

Housing for All: Solutions That Make a Sense

Final Report

April 25, 2022



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Affordable Housing for All: Solutions That Make Sense

Executive Summary

Hosted by: The Affordable Housing Collaborative and Colorado Springs City Council

Partners: Housing and Building Association of Colorado Springs; Colorado Springs Chamber and EDC; Pikes Peak Association of Realtors; Apartment Association of Southern Colorado; and Downtown Partnership

Background:

- ◆ During 2019/2020 the Affordable Housing Collaborative (AHC) made educational presentations to over 110 organizations and community groups in order to grow a greater awareness of the affordability crisis.
- ◆ During 2020/2021 the Housing and Building Association of Colorado Springs (HBA) hosted several community gatherings to also spotlight the housing affordability challenges in our region.
- ◆ Also, in 2021 AHC joined with the HBA and several community based organizations to form CHAT (Community Housing Affordability Task Force). CHAT partners include; Housing and Building Association, Apartment Association of Southern Colorado, Downtown Partnership, Pike Peak Association of Realtors, Colorado Springs Chamber and EDC and the Affordable Housing Collaborative.

After an AHC presentation to city council on May 10, 2021, several city councilors asked AHC and its partners to host a series of community-based sessions to identify specific actions for possible implementation that could soften the affordable housing crisis. This became the “Housing for All: Solutions that Make Sense” series. The first session was held at El Pomar’s Julie Penrose Pavilion on July 28, 2021. Over 100 community members participated, including elected officials, city and county staff, business and nonprofit leaders. Over 100 ideas came out of this session in the areas of resources, legislative/regulatory, incentives, and capacity building.

Participants from the July event plus others re-convened on September 29, 2021 at First Lutheran Church’s Peel House to combine and prioritize the ideas from the first work session and begin creating action plans for the highest priorities under the topic areas of: 1) Finance/Funding/Land Use; 2) Capacity Building/Incentives; and 3) Regulatory/Advocacy. Sub-committees were formed by volunteers who wished to remain involved. Over the next several months these work groups continued to meet to complete action plans.

A list of all participants in these meetings is attached. AHC and its CHAT partners thank those who volunteered their time and expertise. The City of Colorado Springs, El Pomar Foundation, First Lutheran Church and Picnic Basket Catering generously provided facilities, staffing and food. We were guided by City Councilors Henjum, Skorman, and Vila. Steve Posey and Peter Wysocki also provided invaluable expertise and knowledge from city departments.

The following priorities were recommended for the community to pursue. It is important to note that while numerous very good ideas are highlighted here for when resources are available, the work groups felt it was prudent to focus on a manageable number for the attached action plans as the initial recommendations to pursue.

Financing/Funding/Land Use Priorities:

- Increase funding for predevelopment expenses for local affordable housing projects.
 - Identify potential funders to contribute to the fund (currently stands at \$250K but goal is \$10-15M). Funder possibilities: philanthropic organizations; corporate/key employers; banks; tax revenue; WHF (Workforce Housing Fund) and HTF (Housing Trust Fund).
 - Identify how other communities have funded pre-development costs to ensure that we are thinking through all possibilities. Examples: tax revenue, bonds, etc.
- Fund Technical Assistance for local housing organizations to increase capacity to advance new housing projects
- Create a funding guide of existing and new funding streams that include eligibility and restrictions to leverage other sources of funding.
 - Identify a complete list of different funding streams.
 - Identify the eligibility or funding restrictions associated with each funding source.
 - Make list of funding sources and associated restrictions available to organizations/entities interested in affordable housing development. Note: it would have to be updated regularly in order to be a useful resource.
 - Identify a person/resource/entity to serve as central resource connecting organizations interested in pursuing affordable housing development to potential funding sources to available land.
- Increase long term funding programs such as:
 - Explore bond financing options in addition to PAB (Private Activity Bonds).
 - Increase competitive projects for LIHTC financing for Southern Colorado
- Incentivize and raise awareness of CDFIs to invest in our region
- Recommend creation of sales tax exemption on building materials for affordable housing projects. Establish LURA (Land Use Restrictive Agreement) for affordable housing projects that take advantage of these programs.
- Increase the availability of land for affordable housing projects.
 - Research opportunities with faith based organizations for land availability.
 - Explore and develop what it would take to do pre-entitlement of land and pre-package it.
 - Identify abandoned/condemned properties, tax sale, and pre-foreclosure properties and document.
 - Identify and document city owned land for possible development.
 - Explore or enhance land banking and land trust engagement to further opportunities for investors and developers.

Capacity Building/Incentives Priorities

- Improve processes and information that allow projects to move through planning, financing and applications to get to market quicker.
 - Find ways to simplify processes in the City Planning and Community Development Offices to further assist organizations interested in engaging in an affordable housing project but may not have the experience.
 - Change to one or two planners who review affordable housing projects. (Currently planners are assigned geographically.) - Ensure planners understand and are most familiar with affordable housing types of projects
 - Have one person who serves as an “Ombudsperson” to serve as point person for applicants in funding and review of affordable housing projects.
 - Ensure the city’s Community Development Office website is user-friendly and informative for people considering an affordable housing project.

- Build on steps currently underway to fast track projects.
- Create sustainable funding sources to offset fees charged by city and CSU on affordable housing projects such as: park fees; school fees; drainage costs of channel improvements; public safety fees under consideration; and tap fees.
- Develop form letters and marketing information needed for CHFA applications - could be a part of CHFA's recently introduces affordable housing development toolkit.
- COS new zoning codes are critical to moving projects along faster.
 - Review parking requirements.
 - Change codes for commercial zoning in closed or declining shopping malls and strip centers to allow for multifamily housing as these potential sites for affordable housing.
- Build on "best practices" research from other US cities that have created a multi-sector focused nonprofit (or expand an existing organization) to oversee and coordinate housing efforts for all income levels. Focus areas may include advocacy, education, convening and building collaboration among stakeholders.
 - Could include work on recommendations from other groups like land trusts, impact funds, monitor legislation, etc.
 - Help understand state and federal funds that could help advance work locally and advocate for El Paso County.
 - Should be non-biased organization to study community needs and monitor progress on all levels of housing.
 - Partner with government but go beyond what government and do.
 - Determine whether this entity could be an expansion of an existing organization.
 - Ensure sufficient funding to hire skilled Executive Director and staff.
 - Funding from philanthropy and/or fees for services for county and city.
 - Build on research done by AHC from other cities.
 - Needs involvement from broad based stakeholders to include business and development community, non profits, funders, and government agencies - more productive when everyone at table and collaborating efforts.
- Allocate LART funds from fees paid on short term rentals earmarked to advance affordable housing projects.
 - Short term rentals reduce available units for affordable housing.
 - Tourism and service industries need affordable housing to attract workers.
 - Similar programs are currently being implemented in mountain communities.
- Provide ongoing funding through the City and Colorado springs Utility to offset the added costs of fees (parks, public safety, tap fees, etc.) that provide additional challenges to affordable housing projects.

Regulatory/Advocacy Priorities

- Develop coordinated & streamlined community education/communication/advocacy effort that includes storytelling of people struggling to find and/or stay in affordable housing.
 - Educate the community-at-large that ll housing is important.
 - Change the narrative away from language that stigmatizes.
 - Tell stories of people struggling to obtain and/or stay in homes that are attainable at all income levels.
 - Define audience.
 - Develop key messages by reaching out too key partners to identify messages that will resonate with constituencies.
- Develop strategies to support low income rental tenants.
 - Develop and/or expand existing displaced residents funs and develop guidelines for qualified disbursements.

- Coordinate education for renters on their rights and best practices to avoid evictions/short lead times.
- Create preservation property tax exemptions for properties to minimize displacement of low-income renters.
- Negotiate with developers planning to demolish multi-unit affordable housing multi-unit affordable housing (apartments, duplexes) to preserve existing affordable housing or develop new.
- Develop an advocacy plan focused on the R-Flex aspect of ReTool.
 - Reach out to city council members to learn more about their openness to applying R-Flex/other ore flexible zoning to existing single-family zones in response to growing percentage of owner or renter-occupied units that have no children as residents.
 - Develop a strategy to meet with neighborhood associations to present our recommendations.
 - Finalize and continue to update “super advocates list.
 - Identify and reach out to constituents and allies who can help us push for these changes when a full draft of ReTool COS goes to city council.
 - Develop a set of talking points to use and share with constituents and allies about why these zoning changes are important.

Governmental Activity - Ideas that require governmental engagement to support priorities

- Establish expedited, prioritized and streamlined review processes for affordable & attainable housing projects (entitlement, construction, building processes, etc.).
- Support rebates to help generate funds to offset predevelopment and infrastructure expenses.
- Generate a permanent source of funds to replace the units that short-term rentals consume form the local housing inventory (I.e. LART-style tax on short term rentals).
- Implement a sales tax exemption on building materials for affordable housing projects.
- Oversight in rental housing (focus on application fees; price discrepancies; notice in change of ownership).

Research - Affordable Housing Collaborative to research information and best practices.

- Identify how other communities fund pre-development costs
- Identify best practices in rental housing oversight
- Identify best practices for Ombudsman idea
- Identify best practices for asset mapping
- Explore land trusts

Website Enhancements Affordable Housing Collaborative Information Hub (www.affordablehousingelpasoco.org)

- Catalog updated list of funding sources for affordable housing
- Repository for progress reports and updates on solutions progress
- Link to all research projects.

Action Plans (see attached)

The purpose of the action plans is to identify key steps needed to move each priority forward.

Next Steps

It is the hope of AHC that we will continue to focus attention on these priorities and motivate individuals and organizations to move forward on implementation of the various acton plans.

Action Plan		Work Group: FINANCING/FUNDING/LAND USE				Page # 1 of 2
Priority Activity (What is the activity we wish to recommend?)	Actions (What are the key steps to make this activity a reality?)	Responsible Entity/Org. (What governmental entities or organizations will need to be involved?)	Possible Funding Sources (If funding is required where might it come from?)	What Don't We Know? (What additional research is required?)	Housing Continuum Impacted (Supportive Housing, Affordable Rental, Affordable Home Ownership, Special Populations, etc.)	
Financing/Funding Activity						
Increase funding for predevelopment expenses for local affordable housing projects; more competitive projects for LIHTC awards	Identify potential funders to contribute to the fund (it currently stands at \$250K but goal is \$10-15M). Funder possibilities: philanthropic organizations; corporate/key employers; banks; tax revenue	Key people to be involved: Sam Clarke; Steve Posey; Eric Leonard; City Council; County Commissioners	Philanthropy; banks; corporate/key employers; tax revenue		All	
Increase private activity bond volume and investigate the local issuance of bonds for affordable housing	Long term objective to fund the expansion of affordable housing to meet the economic development needs of the community	Municipalities (City and County); housing champion			All	
Fund Technical Assistance for local housing organizations	Increase capacity for local agencies to advance new housing projects. Local nonprofits are the mechanisms by which state support reaches our region		Philanthropy; banks; corporate/key employers; tax revenue		All	
Create a funding guide of existing and new funding streams that include eligibility and restrictions to leverage other sources of funding	Compile a complete list of different funding streams	Key experts/entities to be involved: City (Steve Posey); County (Eric Leonard); AHC	Federal; State, County, City; Philanthropy (is more flexible and can fill in/around the bigger funding from government entities)		All	
	Identify the eligibility or funding restrictions associated with each funding source					
	Make available this list of funding sources and associated restrictions to organizations/entities interested in affordable housing development. Note: it would have to be updated regularly in order to be a useful resource.	Not sure where this would live. Would need to be accessible to the public. Would need to be maintained. Existing AHC website could be expanded to accommodate.				
	Identify a person/resource/entity to serve as a central resource connecting organizations interested in pursuing affordable housing developments to potential funding sources, available land	Not sure where this role would live, and it would require resources (i.e. not a volunteer job)				
Incentivize and raise awareness of CDFIs to invest in our region	Low cost capital provided by the Treasury and private institutions can finance new projects in our region. However need local commitments to support CDFI funds	local financial institutions				
Recommend creation of sales tax exemption on building materials for affordable housing projects	Establish LURA (Land Use Restrictive Agreement) for affordable housing projects that take advantage of these programs.	Municipalities (City and County); housing champion				

Action Plan		Work Group: Financing/Funding/LAND USE				Page # 2 of 2
Priority Activity (What is the activity we wish to recommend?)	Actions (What are the key steps to make this activity a reality?)	Responsible Entity/Org. (What governmental entities or organizations will need to be involved?)	Possible Funding Sources (If funding is required where might it come from?)	What Don't We Know? (What additional research is required?)	Housing Continuum Impacted (Supportive Housing, Affordable Rental, Affordable Home Ownership, Special Populations, etc.)	
Land Use Activities						
Build a proactive resource for mapping of land: public, school, abandoned private properties (Pueblo model), faith, commercial parking lots.	Knowledge of real estate, public databases, GIS, some work with brokerage community	City/county, real estate community, higher ed (has GIS expertise)		Where should this position / team reside?	Supportive Housing, Affordable Rental, Affordable Home Ownership, Attainable Housing, Special Populations, etc.	
Evaluate potential to develop "land banking" and increase community land trust					Supportive Housing, Affordable Rental, Affordable Home Ownership, Attainable Housing, Special Populations, etc.	
Expand production - build more housing than otherwise feasible	Find available land through abandoned/condemned properties, churches, city owned sites, public land disposition, brownfield properties, garage conversions, excess public/private owned sites (i.e. parks/fields, open space, equestrian centers, unused tennis courts, hotels, schools), pre-foreclosures, tax sale properties, estates.	Real Estate Community, City/County, Urban Renewal Authority		Other resources might be an option and needs further discovery.	Supportive Housing, Affordable Rental, Affordable Home Ownership, Attainable Housing, Special Populations, etc.	
Diversifying production (optimal mix and depth of affordability)	Knowledge of Linkage Fees, Inclusionary Housing (Require new residential developments of 10 or more units to designate between 8% and 12% of the units as affordable), Incentivized Zoning (i.e taller buildings, less parking, lower fees in exchange for adding affordable housing units). Evaluate By-Right Development to prioritize higher density multi-family housing through uniform, codified, and consistent zoning and development regulation. Evaluate shared/co-housing solutions.	City/County		Other incentives might also be an option and needs further discovery.	Supportive Housing, Affordable Rental, Affordable Home Ownership, Attainable Housing, Special Populations, etc.	
Accelerating production (housing built more quickly than otherwise feasible)	Pre-entitle/pre-package properties by prepping land and housing to be issued to developers and builders via lottery/auction/Requests for Proposal (RFP) allotted for affordable housing. Encourage Government to fast track affordable housing developments.	City/County, Real estate Community		What individual or groups should be involved?	Supportive Housing, Affordable Rental, Affordable Home Ownership, Attainable Housing, Special Populations, etc.	

Action Plan		Work Group: CAPACITY/INCENTIVES			Page # 1 of 3	
Priority Activity (What is the activity we wish to recommend?)	Actions (What are the key steps to make this activity a reality?)	Responsible Entity/Org. (What governmental entities or organizations will need to be involved?)	Possible Funding Sources (If funding is required where might it come from?)	What Don't We Know? (What additional research is required?)	Housing Continuum Impacted (Supportive Housing, Affordable Rental, Affordable Home Ownership, Special Populations, etc.)	
1. Quicker to Market						
Improve processes that allow projects to move through planning, financing, applications to get to market quicker	Have one person who serves as Ombudsman or point person in funding and review of affordable housing projects that could expedite and fast track projects	City Planning and Community Development Offices.	Reorganize existing city staff or add new position	Person may already be doing this but not well known to public	Affordable rental projects	
	Change from current process of planners assigned geographically to one or two planners for affordable housing projects to provide review consistency and	Director of City Planning	No Cost just change in policy			
	Review city web site to see if user-friendly and helpful for people considering an affordable housing project	City Planning, Community Development, and Communications Dept	No cost part of normal web review process	Look to other cities like Seattle and focus groups with potential users		
	Provide funding to help offset fees charged to affordable housing by city and Colorado Spring Utilities: park, public safety, and tap fees that add to cost of projects	City Council and staff	City already doing this through fund created to offset utility fees	Work already underway on this type of legislation by Council		
	Develop needed information such as census and market data, community demand and other data could be shared with anyone considering a CHAFA application	Community Development Department or New Non Profit	Work already being done just make available to all			
	In new Retool of zoning codes look for policies to help expedite projects: change code to allow multifamily housing in malls without rezoning, reduce parking requirements, allow for more density to hold down costs	City Planning and City Council	No cost just policy change	Issues being discussed as part of new code		
	Create tool kit for non profits, churches, and others new affordable housing project development. Could include best practices from existing applicants	Affordable Housing Collaborative; Pikes Peak Community Real Estate Foundation	Responsible organization funds	See what other communities have developed		
	Create information and processes outlined for city that provides clarity for projects that are outside the city but in the county			Conduct focus groups with users		
	Make sure codes are looking at new ways to provide affordable housing: tiny homes, mobile homes, modular, and 3D Concrete homes	City Planning and regional building.	No cost and policy change	Continue to learn about new methods of construction and design		

Action Plan		Work Group: Capacity/Incentives			Page # 2 of 3	
Priority Activity (What is the activity we wish to recommend?)	Actions (What are the key steps to make this activity a reality?)	Responsible Entity/Org. (What governmental entities or organizations will need to be involved?)	Possible Funding Sources (If funding is required where might it come from?)	What Don't We Know? (What additional research is required?)	Housing Continuum Impacted (Supportive Housing, Affordable Rental, Affordable Home Ownership, Special Populations, etc.)	
2. Create Nonprofit						
Create a 501 C 3 Nonprofit to coordinate community efforts around housing to include education, advocacy, convening and connecting stakeholders, researching best practices, monitoring legislation etc. Continue to provide information hub and web site of information. Could be asked to do community research and evaluation of housing in El Paso County		EDC, CSHBA, CS Apartment Association, CS Realtors Assoc, City Council, Community Development Office at City, AHC, County Commissioners, County Admin, Non Profits, Real Estate fund, Rocky Mtn Land Trust, Interested Non Profits and Churches, Foundations	Grants to foundations. Fee for services with county and city	AHC has done helpful research.	Affordable, attainable, or workforce housing	
	Develop steering committee of stakeholders to include businesses, non profits, community leaders, philanthropists, membership associations to look at AHC research from other communities and develop plan for Colorado Springs				Look at AHC of best practices from other communities	
					Interviews to build consensus in community for idea	
	Determine whether this non profit should have responsibility for creating community land trust.					
	Evaluate whether an existing organization could become this organization or serve as the umbrella organization: Community Health Partnership, Pikes Peak Community Foundation, Pikes Peak Community Foundation Real Estate Fund					
	Create a three year budget for the organization with staffing. AHC research already done could assist					
	Present idea to City Council and County Commissioners and interested stakeholders to gain consensus for idea					
	Conduct one on one interviews with stakeholders to gain consensus and interest in idea					
	Look at feasibility of creating a community impact fund to help provide low interest loans for projects, help preserve existing affordable housing, and for land acquisition					
	Look at possible affiliation or partnership with Housing Colorado doing similar work on state level					
Could serve as community advocate with state legislature for funding in El Paso County						

Action Plan		Work Group: Capacity/Incentives			Page # 3 of 3	
Priority Activity (What is the activity we wish to recommend?)	Actions (What are the key steps to make this activity a reality?)	Responsible Entity/Org. (What governmental entities or organizations will need to be involved?)	Possible Funding Sources (If funding is required where might it come from?)	What Don't We Know? (What additional research is required?)	Housing Continuum Impacted (Supportive Housing, Affordable Rental, Affordable Home Ownership, Special Populations, etc.)	
3. Charging and Allocating Taxes for Short Term Residential Rentals for Affordable Housing						
Advocate for commitment of LART taxes from short-term rentals to fund production of affordable housing for workers critical to the tourism workforce.						
	Quantify the number of short term rentals registered in Colorado Springs and forecast revenue generated from the associated LART taxes	City Finance Office and/or taxing entity?	LART revenue is already generated, and potential increase of rates is being considered	Competition for LART revenue and whether other intended use of funds is as advantageous to the tourism workforce	Affordable housing and support for workers critical in the tourism industry	
	Review practices (sources/uses of LART revenue) in other tourism-related communities emerging affordable housing needs, problems, or solutions	AHC, Housing Colorado	City contract with AHC to do research			
	Quantify and identify the impact of how short-term residential rentals remove naturally occurring affordable rental or home ownership from the local housing inventory					
	Advocate for HB 22-117 under discussion by State Legislature to broaden the uses of LART funds	AHC to work with City to understand current allowable uses of LART and advocate for this bill that would broaden uses				
	Establish a 'case' for allocating LART taxes for affordable housing to successfully compete with other related/ competitive uses					

Action Plan		Work Group: REGULATORY/ADVOCACY (Final 4/1/22)			Page # 1 of 2	
Priority Activity (What is the activity we wish to recommend?)	Actions (What are the key steps to make this activity a reality?)	Responsible Entity/Org. (What governmental entities or organizations will need to be involved?)	Possible Funding Sources (If funding is required where might it come from?)	What Don't We Know? (What additional research is required?)	Housing Continuum Impacted (Supportive Housing, Affordable Rental, Affordable Home Ownership, Special Populations, etc.)	
1. Develop coordinated & streamlined community education/communication/ advocacy effort that includes storytelling of people struggling to find and/or stay in affordable housing.	A. Goal: educate the community-at-large that all housing is important - includes home ownership and apartment rental. Why? All housing is the essential foundation necessary for improving nearly every other social issue people care about making it relevant to every community and individual. Goal: Change the narrative away from language that stigmatizes. Why? Fewer & fewer people who grew up here can find a place to rent or buy here. Goal: Tell stories of people struggling to obtain and/or stay in homes that are attainable at all income levels. Why? Our households come in all shapes & sizes...so should our homes.	AHC Regulatory/Advocacy Communication team to develop the messages, educational presentations and develop stories in partnership with CHAT.	CHAT partnership co-funding & AHC grant from Ent Credit Union are secured. Further future options: Philanthropic individuals/orgs; Foundations; ELP; State sources; Realtors Assn; Housing CO; AARP; Use interns to keep expenses low (military; UCCS; El Pomar)	Determine message distribution methods	All the above.	
	B. Define our audience: Policy makers; Joe/Joan public; staff/boards of key organizations; community leaders; neighborhood organizations; service providers; military; public safety/governmental services (CSFD/CSU, etc)	CHAT/AHC Regulatory/ Advocacy teams	N/A	May be other relevant audiences.	All the above.	
	C. Develop key messages for communication plan by reaching out to key partners to identify what messages resonate with their constituencies.	CHAT/AHC Regulatory/ Advocacy teams. Use Housing Colorado Messaging Guide as template.	N/A	Key message that will resonate for all constituency groups.		
	D. Determine the products we want to deliver: Interview questions for candidates running for various offices; Voters guide; State of Housing 2022 document (2 pages max); Updated AHC .ppt incorporating key messages; design separate landing pages on numerous partner websites that incorporate communication plan & stories (co-link organizations); comprehensive advocacy email list of people willing to show up and deliver simple message of the need for more housing; Basic "housing for all" talking points for advocates' use;	CHAT/AHC Regulatory/ Advocacy teams	See possible funders above under A.	Other product needs may arise as we move forward. Can we find an intern to help with our work?	All the above.	
2. Develop strategies to support low income rental tenants.	1. Develop and/or expand existing displaced residents funds and develop guidelines for qualified disbursements.	COS Community Development Div; PPCF;	HUD funding; foundations; private donations (i.e. Richard Skorman's fund)	Review best practice from other cities.	Affordable Rental Housing	
	2. Coordinate education for renters on their rights and best practices to avoid evictions/short lead times.	Apt Assn SoCo (RentSmart); City COS (Renters 101); CONO	CONO			
	3. Create preservation property tax exemptions for properties to minimize displacement of low-income renters.	CS Community Development Division;EPC; School Districts	State Legislation; EPC & CS Planning Departments	EPC Dept of Finance - rules, legislation?		
	4. Negotiate with developers planning to demolish multi-unit affordable housing (apartments; duplexes) to preserve existing affordable housing or develop new.	City Planning; EPC Planning; CS Community Dev Dept; CHAFA	Private Sector; CS Health Foundation CSU; Non profits	Why would developers consider this? When would the negotiations occur? What incentives are available or can be created to persuade current developers/property owners to keep properties affordable? Can the city hire a person to assist developers through the application process for affordable housing projects that is knowledgeable in CHAFA and tax credits, etc?		

Priority Activity (What is the activity we wish to recommend?)	Actions (What are the key steps to make this activity a reality?)	Responsible Entity/Org. (What governmental entities or organizations will need to be involved?)	Possible Funding Sources (If funding is required where might it come from?)	What Don't We Know? (What additional research is required?)	Housing Continuum Impacted (Supportive Housing, Affordable Rental, Affordable Home Ownership, Special Populations, etc.)
3. Develop a plan to focus advocacy on the R-Flex aspect of ReTool	1. Reach out to city council members to learn more about their openness to applying R-Flex/other more flexible zoning type to existing single-family zones in recognition of local trend of owner or renter occupied units with no children as residents.	City council, planning department	N/A	When will full draft of ReTool will be presented to city council? What are the dates for public input?	Affordable rental/homeownership; missing middle
	2. Develop a strategy to meet with neighborhood associations to present our recommendations	R/A workgroup; CONO; Apt. Assoc; COS PHP; Faith Table	Small grant/donation for refreshments		
	3. Finalize and continue to update "Super Advocates" list.	CHAT; R/A workgroup; COSPHP; Faith Table			
	4. Identify and reach out to constituents and allies (military, hospitals, school districts, etc) who can help us push for these changes when a full draft of ReToolCOS goes to city council.	R/A workgroup; CONO; Apt. Assoc; COS PHP; Faith Table			
	5. Develop a set of talking points to use and share with constituents and allies about why these zoning changes are important.	R/A workgroup		Where is the land wishing city and county?	

Participants in the Housing for All - Solutions that make Sense Workshops

Organization	Participant	Organization	Participant
Affordable Housing Collaborative	Annette Fryman	Faith Table	Dr. Elizabeth Lindquist
Affordable Housing Collaborative	BJ Scott	Faith Table	Pastor Daniel Smith
Affordable Housing Collaborative	Brittney McDonald-Lantzer	Faith Table	Susan Bolduc
Affordable Housing Collaborative	David Lord	First Bank	Bobbie Moore
Affordable Housing Collaborative	Randy Scott	Grand West Properties	Dana Lowry
ANB Bank	Scott McBride	Greccio Housing/Affordable Housing Collaborative	Lee Patke
Apartment Association of Southern CO	Cathleen Welch	Hillside Advisory Team	Eric Pavri
Apartment Association of Southern CO	Dana Lowry	Hillside Advisory Team	June Waller
Apartment Association of Southern CO	Laura Nelson	Historic Neighborhood Partnership	Dianne Bridges
Apartment Association of Southern CO	Michael Malone	Historic Neighborhood Partnership	Dutch Shultz
Aspire Colorado	Steve Graber	Historic Neighborhood Partnership	Judith Rice-Jones
Bank of Colorado	Dan Norberg	Historic Neighborhood Partnership	Michael Anderson
Best Health Plan	Mary Coleman	Homeward Pikes Peak	Beth Roalstad
Case International	Randy Case	Housing and Building Association	Andrea Barlow
Catholic Charities	Lorrie Orwig	Housing and Building Association	Marla Novak
Challenger Homes	Erin Ganaway	Housing and Building Association	Renee Zentz
Challenger Homes	Lori Rhodes	HR Green Inc.	Phil Stumpfet
Chinook Center	Jessie Proffitt	Inland Group	Keith James
Chinook Center	Jon Christensen	Integrity Bank and Trust	Brett Wyss
Chinook Center	Molly Avion	Matrix Design Group	Jason Alwine
Chinook Center	Shaun Walls	Myron Stratton Home	Dan O'Rear
Christ the King Lutheran Church	Alan Goins	Oakwood Homes	Thomas Garmond
City of Colorado Springs	Hannah Van Nimwegen-McGuire	Partners In Housing /Affordable Housing Collaborative	Mary Stegner
City of Colorado Springs	Peter Wysocki	Past City Councilor	David Geislinger
City of Colorado Springs	Steve Posey	Pikes Peak Area Council on Aging	Melissa Marts
City of Colorado Springs	Michael Montgomery	Pikes Peak Assoc. of Realtors	Clarissa Thomas

Participants in the Housing for All - Solutions that make Sense Workshops

Organization	Participant	Organization	Participant
City of Colorado Springs Councilor	Nancy Henjum	Pikes Peak Assoc. of Realtors	George Nehme
City of Colorado Springs Councilor	Richard Skorman	Pikes Peak Assoc. of Realtors	Steve Volkadaf
City of Colorado Springs Councilor	Tom Strand	Pikes Peak Community Real Estate Foundation	Sam Clark
City of Colorado Springs Councilor	Wayne Williams	Pikes Peak Habitat for Humanity	Janet Risley
City of Colorado Springs Councilor	Yolanda Avila	Pikes Peak Habitat for Humanity	Kris Lewis
Colorado Health Foundation	Bruce Byington	Pikes Peak Habitat for Humanity	Laura Parrish
Colorado Health Foundation	Tracey Stewart	Pikes Peak United Way	Cindy Aubrey
Colorado Springs Health Foundation	Cari Davis	Rocky Mountain Land Trust	Nate Clyncke
Colorado Springs Health Foundation	Jamie Brown	Rocky Mountain Land Trust	Nate Clyncke
Colorado Springs Housing Authority	Chad Wright	Rocky Mountain Land Trust	Randi Davis
Colorado Springs Pro-Housing Partnership	Candace Woods	Senator Bennett Office	Annie Oatman Gardner
Colorado Springs Pro-Housing Partnership	Max Kronstadt	Silver Key	Jason DeBueno
Colorado Springs Utilities	Matt Dudden	Stockman Bank	Carl Binder
Colorado Springs Utilities	Tristan Gearhart	Stockman Bank	David Warner
Colorado Springs Utilities	Rob Osborn	TG Development	Toby Gannett
CONO (Council of Neighbors & Organizations)	Anthony Carlson	Thrivent Financial	Mona Lara
CONO (Council of Neighbors & Organizations)	Sara Vaas	Urban Egg Eatery	Liz Price
CS Chamber and EDC	Rachael Beck	US Bank	Jamie Burt
DHN Development	Darsey Nicklasson	Volunteers of America	Douglas Snyder
Downtown Colorado Springs	Susan Edmondson	Walker Schooler District Managers	Kevin Walker
El Paso County Commissioner	Cami Bremer	We Fortify	Rosanne Mason
El Paso County Housing Authority	Crystal LaTier	We Fortify	Shelly Jensen
El Paso County Housing Authority	Eric Leonard		