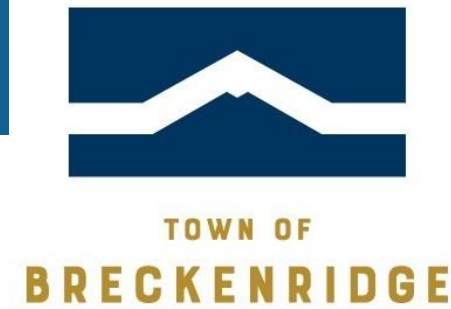




# WORKFORCE HOUSING FIVE-YEAR BLUEPRINT

Town of Breckenridge 2/22/2022





As of January 2022 there are approximately 1,130 housing units in Breckenridge and the Upper Blue Basin that are restricted to the local workforce. Unfortunately, this represents only 11% of the housing stock, and the most recent Needs Assessment indicates that by 2023 there will be a gap of 1,200 units. Local employers are facing unprecedented challenges in recruiting and retaining employees, and the character and the economic viability of the community is at risk because of the lack of affordable housing options for local workforce and households. It is ironic, as the Town of Breckenridge has long been a leader in affordable housing initiatives and programs. Over the last twenty years, more than 13 local neighborhoods have been developed and hundreds of apartments have been built. On average 45 new local workforce units have been added annually. But, Breckenridge has been discovered and more needs to be done if we are to achieve a reasonable balance of vacation homes to local workforce homes, and if we are to ensure that people who work in the community can live in the community, and most importantly, if we are to remain a socially and economically sustainable community. Therefore, the Town is committed to launching a new Blueprint for the future of local workforce housing.

With additional funding and staff, the Town is committed to increasing the investment in Housing to enhance programs and projects with the goal of adding 150-200 new units each year through the construction of new inventory, as well as the preservation of existing stock. The Town is projecting this will increase local workforce housing by 974 units over the next 5 years. This translates to housing for over 1,700 employees and their families. Over the next 5 years, the Town expects to invest approximately \$50 million dollars in housing programs and projects, and anticipates this investment will spur over \$300 million dollars of private sector investment, grants, and other funding for local housing. The Town will seek partnerships to leverage public funds, will pursue grants, and incentivize private participation and investment in local housing, and will strive to ensure there are a variety of local housing options (prices, density and housing types) to support the tourism economy, to house a diverse workforce, and to preserve our community. This plan (including the timing/sequencing of future projects) is presented in the following tables. This plan is intended to be a fluid document to be updated regularly as conditions and opportunities change.

# BRECKENRIDGE HOUSING BLUEPRINT STRATEGIES

Strategy	Outcome/Goal	Projects/Programs/Tasks
<p><u>Construction of New Inventory</u> Construction of new housing deed restricted for local workforce, while also reducing the cost per unit through partnerships, creative financing, and construction innovation.</p>	<ul style="list-style-type: none"> <li>• Diverse Inventory (price and type)</li> <li>• Increased Employee Retention/Recruitment</li> <li>• Reduce cost burden/overcrowded</li> <li>• 47% of UB jobs filled by UB residents (currently 27%)</li> <li>• 35% of Breck homes are resident occupied (currently 29%)</li> <li>• 150-200 new units annually</li> </ul>	<ul style="list-style-type: none"> <li>• Town Projects/Land (for sale)</li> <li>• Town Projects/Land (rental)</li> <li>• Private Sector/PPP (for sale)</li> <li>• Private Sector/PPP (rental)</li> <li>• Development Code Policies-Employee Generation/New Development Requirements</li> <li>• Housing Helps Incentives</li> <li>• ADUs Built (Incentives)</li> <li>• Track Town TDRs to comply with JUBMP</li> </ul>
<p><u>Preservation of Existing Stock</u> Existing stock that serves the local workforce is preserved through deed restrictions.</p>	<p>Same as above with:</p> <ul style="list-style-type: none"> <li>• Neighborhoods are preserved</li> <li>• Loss of local inventory is decreased</li> <li>• New deed restrictions <u>without</u> new density</li> <li>• New deed restrictions faster and at lower cost per unit</li> </ul>	<ul style="list-style-type: none"> <li>• Buy Downs</li> <li>• Housing Helps</li> <li>• Long Term Rental Incentives (L2L)</li> <li>• Targeted Marketing for HH/BD</li> <li>• Acquisitions/Conversions (hotels, etc.)</li> <li>• Development Code Units</li> </ul>
<p><u>Policies, Planning, and Funding</u> Continually pursue policies, partnerships, and funding that supports development and investment in local workforce housing that is consistent with the community needs and Town goals.</p>	<ul style="list-style-type: none"> <li>• Partnerships</li> <li>• Outside Funding/Leverage</li> <li>• Continued Innovation and Best Practices to Support Workforce</li> <li>• Viable pipeline of projects</li> </ul>	<ul style="list-style-type: none"> <li>• Leverage Funds/Grants/Financing Strategies</li> <li>• Investigate Employer Assisted Programs</li> <li>• Audit and Reduce Code Barriers</li> <li>• Regular Needs Assessments</li> <li>• Nexus for Employee Generation</li> <li>• ADU Incentives</li> <li>• Explore Incentives/Requirements (ie no net loss)</li> <li>• STR Tourism Overlay</li> <li>• Explore/Implement Options for Master Leases</li> <li>• Master Plan Block 11/Stillson/PW</li> <li>• Land Bank (focus within Summit County)</li> <li>• Maintain/Manage Pipeline Projects/Annexations</li> <li>• Housing Committee/Council Updates</li> <li>• Clearinghouse to Match Tenants/Renters</li> <li>• Update Down Payment/Renters Assistance</li> </ul>

# BRECKENRIDGE HOUSING BLUEPRINT STRATEGIES

Strategy	Outcome/Goal	Projects/Programs/Tasks
<p><b><u>Property and Asset Management</u></b>            Insure Town-owned apartments are maintained and operated in responsible manner and provide quality affordable rentals that meet the needs of community AND insure the Town continues to comply with on-going LIHTC, funding, or grant obligations</p>	<ul style="list-style-type: none"> <li>• Affordable rentals with minimal subsidy</li> <li>• On-going maintenance and upkeep</li> <li>• Updated policies</li> </ul>	<ul style="list-style-type: none"> <li>• Manage PW2 LIHTC Obligations</li> <li>• Manage Huron Landing Operation</li> <li>• Manage PW 2 Operation</li> <li>• Manage COTO Operation</li> <li>• Manage Block 11 Apartments Operation</li> </ul>
<p><b><u>Administration and Oversight of Deed Restricted Inventory</u></b>            Administer deed restrictions, manage documents and processes, and insure compliance with applicable regulations, while also updating deed restrictions where possible to align with current conditions and issues</p>	<ul style="list-style-type: none"> <li>• Compliance</li> <li>• Documented Processes and Consistency</li> <li>• Streamlined Processes</li> <li>• Accessible data</li> <li>• Excellent customer service and relationships with owners and occupant</li> </ul>	<ul style="list-style-type: none"> <li>• Deed Monitoring (with audits)/ SCHA contract for services</li> <li>• Internal Procedures/Program Guidelines</li> <li>• Data Management Platform-Airtable</li> <li>• Administrative Guidelines-Maintenance Incentive</li> <li>• Evaluate Outdated Deed Restrictions with plan for updating</li> <li>• Expand Resale Oversight-(Aspen)</li> </ul>
<p><b><u>Outreach and Marketing</u></b>            Increase awareness of Breck Housing programs to the general public, peer communities, local businesses, and local workforce and households who might benefit or be served by programs</p>	<ul style="list-style-type: none"> <li>• Increased participation in HH/BD</li> <li>• Increase awareness and support</li> </ul>	<ul style="list-style-type: none"> <li>• Annual Housing Report</li> <li>• Dynamic Website</li> <li>• Social Media/PR Plan</li> <li>• Program Guidelines for each program</li> </ul>

# INVESTMENT PLAN / PIPELINE (New Construction Projections and HH/BD)

Project	Type (Rental or Ownership)	AMI Rent Target	Income (Cap)		5 Year Units est.	Est Cost per Unit (2022)	TOB Investment***	Annual Goal (Units Completed/Deed Restricted)					
								2022	2023	2024	2025	2026	
Alta Verde 1	R	100% at 60%	20% at 50% 40% at 100%	TOB	80	\$400K	\$6.2m loan plus taps plus \$3.2m offsite		80				
Alta Verde 2	R	50% at 80% 40% at 120%	50% at 100%	TOB	175	\$450K	\$8m loan plus taps plus \$1m offsite			175			
B-11 Apts	R	60 to 80%	TBD	TOB	27	\$480K	COP debt		27				
Justice Center	R	TBD	TBD	County	54	TBD	COP debt		54				
Stillson	O	80 to 125%	TBD	TOB	50-75	TBD	TBD			50-75			
Block 11	O	100 to 150%	TBD	TOB	75-100	TBD	TBD				38-50	37-50	
Public Works	R	TBD		TOB	50	TBD	TBD						50
Berlin Placer	O	TBD		Private	21	TBD	TBD		21				
Stan Miller P1	O	100 to 180%		Private	22					22			
Stan Miller P2 **		TBD		Private	83								
Wayside				Private	TBD								
CMC				Private	36								
Entrada				Private	TBD								
Code Required				Private	50			10	10	10	10	10	10
HH					200	\$85K	TBD	40	40	40	40	40	40
Buy Downs					120	\$175K	TBD	24	24	24	24	24	24
TOTAL *					924- 974			74	256	321-346	112-124	161-174	

\*Projected 2022-2026 = 184 average annual (40 HH, 24 Buy Downs, 10 Development Cod, and 110 new construction average, plus Lease to Locals)

\*\* Stan Miller Phase 2 (83 additional units timing TBD-likely after 2026)

\*\*\*Loans, Tap Fees, Infrastructure-actual Town cost per unit/project varies based on net cost (rental vs for sale) and development financing/structure

## PROJECTED REVENUE

	2022 estimate	2023	2024	2025	2026
.6 Sales Tax (ex 2027)	\$4,078,800				
.125 Sales Tax	\$849,700				
Impact Fee	\$300,000	Complete 2023-2026 projections in conjunction with budget process			
STR Fee*	\$4,000,000				
COP Financing (B11/JC)	TBD				
Misc Revenue/Rental/Sales	TBD				