



Social Sustainability  
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## MEMORANDUM

DATE: August 24, 2020  
 TO: Mayor and City Council  
 THRU: Darin Atteberry, City Manager  
 Affordable Housing Executive Team  
 FROM: Lindsay Ex, Interim Housing Manager  
 Meaghan Overton, Senior City Planner  
 RE: Item #1: Housing Strategic Plan Update – Scope of Ad Hoc Council Committee

Handwritten initials and signatures in blue ink. The initials include "DS", "JKI", "LE", and "MO". There are also some illegible scribbles and lines.

**Purpose:** As committed in the August 25 Work Session materials, this memo summarizes the outcome of the first meeting of the Ad Hoc Housing Council Committee (held on August 20), including the overall scope of work for the Committee, an initial list of topics to guide the Committee's work, and how the Committee's work will proceed. A website has been established for the Committee's work: <https://www.fcgov.com/council/ad-hoc-housing-committee>.

### Summary

Committee members agreed upon the following for the overall scope:

- **Chairperson:** Councilmember Gorgol was elected Chair of the Committee.
- **Overall Approach:** The Committee will take a hybrid approach to their scope of work, to enable the group to focus on both the Housing Strategic Plan and deeper dives into specific topics of interest.
- **Specific Topics:** A list of 41 topics were identified by the Committee and Staff, and 14 were initially prioritized for further discussion, **see image on page 2**
  - Committee members noted this list is likely to evolve and some topics overlap; the Committee expressed their priority is to focus on the greatest challenges to achieving the broader housing vision and then identify solutions and strategies to support overcoming these challenges.
- **Who to hear from:** Committee members indicated staff should work with Councilmember Gorgol as the Chair to identify who best to hear from on any given topic. Councilmembers indicated they would be interested in learning more from communities and experts who are at the cutting edge, e.g., builders, developers, peer communities, and more.

In addition to the scope of the Committee, Councilmembers also shared what success looks like for their service on the Committee:

- Focus on the greatest challenges and then identify solutions to meet those challenges
- Periodically check in to assess progress
- Flexible yet responsive – being clear about where the work needs to go while being flexible if adjustments are needed
- Be actionable and address community members' needs – make a difference
- Engage the entire Council in the Committee's progress
- Provide advice about policy questions Council can address

<sup>1</sup> Jackie Kozak Thiel, Chief Sustainability Officer; Theresa Connor, Utilities Executive Director; Caryn Champine, Planning, Development, and Transportation (PDT) Director; Julie Brewen, Housing Catalyst Executive Director; Dave Lenz, Finance Planning and Analysis Director; Beth Sowder, Social Sustainability Director



Finally, the Committee discussed the following for how to meet moving forward:

- Meeting format: The Committee will meet virtually on a monthly basis.
- Agenda preparation: Staff will meet in advance with the Chair to prepare the agenda. Materials will be provided in the Thursday packet prior to the meeting.
- Next meeting's focus: Discussing the greatest housing challenges Fort Collins faces and hearing from content and context experts regarding their experiences.

An updated slide 15 is attached and will be included in the August 25 Work Session presentation.

**Zoom whiteboard exercise:** The image below illustrates the 41 topic areas the Committee could explore. 14 items were identified as being of interest to all three Councilmembers. Councilmembers noted there is overlap in the various topics, and staff will identify ways to weave in those items that did not receive three "stamps."

The 14 topics include the following (see the overarching categories in the image below):

- Systemic racism and housing
- Applying an equity lens
- Displacement and gentrification
- Differing perceptions of density and NIMBY
- Preserving existing affordable housing
- Public/private partnerships or Innovative Partnerships
- Dedicated funding source
- "Missing Middle"
- ADUs and Tiny Homes
- Expanding home ownership
- Demand-side strategies, e.g., livable wage
- U+2, Rental licensing, tenant protections
- City Goals and Alignment, e.g., climate action
- City's financing tools, e.g., CDBG & CCIP
- Nexus of economic policies and housing affordability

**Discussion Question: What are the topics / ideas / concepts you want to make sure we explore? (1) What topics did we miss? (2) Where do you want to dive more deeply?**

<p><b>EQUITY (5)</b></p> <ul style="list-style-type: none"> <li>★♥ - Systemic racism and housing</li> <li>★♥ - Applying an equity lens</li> <li>- Renting vs owning</li> <li>★♥ - Displacement &amp; gentrification, housing protection</li> <li>- Housing is health</li> </ul> <p><b>COMMUNITY PERSPECTIVES (8)</b></p> <ul style="list-style-type: none"> <li>★ - Changing demographics / impact on demand</li> <li>★♥ - Impacts of COVID-19 / economic recession</li> <li>♥★ - Differing perceptions of density and NIMBY</li> <li>- Sense of belonging</li> <li>- Terms we use</li> <li>✓♥ - Actions we could take now</li> <li>- How we engage</li> <li>♥ - Private sector perspectives, e.g., banks, developers, etc.</li> </ul>	<p><b>STRATEGIES AND SOLUTIONS</b></p> <p><b>FINANCIAL STRATEGIES (8)</b></p> <ul style="list-style-type: none"> <li>★ - Spectrum of housing costs</li> <li>♥★ - Preserving existing affordable housing</li> <li>♥ - Strategies at different price points</li> <li>✓♥ - Current funding sources and challenges</li> <li>★♥ - Public/Private Partnerships or Innovative Partnerships</li> <li>- Cost to build in Fort Collins</li> <li>✓♥ - Total cost of ownership</li> <li>★♥ - Dedicated funding source</li> </ul> <p><b>HOUSING TYPES (6)</b></p> <ul style="list-style-type: none"> <li>- Facilitating manufactured housing development</li> <li>✓♥ - "Missing Middle"</li> <li>✓♥ - ADUs and Tiny Homes</li> <li>★ - Existing housing stock / mismatch with demand</li> <li>✓♥ - Homelessness prevention, e.g., Permanent Supportive Housing, Bridge Housing, etc.</li> <li>♥★ - Expanding home ownership</li> </ul> <p><b>HOUSING SYSTEM (3)</b></p> <ul style="list-style-type: none"> <li>- Parking</li> <li>- Land Use/Transportation Nexus</li> <li>♥★ - Demand-side strategies, e.g., livable wage</li> </ul>	<p><b>RENTALS AND NEIGHBORHOOD COMPATABILITY SOLUTIONS (2)</b></p> <ul style="list-style-type: none"> <li>✓♥★ - U+2, Rental licensing, tenant protections</li> <li>- Existing vs New Neighborhoods</li> </ul> <p><b>ROLE OF GOVERNMENT (8)</b></p> <ul style="list-style-type: none"> <li>♥✓ - State and Federal Policies and Advocacy</li> <li>♥✓★ - City Goals and Alignment, e.g., climate action</li> <li>★ - Development regulations (barriers &amp; opportunities)</li> <li>- Infrastructure requirements, e.g., water &amp; wastewater</li> <li>✓★ - Housing rights</li> <li>- Historic preservation and affordability</li> <li>✓♥★ - City's financing tools, e.g., CDBG and</li> <li>♥★ - Nexus of economic policies and housing affordability</li> </ul> <p><b>REGIONAL THINKING AND OPPORTUNITIES (1)</b></p>
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## Attachments

- Updated Slide 15 for the PowerPoint presentation

- Councilmember Gorgol elected Chair
- Overall approach: Split time amongst learning and Plan Focus
- Specific Topics: 14 of 41 prioritized
  - Topic list will evolve
  - Align to greatest challenges
- Meet monthly

**Discussion Question: What are the topics / ideas / concepts you want to make sure we explore?**  
**(1) What topics did we miss? (2) Where do you want to dive more deeply?**

#### EQUITY (5)

- ★♥ - Systemic racism and housing
- ★♥ - Applying an equity lens
  - Renting vs owning
- ★♥ - Displacement & gentrification, housing protection
  - Housing is health

#### COMMUNITY PERSPECTIVES (8)

- ★ - Changing demographics / impact on demand
- ★♥ - Impacts of COVID-19 / economic recession
- ♥★ - Differing perceptions of density and NIMBY
  - Sense of belonging
  - Terms we use
- ♥ - Actions we could take now
  - How we engage
- ♥ - Private sector perspectives, e.g., banks, developers, etc.

#### STRATEGIES AND SOLUTIONS

##### FINANCIAL STRATEGIES (8)

- ★ - Spectrum of housing costs
- ♥★ - Preserving existing affordable housing
  - ♥ Strategies at different price points
- ♥ - Current funding sources and challenges
- ★♥ - Public/Private Partnerships or Innovative Partnerships
  - Cost to build in Fort Collins
  - ♥ Total cost of ownership
- ★♥ - Dedicated funding source

##### HOUSING TYPES (6)

- Facilitating manufactured housing development
- ♥★ - "Missing Middle"
- ♥★ - ADUs and Tiny Homes
  - ★ - Existing housing stock / mismatch with demand
- ♥ - Homelessness prevention, e.g., Permanent Supportive Housing, Bridge Housing, etc.
- ♥★ - Expanding home ownership

##### HOUSING SYSTEM (3)

- Parking
- Land Use/Transportation Nexus
- ♥★ - Demand-side strategies, e.g., livable wage

#### RENTALS AND NEIGHBORHOOD COMPATABILITY SOLUTIONS (2)

- ♥★ - U+2, Rental licensing, tenant protections
- ★ - Existing vs New Neighborhoods

#### ROLE OF GOVERNMENT (8)

- ♥ - State and Federal Policies and Advocacy
- ♥★ - City Goals and Alignment, e.g., climate action
  - ★ - Development regulations (barriers & opportunities)
  - Infrastructure requirements, e.g., water & wastewater
- ♥★ - Housing rights
  - Historic preservation and affordability
- ♥★ - City's financing tools, e.g., CDBG and
- ♥★ - Nexus of economic policies and housing affordability

#### REGIONAL THINKING AND OPPORTUNITIES (1)