

# Regional Workforce Housing Report

*January 2019*



# About this Report

The availability of affordable workforce housing is a similar problem in all of the communities in the Northwest Colorado Council of Government's five county region, as well as the other ski/mountain/resort towns represented in the Colorado Association of Ski Towns (CAST) membership. NWCCOG and CAST decided to partner in producing this document and thanks to Community Builders that did a peer review of the document. Community Builders will be publishing a tool kit for workforce housing in 2019 that will complement this document.

This report highlight the efforts in NWCCOG and CAST member jurisdictions actively working on workforce housing projects, programs, and initiatives. It is not intended to be all-inclusive, but to highlight information and share best practices. This report is intended to be a resource for all our communities to survey each other's work and innovative programs. Contact information for each jurisdiction's program is on each page so that you can seek more detailed information.

We have found that the very act of gathering information, and formatting and sharing it, has benefits. As lengthy as this report is, it represents a snapshot of each community's progress workforce housing. This report is intended as a living document. It will be updated periodically as we get more information. The document is designed to be used as a pull-apart for your use in local policymaking, so use freely. This project is a result of member interest in the topic, corrections and updates should be directed to Rachel Lunney at [rachel@nwccog.org](mailto:rachel@nwccog.org) to add to a future edition.

Rachel Lunney  
Director, Economic Development  
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## About Northwest Colorado Council of Governments

Northwest Colorado Council of Governments (NWCCOG) is a voluntary association of county and municipal governments that believes in the benefits of working together on a regional basis. NWCCOG serves 26 member jurisdictions in a 5-county region of northwest Colorado.

## About the Colorado Association of Ski Towns

The Colorado Association of Ski Towns (CAST) is a membership organization unlike any other in the U.S. or abroad. It was founded on the premise that mountain resort communities face challenges and issues that are unique and different in scope than those in the larger towns and cities along Colorado's Front Range. CAST is represented by municipalities that are largely dependent on the ski industry and tourism and include many of the same towns as in the NWCCOG membership as well as others outside of Colorado.

CAST members consistently identify housing as the number one issue facing their communities, and specifically the lack of available and affordable housing for locals and seasonal employees. The booming short term rental industry is having large impacts on housing in resort communities. Although these short term vacation rentals can add much needed beds in Rocky Mountain resort communities, many of those units previously housed members of the local workforce. They were once homes for families, but are now tourist accommodations. Regional transportation is another issue area for CAST, and coordinating affordable housing projects with local transportation and mobility networks has been identified as critical, so that residents have access to schools, work, and community. In 2017 CAST published a report on short-term rentals for their members. The link to the summary is on page 45.



Photo by C2 Photography

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*Marlot Ranch, Aspen, CO*



# Workforce Housing & Economic Development

## What is “Workforce Housing”?

“Workforce housing” is generally used to refer to properties that are designed to be affordable to members of the local workforce. Housing is generally considered to be affordable when the monthly payment (rent or mortgage) is equal to no more than 30% of a household’s gross income. Although there is some variation, this standard is commonly applied by federal and state housing programs, local housing initiatives, mortgage lenders and rental leasing agents.

## How is Workforce Housing linked to Economic Development?

- ◆ Our communities need to be places where you can live, work, raise a family, start a business and retire. Preserving livability requires housing to stay affordable for as many as possible.
- ◆ Housing is a foundation for our regional economy and for its residents to build wealth through equity and financial stability.
- ◆ Employers in the region have become very concerned about finding employees, and whether those employees can find affordable places to live. If employees can’t live where they work, it impacts the economy. Both NWCCOG and CAST member communities depend heavily on tourism for economic vitality. The tourism industry relies heavily on service jobs, which are typically lower paying. If the service industry suffers due to lack of housing, customers, which for us are tourists, are not going to come back. Employees need housing to stay year-round, to have jobs year-round, to support families, to keep a vibrant community. What we are hearing in our mountain communities from employers, over and over again, is “I can’t keep people. I can’t find good people to fill my positions.”



## Consist Themes across Communities in the Region

What would Aspen be like without its affordable housing program?  
“A ghost town,” says Mike Kosdrosky, Executive Director of the Aspen/Pitkin County Housing Authority. “Everybody recognizes – from the billionaires to the millionaires to the waitresses and the bartenders – without the workforce affordable housing program, there wouldn’t be a local economy. There wouldn’t be a community.” from story in [CoBiz Magazine, 10/3/16 by Eric Peterson](#)

There have been several housing needs assessments and studies completed over the years, in all the region’s communities. Findings are very consistent:

- ◆ Frustration for employees seeking housing
- ◆ Employers facing unfilled positions, high turnover, higher training costs, and lost productivity
- ◆ Precipitously increase in home prices, well beyond the means of most local residents, and
- ◆ Extremely low vacancy rates, resulting in limited choices and rising costs for renters
- ◆ Housing costs continue to increase more rapidly than incomes
- ◆ Extremely low vacancy and rising rents
- ◆ Decrease in home ownership
- ◆ Labor shortage and housing shortage are linked, hurting local employers

## Why do we need affordable workforce housing?

People move out of the region when they reach their early 30’s and don’t stop leaving until their early 60’s. We are losing people in their peak earning years. Many attribute this, in part, to a lack of housing affordable to these employees. Losing employees costs local businesses a lot of money. Shelter is a basic need. The success of families, children in school, and employees is greatly improved when they have a safe, warm place to call home.

- ◆ Most jobs in lower paying industries (Accom and FS; Art, Ent, Rec; Retail)
- ◆ Slow job growth over the years
- ◆ Second homes—show % used for “Seasonal, Rec use”
- ◆ Proliferation of Short Term Rentals (Airbnb; VRBO; Home Away)
- ◆ Second homeowner market drives up the cost of housing
- ◆ STR reduces inventory of workforce rental long-term rental housing
- ◆ Challenging for the workforce to both buy a house and also to rent a house
- ◆ Workforce wants to live near their jobs





# Summary: Housing Units & Usage Classification

	Total Housing Units	Owner Occupied Units	% Owner Occupied Units	Renter Occupied Units	% Renter Occupied Units	Vacant/ Seasonal Units	% Vacant/ Seasonal Units	Population Estimate (2017)
Aspen, CO	6,219	2846	46%	1,353	22%	2,223	36%	7,097
Avon, CO	4,052	1,156	29%	1,009	25%	1,573	39%	6,503
Basalt, CO	2,157	1,240	57%	550	25%	244	11%	3,849
Breckenridge, CO	7,082	846	12%	574	8%	5,271	74%	4,833
Crested Butte, CO	1,098	263	24%	352	32%	322	29%	1,385
Dillon, CO	1,403	248	18%	217	15%	891	64%	1,062
Durango, CO	7,922	3,785	48%	3,213	41%	399	5%	17,986
Eagle County, CO	31,912	12,509	39%	5,256	16%	12,288	39%	54,772
Eagle, CO	2,251	1,587	71%	379	17%	153	7%	6,711
Estes Park, CO	4,719	1,891	40%	1,308	28%	1,178	25%	6,248
Fraser, CO	1,163	233	20%	315	27%	555	48%	1,688
Frisco, CO	3,505	712	20%	471	13%	2,216	63%	2,977
Glenwood Springs, CO	4,333	2,071	48%	1,891	44%	141	3%	9,850
Granby, CO	1,616	407	25%	299	19%	753	47%	1,813
Grand Lake, CO	936	79	8%	60	6%	720	77%	220
Grand County, CO	16,515	3,947	24%	1,777	11%	9,004	55%	15,321
Gunnison County, CO	11,766	3,812	32%	2,683	23%	3,921	33%	16,939
Gypsum, CO	2,275	1,674	74%	442	19%	35	2%	6,926
Jackson, WY	4,684	1,410	30%	2,389	51%	286	6%	10,413
Ketchum, ID	3,649	734	20%	552	15%	2,155	59%	2,718
Minturn, CO	542	207	38%	191	35%	106	20%	1,141
Moab, UT	2,282	1,251	55%	702	31%	184	8%	5,232
Mountain Village, CO	1,963	252	13%	436	22%	926	47%	1,636
Mt. Crested Butte, CO	1,801	273	15%	183	10%	902	50%	1,018
Ouray, CO	743	263	35%	122	16%	288	39%	784
Pagosa Springs, CO	1,124	424	38%	446	40%	166	15%	1,927
Park City, UT	9,816	2,062	21%	1,345	14%	5,579	57%	8,167
Pitkin County, CO	13,574	4,757	35%	2,583	19%	4,632	34%	17,890
Silverthorne, CO	2,239	745	33%	632	28%	753	34%	4,364
Snowmass Village, CO	2,890	644	22%	544	19%	1,261	44%	2,827
Steamboat Springs, CO	9,868	2,963	30%	1,867	19%	3,203	32%	12,520
Summit County, CO	30,652	6,287	21%	3,168	10%	19,892	65%	30,585
Telluride, CO	1,985	312	16%	474	24%	990	50%	1,921
Teton County, WY	13,508	5,142	38%	3,653	27%	3,065	23%	23,265
Vail, CO	7,210	1,409	20%	797	11%	4,661	65%	5,425
Winter Park, CO	2,628	186	7%	122	5%	1,864	71%	706

Source: U.S. Census Bureau, American Community Survey, latest 5-Year Estimates, 2017

# Workforce Housing Tools

	INCENTIVES				Public Private Partnerships				
	Density Bonuses	Fee Waivers	Reduced Parking	Fast-Track Processing	Use of Public Land; Donate Town/County Land & work with private developer	Town/ County takes lead in building housing (as developer or leading pub/private partnership)	Town/County purchases existing housing for workforce housing	Town/County provides housing for its own employees	Local Advisory Committee
Aspen, CO	X	X		X	X	X	X	X	X
Avon, CO		X			X				X
Basalt, CO					X				
Breckenridge, CO	X	X			X	X		X	
Crested Butte, CO						X			
Dillon, CO					X			X	
Durango, CO	X	X	X						X
Eagle County, CO	X	X		X	X	X	X	X	X
Eagle, CO									
Estes Park, CO	X	X	*	*	*			X	
Fraser, CO	X	X	X						X
Frisco, CO		X	X			X	X	X	X
Glenwood Springs, CO									
Granby, CO									
Grand Lake, CO									
Grand County, CO									
Gunnison County, CO									
Gypsum, CO	X	X	*	*					
Jackson, WY	X								
Ketchum, ID									
Minturn, CO									
Moab, UT									X
Mountain Village, CO						X			
Mt. Crested Butte, CO	X		X						
Ouray, CO									
Pagosa Springs, CO	X	X			X				
Park City, UT	X	X				X			
Pitkin County, CO									
Silverthorne, CO	X	X			X				
Snowmass Village, CO	X	X				X	X	X	
Steamboat Springs, CO			X						X
Summit County, CO						X	X		
Telluride, CO					X	X			X
Teton County, WY	X	X	X	X	X		X	X	X
Vail, CO					X	X		X	X
Winter Park, CO						X			X
* - considering tool/pending									

# Workforce Housing Tools

	DEVELOPMENT REGULATIONS					FUNDING					Short Term Rentals	
	Has deed restrictions: income qualification	Has deed restrictions: Residency and/or local employment requirement	Commercial Linkage	Inclusionary Zoning	Development code encourages Accessory Dwelling Units (ADUs)	Excise Tax on Short-Term Rentals used for Affordable Housing	Property Tax	Sales Tax	Other Funding Source; Fees (excise tax on large homes; RETT; impact fees)	General Fund Revenues	Currently Regulate STRs	Exploring creating regulations of STRs
Aspen, CO	X	X	X	X					X		X	
Avon, CO	X		X	*						X	X	
Basalt, CO			X	X						X	X	
Breckenridge, CO	X	X						X	X		X	
Crested Butte, CO	X					X					X	
Dillon, CO	X	X						X			X	
Durango, CO				X	X						X	
Eagle County, CO	X	X	X	X								X
Eagle, CO	X			X					X			
Estes Park, CO												
Fraser, CO					X		X				X	
Frisco, CO	X	X			X			X		X	X	
Glenwood Springs, CO											X	
Granby, CO					X							X
Grand Lake, CO											X	
Grand County, CO				X							X	
Gunnison County, CO									X			
Gypsum, CO					X							
Jackson, WY	X		X	X	X				X		X	
Ketchum, ID	X											
Minturn, CO												
Moab, UT	X	X								X	X	
Mountain Village, CO	X	X										
Mt. Crested Butte, CO	X	X	X	X						X		
Ouray, CO	X											
Pagosa Springs, CO					X	X						
Park City, UT	X		X									
Pitkin County, CO	X	X	X	X					x	x		
Silverthorne, CO											X	
Snowmass Village, CO			X	X			X		X		X	
Steamboat Springs, CO				X			X				X	X
Summit County, CO			X		X		X		X	X	X	
Telluride, CO	X	X									X	
Teton County, WY	X		X		X					X		
Vail, CO	X	X								X	X	
Winter Park, CO	X	X									X	

\* - considering tool/pending



# Aspen, CO

## Funding: Aspen leads the way in affordable mountain housing. A real estate transfer tax makes it possible

CoBiz magazine, ERIC PETERSON— [link](#)

While the median home price in Aspen has eclipsed \$3 million, the city has a robust affordable housing program, thanks in large part to a grandfathered real estate transfer tax. (TABOR explicitly bans new transfer taxes.) Established in 1974, the program was the first in any mountain resort town in North America.

“Aspen really led the way. They were the trailblazers in the 1970s and 1980s,” says Mike Kosdrosky, executive director of the Aspen Pitkin County Housing Authority (APCHA). “It’s a pretty spectacular example of deed-restricted housing. It’s double any other resort community I know of.”

The affordable inventory now includes almost 3,000 deed-restricted units, especially impressive when you consider Aspen’s year-round population is about 6,500. New units typically sell for \$80,000 to \$400,000, with annual appreciation capped at 3 percent, and monthly rents are generally \$400 to \$2,000. It’s still not a panacea, as 53 percent of Aspen’s work force commutes from Glenwood Springs and other points down valley, but only 10 percent of APCHA’s homeowners and 23 percent of renters of APCHA’s deed-restricted units are burdened by housing costs, numbers that are notably lower than the rest of the state.

Beyond the deed-restricted units, a solid stock of employee housing helps temper demand, including 600 units from Aspen Skiing Co. The school district also has employee housing. Kosdrosky says “making sure the business community is involved” is a key to success. “Whether it’s Denver or a service-based economy in a mountain resort town, this is an economic development program first and foremost,” explains Kosdrosky. “Treating the two as separate issues is a mistake.”

What would Aspen be like without its affordable housing program? “A ghost town,” Kosdrosky responds. “Everybody recognizes – from the billionaires to the millionaires to the waitresses and the bartenders – without the workforce affordable housing program, there wouldn’t be a local economy. There wouldn’t be a community.”

It follows that voters have approved the real estate transfer tax three times. It was last extended in 2008 until 2040.



Smuggler Mountain Apartments

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### Resources:

- ◆ [APCHA Housing Guidelines](#)

### News:

- ◆ [Build and let live: 40 years of affordable housing in Aspen](#)  
(By Catherline Lutz, for Aspen So-journer and Aspen Journalism May 27, 2014)
- ◆ [Aspen’s workers are hitting retirement age. And that’s made the resort town’s employee housing program a ticking time bomb.](#) Aspen is dealing with dueling interests: housing workers and building a community (*Colorado Sun*, 10/23/18)

Total Housing Units	6,219
Occupied (#households)	3,199
Owner Occupied	1,846
Renter Occupied	1,353
Vacant/Seasonal	2,223
% for Seasonal Use	35.7%

Source: US Census, ACS, 2017

# Avon, CO

**“Avon’s vision is to provide a high quality of life, today and in the future, for a diverse population; and to promote their ability to live, work, visit and recreate in the community.”**

*- Town of Avon Comprehensive Plan, Adopted May 23, 2017*

## Avon Workforce Housing Plan

The Town of Avon seeks to build upon a long history as a high amenity year-round resort community, strengthening its vibrant and inclusive community culture. The current Comprehensive Plan sets the vision for a diversity of exciting opportunities for residents, businesses, and visitors.

The current housing market, which offers very few opportunities for year-round residents to put down roots in Avon, poses a challenge to this vision. On March 7, 2018, the Council conducted a Workforce Housing Retreat. This Plan is the outcome of that work. The Council identified potential community benefits of increasing workforce housing efforts to include:

- ◆ More housing choices
- ◆ Increased economic stability and a more active year-round economy for local residents and businesses
- ◆ Greater ability to retain individuals and families throughout life and career phases, strengthening sense of community, opportunity, and quality of life
- ◆ Further the goals of the Climate Action Plan by reducing single occupant vehicle commuting

## Strengths and Assets

Avon has numerous assets related to housing opportunities to build upon successes and lessons learned from previous housing initiatives:

- ◆ An inventory of 670 workforce housing units currently, about 90% of which are for rent
- ◆ An Affordable Housing Fund balance of about \$770,000
- ◆ A partnership with The Valley Home Store for monitoring and compliance of deed restrictions on for-sale homes
- ◆ Employee housing mitigation requirements for some new commercial development
- ◆ Successful PUD negotiations to provide deed restricted housing resulting in 63 perpetually restricted units to date
- ◆ History of regional collaboration with public sector, non-profit and private sector on housing issues
- ◆ Significant opportunities for development and redevelopment, with water rights, transit access and existing density on vacant and underutilized private parcels
- ◆ Adopted comprehensive plan, which sets workforce housing as top policy priority.

## Goals and Objectives

The Comprehensive Plan sets two housing goals:

- ◆ Achieve a diverse range of housing densities, styles, and types, including rental and for sale, to serve all segments of the population
- ◆ Coordinate with neighboring communities to provide an attainable housing program that incorporates both rental and ownership opportunities, affordable for local working families.

Council discussed setting measurable objectives; specific recommendations for discussion and incorporation in final Plan are as follows:

- ◆ Focus on increasing deed restricted homeownership opportunities at \$450,000 and below (equivalent to 140% Area Median Income for a household of three people)
- ◆ Grow the inventory of homeownership more quickly than rental housing, to create a more balanced portfolio, with a long-term goal of about 50% rental, 50% ownership
- ◆ When considering new rental housing, prioritize price point, quality and amenities attractive to “step up” renters and seniors looking to downsize, focusing on the 60-140% AMI level.
- ◆ Stabilize or increase the percentage of year-round residents; currently 55% of all homes in Avon are occupied by year-round residents
- ◆ Stabilize or increase the percentage of employees who live and work in Avon
- ◆ Seek to add at least 50 deed restricted units to the inventory during the plan period
- ◆ As sites redevelop, strive for “no net loss” of housing serving the local workforce
- ◆ Re-evaluate goals and objectives on an annual basis, including the ongoing monitoring of new projects and housing stock in the mid-valley



*Town of Avon is seeking a business to lease the former Fire Station No. 7 for use as worker housing*

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### Resources:

- ◆ [Avon Community Housing Plan \(2018\)](#)
- ◆ [Town of Avon Comprehensive Plan \(May 2017\)](#)

<b>Total Housing Units</b>	<b>4,052</b>
<b>Occupied (#households)</b>	<b>2,165</b>
<b>Owner Occupied</b>	<b>1,156</b>
<b>Renter Occupied</b>	<b>1,009</b>
<b>Vacant/Seasonal</b>	<b>1,573</b>
<b>% for Seasonal Use</b>	<b>38.8%</b>
<i>Source: US Census, ACS, 2017</i>	

# Basalt, CO

The Town of Basalt has measures built in to its town code to encourage workforce housing including commercial linkage and inclusionary housing. Also, the town owns 19 units of its own.

## Current Workforce Housing Projects

- [Roaring Fork Club](#)— 43 employee housing units
- [Willits Town Center Apartments](#)—Comprised of 50 one, two and three bedroom apartments, Willits Seven is located on the corner of East Valley Road and Market Street in Willits Town Center. Close to Whole Foods, RFTA bus stops, restaurants, the Element Hotel, medical facilities, retail shops, parks and recreation areas, our apartment community puts you within easy reach of everything you need for work, shopping, recreation and more. Willits Seven is an affordable housing property. Selection of rental tenants will be in accordance with Town of Basalt Community Housing Guidelines.
- [Roaring Fork Apartments](#)—AFFORDABLE HOUSING THAT’S AFFORDABLE: BASALT PROJECT WILL CHARGE LESS THAN ALLOWED—The developer of a new affordable-housing complex in Basalt is going to charge less rent than the town would allow on 44 of 56 units. Indiana-based RealAmerica Inc. asked the Town Council on Tuesday night to amend the deed restrictions on its Roaring Fork Apartments to reflect the lower rents on the 44 units. The company will charge the rents allowed by the town’s affordable-housing guidelines on the remaining 12 units. The applicant’s proposing that all but 12 of the units would be affordable to those individuals and families making less than 60 percent of the Area Median Income. Staff thinks this is a good deviation in that the units will be super-affordable and serve a population that really hasn’t been served at this point by the town’s affordable-housing program.
- Willits Workforce Housing—A 148-bedroom project spearheaded by Aspen Skiing Company. Skico submitted an application to the Town of Basalt for this 100% workforce housing project. If this project advances through the Town of Basalt’s planning process, it would be a \$15 million investment by Skico. [Read the Aspen Times 1/11/19 story here.](#)



Basalt Vista

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### Resources:

- [Town of Basalt Housing Mitigation Guidelines](#) (Art. 19 of the Town Code)



### Innovative Program Highlight: Basalt Vista Housing Partnership

The wide gap between the high resort area cost of living (especially for housing) and actual wages makes it difficult to recruit and retain teachers. This need is what brought about an extraordinary collaboration with the Roaring Fork School District, Pitkin County and the Town of Basalt to build the Basalt Vista Housing Partnership—located behind Basalt High School—which will provide 27 affordable homes for teachers and others in the local workforce. Through this effort, the Town of Basalt and its partners hope to create a model that can be adopted in communities throughout Colorado and across the country. Basalt Vista is a partnership between Habitat for Humanity, Roaring Fork School District, Pitkin County and Town of Basalt. This is a net-zero project as well. [Learn more here.](#)

<b>Total Housing Units</b>	<b>2,157</b>
<b>Occupied (#households)</b>	<b>1,790</b>
<b>Owner Occupied</b>	<b>1,240</b>
<b>Renter Occupied</b>	<b>550</b>
<b>Vacant/Seasonal</b>	<b>244</b>
<b>% for Seasonal Use</b>	<b>11.3%</b>

Source: US Census, ACS, 2017



# Breckenridge, CO

The goal of the Breckenridge Workforce Housing Program is to insure that affordable housing is integrated throughout the community to provide a variety of housing options for the local workforce. The Town of Breckenridge is taking a proactive approach to meet the needs of local employees, and is addressing the issue through a variety of tools and strategies. In 1988 the first dedicated workforce units were established in Breckenridge as a result of the Town's newly adopted development code. The code is a combination of traditional zoning and performance zoning and incentivizes development that benefits the community such as deed restricted workforce housing. The first deed restrictions associated with these units were not very sophisticated and generally only prohibited the use of the properties for short-term rentals. As time went the deed restrictions became more sophisticated incorporated elements such as the requirement of full-time work in Summit County and Income testing. Currently there are approximately 1,000 deed restricted in Breckenridge.

The Town of Breckenridge has been successful in using a variety of techniques to achieve our housing goal. By providing incentives including free density, annexation fee waivers, no plant investment fees for water service, building permit fee waivers, real estate transfer tax exemption, and positive points for other non-workforce housing projects. In addition to these tools, the town has worked in private public partnerships to develop approximately 75% of the existing deed restricted housing. The following is a list of workforce housing projects in the Town of Breckenridge:

- Blue 52 – 52 townhomes available for purchase. Deed restricted. [Link here](#)
- Wellington Neighborhood (230 'for sale' units)
- Gibson Heights (40 'for sale' units)
- Vista Point (18 'for sale' units)
- Vic's Landing (24 'for sale' units)
- Valley Brook Neighborhood (41 'for sale' units)
- Kennsington Townhomes (36 'for sale' units)
- Monarch Townhomes (13 'for sale' units)
- Pinewood Village (74 affordable rental units)
- Breckenridge Terrace (180 rental units)
- Block 11 (up to 350 future units)
- Maggie Placer (9 'for sale' units)

### Innovative Program Highlight:



### Block 11 Apartments

The new apartments Breckenridge is looking to build are meant to target lower income households. Rental rates are yet to be determined, but the hope is to give "front-line employees," or workers whose wages range from \$13-\$18 an hour, some additional housing options. The installation of infrastructure began in late 2018 with vertical construction in spring 2019. If everything goes according to plan, the first apartments could be available for lease in late 2019. The project is being funded by the voter-approved housing tax. The site plan includes six studio apartments, also called "micro units" at about 400 square feet each, along with 90 1 and 2-bedroom apartments with washers and dryers, full-size kitchens, parking and extra storage closets. The Block 11 Apartments will be owned by the Town.

- Pinewood II (45 Low-income apartments)
- Huron Landing (26 affordable rental units)
- Denison Commons (30 affordable student housing rentals - under construction)

In addition to these neighborhoods, there are over 116 individual units dispersed in Town that are subject to deed restriction.



Huron Landing

### Contact:

Laurie Best  
Senior Planner  
Town of Breckenridge  
Community Development Dept.  
970.547.3112  
laurieb@townofbreckenridge.com  
[website](#)

### Resources:

- ◆ [Town of Breckenridge Affordable Workforce Housing—Presentation to the Colorado Association of Ski Towns](#) (August 2017)
- ◆ [Building Housing: Community Preservation, Economic Health, and Sustainability in Summit County, Colorado](#) (October 2018)

<b>Total Housing Units</b>	<b>7,082</b>
<b>Occupied (#households)</b>	<b>1,420</b>
<b>Owner Occupied</b>	<b>846</b>
<b>Renter Occupied</b>	<b>574</b>
<b>Vacant/Seasonal</b>	<b>5,271</b>
<b>% for Seasonal Use</b>	<b>74.4%</b>

Source: US Census, ACS, 2017

# Crested Butte, CO

The Town of Crested Butte has actively been working on providing the Town's local workforce with affordable housing options since 1989. The Town currently has over 260 deed restricted units in town accounting for 22% of the Town's housing stock being deed restricted for locals. The Town adopted new Affordable Housing Guidelines in 2016 to govern future affordable housing projects. The Town has created a wide variety of housing options including rentals and home ownership units dispersed throughout the town. These units fit in with the Town's historic built environment and architectural vernacular.

## Goals

- ◆ Create and sustain housing opportunities that allow locals to be accommodated in successful housing situations.
- ◆ By 2022, 25% of the Town's housing stock will be deed restricted for locals.
- ◆ The Town, with its local partners, commissioned the Gunnison Valley Needs Assessment, which outlines the Valley's Housing Needs over the next 20 years.

## Affordable Housing Plan

Every year the Town staff presents a 5-year Affordable Housing Plan to the Town Council. The Plan is updated every year at the direction of the Town Council.

## Affordable/Workforce Housing Vacation Rental Use Tax

Voters approved a 5% use tax on vacation rentals within the Town of Crested Butte in November of 2017. The tax will go directly to supporting the Town's Affordable/Workforce Housing efforts. The tax will generate \$275,000 to \$325,000 per year.

## Community School Town Rental Build

Over the past year, the Town and the Crested Butte Community School teamed up to design and build a rental unit for Town employees. This experience allowed local students to gain real world experience in the process of constructing a home under the Town's Design Guidelines. From paper to framing, the students have been learning through experiential training the techniques of designing and building a home. The Community School is continuing this in class training next year with the construction of a duplex in Crested Butte South.

## Blocks 76, 79, & 80 Paradise Park Subdivision

In 2015, the Town installed infrastructure to allow 61 new units to be built for both home-ownership and rentals. Eight lots were sold to locals to build their own homes in 2017-2018. The Town, working with the Gunnison Valley Regional Housing Authority, will be building 4 duplexes (8 Units) for rental and ownership opportunities in 2018 in Paradise Park. The units are scheduled to be completed in May of 2019.

## Anthracite Place Rental Units

Anthracite Place rentals units are offered through the Gunnison Valley Regional Housing Authority.

## Home Ownership Trainings

The Town and Gunnison Valley Regional Housing Authority offer periodic home ownership trainings. Additional information will be made available when classes are scheduled.



*Crested Butte students and community members working on the Community School Town Rental Build project, building a rental unit for Town of Crested Butte employees.*

## Contact:

Gunnison Valley Regional Housing Authority  
 Jennifer Kermode, Executive Director  
 Phone: 970-641-7901  
[jkermode@gvrha.org](mailto:jkermode@gvrha.org)  
[website](#)

## Resources:

- Town of Crested Butte [2016 Affordable Housing Guidelines](#)
- Town of Crested Butte [2017 Affordable Housing Plan](#)
- [Gunnison Valley Housing Needs Assessment \(2016\)](#)

<b>Total Housing Units</b>	<b>1,098</b>
<b>Occupied (#households)</b>	<b>615</b>
<b>Owner Occupied</b>	<b>263</b>
<b>Renter Occupied</b>	<b>352</b>
<b>Vacant/Seasonal</b>	<b>322</b>
<b>% for Seasonal Use</b>	<b>29.3%</b>

*Source: US Census, ACS, 2017*

# Dillon, CO

## Town of Dillon Workforce Housing Goals

[From the Town of Dillon website](#)

Dillon Council Housing Retreat: Discussed a baseline goal for local, year-round housing over the next 10 years. Council reviewed the County Housing needs assessment and looked at the need for ownership opportunities and rental opportunities in the range between 90 – 120% AMI. Council also examined County Housing Needs Assessment and at the percentage of 5A Housing funds that the town receives (8.23%) which gave the council a starting baseline of year-round Locals housing that they want to contribute. The number Council is using as their base goal is 139 over the next 10 years. They would like to see the town move from a 70:30 ratio of second homeowner to year-round resident to 60:40.

## Workforce Housing Projects in the Works:

### Dillon Ridge Vista—Dillon Ridge Apartments

[Ribbon cutting—SDN article 8/8/18](#)

The complex, located across the street from Skyline Cinema 8 near the Dillon Ridge Marketplace, includes three new buildings consisting of 36 two-bedroom rental units. The project comes thanks to a partnership between the town, Scott Dowden, owner of Columbine Hills Concrete, and Tim Crane of Compass Homes Development. "We're just thrilled to have partners from the private sector who have invested their money into a project like this that helps to make our business community stronger by providing year-round workforce housing that's attainable," said Kerstin Anderson, director of marketing and communication for Dillon. The apartment complex is first and foremost supposed to provide extended housing for Dillon's workforce. At least 50 percent of the units will be tied to a 100 percent average median income as well as a 30-plus hour workweek within the county, meaning renters will have to be active members of the workforce. While such housing is open to any employee working in the county, Dillon employees will get first consideration for placement.

**Dillon Flats**—The developer is proposing that 25% of the twenty-four (24) units, a total of 6 units will be reserved for workforce housing and will be sold to people who can demonstrate that they work within Summit County a Minimum of 30 hours per week. Additionally, four (4) of these units will also have a maximum purchase price set by the Summit County Combined Housing Authority based on incomes within the 90% to 130% AMI (Area Median Income) range. The final unit numbers to be dedicated with the AMI restriction will be finalized in a separate Workforce Housing Restrictive Covenant ("Restrictive Covenant") that the Developer will enter into with the Town of Dillon. This agreement will be reviewed and approved by the Town Council at a future date and is a condition of the purchase and sale agreement between the DURA and the Developer.

**Sail Lofts**—A new condominium will be breaking ground soon. This complex will have 24 units with a combination of 1 bedroom 1 bath, 2 bedroom 2 bath, and 3 bedroom 2 bath. All units are for sale with a couple of deed restricted units.



Dillon Flats



Dillon's director of marketing and communication Kerstin Anderson, President of Columbine Hill Concrete Scott Dowden and Dillon Mayor Carolyn Skowrya cut the ribbon on the new Dillon Ridge Apartments on August 7.

## Contact:

Kerstin Anderson  
Marketing & Communications Director  
Town of Dillon  
970.262.3403  
kanderson@townofdillon.com  
[website](#)

## Resources:

- ◆ [Summit County Housing Needs Assessment \(2016\)](#)

Total Housing Units	1,403
Occupied (#households)	465
Owner Occupied	248
Renter Occupied	217
Vacant/Seasonal	891
% for Seasonal Use	63.5%

Source: US Census, ACS, 2017



# Durango, CO



*Lumien Apartments*

## City of Durango Housing Initiative

Unmet housing needs in Durango is becoming more commonplace for all, and the City of Durango wants to do their part in helping to address this issue. The Housing Initiative serves as the foundation for a housing program within the City of Durango to address the city’s housing issues. Much of the cost of housing stems from forces beyond local control, but there are things Durango can do to affect cost, quality and availability of housing.

The Durango Housing Plan and Program will advance actions that can be taken now, such as amendments to the Land Use and Development Code (LUDC) to incentivize more residential development, and some proposals such as land banking which will take years to accomplish. The Durango Housing Plan is guided by principles that have emerged during the Plan’s development. The housing strategies implement the following ten principles:

- ◆ Quality housing should be available to all residents of Durango.
- ◆ Durango is a place where you can live, work, raise a family, start a business and retire. Preserving Durango’s livability requires housing to stay affordable for as many as possible.
- ◆ This plan recognizes that Durango is a small part of a vast economic system, but local actions make a difference.
- ◆ Community-wide support is essential for the housing program – all of Durango has a stake in housing.
- ◆ The City must evaluate land use planning and regulatory authority to allow developers to respond to housing market needs: Developers must continue to create the high-quality places expected by Durango residents.
- ◆ The Plan promotes housing in what are referred to as the Areas of Change because of the importance of infill development and redevelopment.
- ◆ The Areas of Stability will continue to absorb more housing.
- ◆ Growth on the periphery is likely to surpass infill development because land is cheaper and more abundant away from the core of Durango. These are Areas of Growth.
- ◆ Quality housing, whether it is infill or greenfield development, must have dense, walkable neighborhoods with access to multi-modal transportation options including transit, bike lanes and sidewalks.
- ◆ Housing is a foundation for Durango’s local economy and for its residents to build wealth through equity and financial stability.

## Inclusionary Zoning

Durango instituted a “Fair Share Policy” that requires any development of three or more units to set aside 16 percent of the units as affordable or pay a fee-in-lieu. The funds raised from fees-in-lieu are directed to a local nonprofit, HomesFund, which provides mortgage assistance and other services to qualified homebuyers.

### Contact:

Mark Williams  
 Community Development Director  
 City of Durango  
 Mark.williams@durangogov.org  
 970.375.4854  
[website](#)

### Resources

- ◆ City of Durango [Housing Plan—January 2018](#)

<b>Total Housing Units</b>	<b>7,922</b>
<b>Occupied (#households)</b>	<b>6,998</b>
<b>Owner Occupied</b>	<b>3,785</b>
<b>Renter Occupied</b>	<b>3,213</b>
<b>Vacant/Seasonal</b>	<b>399</b>
<b>% for Seasonal Use</b>	<b>5.0%</b>

*Source: US Census, ACS, 2017*

# Eagle County, CO

## Eagle County Housing Department

The mission of the Eagle County Housing Department is to provide innovative, affordable housing solutions to the working people, elderly and disadvantaged members of the Eagle County community.

## The Valley Home Store

The Valley Home Store was created by Eagle County, towns throughout the valley and major businesses to assist residents who live and work full-time in Eagle County in buying or renting. Its main focus is on deed restricted housing and they track all available restricted homes that are for sale.

## Eagle County buys house in downtown Eagle for Employee Housing

Eagle County has purchased a five-bedroom, 2,436-square-foot home at 431 Broadway Street in Eagle for \$585,000. The county plans to use the house for employee housing. The departments most in need of housing for employees are the Sheriff's Office and ECO Transit operations. The newly purchased house will be leased through the county's housing department, similar to other county housing programs. ([article in Vail Daily, 08.03.18](#))

## Workforce Housing Neighborhoods in Eagle County

### For Purchas:

- [Miller Ranch](#)—The Miller Ranch concept embraces all of the features that make a community great: natural landscape, creative architecture, recreational parks, ball fields, playgrounds and the interaction between the residents. The Deed Restriction and Housing Guidelines maintain true local workforce housing. Miller Ranch is a community-oriented neighborhood with single family homes, duplexes, row houses, and mill loft condominiums.
- [Brett Ranch](#)—156 Villas in Edwards, CO. These homes have a restrictive covenant of a 1% transfer fee on property owners who own another residential property, and/or do not work within Eagle County. To be exempt from the transfer tax, you must fill out the application for transfer fee exemption.
- [Riverwalk](#)—Eagle County has designated certain condominiums in the Riverwalk development especially for Eagle County workers. There are 59 deed restricted units. The deed restriction allows the condominiums to be considered local workforce housing. The deed restriction states that within the first 30 days of being on the market, the condominium can only be offered to people who work in Riverwalk. During the next 60 days it can be offered to both employees of Riverwalk and anyone who works in Eagle County. The following 120 days it can be offered to anyone. If at any point during the listing the seller changes the price or any other component of the listing, the seller must restart the above mentioned listing process.

### Rental Housing: *(this is a sampling; it is not all inclusive)*

- ◆ Buffalo Ridge—68 units on the north side of I-70 in Avon; restricted rental rates.
- ◆ Buffalo Ridge II - 176 units on the north side of I-70 in Avon; rents correspond to tenants earning 60% and 80% AMI.
- ◆ Eagle Villas - Located in the town of Eagle.
- ◆ Eagle Bend Apartments - Located in Avon on the Eagle River on Highway 6. Restricted rental rates.
- ◆ Holy Cross Village Apartments - 60 total units. Located just off Highway 6 in Gypsum. Rents correspond to tenants earning 60% AMI. One of the valley's least expensive apartment complexes, just a short distance west of Eagle.
- ◆ Kayak Crossing Apartments - 49 total units. Located on the Eagle River near Dowd Junction, midway between Vail and Avon, Kayak has units with one to five bedrooms each. Restricted rental rates.
- ◆ Lake Creek Village Apartments
- ◆ Middle Creek Village - 142 total units. Rents correspond to tenants earning 50% and 60% AMI with a 140% AMI max.
- ◆ River Edge - 103 total units. Located at the base of Beaver Creek on Highway 6 in Avon. River Edge is owned by Vail Resorts and is rented exclusively to Vail Resorts employees in the winter. River Edge accepts non-VR employee leases during the summer. Rental rates are internally controlled.
- ◆ The Tarnes - 137 total units located in lower Beaver Creek. The Tarnes is owned by Vail Resorts and is rented exclusively to Vail Resorts employees in the winter, but accepts non-Vail Resorts employee leases during the summer. Rental rates are internally controlled.
- ◆ Timber Ridge - 198 total units. Located on the North Frontage road between Vail and West Vail. Timber Ridge is largely master leased to Vail Resorts. Rental rates are tied closely to market rental rates.



Miller Ranch in Edwards, CO

## Contact

### Eagle County Housing Department

Kim Williams, Director  
Kim.williams@eaglecounty.us  
970.328.8770

[website](#)

### The Valley Home Store

[website](#)

## Resources

- ◆ [Eagle County Affordable Housing Guidelines \(2018\)](#)
- ◆ [Eagle River Valley Housing Needs and Solutions Study](#) completed April 2018
- ◆ [Eagle County Housing Strategic Plan 2016](#)

## In the News

- ◆ [Housing: It never gets easier—County grapples with affordability and availability as workers struggle to find local homes](#) (*Vail Daily*, 9/20/18)

*"When you talk to people who have lived here since the '70s or '80s, they talk about how it's always been hard to live here — it's hard to rent, and it's hard to buy. But there really is a difference between how wages have increased in the past 30 years and how housing prices have increased."*

*Jeanne McQueeney, Eagle County Commissioner*

<b>Total Housing Units</b>	<b>31,912</b>
<b>Occupied (#households)</b>	<b>17,765</b>
<b>Owner Occupied</b>	<b>12,509</b>
<b>Renter Occupied</b>	<b>5,256</b>
<b>Vacant/Seasonal</b>	<b>12,288</b>
<b>% for Seasonal Use</b>	<b>39.0%</b>

Source: US Census, ACS, 2017

# Eagle, CO

## The Valley Home Store

Much of the Town of Eagle’s workforce housing needs are served the Eagle County-wide Housing Authority, the Valley Home Store. The Valley Home Store was created by Eagle County, towns throughout the valley and major businesses to assist residents who live and work full-time in Eagle County in buying or renting. Our main focus is on deed restricted housing and we track all available restricted homes that are for sale. Unlike our valley's full-service real estate companies, we do not represent buyers or sellers. Our job is to provide transaction-only services for the limited inventory of deed restricted homes (which, in most cases, are not listed on the open real estate market).

## Local Employee Residency Program

The Town of Eagle has a housing program called the Local Employee Residency Program (LERP). Eagle Ranch has a local housing program as well. More information and questions can be answered by calling Tori Franks at (970)328-8775.

## Workforce Housing Projects in the Works

- Haymeadow PUD – 837 homes – Town of Eagle’s first big development since Eagle Ranch was developed. This will include a mix of condominiums, townhomes, duplexes and single family homes (344 multi-family units and 493 single family/duplex units).
- Sylvan Circle – 42 units on 5 acres; continues Eagle’s effort toward creating affordable and/or workforce housing.
- Soleil Homes – 36 units. Plans for duplexes on single-family sites. Price point: about \$500,000 for 2,000 square feet.
- Wall Street – 8-unit townhouse development. Continues Eagle’s efforts to create development near its downtown core.
- [The Reserve at Hockett Gulch](#)—a housing project with 550 units on 30 acres of what was formerly called the JHY Property. Will be reviewed by the Eagle Planning and Zoning Commission 2/5/19. The first phase of the proposed project would include 396 1 and 2-bedroom apartments in a variety of three-story walk-up buildings. Priority for rentals in the project would be given to employees of the Town of Eagle, Eagle County School District and the Greater Eagle Fire Protection District. The apartments are designed to appeal to the local workforce, with bike repair stations, ski tuning stations, dog and bike washes, secure garages, a community outdoor pool and common area, parks and open space and soft surface trails and trailhead. The project will link to paved paths and is walking and biking distance to the Eagle Ranch Village commercial area and downtown Eagle, as well as ECO Transit stops.



Sylvan Circle

### Contact:

Morgan Landers  
 Community Development Director  
 Town of Eagle  
 Morgan.landerson@townofeagle.org  
 970.328.9651

<b>Total Housing Units</b>	<b>2,251</b>
<b>Occupied (#households)</b>	<b>1,966</b>
<b>Owner Occupied</b>	<b>1,587</b>
<b>Renter Occupied</b>	<b>379</b>
<b>Vacant/Seasonal</b>	<b>153</b>
<b>% for Seasonal Use</b>	<b>6.8%</b>

Source: US Census, ACS, 2017



# Estes Park, CO



Vista Ridge

## Vista Ridge

Vista Ridge , a mixed income home ownership program and condominium community, developed by the Estes Park Housing Authority and a group of local investors. Consisting of 59 condominium units, 30 are designated affordable and 29 are market rate units. The Affordable units are income, deed, and resale restricted. The Market Rate units have no restrictions. (There is more...Vista Ridge...downpayment Asst program)

The Town of Estes Park sought a qualified Developer to partner with local organizations, to evaluate, plan, and implement the development of the Fish Hatchery/Dry Gulch properties for attainable workforce housing. The current vision is a Planned Unit Development that could have a mix of for-sale and rental units, and the potential for selective site amenities, to attract and retain workers in the Estes Valley area.

**May 10, 2018 update:** At its July 24 study session, the Town Board is tentatively scheduled to review the status and draft disposition and redevelopment agreements (DRA) for the two workforce housing projects, at the Fish Hatchery Road and Dry Gulch Road properties. The DRA enable the Town of Estes Park and the developer to enter into a contract that allows for the development of Workforce Housing in Estes Park. The DRA provides a framework for the land transfer and defines the expectations of the developer to deliver the projects. Watch for Town Board meeting information at [www.estes.org/boardsandmeetings](http://www.estes.org/boardsandmeetings).

The project team is currently assembling a Housing Advisory Council (HAC). The HAC will be made up of representatives from key community groups including the town, large employers, public lands/environmental groups, economic development, and neighborhood/community members. In addition to meeting with the HAC, the project team will also engage the public for input on design elements of the housing projects. The Town anticipates the public input process to occur through the design phase which is scheduled to be completed by November of 2018 for the Dry Gulch Project and April of 2019 for the Fish Hatchery site.

## Goals for Workforce Housing

Develop a collaborative relationship with local agencies, including, but not limited to:

- Town of Estes Park (TOEP)
- Estes Park Housing Authority (EPHA)
- Estes Park Economic Development Corporation (EDC)
- Rocky Mountain National Park (RMNP)
- Estes Valley Land Trust (EVLТ)
- Estes Valley Recreation and Park District (EVRPD)

Large employers in the Estes Valley Workforce area:

- Estes Park Medical Center (EPMC)
- Rocky Mountain National Park (RMNP)
- Estes Park School District R-3 (EPSDR3)
- Town of Estes Park (TOEP)
- The Harmony Foundation (also a neighbor to the Fish Hatchery project property)
- YMCA of the Rockies (YMCA)

TOEP is interested in deed/rental restrictions that require residents of the project to work in the Estes Valley Workforce area. Rezone the properties to increase density potential Target market for the future residents is 60% to 150%, Area Median Income, (AMI) Focus on year-round workforce housing, not seasonal housing. Possibilities of Master Lease agreements, for a portion of the rental units, with Estes Valley Workforce area, large employers. Provide options for "neighborhood appropriate" amenities to attract workers and provide services, such as, but not limited to: Daycare facilities, Trail connection to Fall River Trail, Outdoor/Park/Open space, Transportation facilities.

## Contact:

Randy Hunt  
Director, Community Development  
[Town of Estes Park](http://TownofEstesPark.org)  
[rhunt@estes.org](mailto:rhunt@estes.org)

[Estes Park Housing Authority](http://EstesParkHousingAuthority.org)

[Estes Park  
Economic Development Corporation](http://EstesParkEconomicDevelopmentCorporation.org)

<b>Total Housing Units</b>	<b>4,719</b>
<b>Occupied (#households)</b>	<b>3,199</b>
<b>Owner Occupied</b>	<b>1,891</b>
<b>Renter Occupied</b>	<b>1,308</b>
<b>Vacant/Seasonal</b>	<b>1,178</b>
<b>% for Seasonal Use</b>	<b>25.0%</b>

Source: US Census, ACS, 2017



## From the Town of Fraser Housing Policy – Adopted June, 2017:

The Fraser Town Board has identified housing a policy priority. Like many Colorado mountain communities, the lack of sufficient housing is impacting quality of life and economic development in the Fraser Valley. Accordingly, the Town Board is providing this policy to outline the Town’s interest in working with our development community to help mitigate these challenges. The Town of Fraser has provided the following incentives for residential development:

- Resolution 2016-10-05 providing for the Attainable Housing Plant Investment Fee Incentive Program
- Ordinance 436 amending the Plant Investment Fee (PIF) Schedule to include, among other amendments, the following:
  - Reduced PIF for apartments and mixed use developments
  - Reduced PIF for Accessory Dwelling Units
  - Collection of PIF at Certificate of Occupancy versus Building Permit
  - Reduced service fees during construction
- Reduced parking requirements for multi-family dwelling units
- The Fraser Town Board believes that providing a variety of housing within the community for employees and families is an important component of community character, sense of community, and sustainability. Accordingly, the Fraser Town Board is seeking proposals for collaborative partnerships to address community housing. Proposals that provide for long term provision of community, workforce, employee, and/or attainable housing may be eligible for concessions such as property tax rebates, use tax waivers, plant investment fee waivers or deferrals, service fee waivers during construction, development review fee rebates, density bonuses, parking waivers, grants, and other such incentives.
- The Fraser Town Code land use provisions are currently being evaluated and proposals that may not currently comply with the Code should be provided for consideration as appropriate Code changes may be considered.
- Further, annexation proposals that would provide for multi-family, smaller homes, and/or apartments will be favorably considered. Proposals must be consistent with Town of Fraser plans and policies and are subject to the discretion of the Town Board. Interested parties should submit proposals to the Fraser Town Manager. The Housing Task Force and Town Board commit to an initial response within 45 days.

### Millers Inn

#### Contact:

Jeff Durbin  
 Town Manager  
 Town of Fraser  
 jdurbin@town.fraser.co.us  
 970.726.5491 x 202

#### Resources:

- ◆ [Town of Fraser Housing Needs and Development Study \(May 2016\)](#)
- ◆ [Town of Fraser Housing Policy \(2017\)](#)

<b>Total Housing Units</b>	<b>1,163</b>
<b>Occupied (#households)</b>	<b>548</b>
<b>Owner Occupied</b>	<b>233</b>
<b>Renter Occupied</b>	<b>315</b>
<b>Vacant/Seasonal</b>	<b>555</b>
<b>% for Seasonal Use</b>	<b>47.7%</b>

Source: US Census, ACS, 2017

# Frisco, CO

**Current Workforce Housing Projects** Frisco has 128 affordable housing units located in various developments around Frisco including Town Centre with 6 deed restricted units, Condos Off Main with 7 deed restricted units and Boulevard Bend with 8 deed restricted units, Peak One Neighborhood with 69 homes and other units spread throughout town. Many of these units were made available because of incentives in Frisco’s land use regulations.



*Basecamp Project*

**Peak One Neighborhood**—69 homes, both single family and duplex. 61 of the units are restricted to families earning between 80-160% of the Area Median Income (AMI); 8 are market value; and all 69 of the homes are restricted to people in the local workforce.

## Workforce Housing Projects in the Works:

- ◆ **Mary Ruth Place Project**— In late 2016, Frisco Town Council decided to move ahead with this workforce housing project on Town owned land at 306 Galena Street. This project will include the construction of 9 units of workforce housing: one studio, five 1-bedroom units and two 2-bedroom units. Four of these units will be committed to Town of Frisco employees with the remaining 4 units going to employees working at other Frisco businesses. The already existing 2-bedroom unit in the historic Mary Ruth House on this property will also be improved with better insulation and with the installation of more energy efficient windows. Construction is expected to be completed late fall 2018.
- ◆ **Basecamp Project**— In February 2017, Brynn Grey, the developer of the Whole Foods/ Basecamp Development, proposed building 25 units of workforce housing requiring an amendment to the real covenant and agreement related to pad 5 at the Basecamp Development to allow residential units on the 2nd floor or above. Residential uses were not listed as prohibited in the original covenant agreement for the Basecamp Development, nor expressly noted as a permitted use, and hence, the owner of the property, Brynn Grey, had to ask the Town of Frisco for an amendment to pave the way for 25 units of workforce housing. Part of the agreement with the Town included the stipulation that employees in the Ten Mile Basin must be given preference for these 1 units. Brynn Grey purchased the land for the Basecamp development from the Town of Frisco to develop retail spaces, which now house Whole Foods and the Rio Grande Restaurant, as well as other businesses. Construction is expected to be completed late fall 2018.
- ◆ **The Uptown on Main Expansion Project**— The Uptown on Main at 304 Main Street began a restaurant expansion in late 2016 and is incorporating 5 units into their project. One of these units will be deed restricted and construction completion is projected for 2018.
- ◆ **Lake Hill Project**— The Lake Hill property, located along Dillon Dam Road in unincorporated Summit County and adjacent to the Town of Frisco, is a workforce housing project being spearheaded by Summit County. 436 housing units of a variety of types, including single family detached, duplexes, townhouses, and large multifamily buildings are contemplated. In 2000 the Town of Frisco identified this 44.81-acre parcel as a desirable location for affordable workforce housing. In 2011, Summit County took a lead on the acquisition of this property at the request of the Town of Frisco, and in 2016, Summit County purchased this land from the United States Forest Service.
- ◆ **Four townhomes in Bills Ranch**—The Frisco Town Council approved the purchase of four townhomes in the Bill's Ranch area for at total of \$1.7 million from the town's 5A workforce housing fund. The town has placed deed restrictions on each of the units and reserved them for local workers. The town paid \$425,000 apiece for the four 2-bedroom townhomes and two-car garages will be built for each. The deal is part of Frisco's larger push to provide more affordable housing options in town, including the nine-unit Mary Ruth Place Project on Galena Street.

### Contact:

Bill Gibson  
 Assistant Community  
 Development Director  
 970.668.9121  
[williamg@townoffrisco.com](mailto:williamg@townoffrisco.com)  
[website](#)

<b>Total Housing Units</b>	<b>3,505</b>
<b>Occupied (#households)</b>	<b>1,183</b>
<b>Owner Occupied</b>	<b>712</b>
<b>Renter Occupied</b>	<b>471</b>
<b>Vacant/Seasonal</b>	<b>2,216</b>
<b>% for Seasonal Use</b>	<b>63.2%</b>

*Source: US Census, ACS, 2017*



# Glenwood Springs, CO



## Current Workforce Housing Projects

### [Survey launches regional housing needs assessment](#)

Select households throughout the Roaring Fork Valley and Garfield County will be receiving mailed surveys this week as part of a broader regional housing needs assessment that is now underway. The Garfield County Housing Authority is teaming with participating municipalities and counties from Aspen to Parachute/Battlement Mesa to conduct the assessment. The study is a precursor to a possible future ballot question asking area voters whether to form and fund a regional housing authority to address affordable, workforce housing needs in the region. "The study will inform key decisions on the amount, type, and location of housing to be developed well into the future," according to a press release from the Garfield County Housing Authority and consultants who are working on the project. "The research effort will also provide information to help local communities find ways to meet the needs of the workforce and to locate housing closer to where residents work," the release stated. This week, survey forms are being sent to a random sample of households within the study area.

### *Glenwood Green Apartments*

#### **Contact:**

City of Glenwood Springs  
 Jenn Ooton  
 Assistant City Manager &  
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 970.384.6404  
[Jenn.ooton@cogs.us](mailto:Jenn.ooton@cogs.us)

Hannah Klausman  
 Senior Planner  
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Garfield County Housing Authority  
 Katherine Gazunis  
 Executive Director  
[gchauthority@garfieldhousing.com](mailto:gchauthority@garfieldhousing.com).  
 970.625.3589  
[website](#)

<b>Total Housing Units</b>	<b>4,333</b>
<b>Occupied (#households)</b>	<b>3,962</b>
<b>Owner Occupied</b>	<b>2,071</b>
<b>Renter Occupied</b>	<b>1,891</b>
<b>Vacant/Seasonal</b>	<b>141</b>
<b>% for Seasonal Use</b>	<b>3.3%</b>

*Source: US Census, ACS, 2017*

# Granby, CO



## Workforce Housing Projects Underway [\(Ski Hi News article, 6/26/18\)](#)

- ◆ Sun Communities—River Run Ranch—expected opening Summer 2020
- ◆ Smith Creek Crossing—300 modular units
- ◆ Cottage Homes Program—[read article here](#)
- ◆ [Granby Rodeo Workforce Apartments](#)

**Encourage Accessory Dwelling Units:** A set of proposals to revise Granby town codes and zoning regulations for accessory dwellings is currently in the works and town officials hope the revisions will produce some significant changes in the housing dynamics of east central Grand County. Grand County's ongoing housing shortage has been a hot topic in Middle Park for several years with local governments proposing a host of measures to address the issue. Part one will revolve around a series of town code changes that would allow for the construction, or renovation, of accessory dwelling units on private property parcels within the town's boundaries. The proposed code revision would allow properties with adequate space to establish a second accessory dwelling unit that could be rented out. The new codes would also restrict the number of citizens who can legally reside in accessory dwellings as well as add stipulations regarding required length of lease agreements, to prevent the units from become short-term-rental stock.

**Cottage Homes:** Along with the code changes the town is also considering implementing a program called Cottage Homes. Under the program the town would contract with an architectural firm to design a small number of cottage home development plans. The plans would be left on file at the Winter Park Building Department, which Granby utilizes as its official building department. The cottage home plans would be designed as accessory dwelling units and would provide prospective property owners with a streamlined option for constructing accessory dwellings in the Granby area. Property owners would have the option of using the pre-designed cottage home, developed by the town, for their accessory dwelling construction. The pre-designed cottage homes would be offered as potential building options to citizens at no charge, saving citizens on architectural design fees. The cottage home designs would also be preapproved for the issuance of building permits. Citizens would still need to pay all building, permitting and construction costs outside of design fees.

## Flyer Heels Rodeo Grounds Land

In the News...

### Cabin, RV and glamping resort promises to transform Granby as development wave rolls through Grand County

*A luxury development that failed during the recession is being replaced with workforce housing plus "everyman" amenities to bolster Grand County's vacation lineup*

"Really, our plan is about what people want," says Derek Wilson, an executive with Sun Communities, the nation's largest builder of manufactured home communities. Sun is staking a claim in Granby with an audacious plan for RV slips, rental cabins, for-sale villas and glamping spots surrounding a resort clubhouse with a swimming pool, a bowling alley, a bistro and store, fishing ponds and an affordable mobile home community. It's a resort development concept unlike anything in Colorado, arriving in the middle of a sweeping renaissance in Grand County. The River Run Resort — with a combination of 1,100 RV berths, campsites and cabins — is a cornerstone in the revival of Granby, which has long languished as both a pass-through and bedroom community for workers around the Winter Park resort. With an everyman appeal, the project promises to fuel Granby's growth into a vacation gateway and outdoor-recreation anchored community, as well as will provide affordable housing for the workforce. [Colorado Sun, 12/13/18, by Jason Blevins](#)

*Work begins on Sun Communities  
River Run Ranch*

### Contact:

Aaron Blair  
Town Manager  
Town of Granby  
[ablair@townofgranby.com](mailto:ablair@townofgranby.com)  
970.887.2501  
[website](#)

<b>Total Housing Units</b>	<b>1,616</b>
<b>Occupied (#households)</b>	<b>706</b>
<b>Owner Occupied</b>	<b>407</b>
<b>Renter Occupied</b>	<b>299</b>
<b>Vacant/Seasonal</b>	<b>753</b>
<b>% for Seasonal Use</b>	<b>46.6%</b>
<i>Source: US Census, ACS, 2017</i>	

# Grand Lake, CO



Grand Lake

## Grand Lake selected for ‘Space to Create’: A program to develop affordable workforce housing for the creative sector

[read story here](#)

The Colorado Office of Economic Development and International Trade (OEDIT), Colorado Creative Industries Division (CCI) and the Department of Local Affairs (DOLA) along with Boettcher Foundation are pleased to announce Grand Lake as the newest community selected for ‘Space to Create’ in Colorado. The program will develop affordable workforce housing for the creative sector, as well as position Colorado as the nation’s leader in artist-led community transformation in rural creative place-making.

As Governor Hickenlooper has stated, housing and economic development of creative industries are vital to rural Colorado. The Space to Create initiative advances both of these issues by harnessing the power of the public, private and philanthropic sectors, as well as the creative community, to elevate rural economies.

Grand Lake Space to Create will advance a feasibility analysis of creative sector workforce space in the town of Grand Lake. The initiative will begin with a preliminary feasibility study and community engagement work, followed by an arts market survey.

Grand Lake Space to Create is one of a number of projects that have launched in eight regions in Colorado’s rural, small town and mountain communities since 2015. Each project is driven by community needs for workforce housing and commercial space for artisans and creative entrepreneurs.

Artspace, America’s leader in artist-led community transformation, will act as lead consultant with the Town of Grand Lake thanks to a generous gift from The Boettcher Foundation. Artspace is the nation’s leader in artist-led community transformation, with more than 47 projects in operation across the country and another dozen in development, representing a unique, \$600 million investment in America’s arts infrastructure. Artspace is America’s leading developer of arts facilities and has served as a consultant to hundreds of communities and arts organizations nationwide. To date Artspace has completed nearly 2,000 affordable live/work units for artists and their families as well as more than a million square feet of non-residential space for artists and arts organizations.

### Contact:

Jim White  
Town Manager  
Town of Grand Lake  
glmanager@townofgrandlake.com  
970.887.2501  
[website](#)

### Resources:

- [Town of Grand Lake Affordable Housing Requirements](#)

<b>Total Housing Units</b>	<b>936</b>
<b>Occupied (#households)</b>	<b>139</b>
<b>Owner Occupied</b>	<b>79</b>
<b>Renter Occupied</b>	<b>60</b>
<b>Vacant/Seasonal</b>	<b>720</b>
<b>% for Seasonal Use</b>	<b>76.9%</b>

Source: US Census, ACS, 2017



# Grand County, CO

## Grand County Housing Authority

In February 1977 the Board of Commissioners formed the "Housing Authority of the County of Grand." We acquire, develop, lease, and operate affordable housing for Grand County residents with limited incomes. Our funding comes primarily from the federal government and from tenant rents and our local funding partners. We also work in partnership with city and state governments as well as private investors. Although we are a public agency, we operate in many ways like a private property management company. We and our property managers employ the best practices of the private real estate industry.

## Tools Employed by Grand County Housing Authority to Support Workforce Housing

- ◆ Down payment assistance program
- ◆ Homebuyer Education Classes
- ◆ Section 8 Rental Assistance

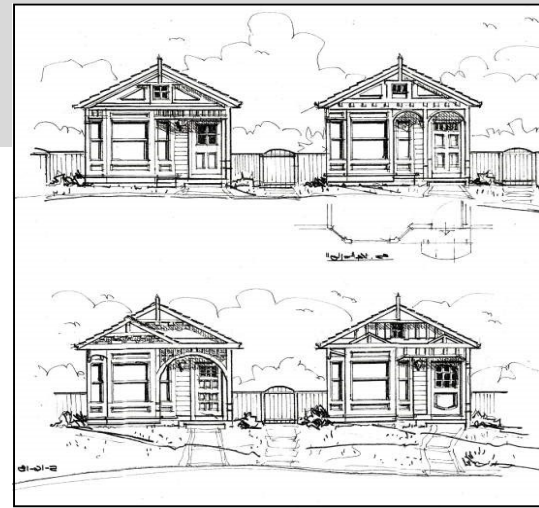
## Grand County Housing Needs Assessment: Opportunities and Policy Considerations

*from the Grand County Housing Needs Assessment, June 2018*

The Study Area has numerous strengths and opportunities related to housing for local workers and residents. Compared with other mountain communities, there is considerable developable land in the study area and adjacent to developed areas: there are numerous infill and redevelopment opportunities, platted and undeveloped subdivisions, and land eligible for annexation. Stakeholders expressed interest in opportunities for a mix of housing types, price points, and own/rent options within close proximity to retail and commercial uses, transportation, and jobs. There are opportunities to build housing types that are less costly to construct than single family homes and would help to diversify the housing inventory. These include duplexes, townhomes, apartments and accessory dwelling units. Condominiums are not recommended because of current challenges for local builders due to Colorado construction defects law, and challenges for local buyers due to mortgage lending requirements.

Building new rental housing is the recommended near-term priority. Rental housing is needed to alleviate the near zero vacancy rental market and to meet the needs of employees relocating. New employees often seek to rent for a few years before purchasing. The greatest housing needs are for rental units below \$1,200/month and homeownership opportunities below \$358,000. Both of these product types are challenging to build in today's construction market where cost to build is around \$225-\$250/square foot. Subsidies and public/private partnerships will likely be needed to increase the supply of these types of housing.

Given the predominance of second home and investment buyers in the Grand Lake and Granby areas and the need for subsidies to deliver housing at the price points needed by locals, deed restrictions are recommended to ensure housing choices are preserved for year-round households. Deed restrictions should also be considered in the Kremmling area to provide housing opportunities for local employees over out-of-county (e.g. Summit County) buyers. Given the current limited inventory of deed restrictions, communities in the study area have the opportunity to create a coordinated, one-stop-shop approach to deed restrictions. Coordinated regional response to Housing Need - Granby is growing more quickly and has more opportunity sites for housing than the other communities in the Study Area. Granby also currently houses a mix of employees, primarily from Winter Park through Hot Sulphur Springs. This provides opportunity to fulfill some Area-wide housing needs in Granby; recognizing, however, that many employees prefer to live near work and communities benefit from having local employees. Commuting may also be less of an option for areas with longer or potentially more difficult commutes (e.g. Kremmling, Grand Lake).



*Conceptual drawings showing rough sketches of what developers are planning for a proposed housing development in Granby*

## Contact:

Grand County Housing Authority  
 Sheena Darland  
 Operations Manager  
 sdarland@co.grand.co.us  
 970-725-3070  
[website](#)

## Resources:

- ◆ [Grand County Housing Needs Assessment—June 2018](#)
- ◆ [Grand County Housing Needs Assessment \(2007\)](#)
- ◆ [Grand County Housing Needs Assessment Appendices \(2007\)](#)

<b>Total Housing Units</b>	<b>16,515</b>
<b>Occupied (#households)</b>	<b>5,724</b>
<b>Owner Occupied</b>	<b>3,947</b>
<b>Renter Occupied</b>	<b>1,777</b>
<b>Vacant/Seasonal</b>	<b>9,004</b>
<b>% for Seasonal Use</b>	<b>54.5%</b>

*Source: US Census, ACS, 2017*

# Gunnison County, CO



Pitchfork Neighborhood, Mt. Crested Butte

## Gunnison Valley Regional Housing Authority

The [Gunnison Valley Regional Housing Authority](#) was established by an [intergovernmental agreement](#) on July 10, 2012. The Board of Directors is comprised of equal representation from the City of Gunnison, Town of Crested Butte, Town of Mt. Crested Butte, and Gunnison County, along with one at-large member designated by the board as a whole.

## Workforce Housing Ownership Opportunities

- Blocks 79 & 80 – Crested Butte
- Rock Creek, Gunnison
- Larkspur, Crested Butte
- Paradise Park, Crested Butte
- Poverty Gulch, Crested Butte
- Pitchfork, Mt. Crested Butte
- Prospect Homestead, Mt. Crested Butte

## Workforce Housing Rental Opportunities

- Mountain View Apartments
- Stallion Condominiums
- Anthracite Place Apartments

## Brush Creek Road Workforce Housing Project

The Gunnison County Planning Commission and the Board of County Commissioners will conduct a continued joint public hearing on the proposed Brush Creek Road Workforce Housing Project on June 1st.

## Workforce Linkage Fee

In 2006, the Gunnison County Board of Commissioners adopted a “workforce housing linkage fee” for all new residential, commercial and industrial construction. The fees were adopted to fund “Workforce Housing,” providing residences for people who earn their living in Gunnison County in professional or service capacities (i.e., health care service providers, waiters, janitors, teachers, small business owners, and mechanics). Gunnison County also calls workforce housing “Essential Housing,” because these employees are essential to the wellbeing of the community and it is critical that the county has reasonably-priced housing available for them. In an economy that continues to see high real estate costs, it has become impossible for many workers to continue to live in and around Crested Butte and Mt. Crested Butte. Even in other parts of the county, housing costs are rising and housing availability for low and moderate income workers has been limited

Funding this workforce housing through linkage fees is part of an overall housing program to ensure that the community is able to keep its service and professional employees by providing rental and homeownership opportunities for people who are employed in Gunnison County whose annual incomes do not exceed 120 percent of the area median income established by the U.S. Department of Housing. The fees are deposited into the Gunnison County Housing Fee Fund, administered by the Gunnison County Board of Commissioners.

### Contact:

Cathie Pagano  
Director, Community Development  
Gunnison County  
cpagano@gunnisoncounty.org

### [Gunnison Valley Regional Housing Authority](#)

Main Office: 970-641-7900  
Mtn View Office: 970-641-4389

### [Gunnison County Community & Economic Development Department](#)

970-641-0360

### Resources:

- ◆ Gunnison Valley [Housing Needs Assessment](#) (2016)

<b>Total Housing Units</b>	<b>11,766</b>
<b>Occupied (#households)</b>	<b>6,495</b>
<b>Owner Occupied</b>	<b>3,812</b>
<b>Renter Occupied</b>	<b>2,683</b>
<b>Vacant/Seasonal</b>	<b>3,921</b>
<b>% for Seasonal Use</b>	<b>3.0%</b>

Source: US Census, ACS, 2017

# Gypsum, CO

## Housing Market Strategies

From the Town of Gypsum's 2017 Master Plan

Given Gypsum's longtime role as a bedroom community in the Eagle County resort economy, it is clear that the valley's high priced housing market has played a significant role in shaping the town, its economy, and the local housing market. An effective local housing strategy should account for the significant regional market dynamics at play, and the challenges and opportunities that come with them.

## Housing Market Strategies

The four strategies below support the community and economic development goals in the Town of Gypsum Master Plan, while responding to the market and economic trends outlined in the plan:

- Encourage a range of housing choices
- Leverage strong housing demand to catalyze investment in strategic areas
- Encourage walkable neighborhoods
- Work with regional partners to address valley-wide affordability issues

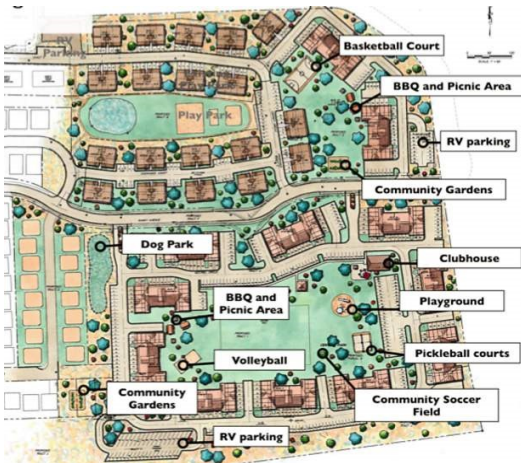
## Tools the Town of Gypsum is considering

Per the 2017 Master Plan, some tools the town is currently using, or considering using in the future, to encourage affordable workforce housing include:

- Legalizing Accessory Dwelling Units (ADUs) - the town has made it easier to build these units in the future
- Consider reducing or eliminating minimum lot and/or unit sizes
- Building heights—Ensure building heights are not overly restrictive
- Parking requirements—reducing in some cases to make projects more feasible
- Development approval process—ensure the process is fair and efficient, enabling administrative approval of smaller scale projects as a way to encourage affordable housing

## Workforce Housing Projects in the Works

- **Siena Lake** – 170 acre site; Plan calls for 559 units, 332 of which will be in a 55-plus community. Will also include 227 "mountain cottage" units
- **Mountain Gateway at Buckhorn Valley**—consists of 48 multi-family units. Twelve buildings, each with four units, will have two bedroom, 700 square foot condos located next to a future school site.
- **Spring Creek Village** – affordable local housing. Edwards-based Polar Star Development. Proposes to build 461 dwelling units: mix of single-family, townhome and condo residences. Includes 282 apartments in 12 condo buildings, 76 townhomes in 19 four-plex units, and 15 single family homes.



Spring Creek Village



Mountain Gateway Project

### Contact:

Lana Bryce  
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 970-524-1729  
 Lana@TownofGypsum.com  
[Town of Gypsum website](#)

### Resources:

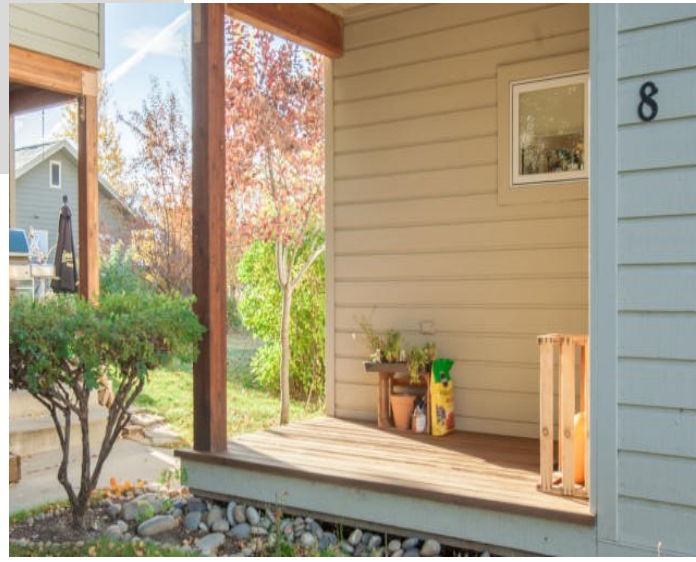
- ◆ [Town of Gypsum Master Plan](#)

<b>Total Housing Units</b>	<b>2,275</b>
<b>Occupied (#households)</b>	<b>2,116</b>
<b>Owner Occupied</b>	<b>1,674</b>
<b>Renter Occupied</b>	<b>442</b>
<b>Vacant/Seasonal</b>	<b>35</b>
<b>% for Seasonal Use</b>	<b>1.5%</b>

Source: US Census, ACS, 2017



# Jackson, WY



Jackson Hole is a challenging place to buy a home. Ninety-seven percent of the land in the county is owned by the Federal government, leaving very little left for private development. The median sale price of a single family home as of 2016 was \$880,000. That said, there are several affordable housing opportunities in the area for residents to take advantage of.

The Jackson/Teton County Affordable Housing Department supplies and catalyzes workforce housing by providing development incentives; and using tax revenue, developer fees and exactions. Currently, the Housing Department manages 20 rental units and ensures compliance on another 831 deed restricted units throughout Teton County.

The Jackson Hole Community Housing Trust is a not-for-profit developer that provides ownership and rental opportunities to qualifying households.

Habitat for Humanity of the Greater Teton Area is a not-for-profit developer that provides ownership opportunities to qualifying households.

## Workforce Housing in Jackson, WY

- **Mountainview Meadows**—Mountain View Meadows is a housing community located in the heart of Jackson and has the distinction of being the first deed restricted affordable housing neighborhood in Teton County. 36 units.
- **Snow King Apartments**—The Snow King Apartments are part of the Karns Hillside Affordable Housing. The project is comprised of 24 affordable housing units in four detached buildings. There are 8, 1-Bedrooms, 8, 2-Bedrooms, and 8, 3-Bedrooms apartments in this property.
- **Webster Laplant/Aspen Meadows**—The existing phases of Webster Laplant PUD (now named Aspen Meadows) consist of rental apartments and one building of condominium units that provide a significant amount of workforce housing. Some of the units are deed restricted and used to satisfy employee housing requirements that have been imposed on developments at Teton Village and throughout the Town of Jackson. Jackson Hole Mountain Resort (JHMR) purchased Lot 23 of Webster Laplant and in 2013 began construction on five buildings that will contain 46 to 48 apartments. The intent is to house JHMR employees on the property. A portion of these units will also be deed restricted to allow for employee housing. The remainder of the units will be unrestricted but available to other employers in the community on a master lease basis. It is expected that many of the units will be occupied by workers from the broader community labor force. A housing unit on Lot 23 was approved to satisfy an employee housing requirement and is encumbered with a deed restriction approved by TCHA. The deed restriction shall remain in full force and effect as long as the encumbered housing unit is counted to satisfy the employee housing requirement.

## New Projects Underway

- **Redmond Street Rentals**—The Redmond Street Rental Project is a partnership between The Jackson Hole Community Housing Trust, the Town of Jackson, and the Jackson/Teton County Housing Department. Construction has already begun, and the development is anticipating completion in the summer of 2018.
- The development will have 28 units with a mix of one and two-bedrooms.
- **Hidden Hollow**—36 new restricted homes
- **Homesteads at Teton Village**—10 units

## Mountainview Meadows

### Contact:

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Town Administrator  
[Town of Jackson, WY Housing](http://TownofJackson.WYHousing)  
[lpardee@jacksonwy.gov](mailto:lpardee@jacksonwy.gov)

[Jackson/Teton County Affordable Housing Department](#)

[Jackson Hole Community Housing Trust](#)

[Habitat for Humanity of the Greater Teton Area](#)

### Resources

- ◆ Jackson, WY [2015 Workforce Housing Action Plan](#)
- ◆ Jackson, WY 2016 Housing Supply Plan

<b>Total Housing Units</b>	<b>4,684</b>
<b>Occupied (#households)</b>	<b>3,799</b>
<b>Owner Occupied</b>	<b>1,410</b>
<b>Renter Occupied</b>	<b>2,389</b>
<b>Vacant/Seasonal</b>	<b>286</b>
<b>% for Seasonal Use</b>	<b>6.1%</b>

Source: US Census, ACS, 2017

# Ketchum, ID

## Blaine County Housing Authority

The Blaine County Housing Authority's mission is to advocate, promote, plan and preserve the long-term supply of desirable and affordable housing choices in all areas of Blaine County in order to maintain an economically diverse, vibrant, and sustainable community.

Blaine County Housing Authority (BCHA) is a public organization committed to community housing as first identified in the 1997 Ketchum-Blaine County Housing Needs Assessment, which prompted the creation of a housing authority in that year. BCHA's primary goal is to promote various methods for providing housing at affordable sales prices and rental rates to people comprising the "working population." These individuals and families are unable to purchase or rent reasonable quality housing within Blaine County due to market-rate housing price levels. BCHA and municipal officials feel it is essential to the economic health of the county that people working in Blaine County can become permanent members of the community via home ownership and/or rental.

BCHA maintains affordable housing via rental agreements, deed restrictions, and ownership and leasing of land. By advising governmental staff and agencies on possible changes to zoning and land use policies, BCHA works with local governments and planning entities to encourage the development of and minimize constraints to affordable housing development. Wherever possible, BCHA provides housing within close proximity to the employment location of residents. In particular, housing opportunities are provided relatively close to employment centers, including the cities of Ketchum, Sun Valley, Hailey, and Bellevue. Locations for community housing are integrated throughout Blaine County, thus avoiding the construction of one or two large complexes meeting the needs of the area's workforce. Community Housing is constructed with the intent of creating, preserving, and maintaining a sense of community.

## ARCH Community Housing Trust

In our resort community, home prices are driven by high earning people, often outside of our community. ARCH is committed to improving the quality of life for hard working families who, in a more typical community, would not need housing assistance. We ensure that the people who provide vital services in this community can afford to live in it by building permanently affordable housing solution

Since 2005, ARCH has transformed the way our community looks at affordable housing. By buying and restoring properties in Blaine County, we are able to welcome our teachers, police officials, hospital technicians, firefighters, nurses, and many others who provide critical services our community into the neighborhood.



Northwood Place

### Contact:

#### Suzanne Frick

City Administrator  
City of Ketchum, ID  
sfrick@ketchumidaho.org  
[website](#)

#### [Blaine County Housing Authority](#)

208.788.6102

#### Michelle Griffith

Executive Director  
ARCH Community Housing Trust  
homeownership@archbc.org  
[website](#)

### Resources:

- ◆ [The High Cost of Unaffordable Housing in Ketchum, Idaho: Causes, Effects, and Potential Solutions](#)  
(Prepared by Genevieve Pearthree, November 2017 ARIZONA STATE UNIVERSITY School of Geographical Sciences and Urban Planning | School of Sustainability)

Total Housing Units	3,649
Occupied (#households)	1,286
Owner Occupied	734
Renter Occupied	552
Vacant/Seasonal	2,155
% for Seasonal Use	59.1%

Source: US Census, ACS, 2017

# Minturn, CO

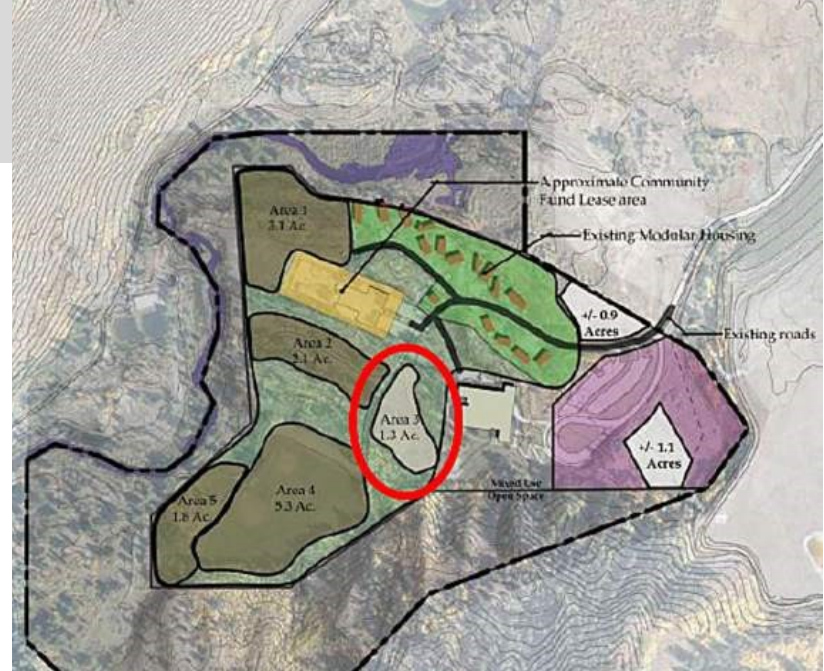
## Eagle County School Board looking for development partners to build Workforce Housing on land it owns in Maloit Park near Minturn

[Read story from 11/18/19 Vail Daily here.](#) The Eagle County School Board is looking for development partners to build workforce housing on land it owns in Maloit Park near Minturn. "We have been talking about the possibility of housing in Maloit Park for parts of the last 20 years. With this and our partnership with Habitat for Humanity, we're doing what we can to help with housing," said Kate Cocchiarella, school board president.

The Maloit Park project would house school district employees, as well as employees from local businesses. There is an RFP out for this project. Eagle County Schools is interested in starting a conversation with firms interested in and capable of creating a vibrant, livable community of workforce homes at Maloit Park.

Maloit Park is already a fairly busy place. It's home to the Vail Ski & Snowboard Academy and it's the temporary home of Vail's Red Sandstone Elementary School students while that building is being rebuilt. It's also home to Nordic skiing trails, hiking trails, open space, wetlands and some current school district workforce housing.

Maloit Park was annexed into Minturn in 2011. The annexation agreement between the town and the school district allows for up to 137 housing units. The school board would like to move ahead in a timely manner, as the housing crisis is only getting worse. It probably will be at least two years from anything being available.



*Inside the red circle is 1.3 acres, and if the school district and Minturn decide to move ahead with tiny houses in Maloit Park, that's most likely where they would go.*

### Contact:

Michelle Metteer  
City Manager  
Town of Minturn  
manager@minturn.org

### Resources

- ◆ [Town of Minturn Community Plan \(2009\)](#)

Total Housing Units	542
Occupied (#households)	398
Owner Occupied	207
Renter Occupied	191
Vacant/Seasonal	106
% for Seasonal Use	19.6%
<i>Source: US Census, ACS, 2017</i>	



# Moab, UT

## About the Affordable Housing Plan:

Statutory Authority for an affordable housing plan comes from the Legislature. Specifically, HB 295, Providing Affordable Housing, passed in 1996, mandated that all communities and counties include a housing element as part of their General Plans. The City of Moab and Grand County realized that the issue of affordable housing for full time residents such as teachers, police officers and nurses had existed for a while and would continue to worsen if nothing was done. So in 2006, an Interlocal Agreement was approved by the City of Moab, the Housing Authority of Southeastern Utah (HASU), and Grand County to jointly fund the creation of an Affordable Housing Plan and give support to an Interlocal Housing Task Force. Partners in the Interlocal Housing Task Force include the City of Moab, Grand County, the Housing Authority of Southeastern Utah, and contracted consultant, Rural Community Assistance Corporation (RCAC).

In August of 2007, RCAC facilitated public workshops to gather anecdotal information from stakeholder groups regarding affordable housing problems and to gauge community perception. In the same month, an Initial housing market assessment was created by James Woods, Director of the Bureau of Economic and Business Research, David Eccles School of Business, University of Utah to investigate the need of affordable housing in our community. In February, 2008, RCAC and the Interlocal Housing Task Force developed the Needs Assessment that showed the affordable housing gap in different income and housing type categories.

In March of 2008, RCAC facilitated a Draft Affordable Housing Needs Report and public workshops where participants had a chance to express their opinions on a variety of possible approaches and completed surveys about the different tools explained in the workshops. Subsequently, on November 12, 2008 the Interlocal Housing Task Force presented the Draft FIVE -YEAR ACTION PLAN for public input.

On September 24, 2009, the City Planning Commission adopted Planning Resolution #10-2009 recommended the Plan to Council as an addendum to the General Plan. On October 13, 2009, the City Council approved Resolution #15-2009 adopting the Grand County and City of Moab Housing Study and Affordable Housing Plan (“Affordable Housing Plan”) as an addendum to the Moab City General Plan

Several ordinances intended to address these barriers were referred to the city council by the planning commission and subsequently adopted by the city council. These ordinances addressed:

- ◆ Lot size, setbacks, and densities in the multi-family zones;
- ◆ Minimum home sizes;
- ◆ Secondary dwelling regulations;
- ◆ Allowing employee housing on the ground floor in the Commercial zones of C-3 and C-4;
- ◆ Height limits; and
- ◆ Inflexible sidewalk standards.

## Affordable Housing Task Force

The city has supported construction of housing options including Community Rebuilds, the Self Help construction program administered by HASU, and the construction of Cinema Court, a sixty-unit multi-family housing development.

Several city staff members currently serve on the Housing Task Force and are actively involved in subcommittees and updating the gap analysis data of the plan.



*Cinema Court provides 60 affordable apartments in Moab, Utah. Image courtesy of Bryan Bowen Architects, p.c.*

## Contact:

Dave Everitt  
City Manager  
City of Moab, UT  
deveritt@moabcity.org

[City of Moab Affordable Housing Department](#)

## Resources

- ◆ City of Moab [2017 Affordable Housing Plan](#)

<b>Total Housing Units</b>	<b>2,282</b>
<b>Occupied (#households)</b>	<b>1,953</b>
<b>Owner Occupied</b>	<b>1,251</b>
<b>Renter Occupied</b>	<b>702</b>
<b>Vacant/Seasonal</b>	<b>184</b>
<b>% for Seasonal Use</b>	<b>8.1%</b>

*Source: US Census, ACS, 2017*

# Mountain Village, CO

## Working To Create Homes

The Housing Division and Town Council, acting as the Housing Authority, strive to establish and implement plans to provide affordable housing within our boundaries. Rental rates and sale prices are set with the intent to be affordable for persons and families with low, moderate and middle-income status. We follow the income categories that are established annually by Housing and Urban Development, which are then adjusted for San Miguel County residents. Affordable housing options for full-time employees in the region include for-sale properties and rental properties like Village Court Apartments.

## Regional Housing Needs Assessment

The Town of Mountain Village has been proactive regarding construction of for sale and rental deed restricted housing. As of 2011 Regional Housing Needs Assessment, Ouray and San Miguel Counties, the Town of Mountain Village housing inventory include 93 deed restricted rental units. Two thirds of the occupied housing units in Mountain Village are deed restricted. The Town expects an updated 2018 Housing Needs Assessment to be finalized this year.

## Village Court Apartments

Village Court Apartments is a 222-unit apartment complex located near Town Hall Plaza, adjacent to the Double Cabin ski run, Mountain Munchkins, and the local grocery store. Within the complex, 88 units have set rental rates based on the federal government's average median income. The intent is to house persons and families with low, moderate and middle-income status.

To qualify to rent an employee housing apartment, you or your household must meet specific criteria as outlined in the applicable employee housing restriction. The Mountain Village Housing Authority owns, manages and maintains Village Court Apartments. This complex includes apartments ranging in size from studio to three-bedroom; pets are permitted in certain buildings and under certain conditions.



Village Court Apartments

### Contact:

Kim Montgomery  
Town Manager  
[Town of Mountain Village](http://TownofMountainVillage.org)  
970-728-8000  
[kmontgomery@mtnvillage.org](mailto:kmontgomery@mtnvillage.org)

[Town of Mountain Village Housing Division](#)

Mountain Village Housing Authority

[San Miguel Regional Housing Authority](#)  
970.728.3034

### Resources:

- ◆ [San Miguel County Housing Needs Assessment \(2018\)](#)

Total Housing Units	1,963
Occupied (#households)	688
Owner Occupied	252
Renter Occupied	436
Vacant/Seasonal	926
% for Seasonal Use	47.2%

Source: US Census, ACS, 2017

# Mt. Crested Butte, CO

## Community Housing

Community housing in Mt. Crested Butte is considered an important issue. Allowances for and regulations governing community housing have been adopted and included in the Town Code.

There are two aspects with regard to community housing in Mt. Crested Butte. One aspect deals with the allocation of community housing and includes issues like deed restriction details, application guidelines, and qualifications for obtaining community housing.

The second aspect deals with town-provided community housing and requirements for developers and builders who plan to or are building projects in Mt. Crested Butte. The code requires that for every project built in town there should be a corresponding contribution to community housing units or payment to the community housing fund in lieu of built units. These aspects relating to community housing are administered by the Community Development Department and details about developer requirements, new and future projects and projected future units can be found by contacting their office.



*Pitchfork Neighborhood, Mt. Crested Butte*

### Contact:

Carlos Velado  
Director, Community Development  
Town of Mt. Crested Butte  
cvelado@mtcrestedbuttecolorado.us  
[website](#)  
970-349-6632

### [Gunnison Valley Regional Housing Authority](#)

Main Office: 970-641-7900  
Mtn View Office: 970-641-4389

### Resources:

- ◆ [Mt. Crested Butte Community Housing Guidelines](#) (2009)

Total Housing Units	1,801
Occupied (#households)	456
Owner Occupied	273
Renter Occupied	183
Vacant/Seasonal	902
% for Seasonal Use	50.1%

*Source: US Census, ACS, 2017*



# Ouray, CO



## Workforce Housing and Economic Development

When Shirley Diaz moved to Ouray County almost nine years ago, she did not hear about employers being very concerned about whether they could find employees and whether those employees could find affordable places to live. With the improving economy in recent years and the escalating prices of homes and rentals, the situation has changed and the Ouray County Housing Authority where Diaz is vice president aims to help address local affordable housing issues.

“If employees can’t live where they work, it impacts the economy. If your service industry suffers due to lack of housing, your customers, which for us are tourists, are not going to come back. Employees need housing to stay year-round, to have jobs year-round, to support families, to keep a vibrant community,” Diaz said. “This proposal is being presented at a time when employers are saying, ‘I can’t keep people. I can’t find good people to fill my positions.’”

## Guidelines for Affordable Housing in Ouray County

The housing authority, consisting of elected officials from Ridgway, Ouray and the county plus two at-large members, completed a 25-page draft of “Guidelines for Affordable Housing in Ouray County”. The proposed guidelines include income and residency eligibility requirements and other tenant qualifications, as well as procedures for purchasing and selling affordable housing. Also called deed-restricted housing, the properties are generally priced at a lower-than-market value for a specified period, based on a contract between a developer or owner and the local jurisdiction. [Read Article Here](#)

Ouray, CO

### Contact:

Chris Hawkins  
Community Development Coordinator  
hawkinsc@cityofouray.com  
[City of Ouray, Colorado](#)  
970-325-7211

Ouray County Housing Authority

[San Miguel Regional Housing Authority](#)  
970.728.3034

### Resources:

- ◆ [Guidelines for Affordable Housing in Ouray County](#)

<b>Total Housing Units</b>	<b>743</b>
<b>Occupied (#households)</b>	<b>385</b>
<b>Owner Occupied</b>	<b>263</b>
<b>Renter Occupied</b>	<b>122</b>
<b>Vacant/Seasonal</b>	<b>288</b>
<b>% for Seasonal Use</b>	<b>38.8%</b>

*Source: US Census, ACS, 2017*

# Pagosa Springs, CO

## Town of Pagosa Springs and Archuleta County agree on Joint Priority for Housing

Responding to a decrease in available long-term rentals and rental prices increasing steadily over the last four years (30%+), The Town of Pagosa Springs Council and the Archuleta County Board of County Commissioners (BoCC) have adopted Workforce Housing as a strategic joint priority in 2017, 2018 and 2019. In 2017 they shared in the cost for an updated Housing Needs Assessment. Realizing neither entity has the capacity to handle housing issues internally, they both budgeted \$50,000 each in 2018 to begin addressing the issue and hired two organizations; the Archuleta County Housing Authority was awarded \$50,000 to conduct due diligence to pursue a LITHC project on county owned land and Pagosa Housing Partners was awarded \$50,000 to begin working on the development of a Community Housing Plan. Town Council and the BoCC are also budgeting \$50,000 each again in 2019 towards housing solutions.

Although no formal applications have been received as of October 20, 2018, over the last 1.5 years a growing number of prospective developers have been inquiring about small single family and multifamily development projects within the community, with each inquiring how local governments can help projects pencil out to ensure long term affordability. To ensure equitable consideration of incentives for workforce housing developments, Town Council responded by approving Building Permit, Plan Review and Impact Fee waivers for eligible projects that meet certain criteria for affordability, and requiring a seven-year deed restriction for maintaining a certain level of affordability, for accepting the fee waiver incentives.

Additional measures recently approved include:

- ◆ The Town Council, BoCC and the School district have identified publicly owned land that maybe considered as contribution towards eligible workforce housing developments.
- ◆ The Town Council approved smaller lot sizes, consistent with current allowable densities, in the medium and high-density residential districts to help promote higher densities in downtown and to lower land and infrastructure investments per dwelling unit.
- ◆ Town Council increased allowable density from 18 to 22 units per acre in the high-density residential district.
- ◆ Town Council approved Building Permit, Plan Review and Impact fees waivers for eligible Accessory Dwelling Units.
- ◆ Town Council approved allowing multi-family development within the medium density residential districts with an approved Conditional Use Permit.
- ◆ Town Council recently approved a Short-Term Rental License application and fee structure that includes a surcharge (\$200 new and \$100 renewal) that is allocated towards housing.
- ◆ The Archuleta County Housing Authority was awarded a \$30,000 donation from the BoCC and Building Permit, Plan Review and Impact Fee waivers from Town Council for pursuing a new 8-unit subsidized HUD senior housing complex. This project is expected to begin in 2019.
- ◆ The BoCC has entered into a letter of intent with the Archuleta County Housing Authority for the use of 2.5 acres of County owned land for a LITHC multi-family development.
- ◆ Our immediate community is 10,000 strong with 18% living in the Town an 82% living in unincorporated Archuleta County. Both Town and County governments understand we are realistically one community and both are committed to working together to find solutions to our housing shortage.

**49% of households who rent are overburdened in Archuleta County...**

— U.S. Census 'American Community Survey,' 2015



*Caption*

### Contact:

James Dickhoff, AICP  
 Planning Director  
 Town of Pagosa Springs  
 970-264-4151 x225  
[jdickhoff@pagosasprings.co.gov](mailto:jdickhoff@pagosasprings.co.gov)

Sara Ward  
 Executive Director  
 Archuleta County Housing Authority  
 970-264-4828

Lynne Vickerstaff  
 Executive Director  
[Pagosa Housing Partners](#)  
 970-264-1661

### Resources:

- ◆ [Archuleta County Housing Needs Study \(12/4/2017\)](#)
- ◆ [Archuleta County Housing Survey \(2018\)](#)

<b>Total Housing Units</b>	<b>1,124</b>
<b>Occupied (#households)</b>	<b>870</b>
<b>Owner Occupied</b>	<b>424</b>
<b>Renter Occupied</b>	<b>446</b>
<b>Vacant/Seasonal</b>	<b>166</b>
<b>% for Seasonal Use</b>	<b>14.8%</b>

*Source: US Census, ACS, 2017*

# Park City, UT



Snow Creek Cottages

## Affordable Housing in a Resort Town

Community workforce housing has been an issue in Park City since the early 1990s. In 1995 Park City adopted its first set of housing policies defining incentives to create and preserve affordable housing. Today, Park City promotes quality housing opportunities for persons of all economic levels as a key element of community sustainability.

## An Overview

There are currently 497 affordable units in Park City (80% rental and 20% owner-occupied). Projects in development will increase this number to 621 over the next five years.

## Who Lives in Affordable Housing in Park City?

A profile of residents living in deed-restricted properties can be summed up as those essential workers who keep Park City running as a World Class Resort destination: ski resort employees, teachers, police officers, city employees, artists, property management businesses, waiters/waitresses/bartenders, nonprofit employees, and local bus drivers, just to name a few.

Housing staff conducts an annual survey of the persons living in the deed-restricted units in Park City. Owners receive a letter and must return a signed and notarized affidavit reporting the current rent being charged or, in the case of owner-occupied units, owners must return a signed and notarized form to verify that they continue to maintain the deed-restricted unit as their primary residence.

Annual rent increases are based on CPI adjustments in April of each year. The City publishes the percentage of increase on this webpage. Allowable Rent Increase in April 2017 is 1.9%. 2017 Payment In Lieu of Development Fee is \$336,600 per Affordable Unit Equivalent

All sales and resales of deed-restricted units must be processed via the City. The City holds the right of first refusal when a deed-restricted property is sold. Housing staff is also prepared to assist in the sale of these homes and maintains a list of interested households.

## Deed Restricted Properties

- ◆ Snow Creek Cottages – 13 units built by Park City Municipal Corporation in 2010, currently 100% owner occupied.
- ◆ Deer Valley/Empire Pass Area – 42 units put in service between 2006 & 2013 by various developers, currently 2% owner occupied and 98% rental.
- ◆ Silver Meadows Estates – 49 units built by PSC Development in 1996, currently 43% owner occupied and 57% rental.
- ◆ 1465 Park Avenue – eight units built by McIntosh Mill Ltd in 1998, currently 38% owner occupied and 62% rental.

## Future affordable housing projects in the works in Park City

- ◆ Park City Heights – 79 units
- ◆ Talisker – 10 units on Marsac Avenue
- ◆ 1440 Empire Avenue - 9 units for Seasonal Employees
- ◆ Transit/Seasonal Units - 13 units for Park City Transit employees

## Contact:

Rhoda Stauffer  
 Affordable Housing Program Manager  
 Park City, Utah  
 435.615.5152  
 Rhoda.stauffer@parkcity.org  
[website](#)

## Resources

- ◆ [Park City Housing Needs Assessment 2016](#)
- ◆ [Park City Housing Resolution 03/2017: Affordable Housing Guidelines](#)

## News

- ◆ [Entrepreneur suggests solution to Park City housing crisis with container homes](#)—from article in *ParkRecord.com*, 4/14/18

<b>Total Housing Units</b>	<b>9,816</b>
<b>Occupied (#households)</b>	<b>3,407</b>
<b>Owner Occupied</b>	<b>2,062</b>
<b>Renter Occupied</b>	<b>1,345</b>
<b>Vacant/Seasonal</b>	<b>5,579</b>
<b>% for Seasonal Use</b>	<b>56.8%</b>
<i>Source: US Census, ACS, 2017</i>	



# Pitkin County, CO

## Aspen/Pitkin County Housing Authority

APCHA directly manages and maintains 5 apartment complexes for a total of 358 apartments in Pitkin County. There inventory consists of long term, winter seasonal and senior priority apartments. The income limits vary depending on the number of people, category and property.

- [Aspen Country Inn](#)—40 long-term rental units with rental priority given to eligible seniors 65 or older.
- [Marolt Ranch](#)—94 dorm-style winter seasonal units available from September 1st though April 30th.
- [Smuggler Mountain Apartments](#)—11 long-term rental units with rental priority given to longest proven full time consecutive employment in Pitkin County.
- [Truscott Phase I](#)—109 long-term rental units with rental priority given to longest proven full time consecutive employment in Pitkin County.
- [Truscott Phase II](#)—87 long-term rental units with rental priority given to longest proven full time consecutive employment in Pitkin County.

## Timeline: 40 years of deed-restricted housing

[\(source: Aspen Sojourner and Aspen Journalism May 27, 2014\)](#)

- ◆ **1969** Cost of dorm-style bed in Aspen rooming house: \$4 per night. “D.R.C. Brown, Aspen Skiing Corp. president, said at a seminar on the future of Aspen last fall that employee housing would not be built here until employers could no longer obtain employees.” — *Grand Junction Sentinel*, 1969
- ◆ **1970s** Growth in Aspen’s population 1960–1970: 160 percent. Number of local households paying more than 40 percent of their income on housing: 500. Number of additional affordable-housing units needed, according to the 1979 master plan: 250
- ◆ **1983** City and county combine forces to create Aspen/Pitkin County Housing Authority with a staff and budget of 2 people and \$120,000
- ◆ **1984** Number of deed-restricted units sold through APCHA: 32, \$2 million total value
- ◆ **1992** Average single-family home price: \$1.2 million. Number of units built at Williams Woods affordable housing: 18
- ◆ **1993** Number of affordable housing units in Aspen: 1,300. Aspen Area Community Plan identifies housing as key issue in maintaining community character; sets goal of housing 60 percent of workforce upvalley from Aspen Village. Last sale of deed-restricted unit without a lottery for at least a decade.
- ◆ **1994** Affordable housing completed: Ute Park (7 units), East Cooper (13 units), and Common Ground (21 units). Aspen voters pass a real estate transfer tax to fund affordable housing, by a 70 percent margin.
- ◆ **1996** Average home price: \$1.9 million. Number of deed-restricted units: 1,489. Number of people in lottery for 27 units at Benedict Commons: 400. Rent at Alpina Haus (APCHA rental): \$250/month. Category 2 max income: \$60,100. Category 3 max income: \$83,900. Category 4 max income: \$121,500.
- ◆ **1997** Employee housing maximum prices: Category 1: \$34,400, Category 2: \$84,900, Category 3: \$125,000, Category 4: \$215,000. Typical free-market rent to share an apartment: \$750/month. Rent at Smuggler Mountain Apartments (Category 1): \$289/month. Percent of workforce living upvalley: 45.
- ◆ **1998** Number of workers in employee housing: 3,000. Percentage of free-market Aspen homes that are second homes: 70. Number of deed-restricted units in Pitkin County: 1,589. Affordable housing completed since 1993: 210 units. Length of wait list for APCHA rentals: 3 years.
- ◆ **2000** Number of additional affordable housing units needed, per Aspen Area Community Plan: 800–1,300. Percentage of local employees living in metro Aspen (deed-restricted and free-market): 47 (3,684 households).
- ◆ **2001** APCHA staff and budget: 16 people, \$495,000. Number and value of deed-restricted units sold through APCHA: 155, \$25.4 million. Number of units in APCHA inventory: 1,937.
- ◆ **2005** Affordable housing completed: Stillwater (13 units). Number of people in lottery for 15 Snyder Park condos: 860 (a record).
- ◆ **2008–2012** \$7 million: Aspen’s average annual tax revenue for its housing program; \$5.5 million: the combined sum for thirteen other Colorado resort communities, including Boulder.
- ◆ **2012** City of Aspen average annual total revenues of the last six years, including various mitigation fees paid by homeowners and developers, for affordable housing: \$10 million.



Marlot Ranch in Aspen

### Contact:

Mike Kosdrowsky  
Executive Director  
Aspen Pitkin County Housing Authority  
Mike.kosdrowsky@cityofaspen.com  
970.920.5050  
[website](#)

### Resources:

- [Aspen/Pitkin County Employee Housing Guidelines](#) (updated 2018)
- [2016 Aspen Pitkin County Housing Authority Policy Study](#)

<b>Total Housing Units</b>	<b>13,574</b>
<b>Occupied (#households)</b>	<b>7,340</b>
<b>Owner Occupied</b>	<b>4,757</b>
<b>Renter Occupied</b>	<b>2,583</b>
<b>Vacant/Seasonal</b>	<b>4,632</b>
<b>% for Seasonal Use</b>	<b>34.1%</b>

Source: US Census, ACS, 2017

# Silverthorne, CO



Smith Ranch

## Current Workforce Housing Projects

**Smith Ranch** - the zoning for the Smith Ranch Neighborhood permits up to 100 townhome/triplex units, and up to 140 single family/duplex units. Phase 1 is currently under construction, and the developer anticipates delivering the first set of homes in 2019. Full development of the Smith Ranch Neighborhood is expected to take 4-6 years.

The town bought the property in 2008 and annexed it the following year. The economic downturn stalled the project at Smith Ranch for a while, until plans were revived in 2014.

In November 2016, the project got another boost as voters backed the 5A initiative to fund housing projects in Silverthorne. Shortly thereafter, the town put out a request for proposals. At this point, Compass Homes is looking to erect just over 200 units, all of which will be owner-occupied by people who work at least 30 hours per week in Summit County. The project will be a mix of single-family units, townhomes, duplexes and triplexes on the Smith Ranch property. Phase I will consist of 27 townhomes, 16 duplexes, and 17 single family homes.

All of the units will be deed-restricted, and town officials said the restrictions — things like caps on buyers' incomes and sales prices, employment requirements and other measures designed to keep prices down and local workers in the units — will mirror others in the county. The targeted income range is 80-120 percent of the area median income. Generally speaking, that would put the most affordable homes in Phase I of Smith Ranch at \$252,000 and the most expensive at \$550,000

### Contact:

Mark Leidal  
 Assistant Town Manager  
 970.262.7362  
 mark.leidal@silverthorne.org  
[website](#)

### Resources:

- ◆ [Silverthorne Strategic Housing Plan](#) (2017)



### **Innovative Program Highlight:** **Town of Silverthorne Workforce Housing Business Assistance Program**

This new program aims to create new long-term workforce housing units by offering businesses that want these kinds of properties up to \$30,000 to help pay for them. For a business to qualify, it could buy an existing housing unit, build a new or simply add the necessary deed restrictions to housing already owned by the business. Businesses inside Silverthorne town limits are eligible to apply. This new program is entirely dedicated to bolstering the inventory of workforce housing. Money to support the new program is coming from the town's voter-approved 5A housing fund, which is designed to help deal with the local housing crisis.

[Learn more here.](#)

<b>Total Housing Units</b>	<b>2,239</b>
<b>Occupied (#households)</b>	<b>1,377</b>
<b>Owner Occupied</b>	<b>745</b>
<b>Renter Occupied</b>	<b>632</b>
<b>Vacant/Seasonal</b>	<b>753</b>
<b>% for Seasonal Use</b>	<b>33.6%</b>

Source: US Census, ACS, 2017

# Snowmass Village, CO



Rodeo Place, Town of Snowmass Village

## Town of Snowmass Village Housing Department

The Town of Snowmass Village formed its Housing Department in 1979 to address the Town’s workforce housing needs. Today, the Town’s housing program offers 250 rental apartments and 177 deed-restricted homeownership units, housing nearly 1,000 year-round employees and their families. In addition, the Housing Department participates in and oversees housing developed under Chapter 16A of the Land Use and Development Code, the Town’s ordinance requiring private developers to mitigate the housing demand generated by development and redevelopment within the Town.

## Guiding Principles and Goals

- ◆ Provide housing for up to 60% of the Town’s permanent, year-round workforce;
- ◆ Create top quality housing with affordable rental and mortgage rates that blend seamlessly into the community;
- ◆ Concentrate development in and around the existing nodes of activity, near local and regional transit; and
- ◆ Balance with the character and resources of the Town.

## Workforce Housing Communities

### Rental Housing:

- ◆ Brush Creek – 26 studios, studio lofts and one-bedroom apartments
- ◆ Creekside Apartments – 45 one- and two-bedroom apartments
- ◆ Mountain View Apartments – 92 studios, one-, two- and three-bedroom apartments
- ◆ Mountain View Phase II – 26 studios, one- and two-bedroom apartments
- ◆ Palisades – 16 studios and 10 two-bedroom apartments
- ◆ Villas North – 32 studios, one- and two-bedroom

### For-purchase owner-occupied housing:

- ◆ Capital Peak Lodge – 5 studios and one-bedroom condominiums set aside in market rate development
- ◆ Country Club Town Homes – 6 two- and three-bedroom townhouses set aside in market-rate development
- ◆ Creekside Condominiums – 27 one- and two-bedroom condominiums
- ◆ The Crossings – 35 two-, three- and four-bedroom single family homes
- ◆ Daly Town Homes – 16 two- and three-bedroom townhouses
- ◆ Mountain View Condominiums – 37 one, two, and three bedroom condos
- ◆ Rodeo Place – 29 single family detached and duplex townhouses
- ◆ Sinclair Meadows – 21 two- and three-bedroom attached townhouses

**Coffey Place:** Coffey Place was completed in 2010 and is constructed on town-owned land in the “Town Park” section of Snowmass Village, and offers 16-18 two- and three-bedroom townhouses and detached single family homes. As with several of the Town’s other developments, the value of the land and a capital subsidy helped to keep the development affordable for residents. Ongoing costs were also kept low through energy efficiency and low-maintenance building features.

### Contact:

Betsy Crum  
 Housing Director  
[Town of Snowmass Village Housing Department](#)  
 bcrum@tosv.com  
 970.923.2360

### Resources:

- ◆ [Town of Snowmass Village Housing Regulations](#)
- ◆ [Municipal Code Ch. 17: Employee Housing](#)

<b>Total Housing Units</b>	<b>2,890</b>
<b>Occupied (#households)</b>	<b>1,188</b>
<b>Owner Occupied</b>	<b>644</b>
<b>Renter Occupied</b>	<b>544</b>
<b>Vacant/Seasonal</b>	<b>1,261</b>
<b>% for Seasonal Use</b>	<b>43.6%</b>

Source: US Census, ACS, 2017



# Steamboat Springs, CO



*The Reserves at Steamboat Springs*

## Community Housing in Steamboat Springs

The City of Steamboat Springs adopted the Community Housing Ordinance in 2006. The purpose was “To ensure a reasonable amount of community housing” for residents earning between 30% and 140% of AMI. This ordinance has been suspended since August 2013. It did result in construction of approximately 100 units, and a \$400,000 contribution to reserves.

The City of Steamboat Springs is in the process of considering future actions with respect to either reinstating the community housing ordinance, or developing new policies. The Community is working on determining goals such as what is a “reasonable” amount of community housing.

In a recent staff report to Council, staff recommended that they provide specific zoning and process policy recommendations and analysis, including fiscal analysis, for implementation of certain zoning incentives for further Council review and possible code amendments. Given that the ordinance has been suspended for four and one half years, it may be time to clean the slate and reexamine priorities and options. Along with this recommendation, staff requests that Council provide direction on specific policy objectives and priorities for further analysis. Staff believes that, in addition to community engagement, close coordination with builders of affordable housing product will be essential to determine which options may have the greatest benefit and produce actual housing product to address the anticipated need.

## Funding

The Yampa Valley Housing Authority was successful in passing a referendum in November 2017 supporting a 1.0 mill levy to provide up to \$850,000 annually to help leverage the development of affordable housing in Steamboat Springs.

## Workforce Housing Communities in the Steamboat Springs area

- **Hillside Village Apartments**—Hillside Village Apartments is a project financed by USDA-Rural Development which assists tenants with subsidies. The 55-unit complex located on Tamarac Drive, consists of a mix of 1- and 2-bedroom units. Since USDA-Rural Development finances the project, The Yampa Valley Housing Authority is required to verify that each household has sufficient income to pay the basic rent. Some of the most notable capital projects that have been completed are the replacement of all electrical boxes on the property, a new roof for each building and drainage improvements. As of July 2018, Hillside Village Apartments had a waitlist of 30 families.
- **Fish Creek Mobile Home Park**— In 2007, the Yampa Valley Housing Authority purchased the Fish Creek Mobile Home Park to ensure future affordability for the residents of this community. The 68-owner occupied units are situated along the beautiful Yampa River near Angler’s Drive and US 40. Lot rents include water, sewer, and trash pickup and snow removal. Residents are responsible for electric, gas, cable and Internet service. Recently the YVHA replaced the water and sewer at Fish Creek Mobile Home Park as well as re-paved the road.
- **The Reserves**— YVHA is a special limited partner in this project and invested \$400,000 of community resources towards its development. This 48 unit apartment project targets households making between 40% and 60% of the Area Median Income (AMI). The project was developed in partnership with Overland Property Group utilizing the Low-Income Housing Tax Credit (LIHTC) program and is managed by Ross Management. The project was completed in June 2017 and is fully leased. As of July 2018, there is a waitlist of over 200 families.

## Contact:

Tyler Gibbs  
Community Development Director  
City of Steamboat Springs  
tgibbs@steamboatsprings.net  
970.879.2060  
[website](#)

## Yampa Valley Housing Authority

Jason Peasley  
Executive Director  
jpeasley@yvha.org  
970.870.0167  
[website](#)

## Resources:

- [Yampa Valley Housing Authority—Report to the Community \(2018\)](#)
- [City of Steamboat Springs: Affordable Housing Development Incentive Opportunities \(staff report to Council 1/16/18\)](#)
- [City of Steamboat Springs—City Council Communication Form Re: Affordable Housing Incentives \(January, 2018\)](#)
- [Routt County Community Housing Steering Committee Final Report \(December, 2016\)](#)

<b>Total Housing Units</b>	<b>9,868</b>
<b>Occupied (#households)</b>	<b>4,830</b>
<b>Owner Occupied</b>	<b>2,963</b>
<b>Renter Occupied</b>	<b>1,867</b>
<b>Vacant/Seasonal</b>	<b>3,203</b>
<b>% for Seasonal Use</b>	<b>32.5%</b>

*Source: US Census, ACS, 2017*

# Summit County, CO

## Summit County Housing Department

The Summit County Housing Department works in collaboration with many community partners and neighboring jurisdictions to implement the County's housing related goals and strategies, and to increase the stock of local affordable workforce housing. The Department participates in all phases of affordable workforce housing development from conceptualization to implementation, including identifying potential development opportunities and acquiring land suitable for development. The Housing Department also facilitates coordination and preparation of site-specific development plans, entitlements and building permitting as well as arranging for project financing, including applicable federal and state grants and loan programs. The Housing Department is constantly seeking out, developing and maintaining partnerships with nonprofit, corporate, private and governmental entities, as well as preparing and managing consultant and construction contracts.

### Other Efforts:

- ◆ **Land Banking** – Summit County is “banking” land so they can be prepared for workforce housing needs down the road. They have worked to purchase land from private and public entities including the U.S. Forest Service to acquire land for future workforce housing development opportunities.
- ◆ **Accessory Apartments** – The Summit County Land Use & Development Code allows for accessory apartments and caretaker units in certain zoning districts, with certain restrictions. All permits issued for an accessory apartment include the requirement that the property owner record a covenant restricting the use and occupancy of the accessory unit to long-term rental (at least six (6) months) to persons employed within Summit County a minimum of 30 hours per week, or occupancy by relatives of the property owner. There are currently over 120 permitted accessory apartments in Summit County.
- ◆ **Short-Term Rental Regulations** – Summit County Government has implemented a permitting system for STRs.

### Current Workforce Housing Projects

- ◆ **Village at Wintergreen (near Keystone)** – This project is currently under construction and is funded through both private investment and a public/private partnership. The project includes 196 total units, containing LIHTC 30-60% AMI rental units, long-term rental units, and seasonal resort employee housing, and a site dedicated for a day care facility.
- ◆ **West Hills Phase I and II (near Keystone)** – Phase I was a private development that fulfilled requirements of a market rate project in the Snake River Basin. It consists of 25 townhome units that are all owner occupied at 80-110% AMI. Construction for Phase I was completed in the fall of 2018 and all units are occupied. Phase II is a public private partnership between Summit County and West Hills LLC. It consists of 41 condominium and townhome units priced at 70-110% AMI. Construction completion is projected to be in late summer of 2019.
- ◆ **Lake Hill (Near Frisco and I-70)** – The approximately 45-acre parcel of land was purchased via an Act of Congress from the US Forest Service in 2016. The deed specifically states that this site is to be used as Workforce Housing. A Master Plan was finalized in 2017 and a Site Impact Study for the future development of the site is currently in progress.



*Village at Wintergreen, Keystone*

### Contact

Summit County Housing Depart.  
970-668-4210  
HousingDepartment@summitcountyco.gov

### Resources

- ◆ [Summit County Housing Department Building Housing: Community Preservation, Economic Health, and Sustainability in Summit County, Colorado](#) (October 2018)
- [Section 3809 of the Summit County Land Use and Development Code](#) in conjunction with the [Affordable Workforce Housing Deed Restriction Guidelines](#) guide the development of

### Funding

Throughout the years, voters in Summit County have approved various ballot measures intended to help develop local resident housing throughout all of Summit County. In Nov. 2006, the voters authorized a County sales tax of .125% and a development impact fee for affordable housing purposes. Voters renewed this .125% sales tax in 2015 in perpetuity. In Nov. 2008 the voters approved a twelve year property tax levy, establishing an ongoing funding mechanism for affordable housing projects. In Nov. 2016, voters approved a .6% increase for 10 years that will go toward the construction of affordable housing. With a new rate of .725%, the Countywide collection in 2017 was \$9.4 million to be distributed proportionally to each municipality based on revenue generation.

<b>Total Housing Units</b>	<b>30,652</b>
<b>Occupied (#households)</b>	<b>9,455</b>
<b>Owner Occupied</b>	<b>6,287</b>
<b>Renter Occupied</b>	<b>3,168</b>
<b>Vacant/Seasonal</b>	<b>19,892</b>
<b>% for Seasonal Use</b>	<b>64.9%</b>

*Source: US Census, ACS, 2017*

# Summit Combined Housing Authority

## Summit Combined Housing Authority

The Summit Combined Housing Authority (SCHA) was formed in 2006 to serve all of the towns in Summit County and all areas of unincorporated Summit County to facilitate a long term housing solution. SCHA provides education, loan assistance and rental information and enables the sale of workforce housing.

## Housing Works Program

Summit Foundation and FIRC have teamed up on this initiative, which helps home owners use their properties as long-term rentals to benefit the community's workforce. Property owners who participate in the program receive: Free property management services and quarterly inspections; 100% guaranteed rent payments; Housing for local professionals- stable, qualified tenants; Make a difference – by offering your property as a long-term rental you are helping to solve Summit County's workforce housing crisis

## Funding

In November of 2006 the voters authorized a County-wide 0.125% sales tax and a development impact fee for affordable housing purposes. This was renewed by voters in 2015. A new construction fund (5A) was approved by Summit County voters in November of 2016. Funds will be shared among towns in Summit County. This tax ends in 10 years.



*caption*

## Contact:

### Jason Dietz

Executive Director  
Summit Combined Housing Authority  
970.453.3559  
jasond@summithousing.us  
[website](#)

## Resources:

- [Summit County Housing Needs Assessment \(2016\)](#)
- [Summit County Housing Needs Assessment—Executive Summary \(2016\)](#)



## Dedicated Funding Source in Summit County

Summit County has two local designated funding sources for employee housing. There is a voter approved local 5A sales tax of .125% that is effective in perpetuity. On November 8, 2016, voters approved a .6% increase for 10 years that will go to the construction of affordable housing. With a new rate of .725%, the County-wide collection in 2017 was \$9.4 million to be distributed proportionally to each municipality based on revenue generation.

The funding from 5A spurred on many projects including:

- ◆ Breck 365 Apartments in Breckenridge
- ◆ Smith Ranch in Silverthorne
- ◆ Workforce Housing Business Assistance Program in Silverthorne
- ◆ Dillon Ridge Apartments in Dillon
- ◆ Four townhomes in Bill's Ranch area to be deed-restricted for local workers in Frisco



# Telluride, CO

The Telluride Housing Department provides year-round housing for employees who work within the boundaries of the Telluride R-1 School District. All housing developments have been constructed by the Telluride Housing Authority.

- ◆ **Shandoka Apartments** consists of 134 apartments, a daycare facility, four laundry facilities and offices for administrations and maintenance.
- ◆ **Virginia Placer** includes 18 apartments, three tiny homes, and a boarding house with capacity for 46 occupants.

The members of the Telluride Town Council sit as the THA Board of Directors and the Town of Telluride manages the property on behalf of THA. The administrative office is shared with the San Miguel Regional Housing Authority.

The Telluride Housing Department conducted a lottery to select the residents of the Virginia Placer Apartments and Tiny Homes. The winners of the lottery will be able to begin renting their new apartments at the beginning of April 2018. The anticipated opening of the Boarding House is May 2018.

- ◆ **The Boarding House:** is a unique opportunity to live in a communal environment, while enjoying all that Telluride has to offer. The Town of Telluride plans to open this new facility toward the end of May 2018. There are 18 single occupancy rooms and 14 double occupancy rooms. All bathrooms and kitchens are communal. Each resident will be provided with furnishings in their unit, including a bed with frame and mattress, desk, chair, window blinds, screen and mini fridge.

## San Miguel Regional Housing Authority conducting housing survey

The San Miguel Regional Housing Authority, which is funded by the county, the town of Telluride and Mountain Village, is conducting a Housing Needs Assessment throughout San Miguel County to determine the current housing inventory and gaps. Copies of the survey were recently mailed to households in the county and surrounding areas, including Ridgway, Nucla, Naturita and Rico. The data for completing the survey is April 30, and the survey is also available at SMRHA's website at [www.smrha.org](http://www.smrha.org) under the "Needs Assessment" tab.

## AFFORDABLE HOUSING PROJECT IN TELLURIDE READY TO BREAK GROUND

The Telluride Town Council approved the transfer of the property known as Lot B, Pearl Subdivision to Block 23 Housing Corporation, clearing the way for the ground breaking on the \$7.52 million affordable housing project. The project includes four buildings, with units of up to four bedrooms, averaging about 1,600 square feet. Construction is estimated to take up to 14 months, with ground breaking this month. *Telluride Daily Planet, 07.06.18*



*Tiny Home in Telluride, CO*

### Contact:

Melanie Wasserman  
Director of Housing  
[mwasserman@telluride-co.gov](mailto:mwasserman@telluride-co.gov)  
970.728.3034 x1  
[website](#)

### San Miguel Regional Housing Authority

Shirley Diaz  
Executive Director  
970.728.3034 x5  
[Shirley@smrha.org](mailto:Shirley@smrha.org)

### Resources:

- [San Miguel County Housing Needs Assessment](#) (August 2018)

Total Housing Units	1,985
Occupied (#households)	786
Owner Occupied	312
Renter Occupied	474
Vacant/Seasonal	990
% for Seasonal Use	49.9%

*Source: US Census, ACS, 2017*

# Teton County, WY

## Focus of the Jackson/Teton County Housing Department

Our focus and mission at JTCAH is to enable housing opportunities for local workers. Why? We value a diverse, healthy, functioning community that includes a wide array of workers, professionals, and service providers. Housing our workforce locally contributes to maintaining a vital community, and we're lucky to live in a place where our leaders and voters support it.

Because market home prices in Teton County are more expensive than what most working families can afford, the homes in our program are designed to be affordable. They come through development requirements or through funding such as the SPET tax that voters elect.

## Jackson Hole: A Community First....Resort Second

### Housing Rules & Regs Adopted

Monday, July 2, 2018, Jackson, WY – The Jackson Town Council and Teton County Board of Commissioners formally adopted policy updates to Housing Rules & Regulations today, marking the completion of one project area for the Engage 2017 process. The Engage 2017 process began in the spring of 2017, focused on the major policy areas of Natural Resource Protections, Town Zoning & Parking, Housing Requirements, and Housing Rules & Regulations. Over the past year, extensive public outreach has been conducted to solicit community input and feedback to help shape the policy updates for Housing Rules & Regulations. Ten public outreach events were held, two surveys were conducted with 325 responses, six open office hour sessions were held, and additional outreach with critical stakeholders was conducted.

In addition to all of the public outreach conducted, approximately 15 meetings of either the Jackson Town Council, Teton County Board of Commissioners, Planning Commission, or Jackson/Teton County Housing Authority have been held to guide the process since February 2017. "Public input and community feedback have been critical for this entire process," said April Norton, Jackson/Teton County Affordable Housing Department Director. "We are truly grateful for the time and energy that so many of our passionate community members have provided."

Significant changes to the Housing Rules & Regulations include:

- ◆ The number of entries a household receives in the weighted drawing is based on points, which are given for years worked in Teton County and for Critical Service Providers,
- ◆ Occupancy requirements for most units have increased,
- ◆ New Affordable unit owners will be required to prove annually that they are employed in Teton County full-time, and that they occupy their unit,
- ◆ Livability standards will be required on new units with no minimum size requirements,
- ◆ Retirees will no longer qualify to purchase, and
- ◆ In rental units, proof of U.S. Citizenship or Lawful Permanent Residency is not required.



Homesteads at Teton Village

### Contact:

April Norton  
Housing Director  
Jackson/Teton County Housing Department  
307.732.0867  
ahnorton@tetoncountywy.gov  
[website](#)

### Resources:

- ◆ [Jackson/Teton County Housing Supply Plan \(2018-2022\)](#)
- ◆ [Jackson/Teton County Housing Rules and Regulations \(2018 Update\)](#)
- ◆ [Jackson/Teton County Housing Requirements \(2018 Update\)](#)

<b>Total Housing Units</b>	<b>13,508</b>
<b>Occupied (#households)</b>	<b>8,795</b>
<b>Owner Occupied</b>	<b>5,142</b>
<b>Renter Occupied</b>	<b>3,653</b>
<b>Vacant/Seasonal</b>	<b>3,065</b>
<b>% for Seasonal Use</b>	<b>22.7%</b>

Source: US Census, ACS, 2017

## Vision for the Town of Vail

*To Be the Premier International Mountain Resort Community*

### Housing Department Vision

The Town of Vail is the resort community leader in ensuring the availability of homes for year-round Vail residents. Year-round residents, along with their homes, prove critical to maintaining and sustaining the premier international mountain resort community. In Vail, homes for residents are seen as infrastructure - a community support system - not unlike roads, bridges, water and sewer and similar services delivered by municipal government.

### Housing Department Mission

"Realizing Vail's Vision One Deed-Restriction at a Time."

The Housing Department exists to advocate and advance the Town's vision as the leader amongst mountain resort communities in ensuring the availability of homes for year-round Vail residents. We preserve and protect existing and future homes for resident occupancy by acquiring deed restrictions obtained through public/private partnerships, strategic initiatives, regulatory obligations, innovative programs and collaboration within the community and the region.

### Workforce Housing Neighborhoods and Efforts

- Vail Commons: 53 For-Sale Units; 18 Rental Units
- Buzzard Park: 24 Rental Units
- Red Sandstone Creek: 18 For-Sale Units
- Buy-Down Program: 3 For-Sale Units; 2 Rental Unit
- Timber Ridge Village: 98 Rental Units
- North Trail Town Homes: 6 For-Sale Units
- Middle Creek Housing Development: 142 Rental Units
- Arosa Duplex: 2 For-Sale Units
- Lions Ridge Apartments: 113 rental units
- Chamonix Vail Townhomes: 32 for-sale units
- 6 West Apartments: 23 rental units

### Homebuyer Support

- [Down Payment Assistance](#)
- [First Time Home Buyer Class](#)
- [Home Buyer Education](#)
- Vail InDEED Housing Program



Chamonix Vail Townhomes

### Contact:

George Ruther  
 Director, Housing Department  
 gruther@vailgov.com  
 970.479.2145  
[website](#)

### Resources

- [Vail Housing 2027](#)
- [Eagle River Valley Housing Needs and Solutions](#) (2018)
- [2012 Eagle County Housing Needs Assessment](#)
- [2006 Housing Nexus Study](#)



### Innovative Program Highlight: **Vail InDEED Housing Program** [www.vailindeed.com](http://www.vailindeed.com)

Vail InDEED was created to provide incentives for homeowners as well as real estate buyers and sellers to deed restrict their property to help the town meet its strategic housing goal of acquiring an additional 1,000 deed restricted units by the year 2027. The program has been recognized as one of the most innovative approaches in the nation to help reach the goal of maintaining and sustaining homes for residents within the Vail community. The Vail Local Housing Authority, a five-member board appointed by the Vail Town Council, is responsible for reviewing Vail InDEED funding applications. Funds will be appropriated on a case-by-case basis based on a review of 10 criteria, which include paying a fair market value for the deed restriction relative to current market conditions. Deed restrictions remain with the property for all future property sales.

<b>Total Housing Units</b>	<b>7,210</b>
<b>Occupied (#households)</b>	<b>2,206</b>
<b>Owner Occupied</b>	<b>1,409</b>
<b>Renter Occupied</b>	<b>797</b>
<b>Vacant/Seasonal</b>	<b>4,661</b>
<b>% for Seasonal Use</b>	<b>64.6%</b>

Source: US Census, ACS, 2017



# Winter Park, CO

Winter Park is a resort community with market housing driven by the second homeowner. The community has recognized that without a strategy to address affordable housing, they would not be able to maintain a labor base that can live and work in Winter Park. In 2018, The Town of Winter Park Council voted to create the **Winter Park Housing Authority** to continue building a community where residents can work, play and live.

**Mission of Town of Winter Park Attainable Housing Program:** To strengthen the social and economic well-being of our community by providing safe, attainable housing to residents and workforce.

**Vision:** The Town of Winter Park's attainable housing program is committed to:

- ◆ Helping to build an inclusive and diverse Winter Park.
- ◆ Enhancing the economic sustainability of our community by providing adequate housing for at least thirty percent (30%) of our local workforce.
- ◆ Ensuring that there is an adequate supply of housing available to seasonal workers.
- ◆ Protecting and preserving our existing stock of attainable housing.
- ◆ Providing comprehensive and innovative leadership to our clients and to our partners.
- ◆ Encouraging community awareness in all new construction projects and redevelopments.

## Hideaway Place

The Hideaway Place Apartments recently won the Governor's Award of Excellence from Downtown Colorado Inc. as the Best New Addition to Downtown. The complex has 38 2-bedroom apartments.

**Miller's Inn:** Millers Inn is an original lodge in Winter Park that was used for short term and later long term rental housing. The project consists of eight residential cabins and a six-unit apartment building. The Millers Inn project offered a very rare opportunity that enabled the existing tenants to purchase the units that they occupied at an affordable price and become homeowners. To accomplish this, the Grand County Housing Authority teamed with a motivated seller that would provide owner financing until the units were sold. To accomplish this mission the Housing Authority had to go through the condominium conversion process.

## Sitzmark Apartments [Link to article in Ski Hi News, 7/29/17](#)

The complex holds 28 two-bedroom units and 10 one-bedroom units. It is the first major project going into downtown Winter Park in almost 20 years. Rental rights for one-bedroom apartments are going for \$850, 60 percent area median income (AMI) for a household of two. Nine of the two-bedroom units will be \$1,250, 70 percent AMI. The other 19 two-bedroom units are going for \$1,470, 80 percent AMI. 100 percent AMI for an individual is \$26 an hour and \$9.38 for a household of four. Only the nine two-bedroom apartments are income restricted, requiring occupants make 80 percent AMI or less. Residents can only sign one year leases. In order to apply you must have at least one year in the town's workforce. The workforce is defined roughly as any occupation which serves the Winter Park community.

## Upcoming Projects

**Dimmit II**—The Authority's next affordable housing project, known as Dimmit II, is a partnership with Winter Park Resort. The project includes 27 units, most with four bedrooms and two floors. Gear garages, fresh air and natural light in every bedroom, and off-site parking are among the amenities. Construction will begin in summer 2018 and will be completed in 2019.

**Hideaway Junction Phase II**—The Hideaway Junction project is moving forward with Phase II in 2018. Currently, the site includes 10 two and three-bedroom single-family residences. In the next phase, approximately 40 new single-family homes will be built and be for sale to members for the Winter Park workforce.



Hideaway Place Apartments

### Contact:

John Crone  
Housing Manager  
Winter Park Housing Authority  
jcrone@wpgov.com  
970.726.8081 Ext. 209  
[website](#)

### Resources:

- ◆ [Draft Town of Winter Park Attainable Housing Strategic Plan](#)
- ◆ [2018 Winter Park Housing Authority Overview](#)
- ◆ [2015 Winter Park Housing Needs Assessment](#)



### Innovative Program Highlight: Winter Park Housing Assistance Fund

The Town of Winter Park, Grand Foundation and Winter Park Resort partnered to create this fund to help full-time residents successfully live and work in the Winter Park and Fraser Valley area. Members of the Winter Park workforce can apply to receive a grant through the fund, and applicants are prioritized by economic need. Learn more at [grandfoundation.com](http://grandfoundation.com).

<b>Total Housing Units</b>	<b>2,628</b>
<b>Occupied (#households)</b>	<b>308</b>
<b>Owner Occupied</b>	<b>186</b>
<b>Renter Occupied</b>	<b>122</b>
<b>Vacant/Seasonal</b>	<b>1,864</b>
<b>% for Seasonal Use</b>	<b>70.9%</b>

*Source: US Census, ACS, 2017*

# Appendix A: Short Term Rentals

## Potential Impacts of Short Term Rentals

\*In recent years, short-term rentals (STR's) have exploded in popularity in vacation destinations, including the communities in our region. Therefore, policies to mitigate the impacts and controversy created by STR's are increasingly being considered by our region's communities. A summary of the potential impacts, both positive and negative, of short term rentals on communities include:

- Neighborhood impacts: Trash, noise, and parking problems can be generated from visitors who do not practice "good neighbor" relations. A prevalence of short-term vacation rentals in a neighborhood can change the character of a neighborhood and transform the quality of life of the area.
- Increased Tax and Fee Revenues: STRs can provide additional sales and lodging tax revenues. In addition, STR guests can further benefit the community through patronizing local restaurants, retail stores, etc. \$159K in 2017. STRs can also be a source of business license revenue for those that require this.
- Additional income for local residents: STRs have provided opportunities for people to rent out unused space on a short term basis to help make ends meet. In our resort communities where housing costs are high and wages tend to be lower, this can greatly improve the lives of STR hosts.
- Fewer long term rentals available to local residents: STR's are mainly located in residential areas. By taking a long term rental out of the local housing market to rent as a short-term vacation accommodation, landlords are reducing the inventory of units available for local resident housing which can decrease the supply of workforce housing and lead to increased rents.
- Effects on hotels: STRs are considered unfair competition by the traditional lodging industry. The business models of short-term vacation rental platforms offer economic advantages such as not having to pay for staff. Short-term rentals can offer lower rates compared to traditional tourist accommodations. Also STRs are residential, and as such pay residential property taxes, while hotels pay commercial property tax which is considerably higher.

## Potential Regulations on Short Term Rentals

Many local governments are working to regulate short-term vacation rentals in such a way that they protect neighborhoods while balancing home-owners' property rights. Some practices that have been put into place in NWCCOG and CAST municipalities are summarized below:

- Requiring every lodging location to have an individual business license rather than allowing a property management company to "hold" the business license for all the properties they manage.
- Ordinances requiring that the business license number be included in advertisements. This helps with identifying properties which have not obtained a business license and are not filing or remitting sales/lodging taxes.
- Requiring information to be posted within the unit listing the physical address, local agent's contact information, the owner's contact information, and the short term rental license number.
- Requiring that STR's have a local contact within a specified response time to address complaints. Information on local contact could be distributed to neighbors within a certain radius upon issuance of STR license.
- Complaint escalation process: initial complaint to the owner, if not addressed, formal complaint process with the Town.
- Creating a separate accommodation license in place of a business license. The accommodation license fee is sometimes tiered, based on the number of bedrooms. The cost of enforcement such as locating and contacting owners regarding licensing and tax filing as well as "good neighbor" issues such as trash, noise complaints, and parking can easily justify a higher fee than \$75/year. Licensing fees in resort communities range from \$10 in Town Crested Butte to \$750 in Durango.
- Voluntary Compliance Agreement (VCA) with AirBnb. The State of Colorado and at least 12 municipalities have entered into an agreement with AirBnb which allows AirBnb to collect and remit sales and lodging taxes on behalf of their hosts.
- Imposing regulations regarding life and safety concerns such as: smoke and carbon monoxide detectors; operable toilet, sink, shower; sufficient number of trash receptacles; occupancy limits, electrical panels clearly labeled; requiring a land line or booster for cell service for 911 calls; liability insurance, requiring an affidavit that certifies that the STR property is in habitable condition and complies with health and safety standards outlined in town codes.
- Penalties for violations, compliance monitoring, complaint management, and enforcement.
- Hiring an outside company to identify unlicensed STR's. Many municipalities have contracted with 3rd party contractors to assist in STR compliance.

*\*This excerpt is taken from a memo written by Laura Kennedy, Director of Finance, from the Town of Silverthorne for a work session with Council on the matter of STRs held on 7/11/18).*

# Appendix A: Short Term Rentals

The following is a clearinghouse of information on individual communities' proposed or implemented policies, plans, and initiatives being undertaken to mitigate the impacts of STRs.

[Aspen](#)

[Avon](#)

[Basalt](#)

[Breckenridge](#)

[Crested Butte](#)

[Dillon](#)

[Durango](#)

Eagle County

Eagle

[Estes Park](#)

[Fraser](#)

[Frisco](#)

[Glenwood Springs](#)

[Granby](#)

[Grand Lake](#)

[Grand County](#)

Gunnison County

Gypsum

[Jackson, WY](#)

Ketchum, ID

[Minturn](#)

[Moab, UT](#)

Mountain Village

Mt. Crested Butte

Ouray

Pagosa Springs

[Park City, UT](#)

Pitkin County

[Silverthorne](#)

[Snowmass Village](#)

[Steamboat Springs](#)

[Summit County](#)

[Telluride](#)

Teton County, WY

[Vail](#)

[Winter Park](#)



*Hot Topic: The Summit County board of county commissioners considered draft short-term rental regulations in front of a packed crowd at the Frisco Day Lodge, Tuesday Oct. 23. (Summit Daily News, 10/24/18)*

## Resources:

- ◆ [Short-Term Rental Property Ordinance Matrix](#) (Colorado Association of Ski Towns & Colorado Municipal League) - October 2017
- ◆ [Vacation Rental Policy Considerations](#) (presentation by Commissioner Rich Cimino, Grand County Commissioner, at the 7/26/18 NWCCOG Council Meeting)
- ◆ [Short-Term Rentals: Municipal Best Practices in Colorado](#) (by the Colorado Municipal League, November 2016)

## In the News...

- ◆ **Summit County:** Complaint hotline for short-term rentals live in Breck, Silverthorne ([Summit Daily News, 1/3/19](#))
- ◆ **Summit County** is contemplating changing tax assessment rates on for-profit homeowners ([Summit Daily News, 11/18/18](#))
- ◆ **Summit County** adopts regulations for short-term rentals on unincorporated land ([Summit Daily News, 12/19/18](#))
- ◆ **Vail** Town Council reviews updates to short-term rental regulations at Dec. 4 meeting ([Vail Daily, 11/30/18](#))
- ◆ **Silverthorne** passes Summit County's strictest rules on short-term rentals ([Summit Daily News, 10/12/18](#))
- ◆ **Breckenridge** updates rules for short-term rentals amid firestorm of protests ([Summit Daily News, 8/15/18](#))
- ◆ City of **Aspen** knocking on the door of short-term rental scofflaws ([Aspen Times, 2/27/18](#))



# Appendix B: CAST Affordable Housing Survey—Summary of Results (April 1996)

Affordable workforce housing has been an issue in the NWCCOG for many years. In 1996, the Town of Silverthorne initiated a survey of members of the Colorado Association of Ski Towns (CAST). The purpose of the survey is described in this excerpt from a memo from the Town of Silverthorne Manager to the Council in 1996:

*Affordable housing is an issue the Town of Silverthorne, along with the entire County, has been struggling with for several years now. The Summit Leadership Forum (made up of leadership from all the towns in the county, the county, and other stakeholder groups such as the School District) on May 30th specifically dedicated to identifying potential tools to use to make progress in the affordable housing challenge. This packet contains information on which programs would fit best for Silverthorne. Staff would like Council's direction on formulating an affordable housing action plan for Silverthorne. See summary results below. The entire 1996 report can be found [here](#).*

This “historic” information provides a glimpse into how far we have come as a region in the affordable workforce housing challenge in the last 22 years.

## CAST Affordable Housing Survey—Summary of Results (1996)

	formed advisory committee	fee waivers/ discounts/ deferrals	favorable zoning	taxes/ other funding sources	public/ private ventures	donations: land, utilities cash, etc.	other favorable treatment for developers	density bonuses	down payment assist. programs	town provided employee housing	favorable treatment for accessory units	town owned property leased to residents	code regs for certain % of affd. hsg or deed restrictns	town land held spec. for developers of affd. hsg	commercial/ industrial/ lodging linkage	cooperative strategies w/other entities	area employers provide employee housing	dev. code encourages smaller affable units	programs to encourage local residents/ees	staff spec. dedicated to housing issues
Aspen	X	X	X	X	X	X	X	X	X*	X	X	X	X	X	X	X	X	X	X	X
Avon			X	X	X	X					X						X		X	
Breckenridge		X				X	X	X											X	
Crested Butte		X									X	X	X	X					X	
Dillon								X	X											
Durango		X					X													
Fraser					X											X				
Frisco		X*	X					X*			X*									
Glenwood Springs	X	X*	X*				X*	X*			X*		X*	X*				X		
Grand Junction						X														
Grand Lake		X			X	X	X									X				
Mt. Crested Butte			X*	X*							X		X			X			X	
Nederland																				
Silverthorne		X				X		X												
Snowmass Village							X			X		X							X	X
Steamboat Springs	X	X	X*		X*		X	X			X*			X*	X	X*	X			
Telluride		X		X				X				X	X							
Vail			X	X*	X*		X		X			X	X				X			
Winter Park																				

\* - indicates pending or proposed, not yet implemented



# Appendix C: Clearinghouse of Resources

## Strategic Plans / Community Planning Documents:

- ◆ [Avon Community Housing Plan](#) (2018)
- ◆ [Town of Avon Comprehensive Plan](#) (May 2017)
- ◆ Town of Crested Butte [2017 Affordable Housing Plan](#)
- ◆ City of Durango [Housing Plan—January 2018](#)
- ◆ [Eagle County Housing Strategic Plan 2016](#)
- ◆ [Town of Gypsum Master Plan](#)
- ◆ Jackson, WY [2015 Workforce Housing Action Plan](#)
- ◆ Jackson, WY 2016 Housing Supply Plan
- ◆ City of Moab [2017 Affordable Housing Plan](#)
- ◆ [Silverthorne Strategic Housing Plan](#) (2017)
- ◆ [Yampa Valley Housing Authority—Report to the Community \(2018\)](#)
- ◆ [Summit County Housing Department Building Housing: Community Preservation, Economic Health, and Sustainability in Summit County, Colorado](#) (October 2018)
- ◆ [Jackson/Teton County Housing Supply Plan](#) (2018-2022)
- ◆ [Vail Housing 2027](#)
- ◆ [Draft Town of Winter Park Attainable Housing Strategic Plan](#)
- ◆ [Yampa Valley Housing Authority—Report to the Community \(2018\)](#)
- ◆ [Summit County Housing Department Building Housing: Community Preservation, Economic Health, and Sustainability in Summit County, Colorado](#) (October 2018)
- ◆ [Jackson/Teton County Housing Supply Plan](#) (2018-2022)
- ◆ [Vail Housing 2027](#)
- ◆ [Draft Town of Winter Park Attainable Housing Strategic Plan](#)

## Policies / Guidelines / Organizational / Governing Documents / Ordinances:

- ◆ [Aspen Pitkin County Housing Authority Housing Guidelines](#)
- ◆ [Town of Basalt Housing Mitigation Guidelines](#) (Art. 19 of the Town Code)
- ◆ [Town of Breckenridge Affordable Workforce Housing—Presentation to the Colorado Association of Ski Towns](#) (August 2017)
- ◆ Town of Crested Butte [2016 Affordable Housing Guidelines](#)
- ◆ [Eagle County Affordable Housing Guidelines \(2018\)](#)
- ◆ [Town of Fraser Housing Policy](#) (2017)
- ◆ [Town of Grand Lake Affordable Housing Requirements](#)
- ◆ [Mt. Crested Butte Community Housing Guidelines](#) (2009)
- ◆ [Guidelines for Affordable Housing in Ouray County](#)
- ◆ [Park City Housing Resolution 03/2017: Affordable Housing Guidelines](#)
- ◆ [Aspen/Pitkin County Employee Housing Guidelines](#) (updated 2018)
- ◆ [2016 Aspen Pitkin County Housing Authority Policy Study](#)
- ◆ [Town of Snowmass Village Housing Regulations](#)
- ◆ Town of Snowmass Village [Municipal Code Ch. 17: Employee Housing](#)
- ◆ [City of Steamboat Springs: Affordable Housing Development Incentive Opportunities](#) (staff report to Council 1/16/18)
- ◆ [City of Steamboat Springs—City Council Communication Form Re: Affordable Housing Incentives](#) (January, 2018)
- ◆ [Routt County Community Housing Steering Committee Final Report](#) (December, 2016)
- ◆ [Section 3809 of the Summit County Land Use and Development Code](#) in conjunction with the [Affordable Workforce Housing Deed Restriction Guidelines](#) guide the development of local resident housing in Summit County.
- ◆ [Jackson/Teton County Housing Rules and Regulations \(2018 Update\)](#)
- ◆ [Jackson/Teton County Housing Requirements \(2018 Update\)](#)
- ◆ [2018 Winter Park Housing Authority Overview](#)

## Housing Needs Assessments:

- ◆ [Gunnison Valley Housing Needs Assessment \(2016\)](#)
- ◆ [Eagle River Valley Housing Needs and Solutions Study](#) completed April 2018
- ◆ [Town of Fraser Housing Needs and Development Study](#) (May 2016)
- ◆ [Grand County Housing Needs Assessment—June 2018](#)
- ◆ [Grand County Housing Needs Assessment \(2007\)](#)
- ◆ [Grand County Housing Needs Assessment Appendices \(2007\)](#)
- ◆ Gunnison Valley [Housing Needs Assessment](#) (2016)
- ◆ [San Miguel County Housing Needs Assessment](#) (2018)
- ◆ [Archuleta County Housing Needs Study \(12/4/2017\)](#)
- ◆ [Park City Housing Needs Assessment 2016](#)
- ◆ [Summit County Housing Needs Assessment \(2016\)](#)
- ◆ [Summit County Housing Needs Assessment—Executive Summary \(2016\)](#)
- ◆ [Eagle River Valley Housing Needs and Solutions](#) (2018)
- ◆ [2012 Eagle County Housing Needs Assessment](#)
- ◆ Town of Vail [2006 Housing Nexus Study](#)
- ◆ [2015 Winter Park Housing Needs Assessment](#)

# Appendix D: List of Workforce Housing Contacts

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# Appendix E: Glossary of Terms

**Accessory Dwelling Unit:** An accessory dwelling unit (ADU) is a smaller, independent residential dwelling unit located on the same lot as a stand-alone (i.e., detached) single-family home. ADUs go by many different names throughout the U.S., including accessory apartments, secondary suites, and granny flats. Internal, attached, and detached ADUs all have the potential to increase housing affordability (both for homeowners and tenants), create a wider range of housing options within the community, enable seniors to stay near family as they age, and facilitate better use of the existing housing fabric in established neighborhoods.

**Density Bonus:** Density bonuses create incentives for developers to provide public amenities in exchange for greater density level than allowed under existing zoning. They developer may build public amenities or, in some instances, low-income housing.

**Deed Restriction:** Deed restrictions are stipulations written into a property's deed that outline conditions, covenants, and/or restrictions for the property. They are private agreements, listed in the deed itself, that restrict the use of real estate in some specific way (or ways). In many of the communities in this report, the deed restrictions are designed to further the goals of affordable housing and workforce housing can vary from one development to another. They may include any of the following, all of the following, or a combination of the following: The deed restricted property must be the owner's primary residence; At least one member of the household must be employed in the town/county for 30 or more hours per week (year round.); The total household income must be at or below a certain percentage of the Area Median Income (AMI).

**Dedicated Funding Source:** Funding is a core component of building housing and running successful housing programs. Few programs begin with funding; rather finding funding is an incremental process that goes hand in hand with creating goals and objectives, developing policies, securing appropriate land for housing, and moving forward with public/private partnerships. Dedicated funding sources take many forms including grants, fee in lieu payments, taxes, voluntary assessments, proceeds from rents or sales

**Fee Waivers:** Water/sewer tap fees, building permit or other fees waived in part or whole to reduce cost to build affordable housing. General funds or other source need to cover cost of fees waived.

**Inclusionary Housing:** A percentage of residential units in new subdivisions/PUDs are workforce housing. Market homes support workforce units. Only effective if new subdivisions/PUDs are developed/ redeveloped.

**Land Banking:** Acquiring land for eventual housing development when specific project is not known.

**Buy-Down of Market Homes:** Usually involves buying down units with public funds. Deed restrictions imposed for permanent affordability. Inability to obtain condo mortgages can result in units being rented. Public sector purchases can drive up prices for low-end market units.

**Commercial Linkage/Mitigation:** Requiring new homes and/or commercial development to contribute to workforce housing relative to demand generated by the new construction. For residential, mitigation rate often increases with house size, and deed restricted units are typically exempt. Fees in lieu provides revenue stream that fluctuates with building activity. Documented relationship between fee and impact required.

**No Net Loss Policy:** Requiring replacement of housing occupied by the workforce when redevelopment occurs. Similarly-priced units should be replaced on site or another site, or a fee-in-lieu of replacement could be allowed.

**Public/Private Partnerships:** Partnering with developers to build homes, typically on publicly-owned sites, or using other public resources such as property tax exemption. RFQ/RFP process effective for selecting development partners. Ownership of land can be retained with long-term land leases.

**Real Estate Transfer Tax:** a tax that is imposed by states, counties, or municipalities on the privilege of transferring real property within the jurisdiction.

**Short-Term Rental:** Short-term rental of property is the renting, or offer to make available, (by way of a rental agreement, lease, permit or any other means, whether oral or written) for compensation or consideration, of residential property, a dwelling unit, or a portion thereof, for a period of less than thirty (30) consecutive days



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