure and past trends (past 10 years at least) - ACS
 - Local surveys for current estimate
- Household Size
 - What is the average household size? How has household size changed over time?
 - What is the size of owner and renter households and how does this impact housing needs? For example: Are more small rental units needed for one- or two-person households or are larger rental units needed? Are homeowners more likely than renters to be larger households, needing homes with multiple bedrooms?
 - **Source:**
 - Household Size by Tenure - ACS, local surveys.
- Household Types
 - What types of households are present (e.g., families with children, single-person households), and how does this vary across the region?
 - Have some household types been growing or declining more than others over time?
 - **Source:**
 - Households by type and past trends (past 10 years at least) - ACS, SDO (county only), local surveys (current only).
- Household Forecast
 - What is the expected number of households in the next 10 years?
 - How is the composition of households projected to change?
 - **Source:**
 - 10-year Household Forecast total and by type by county - State Demography Office (SDO).

3. Household Income Distribution (Baseline Data (d))

- Income Levels
 - What percentage of households are low-, middle-, or higher income?
 - How does income vary by tenure?

- **Source:**
 - HUD Income Limit Table (most current fiscal year) – HUD or CHFA (income limits by household size at various AMI levels).
 - Household Income Distribution by Tenure and AMI - HUD AMI combined with ACS data, published by DOLA; or CHAS.
 - Median Household and Family Income by Tenure - ACS, local surveys.
- **Output 2 (recommended):** Provide the household distribution by Area Median Income (AMI) in the below format:

Households by AMI

AMI Category (see Area Median Income in Definitions)	Total Households	Owner Households	Renter Households
Extremely Low Income ($\leq$ 30% AMI)			
Very Low Income (31-50% AMI)			
Low Income (51-80% AMI)			
Moderate Income (81-120% AMI)			
Middle Income (120% AMI to locally-defined market rate)			
Upper Income (above “Middle Income,” if needed)			
Total Households			

NOTE: This table is not required, but will be useful for creating required outputs in other sections of the HNA

Options for a Deeper Dive

The following variables are optional but can be helpful for communities as they draft housing action plans.

Income:

- Median income by household size or other demographics. Sources: ACS, Local surveys.
- Average income. Sources: ACS, Local surveys.
- Income distribution by tenure (current and trends). Sources: ACS, HUD CHAS.
- Income levels for working compared to retired households. Sources: Local surveys.
- Personal and employment income by major component. Source: Bureau of Economic Analysis (BEA)

Population and Demographic Trends:

- Population distribution by race/ethnicity. Sources: ACS. SDO (county)

- Poverty rates and by race/ethnicity and age. Sources: ACS.
- Households headed by a person age 65+. Sources: ACS, SDO (county), local surveys.
- Components of change—natural change (births minus deaths) and net migration. Sources: SDO (county only).

B. Economic Trends

Purpose: Current and projected economic conditions are essential drivers of housing needs. Jobs, employees, housing, and businesses are tied together. Businesses need employees to fill jobs and employees need housing in which to live.

This HNA section includes information on the current and projected total number of jobs, jobs and wages by sector, seasonal changes in employment, unemployment, and commuting patterns. The purpose is to illustrate the relationship between the local economy and housing needs, including whether the housing supply is keeping pace with the housing needs of employees filling jobs, whether housing affordability for employees is improving or worsening, and how future economic changes might influence housing needs.

Legislative requirements. Colorado Revised Statutes Section 24-32-3702 requires the following outputs and consideration of the following baseline data when analyzing Economic Trends. Required outputs are marked with an asterisk (*).

Required Outputs*	Baseline Data (Must Consider)
<i>(IV) Estimate the number of jobs in the region and each local government's jurisdiction that forms the region, sorted by annual salary and wage</i>	<i>(c) Current jobs by income level</i>
	<i>(e) Job growth projections forecasted by the State Demography Office</i>

Unique Community Dynamics to Consider

Economic trends may point to different challenges based on community characteristics. For example:

- The mix of jobs available in an area impacts the types of housing needed and may point to unique housing needs. Lower-wage employees may need affordable rentals; higher-wage jobs may attract employees seeking homeownership. Tourism-heavy areas may need housing for seasonal workers; agricultural regions may need migrant farmworker housing. In areas where university jobs predominate, students and employees need housing.

- Whether jobs are growing or declining will impact housing needs and potential solutions. Areas where job growth has been faster than the growth in housing units may lead to a housing shortage; during recessionary periods, low employment may affect foreclosures or evictions or the need for more rental assistance programs.
- Wage trends influence housing affordability. In areas where housing prices are increasing at faster rates than wages and household incomes, housing will become more unaffordable, leading to rising problems with housing cost-burden, overcrowding, and displacement.
- Areas in which a large share of jobs are filled by employees commuting in from homes outside the area may indicate a need for more housing near job centers that employees can afford. Communities in which many residents commute out for work may struggle to house their own employees due to the competition for housing. Employers located in jurisdictions with expensive housing may pay higher wages for the same type of job than in lower-cost jurisdictions.

Analysis Structure

This section provides guidance on analyzing Economic Trends, suggesting data sources and questions to answer for each topic. State-required outputs are marked with an asterisk (*). Other topics should be considered in the analysis, but how and what information is reported may vary depending upon study area dynamics.

1. Job Trends and Projections (Required Output (IV) and Baseline Data (c), (e))

- **Jobs and Wages by Sector*** (Required Output (IV))
 - What are the primary industries/dominant employers in the region? Are seasonal employees in demand?
 - How do the number and type of jobs vary in the region and across jurisdictions?
 - How many average annual wages does it take to afford average rents? To purchase the average priced home?
 - **Source:**
 - Jobs by sector (some sectors may be missing due to data suppression rules) and average annual wage at the county level – SDO and CDLE
 - Jobs by sector by quarter/month (for seasonality analysis) at the county level - CDLE
 - Wage and salary jobs estimates below county level - LEHD
 - **Output 1* (required):** Provide jobs by average annual wage in the following table format.

Jobs by Sector by Average Annual Wage*

Job Sector (Report at least the top 10 job sectors in your study area, plus total jobs)	Number of jobs (show region total and total for each county in the region)	Average annual wage (show for each county in the region)	Number of jobs for each city/town jurisdiction
Agriculture, Forestry, Fishing, and Hunting			
Mining			
Construction			
Manufacturing			
Wholesale Trade			
Retail Trade			
Transportation and Warehousing			
Utilities			
Information			
Finance and Insurance			
Real Estate and Rental and Leasing			
Professional, Scientific and Technical Services			
Management of Companies and Enterprises			
Administrative and Waste Services			
Educational Services			
Health Care and Social Assistance			
Arts, Entertainment, and recreation			
Accommodation and Food Services			
Other Services (Except Public Administration)			
Public Administration			
Total			

Jurisdictional breakouts below county level (suggested options)

For local government jurisdictions below the county level, public data options are limited. To create this output, (1) assumptions utilizing public sources will be needed or (2) data may be purchased and/or primary research may be conducted.

1. **Example assumption:** Use LEHD data to estimate the proportion of county jobs that are in each jurisdiction. Use CDLE county-level wages by sector to represent jurisdictional wages. Other assumptions, based on community dynamics, may also be appropriate.
2. **Purchase data options:** ESRI, QCEW micro data, JobsEQ

Primary research: Employer interviews/surveys

Note: Given the limitations of QCEW, LEHD, and other data sources, jurisdictions should validate the data for reasonability. For example, compare estimates with local insights, such as input from local employers, economic development agencies, or chamber of commerce reports and identify sectors or areas where data mismatches are likely.

- **Job and Wage Trends**

- Is the area experiencing growth, stagnation, or decline in jobs? Do changes vary by sector?
- Are wages keeping pace with the cost of housing, or is there a growing affordability gap?
- **Source:**
 - Jobs by sector and average annual wage at the county level – SDO and CDLE

- **Job Projections**

- How will projected job growth or declines in key sectors affect future housing needs?
- Are there anticipated developments (e.g., new businesses, transportation improvements) that will affect the type and location of housing needed?
- **Source:**
 - 10-year jobs forecast (total jobs) by county – SDO.
 - 10-year jobs forecast by sector – SDO (some counties, see Data Sources section (data table)).
 - Pending/approved development, business relocation – local planning/building departments, business organizations (primary research).

2. *Commuting Patterns*

- **Questions to Consider:**

- What are regional commute patterns – where are job centers and where are employees living?
- How do home prices or availability relate to commute patterns or access to labor?
- How do jobs and housing locations interact, and what is the impact on housing markets?

- **Source:**

- Where workers live and where residents work (commute patterns) – LEHD, local employer and household surveys.
- It is recommended to cross-check LEHD commute patterns with local research, particularly in communities with seasonal employment.

Options for a Deeper Dive

The following analyses are optional but can be helpful for some communities as they draft housing action plans.

- Seasonal employee estimates. Source: Bureau of Labor Statistics Local Area Unemployment Statistics (BLS LAUS), Industry data, local surveys.
- Unfilled jobs and offered wages on such jobs at the local level. Source: interviews, local surveys.
- Average multiple job holding rate, defined as the number of jobs divided by the number of employees holding jobs. Sources: SDO (county level), ACS, local surveys.
- Average number of workers per household, defined as the number of employed adults in a household. Sources: ACS, local surveys.
- Labor force and unemployment (adjusted for seasonality if appropriate). Sources: BLS, CDLE.
- Unfilled jobs. Sources: BLS (statewide), employer surveys, local research
- Employer surveys. Can explore challenges employers face in filling jobs through interviews or surveys. Can highlight how housing availability impacts business operations, including hiring and retaining employees. Surveys may help answer: Do employers struggle to fill jobs, and which ones – low-paying entry-level positions, higher-paying professional jobs or seasonal positions? Is employee turnover or understaffing affecting business operations? Are filling positions from retiring employees a concern? How many and what type of jobs are unfilled? To what extent does a lack of available and affordable housing opportunities near jobs contribute to these problems?

C. Housing Inventory

This analysis provides insight into the existing housing supply, including the diversity of available housing unit types, age and condition of homes, and past and planned rates of production. This section helps answer key questions about the diversity and quality of housing available to meet the needs of residents in a community. Comparing the housing inventory across regions or jurisdictions highlights important differences in the diversity and quality of the housing stock, indicating how programs and new development might be tailored to improve housing opportunities throughout the region.

Legislative requirements. Colorado Revised Statutes Section 24-32-3702 requires the following outputs and consideration of the following baseline data when analyzing the Housing Inventory. Required outputs are marked with an asterisk (*).

Required Outputs*	Baseline Data (Must Consider)
<i>(l) Estimate existing housing stock in the region and in each local jurisdiction that forms the region</i>	<i>(b) Existing housing diversity and stock</i>
	<i>(h) Vacancy rates</i>

Unique Community Dynamics to Consider

The unique characteristics of a community's housing inventory and development patterns influence community demographics and potential housing needs and challenges. For example:

- Communities with a variety of housing types (e.g., single-family homes, apartments, townhomes, mobile homes, and condominiums) provide a wider range of housing opportunities for households, supporting residents and employees at different life stages. Communities with mostly single family homes may benefit from more multi-family units that provide rentals for employees filling jobs and affordable homebuyer opportunities for young families. Communities with few families may benefit from increasing their supply of larger homes.
- The age of the housing stock provides insight into the potential quality of housing available. Older housing may require rehabilitation or redevelopment to ensure that it remains safe, habitable, and energy-efficient. Poor housing conditions might indicate a need for programs to help households with necessary repairs.
- A large share of housing used as second homes or vacation rentals means less housing inventory is available for permanent residents. Resident households

must compete with higher-income second homeowners and cash buyers for existing inventory; demand for vacation rentals from visitors may affect the availability of long-term rentals.

- Monitoring development helps track whether current housing strategies are meeting a community's needs and where adjustments may be necessary. For example, if recent developments are all high-priced or second-home properties, more effort may be needed to help increase the production of housing affordable for resident and employee households.

Analysis Structure

This section provides guidance on analyzing Housing Inventory, suggesting data sources and questions to answer for each topic. State-required outputs are marked with an asterisk (*). Other topics should be considered in the analysis, but how and what information is reported may vary depending upon study area dynamics.

1. Housing Units (Required Output (I) and Baseline Data (b))

- **Total Housing Units*** (Required Output (I))
 - How many housing units are in the community or region?
 - At what rate has the number of units been changing over time?
 - **Source:**
 - Total housing units* and housing unit trends (10 years or more recommended) - SDO, can substitute/complement with CoStar data for multifamily rentals (available for purchase) and assessor data.
 - **Output 1* (required):** Provide the number of housing units in the below format:

Total Housing Units*		
	Region Total (for Regional HNA) or Local total (for a Local HNA)	Total for each government's jurisdiction in the region
Total Housing Units		

- **Housing Types**
 - What types of housing units exist, and do they provide options for a diversity of households (e.g., singles, couples, families, etc.)?
 - How has the mix of housing types changed over time?
 - **Source:**

- Count and distribution of units by units in structure (e.g. one unit detached, one unit attached, multi-unit, mobile home units) - ACS, CoStar data for multifamily rentals (available for purchase), assessor data, Comprehensive Plan maps (if available).
- Mobile home stock in mobile home parks (where relevant) - ACS data (units in structure, mobile homes), Colorado state database of mobile home parks.
- **Housing Condition and Age**
 - What is the age and overall condition of the housing stock?
 - How much of the housing requires significant repairs or upgrades? Are there substandard housing units that may pose health or safety risks?
 - **Sources:**
 - Housing units by year built; housing condition - ACS, local surveys, local building inspection records.
- **Regulated Affordable Housing Inventory (if applicable)**
 - How many regulated affordable housing units are available, such as Housing Choice Vouchers (formerly Section 8), LIHTC properties, deed-restricted units, and units provided by employers for employees?
 - Do they span a range of needs, including for various AMI levels, ownership and rental, larger family units, or accessible units for seniors and residents with disabilities?
 - Do units have waitlists?
 - **Sources:**
 - Local housing authority/organizations, assessor, employer interviews/surveys, CHFA, National Housing Preservation Database.

2. Housing Vacancy and Occupancy (Baseline Data (h))

- **Vacancy**

- How do housing vacancies vary within the region?
- Are high vacancies related to second home/vacation use or other uses?
Has the share of units that are vacant for second home/vacation use been changing over time?
- **Source:**
 - Vacant units by type of vacancy and trends – ACS Vacancy by Use, SDO, Decennial Census.
 - Note that data reflects date of collection and not current vacancy rates.

- **Occupancy**

- How much of the housing stock is currently occupied by residents, and how does this vary by housing type and area?
- Have the share or number of occupied units for rent or ownership been changing over time?
- **Source:**
 - Occupancy status - ACS, local property data, SDO.

3. Development and Building Trends (Baseline Data (h))

- **Historical building permits**

- What patterns of development have been occurring over time?
- What types of housing developments have been built, and do they align with resident and employee housing needs?
- **Source:**
 - Trends in building permits by unit type over at least the past 10 years. Census Building Permit Survey (can be accessed on SDO's website), local planning department records.

- **Development in the pipeline**

- What types of housing are permitted for development in the community?
- What development is proposed, approved, permitted, and under construction?
- Will pending commercial projects increase the need for more housing?
- Will new developments help address housing needs identified in the HNA? Do proposed regulated affordable developments involve properties that are contingent upon changes to income limits?

- **Source:**
 - Proposed and approved housing developments, permits, construction trends - planning department records, ACS.

Options for a Deeper Dive

The following variables are optional but can be helpful for communities as they draft housing action plans.

Housing Diversity and Stock:

- Housing units by number of bedrooms. Sources: ACS, local surveys, local planning departments, and industry data.

Housing Vacancy Rates:

- Short-term rentals inventory and trends. Sources: Local surveys, local governments, industry data.

D. Housing Market Trends

Purpose. Analyzing housing market trends provides insights into how well the housing market is meeting the needs of residents and area workers by examining factors like home values, rental rates, and sales trends. This information helps to assess how well housing supply is meeting demand, identify affordability challenges, and understand the impact of market conditions on different income groups. For local studies, comparing housing costs to neighboring areas highlights comparative affordability, while for regional studies, comparisons with state or national trends offer broader context.

Legislative requirements. Colorado Revised Statutes Section 24-32-3702 requires the following outputs and consideration of the following baseline data when analyzing Housing Market Trends. Required outputs are marked with an asterisk (*). In this case, Housing Market data is needed to calculate estimated housing needs pursuant to the required output (II), but the calculation itself is performed and presented in the Current and Projected Housing Needs section.

Required Outputs*	Baseline Data (Must Consider)
(II) Estimate housing needs sorted by income level and dwelling type, including accessible units, supportive units, visitable units (local HNA only), for-sale units, and rental units	(h) Vacancy rates: Understand how vacancy rates reflect current market demand or availability issues.
	(j) Job-housing balance: Assess the relationship between local employment and housing options to ensure alignment.

Unique Community Dynamics to Consider

- Rental vacancy rates and for-sale inventory may vary across different price points. For example, restricted affordable rentals may have waitlists, market rentals affordable to employees may have 1% vacancy, and high-priced rentals may have 7% vacancy. These differences are important to understand - a high overall vacancy rate may not mean that units are available for resident and employee households at all income levels.
- Areas with high demand from out-of-area buyers and investors have unique challenges. Resident and employee households making their living locally must compete with higher-income buyers; investors may convert properties into short-term rentals, reducing both the for-sale and long-term rental supply; and strong demand for a limited housing supply inflates prices. Seasonal fluctuations in availability may occur in resort areas, where many units are listed as vacation rentals.
- Comparing changes in rental rates and home prices to changes in local wages and incomes over time are important indicators of relative housing affordability. When housing costs outpace changes in wages and incomes, communities become less affordable for residents and employees making their living locally.
- Understanding how development activity aligns with market trends and housing conditions can provide key insights. For example, in communities with limited new rental development, the quality of existing rental units may be poor, but rents can still be high since there is no competition to incentivize landlords/property owners to invest in the units.

Analysis Structure

This section provides guidance on analyzing Housing Market Trends, suggesting data sources and questions to answer for each topic. State-required outputs are marked with an asterisk (*). Other topics should be considered in the analysis, but how and what information is reported may vary depending upon study area dynamics.

1. *Ownership Market (Baseline Data (j))*

- **Housing Prices**
 - What is the median home sale price? How does that vary by home type, size, location, or other factors?
 - How have home prices changed over time?
 - Are housing prices increasing faster than wages? To what extent are rising prices related to supply or demand issues (e.g., strong outside-buyer interest from investors and second homeowners (demand), stagnant development (supply))?
 - What AMI level does a household need to earn to afford to purchase the median priced single family or multi-family home?

- **Source:**
 - Zillow, Redfin, American Community Survey (ACS), County Assessor, Multiple Listing Service (MLS).
- **Inventory of For-Sale Housing**
 - What is the available inventory of for-sale housing, and is it adequate for full-time residents, first-time buyers, and middle-income households?
 - How does availability vary by housing type or price point?
 - How much of the available inventory is affordable to residents and employees making their living in the region or community?
 - **Source:**
 - Multiple Listing Service (MLS), Zillow, Redfin.

2. *Rental Market (Baseline Data (h))*

- **Rental Rates and Market Trends**
 - How are rental rates changing across different housing types?
 - Are rents increasing faster than wages?
 - How many average or median wages are needed to afford a rental unit? What AMI level does a household need to earn to afford the average or median rent?
 - **Sources:**
 - ACS (rents at time of data collection, does not represent current market rents), Zillow, Local rental market surveys/interviews, Statewide Apartment Survey (Colorado Housing and Finance Authority), CoStar (for purchase).
 - Current market rents can be collected through local property managers, searching rental listings, or online searches for rent information, which may be necessary in some areas.
- **Rental Vacancy Rates**
 - What are the current rental vacancy rates, and how have they changed over time? How do they vary by rent rate/affordability level?
 - In seasonal and rural communities in particular: are vacancies influenced by seasonal factors or due to conversion to short-term rentals? Are vacancies related to housing conditions (e.g., uninhabitable units) or usage (e.g., non-local ownership)?
 - **Sources:**
 - ACS (reports vacancies at time of data collection, does not represent current vacancy rates), Statewide Multifamily Survey (Colorado Housing and Finance Authority), local data, State Demography Office (SDO), CoStar, Local surveys.
 - Gathering current and comprehensive vacancy data is challenging, particularly in smaller or rural communities, where accurate data is

lacking. A combination of existing public data, purchased private data, and local primary research may be necessary.

- Vacancy rates may be best estimated by speaking with local property managers, searching rental listings, or online searches for rent information in many areas.

Options for a Deeper Dive

The following variables are optional but can be helpful for communities as they draft housing action plans:

Housing Vacancy Rates:

- Rental Turnover Rate. Sources: Local surveys.
- Months of Inventory. Sources: MLS, Local surveys, industry data.
- Short-Term Rentals. Sources: Local surveys, local governments, industry data.

Ownership Market Additional Considerations:

- Home Buyer Trends
 - What trends exist among homebuyers, including residents, local workers, investors, and second-home buyers? Is homeownership becoming less accessible, particularly for first-time buyers or lower-income households? Are investor activity and second homeownership contributing to reduced inventory for local buyers? What are the barriers to homeownership, such as high prices, limited financing, or lack of inventory?
 - **Sources:**
 - MLS, ACS, local surveys.
- Sale of Regulated Affordable Housing
 - How many regulated affordable housing units have been sold in recent years, and what are the trends? Are resale prices aligned with affordability guidelines at each AMI level? What methods are used for selecting buyers, and how transparent are these processes? Who manages the resales, and are affordability covenants enforced? What are the buyer demographics, and are these units reaching the intended populations?
 - **Sources:**
 - Local housing authorities, deed registries, MLS.

Rental Market Additional Considerations:

- Regulated Rental Units
 - How many regulated affordable rental units are available in the community, and what are the trends in occupancy? Are there waitlists for these units, and how long are they? Are the rental rates aligned with affordability standards at each Area Median Income (AMI) level? How effective are the managing organizations in maintaining affordability and

ensuring compliance with regulations? Are units reaching the intended populations?

- **Sources:**
 - Local housing authorities, property management companies, subsidized housing databases (e.g., HUD, LIHTC), ACS.

E. Housing Problems

Purpose. An analysis of housing problems—including cost burden, overcrowding, housing instability, and homelessness—provides a deeper understanding of the challenges that households face in accessing safe, stable, and affordable housing. This analysis helps to identify where housing programs are needed to improve outcomes for low- and moderate-income residents, particularly vulnerable populations. For local studies, this section can highlight immediate needs for assistance programs, while regional studies provide a broader view of challenges across multiple jurisdictions.

Legislative requirements. Colorado Revised Statutes Section 24-32-3702 requires the following outputs and consideration of the following baseline data when analyzing Housing Problems. Required outputs are marked with an asterisk (*).

Required Outputs*	Baseline Data (Must Consider)
<i>(II) Estimate housing needs in the region and each local government's jurisdiction that forms the region... including accessible units, visitable units (local HNA only), supportive units...</i>	<i>(i) Measures of homelessness and housing instability</i>
<i>(VI) Identify areas at elevated risk of displacement in the region and each local government's jurisdiction that forms the region</i>	

Unique Community Dynamics to Consider

Housing problems manifest differently based on unique community characteristics. For example:

- Cost-burden is an important indicator of the relative affordability of housing in a community for its residents. Understanding the reasons behind cost-burden provides valuable context. Higher-income households may be cost-burdened by choice, opting for larger homes or more desirable neighborhoods, whereas a lack of affordable housing options for lower-income households forces them to be cost-burdened by their housing payment. Cost-burdened lower-income households must often forego other necessary expenditures (e.g. food, medical, etc.) to pay for housing.
- Overcrowding may result from limited housing availability and high housing costs, be related to changes in employment conditions, or other factors. Overcrowding may disproportionately affect certain demographics and may be a precursor to homelessness for some.
- Homelessness can take many forms, and can impact individuals or families, employed or not, who are unable to find or afford available housing. This may include, for example, those unsheltered, experiencing chronic or temporary instability due to unemployment or mental health issues, and those living in unstable or makeshift conditions, couch surfing, or camping.
- Home quality issues may present different problems among communities. In very cold climates, the quality of the home significantly affects heating costs, making insulation and adequate heating systems essential to household affordability, stability, and health. In rural or remote areas, limited access to resources may make it challenging to address substandard housing conditions.

Analysis Structure

This section provides guidance on analyzing Housing Problems, suggesting data sources and questions to answer for each topic. State-required outputs are marked with an asterisk (*). Other topics should be considered in the analysis, but how and what information is reported may vary depending upon study area dynamics.

1. Cost Burden by Tenure (own/rent) (Baseline Data (i))

- What percentage of households are spending more than 30% or 50% of their income on housing?
- Does cost burden affect some households more than others based on income level, household type, tenure, or other demographic?
- **Sources:**

- Housing cost burden by tenure and trends (including severe cost burden) – ACS, CHAS, local surveys.

2. *Overcrowding by Tenure (own/rent) (Baseline Data (i))*

- How many households are living in overcrowded conditions?
- Which populations are most affected by overcrowding?
- **Sources:**
 - Overcrowded by tenure - ACS, CHAS, local surveys (see overcrowded in the Definitions for more information).

3. *Homelessness and Unstable Households* (Required Output (II) and Baseline Data (i))*

- How many individuals and families are experiencing homelessness
- What are the main causes (e.g., lack of affordable housing, unemployment, mental health issues, substance abuse)?
- **Sources:**
 - Homeless count and trends (if available) - PIT counts, HMIS data, local service organizations.
 - Homeless student count and trends (if available) - Colorado Department of Education McKinney Vento counts.
- **If data is not available:** Public data may not be available for many counties and jurisdictions. If no data is available:
 - Note the lack of information in the HNA and add a recommendation for the study area to start tracking this information.
 - **Optional:** Conduct primary research as part of the HNA: Local service organizations (if any), surveys, interviews, community outreach.

4. *Accessible and Visitable Unit Estimates* (Required Output (II))*

- Data on existing visitable and accessible units does not exist, unless governments specifically track this information.
- **Example Estimate.** Utilize data from the Census ACS or HUD's CHAS data on households occupied by person(s) with disabilities for the geography, county or region to estimate the percentage of future housing needs that should be visitable/accessible.
- **Optional.** Local surveys of households can be used to estimate visitable/accessible unit needs, as well as the percentage of existing residents that could use assistance renovating current homes to be visitable/accessible.

5. Displacement Risk* (Required Output (VI))

- Which populations are most vulnerable to severe housing challenges, such as cost burden, overcrowding, or instability? Are racial and ethnic disparities present?
- Are displacement risks, such as those presented in the displacement risk guidance (Section 24-32-3702(3)), affecting some populations more than others? What interventions may be needed to support vulnerable populations?
- **Source:**
 - See Displacement Risk Guidance per Section 24-32-3702(3)

Options for a Deeper Dive

The following variables are optional but can be helpful for communities as they draft housing action plans.

- Cost burden by income and other household characteristics. Sources: ACS, CHAS, Local surveys.
- Foreclosures and evictions. Sources: Colorado Judicial Branch, local sources.
- Condition of home. Sources: ACS, Local Surveys.

F. Housing Resources

Purpose. This section identifies and evaluates resources available to support the development, maintenance, and accessibility of housing that is affordable for resident and employee households. Assessing housing resources includes understanding the financial, institutional, and community assets that can help address the housing needs identified in the HNA. This information will help inform housing action planning and strategy development.

Legislative Requirements. Colorado Revised Statutes Section 24-32-3702 recommends the following outputs and consideration of the following baseline data when analyzing Housing Resources. Outputs from this section are recommended, but not required.

Recommended Outputs	Baseline Data (Must Consider)
<i>Section 24-32-3702(1)(e)(I) A requirement that housing needs assessments include recommended policy and programmatic responses to the findings of the housing needs assessment, including the assessment of displacement risk</i>	<i>(g) Measures of local resources dedicated to the development of affordable housing</i>

Unique Community Dynamics to Consider

Understanding community dynamics is essential for evaluating current programs and identifying gaps to address unmet needs effectively. For example:

- In communities nearing buildout, where developable land is scarce and expensive, publicly-owned land may provide opportunities for expanding affordable housing. Infill, redevelopment, and repurposing existing structures, among other options, should also be explored.
- Partnerships with school districts, hospitals, and other institutional landowners may provide housing development options. Engaging these institutions in housing solutions can benefit both the organization and the broader community.
- Housing assistance should align with the income distribution of households and needs of each community. By understanding the scope of available resources, local governments and housing organizations can identify gaps in services, allocate funding more effectively, and develop targeted policies to ensure that all residents have access to safe and affordable housing.

Analysis Structure

This section provides guidance on analyzing Housing Resources, suggesting data sources and questions to answer for each topic. State-required outputs are marked with an asterisk (*). Other topics should be considered in the analysis, but how and what information is reported may vary depending upon study area dynamics.

1. Housing Assistance Programs (Baseline Data (g))

- What types of rental assistance, homebuyer support, and homeowner assistance programs are available?
- How many households benefit from these programs, and are funding sources (federal, state, or local) sufficient to meet demand?
- Are there enough income-restricted or subsidized units (e.g., vouchers, public housing) to serve low- and moderate-income residents?
- How effective are these programs in serving and reaching households?
- **Sources:**
 - Local and regional housing authorities, HUD LIHTC database, CHFA, local planning and housing departments.

2. Affordable Housing Management, Development, and Service Organizations (Baseline Data (g))

- Which organizations are involved in managing, developing, and servicing affordable housing in the community (e.g., housing authorities, CHDOs, homeless service organizations, land trusts)?

- What roles do these organizations play in developing new units, managing existing affordable housing, or providing support services like housing counseling or homeless outreach?
- Are there gaps in organizational capacity, collaboration, or resources?
- **Sources:**
 - Local planning departments, housing service organizations, housing authorities, CHDOs, community land trusts.

3. Local Funding Resources (Baseline Data (g))

- What local funds are available to help produce, purchase, or assist with affordable housing development and programs?
- How have local funds been used and how much has been spent? Have they effectively leveraged additional housing investments (e.g., local matching for grants, financing, programs, etc.)?
- **Sources:**
 - Local government, housing service organizations.

4. Resources for Homelessness Prevention (Baseline Data (g))

- Are there enough emergency shelters, transitional housing, and permanent supportive housing units to serve homeless individuals and families?
- How effective are current homeless prevention programs (e.g., rapid rehousing, outreach programs) and what gaps exist in helping individuals transition to stable housing?
- Are there specialized resources available for chronically homeless individuals, families with children, and those dealing with mental health or substance abuse issues?
- **Sources:**
 - Local service organizations, Continuum of Care programs, PIT counts, HMIS data, Colorado Department of Human Services.

5. Public and Institutionally Owned Land (for Development) (Baseline Data (g))

- What public or institutionally owned land is available for housing development, and which entities own these parcels (e.g., local governments, universities, hospitals)?
- How suitable are these parcels for residential use, considering zoning, location, and infrastructure access?
- Are there opportunities for partnerships to leverage this land?
- **Sources:**
 - Local planning and building departments, County assessor records, state land records, institutional landowners (e.g., school districts, universities, hospitals, etc.), zoning and infrastructure maps.

Options for a Deeper Dive

The following variables are optional but can be helpful for communities as they draft housing action plans.

- Employer-assisted housing. Sources: Local sources.

G. Housing Development Challenges and Opportunities

Purpose. Understanding market limitations on housing development helps identify challenges and opportunities for expanding housing options within a community. In addition to a review of local zoning and subdivision regulations, planning processes, and infrastructure limitations, this section may also include information on the cost of development, construction labor and materials supply challenges, and other factors affecting affordable housing production. Due to data limitations and the expertise required for a detailed analysis of this topic, this component of an HNA is typically qualitative in nature.

Legislative requirements. Colorado Revised Statutes Section 24-32-3702 recommends the following outputs and consideration of the following baseline data when analyzing Housing Development Challenges and Opportunities. While the information in this section will be useful for housing action planning, the state does not require information from this section to be included in HNAs.

Recommended Outputs	Baseline Data (Must Consider)
<i>(VIII) Assess market limitations on the development of for-sale multifamily residential housing (regional HNA) or the development of housing (local HNA)</i>	<i>(None specified)</i>

Unique Community Dynamics to Consider

- In communities where there is resistance to higher-density housing or affordable units, successful engagement and education efforts can help address concerns and build support for diverse housing options.
- In regions with harsh climates or short building seasons, the feasibility of housing development can be constrained. Short construction windows due to extreme temperatures or weather events may require additional measures, such as prefabrication of structures or other approaches to reduce on-site building time.
- Access to skilled labor may be a significant barrier to development. Addressing this challenge may involve partnerships with local training programs or incentives to attract construction workers to the area.
- Limited transportation infrastructure may affect development feasibility or practicality in some areas.
- Access to water and sewer taps can be a significant barrier to housing development, particularly in areas where existing infrastructure is limited or nearing capacity.

Analysis Structure

This section provides guidance on analyzing Housing Development Challenges and Opportunities, suggesting data sources and questions to answer for each topic. State-recommended outputs are identified, but are not required. Other topics should be considered in the analysis, but how and what information is reported may vary depending upon study area dynamics.

1. *Development Costs*

- How much does it cost to develop housing, including materials, labor, infrastructure, and land prices?
- What is the gap between the cost to build and what residents can afford to pay to rent or buy homes?
- Are incentives, land, or subsidies available to help build affordable housing?
- **Sources:**
 - Construction industry reports, local developers, planning and building departments, economic development departments.

2. *Regulatory Environment*

- How do zoning regulations, subdivision rules, or permitting processes impact housing development?
- Are there opportunities to streamline the development process?

- Do statewide requirements affect housing construction (e.g., construction defects requirements, etc.)?
- **Sources:**
 - Zoning and planning departments, state and municipal regulations, comprehensive plans, building permit records.

3. Infrastructure

- How do the availability and condition of infrastructure such as roads, water, and sewer systems impact housing construction?
- Are investments in infrastructure planned or needed to support housing?
- **Sources:**
 - Utility providers, municipal infrastructure reports, local planning departments.

4. Community Sentiment

- Does the community support or resist new affordable housing development and programs?
- What opportunities exist to engage and educate the community to increase support?
- **Sources:**
 - Community feedback, public meeting records, surveys.

H. Current and Projected Housing Needs

Purpose. This section utilizes information from the other sections of the HNA to estimate what types of housing (e.g., rental vs. ownership, affordable vs. market-rate) are most needed to address housing deficiencies for current residents and support future economic and community vibrancy. Estimates illustrate the relative need across the full spectrum of housing for various household types, ranging from extremely low-income and vulnerable populations through middle- and upper-income households. Estimates will be utilized during housing action plan formation to help regions and jurisdictions understand priority needs that are not being met by the current housing market, communicate those needs to the public, and better plan for appropriate resources, programs, and policies to address identified needs.

It is important to note that communities typically do not address 100% of identified needs. By understanding the different components of need, however, each region and jurisdiction can set informed goals and priorities and target available resources. How much housing is addressed within the region and each jurisdiction ultimately depends upon regional and local capacity, resources, partnerships, and policy.

Legislative requirements. Colorado Revised Statutes Section 24-32-3702 requires the following outputs and consideration of the following baseline data when analyzing Housing Needs. Required outputs are marked with an asterisk (*).

Requirements related to rural resort petitions and funding requests through Colorado’s Proposition 123 should also be considered when crafting this section. Specifically, additional AMI categories, assessing “average AMI” of need, and detailed commuting information (potentially requiring local research to fill gaps in available public data) may be needed. Proposition 123 also requires housing needs to be identified pursuant to jurisdictional boundaries for submitting jurisdictions.

Required Outputs*	Baseline Data (Must Consider)
<i>(II) Estimate housing needs in the region and each local government's jurisdiction that forms the region, sorted by income level and dwelling type, including accessible units, visitable units (local HNA only), supportive units, for-sale units, and rental units</i>	<i>(a) Existing and projected housing shortages and surpluses for different household types and income levels, including extremely low-, very low-, low, moderate-, and middle-income households as designated by the United States Department of Housing and Urban Development</i>
<i>(V) Estimate an allocation of housing needs to each local government in the region or contributing to housing needs in the region based on the number of jobs and each local government's dependence on jobs in the region, among other factors, to promote a balance of jobs at all salary levels and homes affordable to persons in the region holding jobs at all income levels in the region</i>	<i>(e) Population change projections, job growth projections, and demographic trends forecasted by the State Demography Office</i> <i>(i) Measures of homelessness and housing instability</i>
Recommended Output	
<i>(VII) Estimate water supply needs for the dwelling units identified in subsections (1)(c)(I) and (1)(c)(II) of this section using per capita water use rates identified in consultation with the department of natural resources</i>	<i>(j) Job-housing balance, including the availability of housing for low-income workers</i>

Analysis Structure

This section provides guidance on how to use data from other sections of the HNA to estimate current and future housing needs for residents and employees, pursuant to state requirements. This includes guidance to:

- Estimate existing housing shortages by tenure and AMI categories;
- Estimate projected housing needs by tenure and AMI categories;
- Allocate estimated needs within regions in relation to where jobs are located;

- Estimate at which AMI levels the market will help fill needs, and at which levels subsidies or programs are necessary;
- Estimate supportive, accessible, and visitable unit needs; and
- Estimate water supply needs for dwelling units.

1. Existing Housing Shortage* (“catch up” housing needs)

Existing housing shortages estimates the number of new dwelling units, by tenure and income level, that are needed to improve housing availability, stability, and affordability for existing households. The housing shortage calculation includes variables for which new units are needed to address current deficiencies (e.g. overcrowding, low vacancy rates), as opposed to measures that generally reflect the magnitude of the housing problem and/or those that can be mitigated through housing programs or assistance (e.g. cost burden).

At a minimum, existing housing shortages should include alleviating overcrowding, plus ensuring a functional vacancy rate, as specified below. Other considerations may also be included and may replace the measures below if they adequately cover needs defined by overcrowding and vacancy rate adjustments.

- Overcrowded units (Housing Problems section). This includes estimates of dwelling units needed to alleviate current overcrowding of units. Overcrowded units are indicators of unhealthy housing conditions and high housing costs relative to incomes, and may be a precursor to homelessness for some households.

Calculation: Additional housing units are needed to help alleviate overcrowding at a rate of one (1) new housing unit for every two (2) overcrowded units.

- Vacancy rate adjustments (Housing Market section). A healthy vacancy rate ensures that housing choices are available for existing and new households and helps retain affordability. Adjustments are needed in localities where long-term rental vacancy rates (i.e., excluding short-term and vacation rentals) are below 5% and the owner vacancy rate for units affordable for resident households (e.g., excluding second homes, vacation homes, investment homes, etc.) is below 2% or, alternatively, the for-sale inventory at prices affordable for resident households is below 6-months.

Calculation: Where relevant:

- Add more rental units to increase current long-term rental vacancy rates to 5%.

- Add more ownership units to increase current vacancy rates to 2% (exclusive of homes for vacant/seasonal use), or for-sale availability to 6-months.
- Other adjustments (Various sections – optional). Where information is available, and as necessitated by the study area, additional housing needs for current resident and employee households may be identified. If overcrowding and vacancy rate adjustments are also applied, care should be taken to ensure additional needs estimates are not duplicative. Examples may include, but are not limited to:
 - Recent loss of units due to natural disasters (e.g., fire, flood) or other reasons, if units have not yet been replaced (Housing Inventory section, requires local research);
 - Households with employees who commute in for jobs, but would prefer to live in the jurisdiction in which they work, particularly in communities seeking to reduce commuting (Employment Trends or Housing Problems section, requires local research);
 - Additional housing that is needed to help address high rates of unfilled jobs in jurisdictions with severe housing shortages (Employment Trends section, requires local research);
 - Populations in temporary living arrangements, like couch-surfing (Housing Inventory section or Housing Problems section, requires local research); and
 - Other considerations, as relevant to the community.
- **Allocating catch-up needs by tenure.**
 - Allocate overcrowded units based on the proportion of overcrowded households that consist of homeowners and renters, as reported by the ACS or CHAS.
 - Allocate vacancy rate adjustments based on the relevant rental and ownership vacancy adjustments calculated above.
 - **Allocating catch-up needs by AMI.** Allocating needs by AMI requires assumption(s) about that need. These may include:
 - **Example assumption.** New housing units needed based on overcrowding and vacancy rate adjustments may be allocated within the region (or jurisdiction for a Local HNA) based on the existing distribution of resident households by AMI. Source: Demographic Trends section.
 - Alternative assumptions may be used as applicable and relevant to the jurisdiction and available data. For example:
 - Allocate units needed to address overcrowding by AMI based on the percentage of households within each AMI category that is experiencing overcrowding. Source: CHAS, local surveys.

- Allocate units needed to address ownership and rental vacancy rate adjustments among below-market AMI categories only based on the distribution of current households within below-market AMI categories.
- **Output 1* (required).** Provide the sum of existing housing needs estimates in the below format.

Existing Housing Needs*

AMI Category (see Area Median Income in Definitions)	Total Units Needed¹	Owner Units Needed	Renter Units Needed
Extremely Low Income ($\leq$ 30% AMI)			
Very Low Income (31-50% AMI)			
Low Income (51-80% AMI)			
Moderate Income (81-120% AMI)			
Middle Income (120% AMI to locally defined market rate)			
Upper Income (above "Middle Income," if needed)			
Total Catch-Up Units Needed			

¹Total units needed should be reported for the regional study area (for a regional study) or the local study area (for a local study).

2. Projected Housing Need* ("keep up" housing needs)

Projected housing needs estimates the number of dwelling units by income level that are needed to ensure housing availability, stability, and affordability for future resident and employee households. Projections must be reported for a 10-year timeframe. HNA reports may also include projections on shorter (e.g., 5-year) or longer (e.g., 20-year or more) timeframes, depending upon the needs of the study area.

At a minimum, projected housing needs should include the number of new units needed to meet projected household growth or to house employees filling projected jobs, plus a vacancy allowance to permit movement within the housing market.

- 10-year projected new households (Demographic or Economic Trends). Typically derived from SDO job projections converted to households or SDO household projections. Where research indicates future household changes may differ from SDO projections (e.g., new large employer moving into the area, etc.), comparisons to SDO projections should be shown and deviations should be documented.
- Vacancy allowance. Estimated future resident and employee housing needs are adjusted upward by 5% for rentals and 2% for ownership to ensure a

healthy vacancy rate, support price stability, and promote household mobility and choice.

- **Other adjustments.** Additional adjustments may be included as necessitated by region or study specifics. Care should be taken to ensure additional needs estimates are not duplicative of units required to meet projected growth. Examples may include, but are not limited to:
 - Replacing units anticipated to be lost due their age, condition, expiring affordability covenants, or redevelopment (Housing Inventory section). Sources: HUD national estimates, assessor data, planning and building departments, modeling.
 - Replacing units anticipated to be lost due to conversion to vacation or second home use in areas with high second homeowner and visitor demand (Housing Inventory section). Sources: assessor data, local government vacation rental permitting/data records, AirDNA, modeling.
 - Housing units needed to accommodate employees filling jobs that are vacated by retirees. Employers filling existing jobs that are vacated by retirees do not result in net job growth. If retirees stay in their homes, or their homes are sold at prices higher than what local employee households can afford, employees filling retiree jobs will need housing (Economic Trends section). Sources: estimate from SDO age projections, ACS age trends, employer surveys, household/employee surveys.
 - Adjusting housing units needed to accommodate job growth by region and jurisdiction based on commuting patterns and housing preferences. Because not every employee working in a community will want to reside within that community and, conversely, not every commuter wants to live outside the community in which they work, adjustments that reflect housing location preferences may be incorporated. Sources: LEHD (commuting patterns), employer surveys, household surveys.
 - Other considerations, as relevant.
- **Allocating projected needs by tenure.** There is no firm formula or definitive data for determining how projected units should be allocated by tenure; assumptions are required.
- **Example assumption.** Distribute projected needs based on the existing ratio of owner and rental units in the region or jurisdiction (Demographic Trends section).
- Alternative assumptions may be used. When determining the appropriate mix for a region or jurisdiction, current housing conditions, drivers of projected needs, current housing opportunities, and local policies are important considerations. For example:

- Rentals are needed to help recruit new workers and residents to the region. Jurisdictions in which projected needs are mostly driven by local job growth and communities that currently have a small supply of multi-family rental housing opportunities would benefit from increasing the share of rental housing.
- Ownership housing is needed to retain year-round residents and support community stability. Jurisdictions in which families are leaving to purchase homes elsewhere, renters are unable to find homes to purchase, or seniors need smaller, lower maintenance homes, for example, would benefit from providing affordable units for ownership.
- **Allocating projected needs by AMI.**
- **Example assumption.** Projected housing needs may be allocated based on the existing distribution of resident households by AMI within the study region (or jurisdiction for a local study). Source: Demographic Trends section.

NOTE: This assumption recognizes that the mix of households by AMI in the study area resulted from the interaction of demographic characteristics; housing market prices, availability, and choices; economic conditions, including the mix of jobs and wages; infrastructure and services availability; climate and topography; among other factors. Using the current mix of households by AMI assumes that, absent a significant (and typically unpredictable) change in area housing markets, job conditions, demographics or other factors (e.g., recession, etc.), these relationships, and the relative AMI distribution, will show little change over the projection period.

- Alternative assumptions may be used, and should be considered, where indicated by market and demographic trends in the jurisdiction and available data. For example:
 - Allocate projected housing needs based on the existing distribution of resident households by AMI within the primary commute shed for the region or jurisdiction. For a jurisdiction as part of a local HNA, this may mean having to calculate the distribution of households by AMI within a multi-county region, for example, to apply to projected needs.
 - Allocate projected housing needs based on the existing income distribution of employee households by AMI that are filling local jobs. Assumptions from public data sources are required, which may also need to be supplemented with local research. Example sources: PUMS data (PUMA boundaries for population areas >100,000, PUMS data allow users to create custom tables not available through the ACS); local surveys.
- **Output 2* (required).** Provide projected housing needs estimates in the below format.

10-Year Projected Housing Needs*

AMI Category (see Area Median Income in Definitions)	Total Units Needed ¹	Owner Units Needed	Renter Units Needed
Extremely Low Income ($\leq 30\%$ AMI)			
Very Low Income (31-50% AMI)			
Low Income (51-80% AMI)			
Moderate Income (81-120% AMI)			
Middle Income (120% AMI to locally defined market rate)			
Upper Income (above "Middle Income," if needed)			
Total Keep-Up Units Needed (10 years)			

¹Total units needed should be reported for the regional study area (for a regional study) or the local study area (for a local study).

3. Allocating Needs Within Regions*

Regional and Local HNAs are required to allocate estimated future housing needs in relation to the number of jobs in each government jurisdiction (see Sections 24-32-3702 (1)(c)(V) & (d)(V)). While the required allocation method illustrates the relative extent to which jobs within each jurisdiction contribute to future housing needs within a region, the method does not necessarily represent where new housing development to meet future needs can practically or feasibly occur.

Alternative calculations of need distributions may also be provided within the report that better reflect where development addressing projected housing needs can practically and feasibly occur, taking into consideration, for example, land and development capacity, available infrastructure and resources, existing and potential partnerships, regional relationships, and housing market dynamics.

Having comparative calculations will be useful for Housing Action Planning. The required distribution based on job locations will illustrate how much each job center contributes to future housing needs in the region. Secondary distributions that consider on-the-ground and functional job and housing market realities will help facilitate regional shared resource and partnership discussions centered on practical outcomes.

- Required Method to Allocate Needs by Jurisdiction*

Pursuant to Sections 24-32-3702 (1)(c)(V) & (d)(V), allocations of need should be estimated for jurisdictions within regions to promote a balance of jobs and housing affordable to persons holding jobs at all income levels.

- **Allocating existing housing shortages (catch up).** Distribute existing housing shortages calculated in Output Table 1 based on the needs identified for each government's jurisdiction as indicated by the data sources utilized (e.g. share of overcrowding, vacancy adjustment).
- **Allocating projected housing needs (keep up).** Distribute projected housing needs calculated in Output Table 2 based on the share of regional study jobs that are estimated to be in each government's jurisdiction, as applicable to the study scope, or identified primary job market area within the study region. Because most housing and job markets do not start and end at jurisdictional boundaries, defining broader job market areas often better reflect the job and housing pressures felt within jurisdictional boundaries. Source: Economic Trends section.
- **Output 3* (required).** Show the allocation of housing needs estimates identified in the Output 1 and Output 2 tables, above, by region and applicable jurisdiction in the following format.

Allocation of Existing and 10-Year Projected Housing Needs*

	Regional Study Total¹			Regional HNA: Repeat for each County and each government jurisdiction in the region, as applicable. Local HNA: Show estimated needs for the local study area.		
AMI Category (see Area Median Income in Definitions)	Existing housing needs	Projected housing needs	Total Units Needed	Existing housing needs	Projected housing needs	Total Units Needed
Rentals						
Extremely Low Income ($\leq 30\%$ AMI)						
Very Low Income (31-50% AMI)						
Low Income (51-80% AMI)						
Moderate Income (81-120% AMI)						
Middle Income (120% AMI to locally defined market rate)						
Upper Income (above "Middle Income," if needed)						
Total Rental Units needed						
Ownership						
Extremely Low Income ($\leq 30\%$ AMI)						
Very Low Income (31-50% AMI)						
Low Income (51-80% AMI)						
Moderate Income (81-120% AMI)						
Middle Income (120% AMI to locally defined market rate)						
Upper Income (above "Middle Income," if needed)						
Total Ownership Units needed						

¹Regional study total refers to the estimated housing needs for the regional study area that is applicable to the current regional study being conducted, or, for a Local HNA, the estimated housing needs that was allocated to the jurisdiction in a completed Regional HNA that included the Local HNA study area (see Section 24-32-3702(1)(d)(V)).

- **Secondary Allocation of Needs (optional).** Allocate projected housing needs among governmental jurisdictions or primary job market areas that consider multiple local and regional factors.
 - **Allocating existing housing shortages.** Distribute existing housing needs calculated in Output Table 1 based on the needs identified for each government’s jurisdiction as indicated by the data sources utilized.
 - **Allocating projected housing needs.** Distribute projected housing needs calculated in Output Table 2 among governmental jurisdictions or identified job market areas, considering a broad range of factors. Factors in addition to job location may include, but are not limited to:
 - Land and development capacity
 - Available or pending infrastructure and resources
 - Existing and potential partnerships
 - Current housing programs, organizations and regional relationships
 - Housing market dynamics, including employee housing location preferences (e.g., not all employees want to live in the community in which they work)
 - Other factors

4. Estimating Market and Below-Market Needs*

The purpose of this step is to identify the AMI levels for which the private market is supplying units for rent and for purchase and the below-market price points at which financial subsidies, land, incentives or other actions are necessary to produce units. This step will help identify how and where the housing market will help meet identified housing needs and, therefore, where housing resources should be prioritized to address below-market needs.

This step is also required for jurisdictions submitting rural resort petitions and funding requests through Colorado’s Proposition 123.

- **Analysis approach.** Compare the AMI distribution of ownership units and rental units needed in Output Table 3 by region and applicable jurisdiction or job market area to relevant data from the Housing Market analysis and Development Challenges and Opportunities, including:
 - The AMI level needed to afford the median market-rate multi-family and single-family home sold in the past year (Housing Market – ownership).
 - The AMI level needed to afford the median market-rate multi-family and single-family home currently listed on the MLS (Housing Market – ownership).
 - The distribution of homes sold by type or homes listed for sale by type by AMI affordability to illustrate the relative availability or scarcity of homes on the market to each AMI affordability category (Housing Market – ownership).

- The AMI level needed to afford the average or median market-rate long-term rental (Housing Market – rental).
- The distribution of rentals available by AMI affordability to illustrate the relative availability or scarcity of rentals on the market to each AMI affordability category (Housing Market – rental).
- The cost to build attached for-sale and rental units compared to affordable purchase prices and rents at various AMI levels (as data allows) (Development Challenges and Opportunities).

5. Estimate Supportive, Accessible and Visitable Unit Needs*

Sections 24-32-3702 (1)(c)(II) & (d)(II) additionally require that housing needs be sorted by income level and dwelling type, including accessible, visitable, and supportive units.

Supportive units (Housing Problems section). The existing shortage of supportive units can be roughly estimated from data on persons and families experiencing homelessness. This data is not available in sufficient detail for many counties and jurisdictions.

Supportive unit estimates should be calculated and provided separately from the existing and total housing need calculated above, given the uniqueness of this type of housing product and funding sources. Given the broad scope of most HNAs, supportive housing needs will be ballpark estimates – a specialized study is recommended to target specific needs.

Visitable and accessible units (Housing Problems section). Data on existing visitable and accessible units does not exist, unless local governments specifically track this information.

- **Example assumption.** Apply the percentage of households with persons with disabilities for the geography as reported by ACS or CHAS data to the projected housing needs reported in Output Table 2 (see Housing Problems section).
- More specific data that is collected through local resources (governments, non-profits, etc.) or local surveys, may be used to estimate future visitable and accessible unit needs. Local research may also provide insight on existing resident households that could use assistance renovating current homes to be visitable and accessible.

- **Output 4* (required).** Show the allocation of supportive, accessible and visitable unit needs in the following format.

Estimated Current Supportive Housing Needs*

	Supportive Units
Total Estimated Units Needed ¹	

¹Supportive units are in addition to current needs presented in Output 3

Estimated Accessible and VISIBLE Housing Needs*

	Accessible and VISIBLE Units
Total Estimated Units Needed ¹	

¹Accessible and visitable units are a subset of housing needs presented in Output 3

6. Estimate Water Supply Needs for Dwelling Units

- **Option 1: Calculation.** For the purposes of HNAs, local and regional governments may use a simple formula for calculating residential water supply needs: gallons per capita per day (GPCD) multiplied by population. This method is only a first step, however, in assessing the magnitude and range of potential water supply needs related to housing.

$$\text{Residential Water Demand} = (\text{residential population}) \times (\text{residential GPCD})$$

It is recommended that local governments and regional entities use this calculation to estimate housing water supply needs but also acknowledge that local governments and regional entities will need to consider a range of water supply needs to fully evaluate their total water needs/demands (e.g. commercial, industrial, and institutional water demands). To understand a range of future needs, local governments and regional entities need to consider their baseline conditions, what they expect to change, and expected success rate of water conservation efforts in reducing demands. Additionally:

- **This initial HNA calculation should not be relied on for determining the feasibility of providing water for housing.** Nor should it be the sole basis for considering water supply options, nor the rationale for determining the adequacy of water supply for a given development. Such analysis should be done in the context of a comprehensive plan, water supply master plan, and a local water supply adequacy policy, respectively. These plans, in addition to information from local water provider metering/billing data and applicable water efficiency plan(s), are resources and data sources to consider related to water supply needs of existing and needed dwelling units.

Following the generalized analysis in the HNA, we strongly recommend a more rigorous analysis as part of the comprehensive plan's water supply element that takes into account the "range of water supplies and facilities needed to support the potential public and private development described in the master plan" and the impact of including "water conservation policies" as required in C.R.S. 30-28-106(3)(a.5)(II) and 31-23-206(1.5)(c). In addition, comprehensive planning allows the community to analyze the relative share of household water use in comparison to other municipal and industrial (M&I) water demands, as well as the water use from services that support people who live in the community (e.g., schools, parks, etc.).

Furthermore, there may be factors that would lead to water stress and contribute to water supply challenges in specific local communities or regions that need to be considered via comprehensive planning. By considering the Colorado Water Plan scenarios, local governments and regional entities can also incorporate drivers such as economic growth/non-growth and climate change considerations that get to a system wide approach versus a sole focus on residential housing when considering overall water demand.

While many documents exist that can guide development of a robust water supply element in a comprehensive plan, DOLA will provide a new guidance document designed to support the new requirements in C.R.S. 30-28-106(3)(a.5) and 31-23-206(1.5). Local and regional governments may also contact DOLA's Land Use and Water Planner for direct technical assistance.

- **Impacts of Water Conservation.** To estimate the impacts of water conservation on reducing overall water demand from new and existing housing, consider the following steps:
 - 1) Define a baseline, understand average outdoor irrigation, average parcel size and average indoor use.
 - 2) Then make estimates based on efficiencies your community can achieve from either reduced lot size/increased density, outdoor efficiencies or indoor efficiencies. To do so, consider:
 - As of 2016, new housing will have higher indoor water efficiency due to requirements to include EPA WaterSense plumbing fixtures (SB14-103).
 - Efficiencies tied to landscape/irrigation standards, building codes and plumbing codes.
 - Whether adoption of more stringent standards might improve water conservation outcomes compared to existing standards
 - 3) Vary scenarios based on 25%, 50%, 100% success in implementing these efficiencies

- When determining potential success rates, consider whether or not the local government a) incentivizes or b) mandates these efficiencies in new housing and whether these incentives are monitored and mandates enforced.
- **Option 2: Alternative Local or Regional Methodology.** As an alternative to the Standard HNA Water Supply Needs Methodology above, a local or regional entity may provide its own community-specific water supply needs calculations. Alternative methodologies must include a range of water supply needs that consider impacts of water conservation. The State of Colorado may request additional information from the local or regional entity to evaluate the results of the alternative local or regional water supply needs methodology.
- **Option 3: Alternative to a Calculation.** Local governments can cite their water efficiency plan (within the last 7 years, per C.R.S 37-60-126(4)(d)) and/or their water supply plan (within the last 10 years, per C.R.S. 29-20-304(3)) in lieu of the formula provided above.

Suggested Data Sources:

- **Comprehensive and Water Supply Master Plans:** Provide context for determining water supply adequacy and planning for future housing growth.
- **Polaris Tool.** The One Water Solutions Institute (OWSI) at Colorado State University develops and supports the Polaris tool which characterizes the relationship between land use and water consumption to enable water demand management and supply scenario planning. This tool can help communities with water smart land use planning. OWSI provides technical support services including training workshops for using Polaris in communities across Colorado.
- **DOLA.** [Water and Land Use Integration for Local Governments.](#) [Land Use and Water Planning Primer.](#)
- **Colorado Water Conservation Board.** [CWCB](#) supports the following tools that may be helpful in determining water supply needs related to a housing action plan:
 - Water Efficiency Plan
 - Drought Plans
 - 1051 Reporting for larger municipal retail water providers
 - Colorado Water Loss Initiative
 - Growing Water Smart
 - Water Plan Grants

CDPHE Resources

- CDPHE grants, including small communities water and wastewater grants

- Water reuse rules/regulations, including reclaimed water (reuse), direct potable reuse and graywater
- **Additional Water Supply Resource Considerations.** [AWWA](#), EPA [WaterSense](#), [Water Research Foundation](#), Other Trade Organizations like [IAPMO](#); [Irrigation Association](#), etc.), [IAPMO Water Demand Calculator](#), Other Green Building Codes & Organizations (e.g. LEED; WELL, etc.)

Options for a Deeper Dive

The following analyses are optional, but can be helpful for some communities as they draft housing action plans. The below assumes that the HNA has provided the necessary analysis and data in other sections of the report to permit more in depth analysis on the following topics.

Seasonal housing unit estimates. HNA Sections: Economic Trends, Housing Inventory.

- Seasonal employment (e.g., migratory farmworkers, resort/tourism industries, etc.) comes with unique housing challenges. The private housing market cannot afford to provide seasonal housing that is occupied only part of the year; often employers of seasonal workers need to help provide this product. In resort destinations, visitor housing demand for vacation rentals competes with seasonal and year-round employee housing needs.

Senior housing estimates, insights, or projected changes. HNA Sections: Demographic Trends, Housing Inventory, Housing Resources.

- Seniors and related housing needs are a growing segment in most jurisdictions. Specialized housing studies are recommended to thoroughly analyze the existing and future housing needs of seniors, ranging from smaller, lower maintenance homes to rent or purchase through full-service assisted living and skilled nursing care. The HNA can, however, provide general observations regarding the status and unmet needs of seniors that are important to consider during Housing Action Planning.

Households with unique needs and vulnerable populations insights, unmet needs, or projected changes. HNA Sections: Demographic Trends, Housing Inventory, Housing Resources.

- While specialized housing studies may be needed to understand the depth of needs from vulnerable populations, the HNA can provide general observations regarding the status and unmet needs of vulnerable populations given the dynamics of the study area. This may include the comparative housing health of Hispanic/Latino headed households, migrant workers, single parent households, low-income families, homeless/near homeless, and others that are important to consider as the region develops housing action plans.

Housing program needs. HNA Sections: Demographic Trends, Housing Market, Housing Problems.

- Many housing problems experienced by households may be best addressed through housing programs and assistance rather than building new units. For example, many cost-burdened households reside in satisfactory housing, but rent assistance programs to lower housing costs could improve their housing stability. Seniors living in homes that do not meet their accessibility needs may benefit from renovation programs. First-time homebuyer programs can help renters move into more stable housing through homeownership, freeing up their current rental for another household that needs it. This will benefit the housing action plan process by calling attention to housing programs that could help address some housing issues within the region and its jurisdictions.

I. Policy Programs and Recommendations

Policy and program recommendations responding to the findings of the housing needs assessment, including the assessment of displacement risk, are a recommended outcome of the HNA. This section provides a foundation for shaping a housing action plan for the region or jurisdiction to address identified housing needs. While recommendations will not be as detailed as those that come out of the housing action plan process, this section can highlight potential strategies for each regional entity and local government to consider as they work to improve housing affordability, accessibility, and stability within the community or region.

Recommended Outputs	Baseline Data (Must Consider)
<i>Section 24-32-3702(1)(e)(I)</i> <i>A requirement that housing needs assessments include recommended policy and programmatic responses to the findings of the housing needs assessment, including the assessment of displacement risk</i>	<i>(None specified)</i>

Unique Community Dynamics to Consider

- The availability of local funds can significantly influence which housing strategies are feasible. Communities with limited funding may need to prioritize lower cost options, such as policy reforms or partnerships, while others may leverage local resources for direct program assistance and development incentives.
- Land availability, particularly in communities with severely constrained developable land, may drive the need to focus on creative approaches, such as adaptive reuse of buildings to create more affordable housing opportunities within their community, and regional partnerships to more broadly address needs.
- The success of policies and programs often depends upon political will and community support. In areas with strong resistance to change, efforts should include education, community engagement, and the alignment of policy recommendations with local values and goals to build support.

Analysis Structure

1. *Financing and Incentives*

- Are financing options (e.g., local subsidies, tax credits) needed to support affordable housing development?
- Are feasible incentives needed to encourage the development of regulated affordable housing, such as density bonuses, fee waivers, or expedited permitting?

2. *Preservation and Management*

- Are programs to preserve existing affordable housing needed, such as purchasing deed restrictions or rehabilitation assistance?
- Are rental assistance or foreclosure prevention programs needed to support at-risk households?
- How will regulated affordable housing that is produced be managed, including qualifying occupants, regulating rentals and sales, and maintaining units?

3. *Land Use and Zoning Incentives, Mandates, Reforms*

- Does zoning support a variety of housing and mixed use developments or are changes needed?
- Are there opportunities to use public land for regulated affordable housing development or increase opportunities through rezoning land?
- Would mandates or incentives help diversify housing development?

4. *Partnerships and Collaboration*

- What opportunities exist for fostering public, private, and non-profit partnerships to develop workforce and affordable housing?
- How can local employers be encouraged to participate in employer-assisted housing initiatives?

5. *Housing Programs*

- Should supportive housing programs for homeless and other vulnerable populations be expanded or improved?
- Are displacement protection programs needed, such as tenant rights education or legal assistance?
- Would housing programs (e.g., rehabilitation/renovation, first-time homebuyer assistance, rental assistance) benefit the community?

Suggested Data Sources

All recommendations are derived directly from the data and findings presented in the housing needs assessment. No additional data sources are required.

Chapter 5: Definitions and Terminology

Section 24-32-3701 of Senate Bill 24-174 contains several definitions applicable to terms used in this guidance document. The following section defines additional common housing terms that are not specifically defined in the legislation, but that are necessary to understand when developing an HNA pursuant to this guidance. The definitions are consistent with those utilized by the US Department of Housing and Urban Development (HUD), US Census, and other state or national sources, as referenced.

Affordable Housing

Affordable housing is generally defined by the US Department of Housing and Urban Development (HUD) as housing for which the occupant is paying no more than 30 percent of gross income for housing costs, including utilities.

Area Median Income Limits (AMIs)

A term that generally refers to the median income limits published annually for counties by the US Department of Housing and Urban Development (HUD). HUD calculates median family income, adjusted for inflation, for annual updates. AMI varies by household size and is used to set income and rent limits for affordable housing programs statutorily linked to HUD income limits (e.g. low-income housing tax credit rentals). Section 24-32-3702(2)(a) requires that housing shortages and surpluses be identified by extremely low-, very low-, low-, moderate- and middle-income households as designated by HUD. HUD definitions used for moderate- and middle-income may vary and sometimes may be used interchangeably. For purposes of SB24-174, income levels are defined based on AMI limits, as follows:

- Extremely low income: $\leq 30\%$ AMI
- Very low income: 31-50% AMI
- Low income: 51-80% AMI
- Moderate Income: 81-120% AMI (HUD varies)
- Middle Income: 121% to the lower of market rate or 200% AMI (see below).
- Upper Income: All incomes above the “Middle Income” range (if applicable).

HUD does not clearly define Middle Income. High-cost jurisdictions may have housing needs up to 150-200% AMI or more. Middle income should, therefore, range above 120% to the lower of 200% AMI or the income level at which housing units are undersupplied and where the market needs help to provide units. For example:

- For jurisdictions in which the market is sufficiently providing housing for households earning over 120% AMI, Middle Income may be “ $>120\%$ AMI.” In this case, “Upper Income” will not be needed.

- For jurisdictions in which the market is not producing sufficient housing for households earning up to 150% AMI, Middle Income should be “121% - 150% AMI.” Upper Income will then be “>150% AMI.”
- For jurisdictions in which the market is not producing sufficient housing for households earning up to 250% AMI, Middle Income will be “121% - 200% AMI” and Upper Income will be “>200% AMI.”

Chapter 4, part H (4) (pp. 51-52) provides additional information for understanding the AMI level at which the market is and is not sufficiently supplying housing.

Cost Burden

Households are considered cost-burdened when they spend more than 30% of their income on rent, mortgage payments, and other housing costs, according to HUD. Households spending more than 50% of their income on housing costs are considered severely cost-burdened.

Disability

Disability data from the American Community Survey (ACS), the Survey of Income and Program Participation (SIPP), and the Current Population Survey (CPS) ask about six disability types: hearing difficulty, vision difficulty, cognitive difficulty, ambulatory difficulty, self-care difficulty, and independent living difficulty. Respondents who report anyone of the six disability types are considered to have a disability. Persons with any disability may need to make modifications or special adjustments to their home to accommodate their disability.

Dwelling Type

Pursuant to SB 24-174, Sections 24-32-3702(1)(c)(2) and (d)(2), dwelling type refers to accessible units, supportive units, visitable units, for-sale units and rental units. See the legislation for definitions of these specific dwelling types.

Dwelling Unit

See definition in SB 24-174, Section 24-32-3701(6).

Household

A household consists of all the people who occupy a housing unit (US Census Bureau). A household is equivalent to an occupied housing unit.

Household Type

Household type refers to the differentiation of households on whether they are a family household or non-family household, as defined by the US Census. The Colorado State Demography Office (SDO) provides projections at the county

level for the following household types broken into four age cohorts: one adult with no children, one adult with children, more than one adult with no children, more than one adult with children. SDO household type projections are part of the demographic and housing needs analysis in the HNA methodology.

Housing Instability

Housing instability is variably defined as having difficulty paying rent, living in poor or overcrowded conditions, moving frequently, or spending the majority of household income on housing costs.

Housing Market Study

A housing market study reviews the feasibility and design of a specific housing project on a specific site. It assesses the demand for a certain type of housing product at a specified price and location, and helps target project design. An HNA may be the catalyst for a project to be proposed, but the market study determines the specifics of who the project should serve (e.g., families or singles; ownership or rental) on the specified location, bedroom mix, unit sizes, and amenities.

Housing Needs Assessment

A study that identifies how much and generally what type (ownership or rental) of housing is needed in a region or community to ensure current and future households at all income levels have access to quality housing that they can afford. An HNA provides a comprehensive view of housing needs and conditions in a community. An HNA is less specific than a housing market study (defined above).

While an HNA is required to be conducted by the state of Colorado for each local government, the state does not require that jurisdictions build a certain number of housing units or produce a certain type of affordable housing as a result of conducting an HNA.

Housing Unit

A housing unit, as defined by the US Census, is a house, an apartment, a mobile home or trailer, a group of rooms, or a single room that is occupied, or, if vacant, is intended for occupancy as separate living quarters. Separate living quarters are those in which the occupants live separately from any other persons in the building and which have direct access from the outside of the building or through a common hall.

A housing unit as represented in US Census data sources is defined more broadly than a dwelling unit in SB 24-174. Identifying the inventory of existing housing units that may not be suitable as a dwelling unit pursuant to SB 24-174 is part of the HNA analysis.

Income

All earnings received by an individual or household, including wages, salaries, bonuses, rental income, investment income, and other sources. Household income is the combined gross income before taxes of all related and unrelated members of a household.

Job-Housing Balance

A ratio that is used to understand the relative distribution of households to jobs in a region. The objective is to understand areas where the number of housing opportunities for employees match the job opportunities, where housing opportunities far exceed job opportunities, and where housing opportunities are in short supply compared to the number of jobs.

Job-housing balance is calculated as a ratio between the total job count in an area and the total household count (i.e., occupied housing units) in the same area. See Baseline Component (j) for more information.

Occupied Housing Unit

A housing unit is occupied if a person or group of persons is living in it at the time of the Census or if the occupants are only temporarily absent (for example, on vacation). The persons living in the unit must consider it their usual place of residence or have no usual place of residence elsewhere.

The number of occupied housing units is the same as the number of households. Occupied housing units/household estimates are used to represent the number of households that are full-time residents of the study area.

Overcrowded Unit

The U.S. Census defines an overcrowded unit as one that is occupied by 1.01 persons or more per room (excluding bathrooms and kitchens). Units with more than 1.5 persons per room are considered severely overcrowded. Occupants per room by tenure can be found in ACS table “B25014 Tenure by Occupants per Room.”

Salary (or Wage)

Compensation received by an employee for their labor, usually calculated on an hourly basis or as a fixed salary.

Supportive Units

This type of housing combines housing and services in a cost-effective way to help people live more stable and productive lives. Typically, it pairs affordable

housing with intensive, coordinated services to assist people in maintaining stable housing and receiving appropriate health care.

This means that supportive units are specifically designed to provide both housing and the services required by individuals who may need assistance in staying stably housed, including support for health or other personal needs.

Units in Structure

Data are available through the US Census and American Community Survey. Refers to the number of housing units (occupied + vacant) in the various structures by type and size. A structure is a separate building which either has open space on all four sides or is separated from other structures by dividing walls that extend from ground to roof. The data set presents data for structures that range from single family units (1-unit, detached) through multi-family buildings with 50-or-more units, mobile homes, and boat, RV, van, etc. (if used as a residence).

Vacant Housing Unit

The US Census defines a vacant housing unit as one that no one was living in at time of the Census. The Census classifies vacant units as vacant for rent, vacant for sale, vacant units rented or sold by not yet occupied, new units not yet occupied, and units for occasional use and occupied by persons with a usual residence elsewhere (e.g., second home).

NOTE: in communities with high second homeownership rates, vacant housing counts (regardless of how the Census classifies them) are functionally second home counts and need to be interpreted differently than in other communities.

Vacancy Rate (Rental)

The percentage of rental housing that is vacant for rent. This is a standard measure used to understand whether rentals are over- or under-supplied in a study area. Rental vacancy rates should focus on the vacancy rate for rentals that are available for residents to occupy and exclude properties that are rented for seasonal, recreational or occasional use (e.g., short-term/vacation rentals).

Vacancy Rate (Owner)

The percentage of for sale, owner-occupied housing that is vacant (for-sale only).

Wage (or Salary)

Compensation received by an employee for their labor, usually calculated on an hourly basis or as a fixed salary.

Chapter 6: Data Sources

American Water Works Association — Provides resources on water industry standards. <https://www.awwa.org/>

Assessor — Managed at the county level. The county assessors are responsible for managing and operating the assessor's office. Their goal is to produce a tax warrant with fair and equalized property values. An assessor's major duties can be discovering, listing, classifying, and valuing all taxable real and personal property and all property granted exemption by the Division of Property Taxation located within the county on the assessment date.

Colorado Department of Education — The McKinney-Vento Homeless Assistance Act is the primary piece of legislation related to the education of children and youth experiencing homelessness. Every school district has a designated McKinney-Vento Homeless Education Liaison responsible for identifying MKV students and providing resources to help these students. https://www.cde.state.co.us/student-support/homeless_index

Colorado Department of Labor and Employment, Labor Market Information — The Office of Labor Market Information (LMI) collects and analyzes information about labor market trends throughout Colorado. <https://cdle.colorado.gov/dlss/labor-market-information-lmi>

Colorado Department of Local Affairs (water resources) — Water and Land Use Integration for Local Governments provides resources and tools to assist local governments in aligning water planning with land use decisions, including fact sheets, self-assessment guides, and best practice examples. <https://dlg.colorado.gov/water-and-land-use-integration>

Land Use and Water Primer provides resources designed to assist local governments in integrating water and land use. planning <https://dlg.colorado.gov/land-use-and-water-primer>

Colorado Department of Public Health and Environment — Provides information on water reuse rules/regulations, including reclaimed water (reuse), direct potable reuse and graywater. <https://cdphe.colorado.gov/>

Colorado Homeless Management Information System (HMIS) — The Colorado Homeless Management Information System (COHMIS) is a statewide database used to collect client-level data related to the provision of housing and services to persons experiencing homelessness and persons at risk of experiencing homelessness. <https://www.cohmis.org/>

Colorado Housing and Finance Authority — Provides information on programs and resources on investments in affordable housing and community

development. CHFA also provides AMI income limits but these may differ slightly from HUD, as well as the Colorado Statewide Apartment Survey.

Colorado Judicial Branch — Each fiscal year, the Colorado Judicial Branch Annual Statistical Report is issued to provide information about Colorado state courts. The reports contain statistics of foreclosures and evictions by court county location. <https://www.coloradojudicial.gov/court-services/research-and-data>

Colorado State Database of mobile home parks — The Division of Housing's Mobile Home Oversight Program conducts outreach and education on mobile home park laws and provides an annual park registration system. The program also receives and investigates complaints, facilitates dispute resolution, and takes enforcement actions. <https://doh.colorado.gov/mobile-home-parks>

Colorado State Demography Office (SDO) — The State Demography Office provides population, household, and job estimates and forecasts for Colorado's regions and counties; and population estimates and guidelines for municipal forecasts developed by the State Demography Office. <https://demography.dola.colorado.gov/>

Colorado Water Conservation Board — Provides comprehensive information on the state's water management initiatives, including the Colorado Water Plan, funding opportunities, and resources for water supply planning, ecosystem health, and hazard mitigation. <https://cwcb.colorado.gov/>

Comprehensive and Water Supply Master Plans — Local plans that outline long-term plans for managing a community's water resources.

Home Mortgage Disclosure Act Data (HMDA) — Mortgage lending data reported in accordance with the Home Mortgage Disclosure Act (HMDA), commonly called "HMDA data," is the largest source of publicly available data on mortgage lending in the United States, available from the Consumer Financial Protection Bureau. <https://ffiec.cfpb.gov/>

International Association of Plumbing and Mechanical Officials (IAPMO) — Provides information on their development of plumbing and mechanical codes, product testing and certification services, training programs, and industry research aimed at ensuring public health and safety. <https://www.iapmo.org/>

Water demand calculation tool provided by IAPMO that estimates peak water demand in residential buildings, aiding in the accurate sizing of plumbing systems to enhance efficiency and safety. <https://www.iapmo.org/we-stand/water-demand-calculator/>

Irrigation Association — Provides resources on efficient irrigation technologies, certification programs, educational materials, industry events, and advocacy

initiatives aimed at promoting effective water management practices.

<https://www.irrigation.org/>

Polaris Tool —The One Water Solutions Institute (OWSI) at Colorado State University develops and supports the Polaris tool which characterizes the relationship between land use and water consumption to enable water demand management and water supply scenario planning. This tool can help communities across the state with water smart land use planning. OWSI provides technical support services including training workshops for using Polaris in communities across Colorado. <https://erams.com/catena/tools/urban-planning/polaris/>

U.S. Bureau of Labor Statistics Local Area Unemployment Statistics (BLS LAUS)

— The Local Area Unemployment Statistics (LAUS) program produces monthly and annual employment, unemployment, and labor force data for Census regions and divisions, States, counties, metropolitan areas, and many cities, by place of residence. <https://www.bls.gov/lau/>

U.S. Census Bureau American Community Survey (ACS) —The American Community Survey (ACS) releases new data every year on detailed population and housing estimates. ACS 1-year estimates are data that have been collected over a 12-month period and are available for geographic areas with at least 65,000 people. The Census Bureau combines 5 consecutive years of ACS data to produce multiyear estimates for geographic areas with fewer than 65,000 residents. These 5-year estimates represent data collected over a period of 60 months. <https://www.census.gov/programs-surveys/acs/data.html>

U.S. Census Bureau Census Building Permit Survey (BPS) —The Building Permits Survey (BPS) provides national, state, and local statistics on new privately-owned residential construction. <https://www.census.gov/construction/bps/index.html>

U.S. Census Bureau Decennial Census — Includes basic demographic information. <https://data.census.gov/>

U.S. Census Bureau Longitudinal Employer-Household Dynamics (LEHD) — LEHD Origin-Destination Employment Statistics (LODES) provides annual employment statistics linking home and work locations at the census block level. <https://lehd.ces.census.gov/>

U.S. Department of Housing and Urban Development Area Median Income (HUD AMI) —The Department of Housing and Urban Development (HUD) sets income limits that determine eligibility for assisted housing programs including the Public Housing, Section 8 project-based, Section 8 Housing Choice Voucher, Section 202 housing for the elderly, and Section 811 housing for persons with disabilities programs. HUD develops income limits based on Median Family Income estimates and Fair Market Rent area definitions for each metropolitan

area, parts of some metropolitan areas, and each non-metropolitan county.

<https://www.huduser.gov/portal/datasets/il.html>

U.S. Department of Housing and Urban Development Comprehensive Housing Affordability Data (HUD CHAS) — The U.S. Department of Housing and Urban Development (HUD) receives custom tabulations of American Community Survey (ACS) data from the U.S. Census Bureau. These data, known as the "CHAS" data (Comprehensive Housing Affordability Strategy), demonstrate the extent of housing problems and housing needs, particularly for low-income households. Local governments use the CHAS data to plan how to spend HUD funds, and may also be used by HUD to distribute grant funds.

<https://www.huduser.gov/portal/datasets/cp.html>

U.S. Department of Housing and Urban Development Point in Time Homeless Counts — The Point-in-Time (PIT) Count is a count of sheltered and unsheltered people experiencing homelessness on a single night in January. HUD requires that Continuum of Cares (CoCs) conduct an annual count of people experiencing homelessness who are sheltered in emergency shelter, transitional housing, and Safe Havens on a single night. <https://www.hudexchange.info/programs/coc/>

U.S. Environmental Protection Agency Water Sense — Provides information on water-saving products, homes, and services, and offers resources to help consumers and businesses conserve water. <https://www.epa.gov/watersense>

Water Research Foundation — Provides comprehensive resources on water research. <https://www.waterrf.org/>

Industry data, local surveys, and primary research can be used to supplement or substitute the previous public data sources when coverage and/or reliability are insufficient to produce a useful metric.

AirDNA — Tracks the performance data of Airbnb & VRBO vacation rentals. This data source is available for purchase. <https://www.airdna.co/>

ATTOM — Real estate data provider. Data include property tax, deed, mortgage, foreclosure. <https://www.attomdata.com/>

CHMURA (JobsEQ) — Chmura's JobsEQ labor market research software platform provides data for standard and custom regions (including sub-county level data), industry groups, occupation groups, and forecasts. <https://www.chmura.com/>

CoreLogic — Platform providing property data insights, reports, and more. <https://www.corelogic.com/>

CoStar — Platform of commercial real estate information, analytics and data-driven news across office, industrial, retail, multifamily, hospitality and land sectors. This data source is available for purchase. <https://www.costar.com/>

Esri — Geographic information system (GIS) software, location intelligence, and mapping. This data source is available for purchase. <https://www.esri.com/en-us/>

Multiple Listing Service (MLS) — Databases that real estate agents and brokers use to share information about properties for sale.

National Housing Preservation Database (NHPD) — Compiles data on the publicly supported housing property inventory. The database is available for purchase; the NHPD mapping tool can be used to display publicly supported properties without payment. <https://preservationdatabase.org/>

Redfin — Housing market data from Redfin includes home prices, sales, inventory, new listings, and days on market. This data source is available for free. Inconsistent quality and availability for smaller geographies. <https://www.redfin.com/news/data-center/>

Ribbon Demographics, LLC — Data and market analysis for housing development, including HISTATM data (households by income, size, tenure, and age). <https://www.ribbondata.com/>

Zillow — The Zillow Economic Research team publishes a variety of real estate metrics, including median home values and rents, inventory, sale prices, and volumes. This data source is available for free. Not available for some geographies and inconsistent quality for smaller geographies. <https://www.zillow.com/research/data/>

Local Surveys and Primary Research are critical when conducting housing needs assessments in small communities. While secondary data sources (e.g., census data) offer valuable information, they usually do not capture the specific nuances of small communities.

Data Sources and Availability by Geography (County and Municipality)

Source	Web Link	Data Variable	County	Municipality	Considerations
Publicly Available					
Assessor	County-specific URL	Detailed Property Information	Address specific	Address specific	Assessor recording practices and code structures can vary by county. Working cooperatively with Assessor offices is advised to ensure data analysis accuracy.
Colorado Association of Realtors	https://coloradorealtors.com/market-trends/	Housing Market Trends Reports by Month (single family and townhome/condo markets)	x	x	Make sure to understand how the boundaries are defined and what MLS you are getting data from. There is some overlap. Use cautiously for small areas or time periods with few sales.
Colorado Department of Education	https://www.cde.state.co.us/student-support/homeless-index	McKinney-Vento Homeless Students	School District-specific	School District-specific	Identifying the number of homeless students in a region or local government jurisdiction may not be possible due to differing geographies.

Source	Web Link	Data Variable	County	Municipality	Considerations
Colorado Department of Labor and Employment (CDLE), Local Area Unemployment Statistics (LAUS)	https://cdle.colorado.gov/dlss/labor-market-information-lmi	Labor force; employed/unemployed; unemployment rate	x		Monthly data with seasonal adjustments for larger areas only; excludes underemployment; subject to revisions; limited to county/metropolitan statistical areas; using a six month moving average or annual data is recommended due to the small sample, unless data are used to analyze seasonal variations.
Colorado Department of Labor and Employment (CDLE), Occupational Employment and Wage Statistics (OEWS))	https://cdle.colorado.gov/dlss/labor-market-information-lmi	Employment and Wages by Occupation	x		These are estimates of the number of people employed in certain occupations, and estimates of the wages paid to them. Self-employed persons are not included in the estimates.
Colorado Department of Labor and Employment (CDLE), Quarterly Census of Employment and Wages (QCEW)	https://cdle.colorado.gov/dlss/labor-market-information-lmi	Employment and Annual Average Pay (Overall and by sector)	x		Very useful for sector-level data. This data excludes proprietors, certain national security agencies, the unincorporated self-employed, unpaid family members, certain farm and domestic workers, and railroad workers covered by the railroad unemployment insurance system; data may be suppressed to protect the identity, or identifiable information, of cooperating employers; data is subject to revisions.

Source	Web Link	Data Variable	County	Municipality	Considerations
Colorado Department of Local Affairs, Division of Housing (DOH)	https://doh.colorado.gov/mobile-home-parks	Mobile Home Parks	Address specific	Address specific	This information assists with mobile home park location identification. This housing type is often part of an area's naturally occurring affordable housing stock.
Colorado Homeless Management Information System	https://www.cohmis.org/	People Experiencing Homelessness or at Risk			Covers four Continuum of Care regions. Data at the CoC regional level is too coarse for most of Colorado's counties. Obtaining in-depth data usually requires a data sharing and confidentiality agreement.
Colorado Housing and Finance Authority (CHFA)	https://www.chfainfo.com/rental-housing/asset-management/rent-income-limits	Income limits	x		May differ slightly from HUD Income Limits
Colorado Judicial Branch	https://www.coloradojudicial.gov/court-services/research-and-data	Foreclosures, evictions	Judicial District	Judicial District	Data is available by judicial district rather than by county or municipality, which may require districts to be mapped to local jurisdictions; frequency of updates can vary; coverage and data granularity depend on court reporting practices; includes historical data on foreclosure and eviction trends, but may not provide real-time insights.

Source	Web Link	Data Variable	County	Municipality	Considerations
Consumer Financial Protection Bureau, Home Mortgage Disclosure Act (HMDA)	https://www.consumersfinance.gov/data-research/hmda/	Mortgage Data	x	Census Tracts	Provides detailed mortgage data, including applicant demographics, loan terms, and approval rates; valuable for assessing lending trends and identifying disparities but does not capture private cash transactions or certain small lenders.
Jurisdiction Planning / Building Departments	Jurisdiction-specific URL	Residential Building Permits and Certificates of Occupancy	x	x	Many building departments do not post permits or Certificates of Occupancy online so outreach may be required; it is important to identify whether permits are recorded as “permits” or “number of units” (e.g., one permit could be for a 50-unit apartment building); multifamily permits are often recorded as “commercial”
Redfin	https://www.redfin.com/news/data-center/?msockid=1d39f1132a856a050630fdf32b3b6b4d	Housing Data (e.g., homes sold, median sale price, pending sales, new listings)	x	x	Redfin pulls data directly from the Multiple Listing Service (MLS). Their direct MLS integration provides more accurate, up-to-date listings, as MLS feeds are frequently updated in real time. This also allows Redfin to display information like “days on market” or “price reductions” with a higher level of reliability. Data available from the Redfin Data Center differs by geography.

Source	Web Link	Data Variable	County	Municipality	Considerations
State Demography Office	https://demography.dola.colorado.gov/	Household Estimates and Projections (total and by four household types and four age cohorts)	x		Reflect July 1 estimates and projections; updated annually, but current estimates lag real time.
State Demography Office	https://demography.dola.colorado.gov/	Total Job Estimates (includes proprietors) and Forecasts ; Jobs by Sector; Jobs by Base Industries; Labor Force Participation and Forecasts by County, Age Group, and Sex	x		County-level jobs forecasts are unavailable for the seven counties comprising the Denver Metro Region, which is forecast as a single entity FIPS 500 Denver-Boulder Metro. Sector categorization may differ from QCEW; for example, public-sector employment, including public school district jobs, are categorized as “Government” jobs, which differs from QCEW categorization of such jobs by the type of goods or services provided (school district jobs are categorized under Educational Services).
State Demography Office	https://demography.dola.colorado.gov/	Total Population; Households (occupied housing units); Household Size; Housing Units; Vacant Housing Units; Vacancy Rate	x	x	Estimates as of July 1 annually, but the most current year lags real time; vacancy rate is a modeled output and may not reflect the actual on-the-ground vacancy rate.

Source	Web Link	Data Variable	County	Municipality	Considerations
State Demography Office	https://demography.dola.colorado.gov/	Total Population and Projections by Age; Components of Change (Births, Deaths, Net Migration); Census Building Permits; Households (occupied housing units); Household Size; Total Housing Units; Vacant Housing Units; Vacancy Rate	x		Estimates are as of July 1 annually, but the most current year lags real time; vacancy rate is a modeled output and may not reflect the actual on-the-ground vacancy rate.
United States Bureau of Economic Analysis	https://www.bea.gov/data/by-place-county-metro-local	Income by source (wage and salary; dividends, interest, rent; transfers)	x		Useful in understanding the distribution of income by source.
United States Bureau of Labor Statistics (BLS), Job Openings and Labor Turnover Survey (JOLTS)	https://www.bls.gov/it/	Job openings, hires, separations	Statewide only	Statewide only	JOLTS does not produce county or city level data.
United States Bureau of Labor Statistics (BLS), Local Area Unemployment Statistics (LAUS)	https://www.bls.gov/la/	Labor force; employed/unemployed; unemployment rate	x	x (Denver and Colorado Springs only)	Monthly data with seasonal adjustments; limited to counties and very large cities; undercounts some subgroups; revised estimates possible over time; using a six-month moving average or annual data is recommended due to the small sample.
United States Bureau of Labor Statistics (BLS), Quarterly Census of Employment and Wages (QCEW)	https://www.bls.gov/cew/	Employment; Number of Establishments; and Annual Average Pay (Overall and by sector)	x		Helpful for identifying total employment (jobs) and average annual wage for counties. Excludes proprietors, certain national security agencies, the unincorporated self-employed, unpaid family members, certain farm and domestic workers,

Source	Web Link	Data Variable	County	Municipality	Considerations
					and railroad workers covered by the railroad unemployment insurance system; data may be suppressed to protect the identity, or identifiable information, of cooperating employers; data is subject to revisions.
United States Census Bureau, American Community Survey (ACS) 1-year	https://www.census.gov/programs-surveys/acs/data.html	ACS Tables/Variables	Geographies with 65,000 people or more	Geographies with 65,000 people or more	Best used when current data is more important than precision; data is collected over a calendar year; ACS data include a margin of error to represent the range of responses, given the limitations of the sampling size; geographic boundaries can change over time.
United States Census Bureau, American Community Survey (ACS) 5-year	https://www.census.gov/programs-surveys/acs/data.html	ACS Tables/Variables	x	x	Useful for analyzing trends, not designed for counts; data is collected over a five-year period which is then pooled together to provide a snapshot of average demographic characteristics across that timeframe; ACS 5-year estimates are not comparable to ACS 1-year estimates; ACS data include a margin of error, given the limitations of the sampling size, which may be large for small or low population areas; consider margins of error when analyzing trends; special considerations apply for rural communities with large seasonal populations--in particular, college towns and resort areas; geographic boundaries can change over time.

Source	Web Link	Data Variable	County	Municipality	Considerations
United States Census Bureau, Building Permit Survey (BPS)	https://www.census.gov/construction/bps/index.html	Building Permits (new housing units authorized by valuation and structure type)	x	x	Most useful when data cannot be obtained directly from local jurisdictions; may include imputed data; note that building permit valuation and property value may not be the same.
United States Census Bureau, Decennial Census	https://www.census.gov/programs-surveys/decennial-census/data.html	All Decennial Census Tables/Variables	x	x	Includes basic demographic information. More detailed information available from the ACS. Geographic boundaries may differ between decennial Census years.
United States Census Bureau, Longitudinal Employer-Household Dynamics (LEHD), LEHD Origin Destination Employment Statistics (LODES)	https://lehd.ces.census.gov/data/	Annual employment statistics linking home and work locations at the census block-level (demographic characteristics and commute patterns)	x	x	Excludes some employees and workers, including self-employed individuals; less reliable in locations with a sizeable seasonal workforce, such as resort communities; unpublished margin of error; data lags real time; may not capture large employers with satellite locations (e.g., school district).
United States Census Bureau, Public Use Microdata Sample (PUMS)	https://www.census.gov/programs-surveys/acs/microdata.html	Based on ACS data; allows for creation of custom estimates and tables.	NA (only Public Use Microdata Areas (PUMA) with 100,000 people or more)	NA (only Public Use Microdata Areas (PUMA) with 100,000 people or more)	Data is only provided for PUMA boundaries, not county or municipal boundaries. PUMS data can be used at the larger regional or state level to create data tabulations not provided by the ACS.

Source	Web Link	Data Variable	County	Municipality	Considerations
United States Department of Housing and Urban Development (HUD)	https://www.huduser.gov/portal/datasets/cp.html	Comprehensive Housing Affordability Strategy (CHAS) data (Income Distribution by AMI and housing problems, including cost burden)	x	x	Data lags real time.
United States Department of Housing and Urban Development (HUD)	https://www.hudexchange.info/homelessness-assistance/data/	Homelessness Point-In-Time Survey	x		Areas with large or hidden homeless populations are susceptible to undercounts.
United States Department of Housing and Urban Development (HUD)	https://www.huduser.gov/portal/datasets/il.html	Income limits	x		Updated annually; used to determine eligibility for various housing assistance programs
United States Department of Housing and Urban Development (HUD)	https://lihtc.huduser.gov/	Low Income Housing Tax Credit (LIHTC) properties	Address-specific	Address-specific	Property data may lag due to annual updates; includes property location and funding details but may lack real-time unit availability or recent affordability status; useful for identifying long-term affordable housing stock but limited in dynamic market contexts.

Source	Web Link	Data Variable	County	Municipality	Considerations
Zillow, Inc.	https://www.zillow.com/research/data/?msckid=1d39f1132a856a050630fdf32b3b6b4d	Home Value Index, Observed Rent Index	x	x (some)	Use cautiously for smaller geographies where data may be limited, particularly for rent information. Zillow only has data on listings they house, and many smaller communities use different methods/sources. Zillow uses a combination of data scraping, public records, and MLS syndication where available.
Sample of Fee-For-Service Providers *					
AirDNA	https://www.airdna.co/	Short-term rental data	Address-specific	Address-specific	Primarily targeted to short-term rental investors and operators, but may assist with understanding short-term rental market attributes (e.g., counts, occupancy, pricing). Limited data is provided free of charge with fee-for-service options. Some variables are available by ZIP code.
ATTOM	https://www.attomdata.com/	Foreclosure data, property analytics, and market trends	x	x	Offers comprehensive foreclosure and property data with analytics; subscription-based; valuable for trend analysis and current market conditions but may not cover all smaller municipalities consistently.

Source	Web Link	Data Variable	County	Municipality	Considerations
CHMURA	https://www.chmura.com/	Fee-for-service company that provides detailed labor market data and forecasts, including sub-county data.	x	x	Provides highly-detailed labor market and economic data, including regional employment trends, industry breakdowns, proprietor estimates, wage data, and job forecasts; useful for in-depth economic and workforce studies, but may not include hyper-local data in smaller or rural areas. Subscription required.
Corelogic	https://www.corelogic.com/	Fee-for-service company that provides detailed market data and comparable sites based on real estate transaction data and landlord surveys	x	x	Offers extensive property transaction data and rental market insights; useful for property valuations, market trends, and comparable analysis; highly detailed but may be limited in areas with fewer transactions or where data collection is restricted. Subscription required.
CoStar	https://www.costar.com/	Fee-for-service company that provides detailed market data and comparable sites based on real estate transaction data and landlord surveys	x	x	Best for larger metropolitan areas and commercial hubs. Rental market data may be limited or unavailable in smaller housing markets.
Esri	https://www.esri.com/en-us/home	A provider of both software and data with multiple platforms, including Community Analyst and Business Analyst products with built-in market analysis tools.	x	x	Provides extensive GIS-based tools and demographic data through Community Analyst and Business Analyst platforms; valuable for spatial and market analysis, allowing customized geographic insights; subscription-based with specialized training needed for advanced features; very limited historical data.

Source	Web Link	Data Variable	County	Municipality	Considerations
Multiple Listing Service (MLS)	Location-specific URL	Past home sales	Address-specific	Address-specific	Detailed property sales data; may be available without a fee from a cooperating Realtor/Realtors Association
National Housing Preservation Database (NHPD)	https://preservationdatabase.org/	Affordable housing properties (location, funding stream, subsidy end date). Fee-for-service access to the database; the NHPD mapping tool can be used to display publicly supported properties without payment.	Address-specific	Address-specific	Provides location, funding type, and subsidy timelines for affordable housing properties; essential for tracking at-risk affordable units as subsidies expire but may have limited real-time updates on property status or occupancy.
Ribbon Demographics, LLC	https://ribbondata.com/index.html	Fee-for-service housing market analysis and data services. Data includes HISTA™ reports (households by income, size, tenure, and age)	x	x	Provides detailed household demographic and housing data, including income segmentation and tenure; useful for targeted housing studies, especially in assessing affordability and demographic trends; data may have limited geographic granularity in very small areas.
Other Sources					
Employer Survey	Jurisdiction-specific	Jurisdiction-specific	x	x	Developing clear questions to achieve desired objectives is important, along with gathering an appropriate and representative sample, among other considerations.

Source	Web Link	Data Variable	County	Municipality	Considerations
Housing Professionals (e.g., realtors, appraisers, landlords, developers/builders)	Entity-specific	Entity-specific	x	x	Speaking with housing professionals about the local housing market, including home prices (for sale and for rent), availability, cost to develop/build, and changes over time provides market context unavailable from public and private data sources.
Public Housing Authority / Housing Agency	Authority or agency-specific	Authority or agency-specific	x (if applicable)	x (if applicable)	Many local jurisdictions are served by public housing authorities or housing agencies that help provide affordable housing and administer housing programs and services. Understanding their services (e.g., housing choice vouchers) and the existing and planned housing in their portfolio helps to develop a complete picture of the housing market and identify where gaps may exist.
Resident Survey	Jurisdiction-specific	Jurisdiction-specific	x	x	Developing clear questions to achieve desired objectives is important, along with gathering an appropriate and representative sample, among other considerations.
Note: this table does not represent all data sources or all available data provided by identified sources. * the included fee-for-service/private data providers list is not exhaustive					

Appendix A: HNA Requirements – Quick Reference Guide

HNA Framework

Using this framework will facilitate a smoother review process by the Department of Local Affairs (DOLA).

2. Economic Trends

Analyzes the interplay between jobs, wages, and housing to understand if the current housing supply meets the needs of employees.

4. Housing Market Trends

Assesses how housing market factors like rental rates, sales trends, and available supply impact housing affordability and availability for different income groups and household types.

6. Housing Resources

Identifies available financial, institutional, and community resources that can support housing programs and the development, maintenance, and preservation of affordable housing opportunities.

8. Current & Projected Housing Needs

Ties together data from all other sections to estimate current and future housing needs across all income levels.

1. Demographic Trends

Establishes the foundation for understanding changes in population, household characteristics, and income, which drive housing demand and needs.

3. Housing Inventory

Evaluates the condition, diversity, and supply of housing units to identify where there may be gaps based on demographic and economic needs.

5. Housing Problems

Evaluates challenges such as cost burden, overcrowding, homelessness, and housing instability, providing insight into the need for targeted housing programs and unique needs.

7. Housing Development Challenges and Opportunities

Examines obstacles to the development of housing, such as regulatory, cost, and community factors, as well as land and partnership opportunities to produce housing.

9. Policy Programs & Recommendations

Provides initial strategies to address identified housing needs to improve housing affordability, accessibility, and stability, and guide the development of a future housing action plan.

Demographic Trends

Demographic trends provide a foundation for understanding the study area's population, household characteristics, and income changes over time. These factors shape housing demand, including type and price. Comparing countywide or regional totals and nearby jurisdictions helps clarify differences in housing needs drivers.

Required Output

- (III) Estimate the number of households in the region and each local government's jurisdiction that forms the region (regional HNA), or for the local governments jurisdiction only (local HNA).

Baseline Data (must consider)

- (d) Current median income
- (e) Population change projections and demographic trends forecasted by the State Demography Office
- (f) Population and demographic trends

KEY COMPONENTS

Population (Baseline Data (e) and (f))

- ▢ Population Size: Current size, growth trends, and variation across jurisdictions.
- ▢ Age: Age distribution and changes over time.
- ▢ Population Forecast: Expected population and age distribution changes.

Households (Required Output (III) and Baseline Data (f))

- Total Households (Required)*: Current households and trends over at least 10 years.
- ▢ Tenure of Households (Owner and Renter)
- ▢ Household Size: Average size by tenure.
- ▢ Household Types: Types of households (e.g., family, couple) and regional variation.
- ▢ Household Forecast: Expected changes in household numbers and type over 10 years.

Household Income Distribution (Baseline Data (d))

- ▢ Income Levels: Percentage of households by AMI category; variations by tenure.

OPTIONS FOR A DEEPER DIVE

- Median income by household size and changes in income distribution.
- Population by race/ethnicity, poverty rates, and households headed by older adults.
- Components of change, including natural increase and net migration

■ Required Output ▢ Needed for Required Output ▢ Must Consider

Economic Trends

Current and projected economic conditions are essential drivers of housing needs. Jobs, employees, housing, and businesses are tied together. Businesses need employees to fill jobs and employees need housing in which to live.

Required Output

- (IV) Estimate the number of jobs in the region and each local government's jurisdiction that forms the region (regional HNA), or for the local governments jurisdiction only (local HNA), sorted by annual salary and wage.

Baseline Data (must consider)

- (c) Current jobs by income level
- (e) Job growth projections forecasted by the State Demography Office

KEY COMPONENTS

Job Trends and Projections (Required Output (IV) and Baseline Data (c), (e))

- **Jobs and Wages by Sector (Required)*:** Primary industries, regional variation.
- Job and Wage Trends: Job growth, stagnation, or decline; wages relative to housing costs.
- Job Projections: Impact of projected job growth or decline on future housing needs.

Labor Force and Unemployment Rate

- Labor Force Trends: Regional unemployment rates and labor force changes.

Commuting Patterns

- Commute Trends

OPTIONS FOR A DEEPER DIVE

- Seasonal employee estimates.
- Local-level unfilled job analysis.
- Multiple job-holding rates and average number of workers per household.
- Employer surveys to understand hiring challenges tied to housing availability.

■ Required Output □ Needed for Required Output □ Must Consider

Housing Inventory

This analysis examines the existing housing supply, including unit diversity, age, condition, and production rates. It addresses questions about housing quality and availability for residents. Comparing inventories across regions or jurisdictions highlights differences, guiding programs and new development to enhance housing opportunities.

Required Outputs

- (l) Estimate existing housing stock in the region and in each local jurisdiction that forms the region (regional HNA), or for the local governments jurisdiction only (local HNA).

Baseline Data (must consider)

- (b) Existing housing diversity and stock
- (h) Vacancy rates

KEY COMPONENTS

Housing Units (Baseline Data (b) and Required Output (l))

■ Total Housing Units (Required)*

- Housing Types
- Housing Condition and Age: Age and condition of housing stock; extent of repairs needed and presence of substandard units.

Regulated Affordable Housing Inventory (if applicable)

- Affordable Units: Availability of regulated affordable units, including Housing Choice Vouchers, LIHTC, deed-restricted units, and employer-provided units.

Housing Vacancy and Occupancy (Baseline Data (h))

- Vacancy: Variation in housing vacancies, causes (e.g., second home/vacation use), and trends over time.
- Occupancy: Occupancy rates by housing type and area; trends in occupancy for rent or ownership.

Development and Building Trends (Baseline Data (h))

- Historical Building Permits
- Development in the Pipeline

OPTIONS FOR A DEEPER DIVE

- Housing units by number of bedrooms.
- Short-term rental inventory and trends.

■ Required Output □ Needed for Required Output □ Must Consider

Housing Market

Analyzing housing market trends reveals how well the market meets residents' and workers' needs by examining home values, rental rates, and sales trends. This helps assess supply vs. demand, affordability challenges, and impacts on different income groups. Local comparisons show affordability relative to nearby areas, while regional studies compare to state or national trends for broader context.

Required Output

- (II) Estimate housing needs sorted by income level and dwelling type, including accessible units, supportive units, visitable units (local HNA only), for-sale units, and rental units

Baseline Data (must consider)

- (h) Vacancy rates: Understand how vacancy rates reflect current market demand or availability issues.
- (j) Job-housing balance: Assess the relationship between local employment and housing options to ensure alignment.

KEY COMPONENTS

Ownership Market (Baseline Data (j))

- □ Housing Prices: Trends in housing prices versus wages; supply and demand dynamics affecting housing prices.
- □ Inventory of For-Sale Housing: Availability for full-time residents, first-time buyers, and middle-income households; inventory type and price point variation.

Rental Market (Baseline Data (h))

- □ Rental Rates and Market Trends: Changes in rental rates, affordability compared to wages, and impact of short-term rentals on long-term availability.
- □ Rental Vacancy Rates: Current vacancy rates, trends, and implications for affordability and rental market health.

OPTIONS FOR A DEEPER DIVE

- Housing Vacancy Rates (h): Rental turnover rate, months of inventory, short-term rental trends.
- Ownership Market Additional Considerations: Homebuyer trends, sale of regulated affordable housing units.
- Rental Market Additional Considerations: Availability and trends of regulated affordable rental units.

■ Required Output □ Needed for Required Output □ □ Must Consider

Housing Problems

Analyzing housing issues—such as cost burden, overcrowding, instability, and homelessness—provides insight into challenges households face in accessing safe, stable, affordable housing. This helps identify where programs are needed to improve outcomes for low- and moderate-income residents, especially vulnerable groups. Local studies highlight immediate needs, while regional analyses show broader challenges across jurisdictions.

Required Outputs

- (II) Estimate housing needs in the region and each local government's jurisdiction that forms the region..., including accessible units, visitable units (local HNA only), supportive units...
- (VI) Identify areas at elevated risk of displacement in the region and each local government's jurisdiction that forms the region.

Baseline Data (must consider)

- (i) Measures of homelessness and housing instability

KEY COMPONENTS

- Cost Burden by Tenure (own/rent) (Baseline Data (i)): Percentage of households spending over 30% or 50% of income on housing; groups most affected by cost burden.
- Overcrowding by Tenure (own/rent) (Baseline Data (i)): Number of households in overcrowded conditions, affected populations, and implications for housing adequacy.
- Homelessness & Unstable Households (Required Output (II), Baseline Data (i)): Number of homeless individuals and families, main causes, availability of emergency and supportive housing, and effectiveness of current prevention programs.
- Accessible and Visitable Unit Estimates (Required Output (II)): Estimate of future housing needs for accessible/visitable units using ACS data; optional local surveys for more detailed needs assessment.
- Displacement Risk (Required Output (VI)): Populations at risk of severe housing challenges (e.g., cost burden, overcrowding, homelessness), racial and ethnic disparities, and targeted interventions to support at-risk groups.

OPTIONS FOR A DEEPER DIVE

- Cost burden by income and other household characteristics.
- Foreclosures and evictions.
- Condition of housing.

■ Required Output. □ Needed for Required Output □ Must Consider

Housing Resources

This section focuses on identifying and evaluating the resources available to support the development, maintenance, and accessibility of housing that is affordable for resident and employee households. Assessing housing resources includes understanding the financial, institutional, and community assets that can help address the housing needs identified in the HNA.

Recommended Output

- Section 24-32-3702(1)(e)(I)
A requirement that housing needs assessments include recommended policy and programmatic responses to the findings of the housing needs assessment, including the assessment of displacement risk.

Baseline Data (must consider)

- (g) Measures of local resources dedicated to the development of affordable housing

KEY COMPONENTS

- □ Housing Assistance Programs (Baseline Data (g)): Types of programs available, number of beneficiaries, and sufficiency of funding to meet demand.
- □ Affordable Housing Management, Development, and Service Organizations (Baseline Data (g)): Roles of housing authorities, CDHOs, land trusts, and service organizations; gaps in capacity, collaboration, or resources.
- □ Local Funding Resources (Baseline Data (g)): Local funds used to produce, purchase, or assist affordable housing development and effectiveness in addressing resident needs.
- □ Resources for Homelessness Prevention (Baseline Data (g)): Availability of shelters, transitional housing, and supportive housing; effectiveness of services like rapid rehousing and outreach programs.
- □ Public and Institutionally Owned Land (for Development) (Baseline Data (g)): Public or institutional land ownership, suitability for residential use, and opportunities for development partnerships.

OPTIONS FOR A DEEPER DIVE

- Employer-assisted housing.

■ Required Output □ Needed for Required Output □ □ Must Consider

Development Challenges & Opportunities

Understanding market limitations helps identify challenges and opportunities for expanding housing options. This includes reviewing zoning, planning, infrastructure, development costs, labor, and material supply issues. Given data limitations and the expertise needed, this analysis is typically qualitative.

Recommended Output

- (VIII) Assess market limitations on the development of for-sale multifamily residential housing (regional HNA) or the development of housing (local HNA)

Baseline Data (must consider)

None specified

KEY COMPONENTS

- Development Costs (Required Output (VIII)): Impact of materials, labor, infrastructure, and land prices; gap between development costs and what residents can afford; availability of incentives and subsidies.
- Regulatory Barriers: Zoning, subdivision, and permitting regulations that restrict housing development; opportunities to streamline regulations.
- Infrastructure Limitations: Availability and condition of infrastructure (roads, water, sewer); opportunities for investments to facilitate development.
- Community Sentiment: Impact of resistance to higher-density or affordable housing; opportunities for education and community engagement.

■ Required Output □ Needed for Required Output □ Must Consider

Housing Needs

This section utilizes information from the other sections of the HNA to estimate what types of housing (e.g., rental vs. ownership, affordable vs. market-rate) are most needed to address housing deficiencies for current residents and support future economic and community vibrancy.

Required and Recommended Outputs

- (II) Estimate housing needs in the region and each local government's jurisdiction that forms the region, sorted by income level and dwelling type, including accessible units, visitable units (local HNA only), supportive units, for-sale units, and rental units.
- (V) Estimate an allocation of housing needs to each local government in the region or contributing to housing needs in the region based on the number of jobs and each local government's dependence on jobs in the region, among other factors, to promote a balance of jobs at all salary levels and homes affordable to persons in the region holding jobs at all income levels in the region.
- (VII) Estimate water supply needs for the dwelling units identified in subsections (1)(c)(I) and (1)(c)(II) of this section using per capita water use rates identified in consultation with the department of natural resources.

Baseline Data (must consider)

- (a) Existing and projected housing shortages and surpluses for different household types and income levels, including extremely low-, very low-, low, moderate-, and middle-income households as designated by HUD
- (e) Population change projections, job growth projections, and demographic trends forecasted by the State Demography Office
- (i) Measures of homelessness and housing instability
- (j) Job-housing balance, including the availability of housing for low-income workers

KEY COMPONENTS

- Existing Housing Shortage ("catch up" housing needs): New units needed to improve availability, stability, & affordability for existing residents, including overcrowding alleviation and achieving healthy vacancy rates.
- Projected Housing Needs ("keep up" housing needs): Number of units needed for future resident & employee households over a 10-year period, including vacancy allowances & possible adjustments for unit losses.
- Allocate Needs Within Regions: Allocate needs based on regional job distribution, recognizing the relationship between job locations and housing requirements.
- Estimate Market and Below-Market Needs: Identify AMI levels for which private market units are feasible and where subsidies or incentives are needed to meet housing needs.
- Estimate Supportive, Accessible, and Visitable Unit Needs: Estimate housing needs for homeless populations, other supportive needs, and accessible/visitable units based on the percentage of residents with disabilities.
- Estimate Water Supply Needs for Dwelling Units: Calculate residential water supply needs using gallons per capita per day multiplied by population.

OPTIONS FOR A DEEPER DIVE

- Seasonal housing needs, senior housing insights, vulnerable populations' needs, and housing program options (e.g., rental assistance, renovation, first-time homebuyer programs).

■ Required Output. □ Needed for Required Output □ Must Consider

Policy Programs & Recommendations

Policy and program recommendations from the housing needs assessment, including displacement risk, form a foundation for a housing action plan. While not as detailed as action plan outputs, these recommendations highlight strategies for regional and local governments to address housing affordability, accessibility, and stability.

Recommended Output

- ☐ Section 24-32-3702(1)(e)(I)
A requirement that housing needs assessments include recommended policy and programmatic responses to the findings of the housing needs assessment, including the assessment of displacement risk

Baseline Data (must consider)

None specified

KEY COMPONENTS

- ☐ Financing and Incentives: Expand financing options like local subsidies and tax credits; explore incentives such as density bonuses and expedited permitting.
- ☐ Preservation and Management: Use deed restrictions, rehabilitation funding, rental assistance, and foreclosure prevention to preserve and manage affordable units.
- ☐ Land Use and Zoning Incentives, Mandates, Reforms: Support higher-density, mixed-use developments, facilitate public land use, and introduce mandates or incentives for diverse housing development.
- ☐ Partnerships and Collaboration: Encourage public, private, and non-profit collaboration, including employer-assisted housing and engagement with local nonprofits.
- ☐ Housing Programs: Increase supportive housing, displacement protections, and other initiatives like renovation, first-time homebuyer assistance, and rental assistance.

☒ Required Output ☐ Needed for Required Output ☐ Must Consider

Required Checklist

This checklist provides the minimum required outputs, intended to assist DOLA staff during the review process.

Required Outputs

- (I) Estimate existing housing stock in the region and in each local jurisdiction that forms the region;

	Region Total for Regional HNA) or Local total (for a Local HNA)	Total for each government's jurisdiction in the region
Total Housing Units		

- (III) Estimate the number of households in the region and each local government's jurisdiction that forms the region;

	Region Total for Regional HNA) or Local total (for a Local HNA)	Total for each government's jurisdiction in the region
Total households		

- (IV) Estimate the number of jobs in the region and each local government's jurisdiction that forms the region, sorted by annual salary and wage;

Job Sector (include at least the top ten sectors in the study area)	Number of jobs (show region total and total for each county in the region)	Average annual wage (show for each county in the region)	Number of jobs by city/town jurisdiction
A row for each: Agriculture, Forestry, Fishing, and Hunting; Mining; Construction; Manufacturing; Wholesale Trade; Retail Trade; Transportation and Warehousing; Utilities; Information; Finance and Insurance; Real Estate and Rental and Leasing; Professional, Scientific and Technical Services; Management of Companies and Enterprises; Administrative and Waste Services; Educational Services; Health Care and Social Assistance; Arts, Entertainment, and Recreation; Accommodation and Food Services; Other Services (Except Public Administration); Public Administration;			
Total			

Required Checklist

This checklist provides the bare minimum of legislative requirements. The intent is to help DOLA staff in the review process.

Required Outputs

- (II) Estimate housing needs in the region and each local government's jurisdiction that forms the region, sorted by income level and dwelling type, including accessible units, supportive units, for-sale units, and rental units;

Existing Housing Needs

AMI Category	Total Units Needed*	Owner Units Needed	Renter Units Needed
Extremely Low Income ($\leq 30\%$ AMI)			
Very Low Income (31-50% AMI)			
Low Income (51-80% AMI)			
Moderate Income (81-120% AMI)			
Middle Income (120% AMI to locally defined market rate)			
Upper Income (above "Middle Income," if needed)			
Total Catch-Up Units Needed			

10 yr Projected Housing Needs

AMI Category	Total Units Needed*	Owner Units Needed	Renter Units Needed
Extremely Low Income ($\leq 30\%$ AMI)			
Very Low Income (31-50% AMI)			
Low Income (51-80% AMI)			
Moderate Income (81-120% AMI)			
Middle Income (120% AMI to locally defined market rate)			
Upper Income (above "Middle Income," if needed)			
Total Keep-Up Units Needed (10 years)			

Estimated Current Supportive Housing Needs

	Supportive Units
Total Estimated Units Needed	

Accessible and VISIBLE Units

	Total Units
Total Estimated Units Needed	

Required Checklist

This checklist provides the bare minimum of legislative requirements. The intent is to help DOLA staff in the review process.

Required Outputs

- (V) Estimate an allocation of housing needs identified in subsection (1)(c)(II) of this section to each local government in the region or contributing to housing needs in the region based on the number of jobs and each local government's dependence on jobs in the region, among other factors, to promote a balance of jobs at all salary levels and homes affordable to persons in the region holding jobs at all income levels in the region;

Allocation of Existing and 10-Year Projected Housing Needs*	Regional Study			Regional: Repeat for each county and jurisdiction or job market area in the region, as applicable. Local: Show estimated needs for the local area.		
	<i>Total Regional study total refers to the estimated housing needs for the current regional study area, or for a Local HNA, the housing needs allocated to the jurisdiction in a prior Regional HNA covering the Local HNA area (see Section 24-32-3702(1)(d)(V)).</i>					
AMI Category	Existing Housing Needs	Projected Housing Needs	Total Units Needed	Existing Housing Needs	Projected Housing Needs	Total Units Needed
Rentals						
Extremely Low Income ($\leq 30\%$ AMI)						
Very Low Income (31-50% AMI)						
Low Income (51-80% AMI)						
Moderate Income (81-120% AMI)						
Middle Income (120% AMI to locally defined market rate)						
Upper Income (above "Middle Income," if needed)						
Total Rental Units Needed						
Ownership						
Extremely Low Income ($\leq 30\%$ AMI)						
Very Low Income (31-50% AMI)						
Low Income (51-80% AMI)						
Moderate Income (81-120% AMI)						
Middle Income (120% AMI to locally defined market rate)						
Upper Income (above "Middle Income," if needed)						
Total Ownership Units Needed						

- (VI) Identify areas at elevated risk of displacement in the region and each local government's jurisdiction that forms the region (no chart format).



Agenda Item Summary

Agenda Date: 8/11/2025

Subject: Combined Public Hearing: AMK Annexation 2 Proposed Annexation, Establishment of Initial Zoning and Approval of Annexation Agreement Continued from May 27, 2025

Presented by: Jason Bradford, Community Development Director

Summary:

This Agenda Item Summary (AIS) has been prepared for the proposed annexation known as the AMK Annexation 2 ("Annexation"). The Annexation area includes approximately 13.206 acres located north of Weld County Road ("WCR") 34 and east of I-25, as more fully described in the Petition, as defined below ("Property"). The Property is currently in unincorporated Weld County and zoned for agricultural use. The current owner of the Property, AMK Properties, LLC, has requested Light Industrial (LI) zoning upon the effective date of the annexation, if approved ("Initial Zoning").

Staff recommends that the hearing on Annexation and Initial Zoning scheduled for May 27, 2025, and continued to August 11, 2025, be continued due to continuing negotiations regarding the annexation agreement for the Property. To provide adequate time to finalize an annexation agreement, staff recommends that the Board of Trustees proceed to continue the hearing to the September 29, 2025, regular meeting of the Board.

Overview

Applicant initiated annexation proceedings and submitted a Petition for Annexation on or about January 27, 2025 ("Petition"). On April 14, 2025, the Board of Trustees found that the Petition substantially complies with statutory requirements and adopted Resolution No. 22-R-2025 ("Resolution"), which also set the hearing date to determine the eligibility of the Property for annexation and to consider annexing and zoning the Property for May 27, 2025. The Resolution further referred the Annexation and Initial Zoning to the Planning Commission, which recommended approval of both after a hearing on May 21, 2025.

On May 27, 2025, the Board of Trustees approved Resolution No. 33-R-2025, finding the Property eligible for annexation to the Town, and continued the hearing on the Annexation, annexation agreement, and Initial Zoning to August 11, 2025. At this time, an annexation agreement pursuant to Mead Municipal Code Section 16-8-110 has not been finalized.

Financial Considerations:

None.

Staff Recommendation / Actions Required:

Staff recommends that on the matter of annexing the Property, the establishment of Initial Zoning and approval of annexation agreement, the Board of Trustees proceed to continue the hearing. A suggested motion is set forth below.

Suggested motion:

"I move to continue the hearing on the AMK Annexation 2 Proposed Annexation, Establishment of Initial Zoning and Approval of Annexation Agreement to the September 29, 2025, Regular Meeting of the Board of Trustees of the Town of Mead."

Attachments:

None