



**Garden  
Spot of  
Colorado**

**MEETING OF THE BERTHOUD HOUSING STEERING COMMITTEE**

**Town Board Room  
807 Mountain Avenue  
Town of Berthoud, Colorado  
Thursday, February 27, 2025, 6:00 p.m.**

This is an IN-PERSON meeting at the location and time noted above.

**This meeting will be streamed live on YouTube. The live stream is accessible by visiting [www.berthoud.org/stream](http://www.berthoud.org/stream)**

1. Call Meeting To Order
2. Pledge Of Allegiance
3. Roll Call
4. Work Plan Update, Draft Action Plan, Next Steps

Documents:

[HOUSING STEERING COMMITTEE FEBRUARY 13 2025.PDF](#)

5. Report By Staff
6. Adjourn

Individuals needing special accommodation may request assistance by contacting the Town Clerk at 807 Mountain Avenue, Berthoud, Colorado 80513, 970-532-2643 at least 24 hours in advance.

# PLANNING COMMISSION INFORMATION



## COMMUNITY DEVELOPMENT DEPARTMENT

|                              |                                                                                  |
|------------------------------|----------------------------------------------------------------------------------|
| <b>Meeting Date:</b>         | <b>February 13, 2025</b>                                                         |
| <b>Agenda Title/Subject:</b> | <b>Berthoud Housing Steering Committee, findings and next steps</b>              |
| <b>Type of Item:</b>         | <b>Presentation</b>                                                              |
| <b>Purpose:</b>              | <b>Steering Committee Work Session, affirmation and direction for next steps</b> |
| <b>Presented by:</b>         | <b>Anne Johnson, Community Development Director</b>                              |

### ATTACHMENTS:

- Housing Assessment Memo, February 13, 2025
- Supportive Services Assessment, Draft February 13, 2025
- Preliminary strategies, Draft February 13, 2025

### BACKGROUND:

Ayres Associates have concluded the public engagement period and collected strategies from the Steering Committee at their December 12, 2024 meeting.

### UPDATE/NEXT STEPS:

The work session for February 13, 2025 will focus on the action plan and implementation steps for the identified strategies. The strategies will also be finalized for presentation to the Town Board as a draft on March 11, 2025. The draft strategies and draft findings will also be shared with DOLA Regional Representative Chris LaMay.

### FISCAL IMPACT AND FUND SOURCE:

The project is grant-funded (\$100,460) and the local match (\$25,115) was included in the Town's 2024 budget.

### COMMUNITY TOUCHSTONES:

The ability for housing of all price points provides for support to strengthen the Town's sustainability and resiliency goals and is an outcome listed in the latest version of the Comprehensive Plan.

### RECOMMENDED ACTION(S):

Direction regarding finalization of the strategies is the expected outcome of this meeting. The Steering Committee members are encouraged to identify missing strategies and implementation steps.

# MEMORANDUM

**To:** Berthoud Housing Needs Assessment Steering Committee

Anne Johnson, AICP, Community Development Director

**From:** Josh Olhava, AICP, PCCP, Western Planning Lead

Karlyn Vasan, Community Planner

**Date:** 02/13/2025

**Re:** Housing Assessment - Steering Committee Briefing

## Introduction

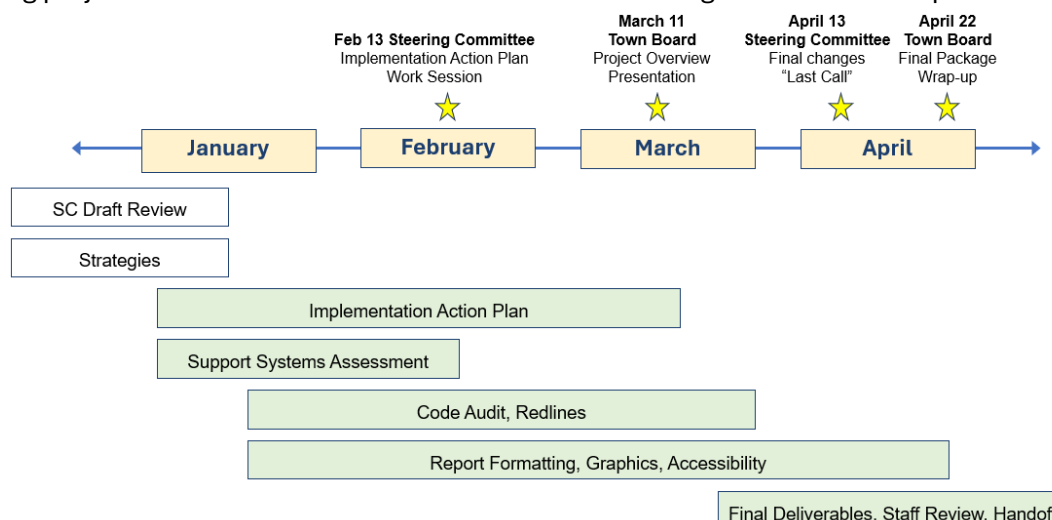
The information in this memo provides an overview of our recent efforts on the Housing Needs Assessment project.

Since the last Steering Committee briefing on December 12, 2024, the project team has:

1. Received Steering Committee comments on the draft report and incorporated updates.
2. Completed the support systems assessment.
3. Drafted the implementation action plan and completed preliminary review with staff.
4. Begun the code and process audit.
5. Begun the final report formatting, graphics, and accessibility.

The goal for the February 13 meeting is for the Steering Committee to discuss and workshop the Implementation Action Plan based on the prioritized strategies.

The following project timeline shows the focus areas and remaining schedule to complete this project.



## Final Report Integration and Formatting

After incorporating the Steering Committee and staff feedback on the draft report, the project team has been integrating the report elements and working with the graphic design team to finalize graphics and charts, build the report design and template, format the report, and apply accessibility requirements. The staff and Steering Committee will also have a chance to review the formatted report and provide feedback for any final changes. The report will go through a final quality control process before the final hand-off.

## Support Systems Assessment

The goal of this project deliverable was to identify and evaluate the local and regional resources available to support the development, maintenance, and accessibility of attainable and affordable housing, as well as supportive services and transportation services in Berthoud and the surrounding area. Larimer and Weld Counties have a network of service providers and housing-focused nonprofits, though resources are primarily concentrated in nearby Fort Collins, Loveland, and Longmont. Berthoud often benefits from this expanding network, but as the Town grows, additional resources and programs tailored to Berthoud may be necessary.

This assessment identified several gaps for Berthoud and underscores the need for a strategic approach to align resources with the Town's growth and changing demographics.

- 1) **Minimal Local Resource Accessibility:** Many housing-related services are located in Fort Collins or Loveland and may not be easily accessible to Berthoud residents. Tailored local programs and resources are necessary to bridge this gap.
- 2) **Limited Transportation Options to Access Services:** While Berthoud has some transportation options for the elderly and adults with disabilities, the limited in-town transit and regional connections can hinder access to regional services and housing opportunities, particularly for low- to moderate-income individuals and families. To enhance accessibility to services in Loveland and Fort Collins, housing projects should prioritize locations near the I-25 Mobility Hub or the FLEX bus stop. It is also recommended that the Town collaborate with Transfort to develop additional FLEX bus stops in Berthoud to further enhance accessibility.
- 3) **Dedicated Funding:** Unlike larger cities, Berthoud does not receive federal housing funds or have a dedicated funding stream, limiting its ability to develop housing projects independently. While creating a local housing authority may not be preferable, the Town can prioritize partnering with the nearby housing authorities and other partner agencies on projects in Berthoud. In addition, the Town could create a dedicated housing fund through the implementation of housing development strategies, like an inclusionary zoning ordinance.

To ensure Berthoud remains a livable and accessible community for its residents, it is essential to proactively address these gaps by expanding local resources, strengthening partnerships, and advocating for targeted housing and transportation solutions. Stakeholders, policymakers, and community members must collaborate to develop strategies that support sustainable growth and improve access to these essential services.

Refer to the first attachment in this packet to review the Support Systems Assessment. It will be included as an appendix in the final report.

## **Preliminary Implementation Action Plan**

After the Steering Committee finalized the strategies and recommendations last December, the project team began developing the subsequent Implementation Action Plan tied to each strategy. The plan outlines actionable steps that the Town can follow to implement the strategies. Designed as a dynamic workbook-style document, it will allow staff to update progress over time, assign roles and responsibilities, establish priorities, revise or add new actions, and track status as actions are completed.

Refer to the second attachment in this packet to review the preliminary Implementation Action Plan, which the Steering Committee will help further develop. This will be the primary focus for the February 13 workshop-style meeting, where we will walk through the action plan for the prioritized strategies, revise and add actions, identify responsibilities and possible partners, and allow time for discussion as a group. The Implementation Action Plan will be included as an appendix in the final report.

## **Next Steps**

- Finalize Implementation Action Plan based on Steering Committee and staff direction.
- Complete final report integration, formatting, and accessibility for final review.
- Complete development code and process audit and provide recommendations.
- Next Meetings:
  - March 11 – Town Board presentation with project overview
  - April 13 – Steering Committee meeting with final report, “last call” for changes
  - April 22 – Final Town Board presentation and wrap-up

# Berthoud Housing Support Systems Assessment 2/13/25

This section identifies and evaluates resources available to support the development, maintenance, and accessibility of housing that is attainable and affordable, as well as housing supportive services and transportation services in Berthoud and the surrounding area. These resources can help address the housing needs identified in this housing assessment. Larimer and Weld Counties have a network of service providers and housing-focused nonprofits, though resources are primarily concentrated in nearby Fort Collins, Loveland, and Longmont. Berthoud often benefits from this expanding network, but as the Town grows, additional resources and programs tailored to Berthoud may be necessary.

To ensure Berthoud remains a livable and accessible community for its residents, it is essential to proactively address these gaps by expanding local resources, strengthening partnerships, and advocating for targeted housing and transportation solutions. Stakeholders, policymakers, and community members must collaborate to develop strategies that support sustainable growth and improve access to these essential services.

## Housing Development

Public Housing Authorities, including Housing Catalyst (Fort Collins), Loveland Housing Authority and Longmont Housing Authority, play a key role in increasing the affordable housing supply in Larimer County. They receive state and federal funds through programs like Community Development Block Grants, HOME Investment Partnership funds, and State Private Activity Bonds to support housing and community development. Currently, their efforts are primarily concentrated in Fort Collins and Loveland, with no current developments or properties in Berthoud.

While Berthoud does not currently have dedicated funding to support the development of affordable housing, some neighboring communities have created dedicated funding streams in recent years to support affordable housing initiatives.

- **Fort Collins:** Passed by voters in 2023, Fort Collins has a 3-mill property tax that could raise up to \$16 million per year to fund the land bank, grants and incentives for developers and nonprofits, and permanent supportive housing with wraparound services.
- **Loveland:** In 2016, the City Council approved using 1.25% of the city's sales tax revenue to create an affordable housing fund and approved Loveland Habitat for Humanity and Loveland Housing Authority as the preferred providers for the city to work with.
- **Longmont:** Approved by voters in 2023, the Boulder County Affordable and Attainable Housing Tax is 0.185% countywide sales and use tax. The funds are divided by population across the county, with 30% going to Longmont for housing development, housing supportive services, and grant funding.

Several other organizations in the county contribute to affordable housing development. While some focus on specific municipalities, others operate countywide or across the broader Northern Colorado region. However, most affordable housing developments are concentrated within municipal boundaries or Growth Management Areas (GMAs), where multifamily-zoned land and essential infrastructure are more readily available resulting in more affordable infrastructure extension.

The table below outlines the housing development organizations in the area that could serve as potential partners for the Town of Berthoud in future housing developments. The organizations are listed alphabetically, without any indication of priority or importance. The “Services” column below contains information obtained from the organization website.

| <b>Organization</b>                                      | <b>Services</b>                                                                                                                                                                                                                                                                                                                                                                                                                                   | <b>Location(s)</b>                                                                         |
|----------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------|
| <b>Berthoud Habitat for Humanity</b>                     | To date, approximately 20 single-family homes have been constructed in Berthoud. Eligible for households between 40% and 80% of the AMI. Additional development is in the planning stages to increase supply. Manages a ReStore retail location with profits from purchases along with donations helping fund housing construction.                                                                                                               | Office in Berthoud                                                                         |
| <b>CARE Communities</b>                                  | Through innovative public and private partnerships, CARE develops and manages affordable housing communities that also provide transformative resident services to empower families and build community.                                                                                                                                                                                                                                          | Office in Fort Collins<br>Property locations in Fort Collins (6 sites)<br>Windsor (1 site) |
| <b>Housing Catalyst (Fort Collins Housing Authority)</b> | Supports community development by managing over 1,600 residences, providing rental assistance to 1,500 families annually, and offering affordable rentals, housing choice vouchers, and real estate development. Programs focus on reducing homelessness, stabilizing lives, and promoting empowerment, self-sufficiency, and community engagement.                                                                                               | Property locations in Fort Collins                                                         |
| <b>Impact Development Fund (IDF)</b>                     | A lender, partner and community builder that expands access to capital to build more resilient and equitable communities. As a Community Development Financial Institution (CDFI), IDF connects mission-driven organizations to financial products and partnerships, bringing together multi-faceted community stakeholders including nonprofit organizations, developers, community banks, individuals, and local and state government agencies. | Office in Loveland                                                                         |
| <b>Longmont Housing Authority</b>                        | Provides housing and related services to low- and moderate-income families and elderly and disabled households. It manages over 400 units across nine properties and administers the federally funded Housing Choice Voucher program.                                                                                                                                                                                                             | Office in Longmont<br>Property locations in Longmont (9 sites)                             |
| <b>Loveland Housing Authority</b>                        | Owns and manages properties (approx. 1,000 units) that serve low to moderate income individuals and families, including senior housing. Housing programs include Choice Voucher (Section 8), tax credit properties, Larimer home improvement programs (LHIP), grant assistance programs, and other affordable housing programs and services.                                                                                                      | Property locations in Loveland<br>Windsor (2 sites)<br>Milliken (1 site)                   |

## Supportive Services and Resources

Non-profits in Berthoud and the surrounding area provide supportive services and resources for low- and moderate-income residents, including rental assistance, homebuyer support, homeowner assistance, senior services, and support for individuals experiencing homelessness. Most of the resources are not specifically tailored to Berthoud and may be less accessible and less familiar to

its residents. Nearby Longmont is home to additional housing support resources, including senior and homelessness services, though these are intended for Boulder County residents only.

The table below outlines organizations in the area offering supportive services to Berthoud residents, which could serve as potential partners for the Town of Berthoud in future housing resource initiatives. The organizations are listed alphabetically, without any indication of priority or importance.

| <b>Organization</b>                                   | <b>Services</b>                                                                                                                                                                                                                                                                                    | <b>Location(s)</b>                                                       |
|-------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------|
| <b>Berthoud Life Center</b>                           | Uses a bundled-services model to offer a centralized hub where HNS and partner agencies (including the Food Bank of Larimer County, BridgePoint, SNAP Outreach Assistance, and others) provide integrated, collaborative support.                                                                  | Two locations: one in each Berthoud and Loveland                         |
| <b>House of Neighborly Services (HNS)</b>             | Supports individuals and families facing poverty or crisis by providing basic needs services and promoting self-sufficiency. Programs include food, utility, and clothing assistance, homeless case management, family support, and parent education.                                              | Two locations: one in each Berthoud and Loveland                         |
| <b>Catholic Charities of Larimer County</b>           | Provides shelter, affordable housing, early childhood education, counseling, emergency services, rent and utilities, employment, food and clothing, case management, family and senior services, and more.                                                                                         | Office in Fort Collins                                                   |
| <b>Larimer County Human Services</b>                  | Provides food, medical, and cash assistance, protection for vulnerable populations, care options for those with disabilities, and referrals to community agencies. Eligibility is determined by federally set income limits.                                                                       | Locations in Fort Collins<br>Loveland<br>Estes Park                      |
| <b>Larimer County Office on Aging</b>                 | Serves adults aged 60+, adults living with a disability, and caregivers. Programs include long-term care options, ombudsman, community resource navigation, caregiver support, vouchers to support daily living, and more.                                                                         | Locations in Fort Collins<br>Loveland<br>Estes Park                      |
| <b>Neighbor to Neighbor</b>                           | Dedicated to providing sustainable housing, supportive services, and education to families and individuals in Larimer County. Programs include eviction prevention, rental and utility assistance, homeownership support, affordable housing options, home share matching, and financial services. | Office in Fort Collins<br>Property locations in Fort Collins<br>Loveland |
| <b>Northern Colorado Continuum of Care (NoCO CoC)</b> | Supports a community-wide system across Larimer and Weld Counties to rapidly connect individuals and families experiencing homelessness with permanent housing and services, coordinating policies, strategies, and funding with Housing First best practices.                                     | Multiple partner offices across Northern Colorado                        |
| <b>Salvation Army</b>                                 | Provides rent, mortgage and utility assistance, homelessness services, and emergency services (food, clothing, shelter).                                                                                                                                                                           | Office in Fort Collins                                                   |

## Transportation

Berthoud provides transportation options for elderly residents and individuals with disabilities, including local door-to-door services like the Berthoud Area Transportation (BATS) and volunteer-based Rural Alternatives for Transportation (RAFT) for those in outlying areas. Regional connectivity

is provided by FLEX and the Colorado Department of Transportation's Bustang, though limited stop locations in Berthoud may reduce convenience for regular use. These services are cost-effective, with many free or highly subsidized, and most include accessibility accommodation like ADA-compliant vehicles. However, limitations such as restricted operating hours, reliance on advanced scheduling, and variability in accessibility present challenges for spontaneous or urgent travel needs.

Better integration of existing services could improve convenience and inclusivity, while the introduction of Micro-Transit in 2025 may bring greater flexibility and efficiency. The new Berthoud Mobility hub opens opportunities for the Town to pursue moderate-to-high density residential and transit-oriented development with a mix of residential and commercial to create an accessible, connected community. Looking ahead, the proposed Front Range Passenger Rail has the potential to transform regional mobility for residents and create new opportunities for area employers. Berthoud may be poised well for a downtown stop along the rail line, which could bring significant benefits, including economic growth and investment, the development of diverse housing options downtown, and reduced traffic congestion.

The table below outlines the transportation options currently available to Berthoud residents. These are listed alphabetically, without any indication of priority or importance.

| Service                                           | Coverage                                                                              | Operations                                                                                                                                                                  | Eligibility / Cost                                                                                                         | Funding / Support                                                                         |
|---------------------------------------------------|---------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------|
| <b>Berthoud Area Transportation (BATS)</b>        | Door-to-door in Berthoud or to Loveland<br><br>Longmont service ended in 2023         | In-town operates daily 8 am to 4 pm<br><br>Loveland operates Monday through Friday 8 to 11:30 am (and to 3 pm on Thursdays)<br><br>11 passenger vans<br><br>1 ADA space/van | Free for ages 60+<br><br>For other residents the fees are \$1 in-town, \$4 to Loveland<br><br>All must request 1 day prior | Town of Berthoud<br><br>Larimer County<br><br>Office on Aging<br><br>City of Fort Collins |
| <b>Bustang Northline (Denver to Fort Collins)</b> | Stops in Longmont, Berthoud, Loveland, Fort Collins<br>Harmony, Fort Collins downtown | Stops at Berthoud Mobility Hub & Loveland<br>Park-n-Ride along Interstate 25<br><br>12 trips each way Monday to Friday, 6 trips each way weekends & holidays                | \$4–\$7 per trip<br><br>\$3–\$5.25 for seniors and those with disabilities                                                 | Colorado Department of Transportation (CDOT)                                              |
| <b>FLEX Bus Regional Service</b>                  | Stops in Fort Collins, Loveland, Berthoud, Longmont, and Boulder                      | 1 Berthoud stop<br><br>13 trips each way Monday to Friday, 4 trips each way Saturdays<br><br>ADA ramps, lifts, 2 wheelchair space                                           | \$0 fare                                                                                                                   | Transfort<br><br>City of Fort Collins<br><br>State grants<br><br>Federal grants           |
| <b>Front Range Passenger Rail</b>                 | Ft Collins to Pueblo.<br>Stops may include Boulder, Longmont,                         | Expected in 4 to 5 years<br>Ft Collins to Denver,                                                                                                                           | Fare is TBD                                                                                                                | \$66M federal grant<br>\$27M state funds                                                  |

|                                                    |                                                                                                    |                                                                                            |                                                                       |                                                            |
|----------------------------------------------------|----------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------|-----------------------------------------------------------------------|------------------------------------------------------------|
| (in planning & development)                        | Denver, Colorado Springs                                                                           | using current freight tracks<br>Schedule is TBD                                            |                                                                       |                                                            |
| <b>Micro-Transit (coming 2025)</b>                 | Proposed service within Berthoud, to South Loveland, I-25 Mobility Hub, North Longmont             | 3-4 vehicles<br>Uber/Lyft style<br>7 am to 7 pm Monday to Saturday<br>Mobile app           | Fare is TBD<br>In-town:<br>Low/no cost<br>Out-of-town:<br>higher fees | \$864K federal appropriation to Berthoud for pilot project |
| <b>Rural Alternative for Transportation (RAFT)</b> | For residents of Berthoud Fire Protection District (outside BATS area)<br>Connects to nearby towns | All volunteers<br>Use personal cars<br>Accessibility varies<br>1 ADA PARA Van is available | Adults aged 60+ or 18+ with disabilities<br>No fixed cost             | Larimer County<br>Grants<br>Foundations<br>Donations       |

## Gaps and Other Considerations

The assessment of housing development and support services identifies several key gaps for Berthoud residents and underscores the need for a strategic approach to align resources with the Town's growth and changing demographics.

- 1) **Lack of Subsidized Affordable Housing and Attainable Housing Development:** With strong regional development organizations nearby, the Town could benefit by partnering on local housing projects to meet diverse housing needs, including affordable and attainable housing.
- 2) **Minimal Local Resource Accessibility:** Many housing-related services are located in Fort Collins or Loveland and may not be easily accessible to Berthoud residents. Tailored local programs and resources are necessary to bridge this gap.
- 3) **Limited Transportation Options to Access Services:** While Berthoud has some transportation options for the elderly and adults with disabilities, the limited in-town transit and regional connections can hinder access to regional services and housing opportunities, particularly for low- to moderate-income individuals and families. To enhance accessibility to services in Loveland and Fort Collins, housing projects should prioritize locations near the I-25 Mobility Hub or the FLEX bus stop. It is also recommended that the Town collaborate with Transfort to develop additional FLEX bus stops in Berthoud to further enhance accessibility.
- 4) **Dedicated Funding:** Unlike larger cities, Berthoud does not receive federal housing funds or have a dedicated funding stream, limiting its ability to develop housing projects independently. While creating a local housing authority may not be preferable, the Town can prioritize partnering with the nearby housing authorities and other partner agencies on projects in Berthoud. In addition, the Town could create a dedicated housing fund through the implementation of housing development strategies, like an inclusionary zoning ordinance.

**DRAFT APPENDIX A – 2/13/25**

**STRATEGIC ACTON PLAN**

**BERTHOUD – HOUSING NEEDS ASSESSMENT**

| INCLUSIONARY HOUSING ORDINANCE                                                                                                                                                                                                                                                             |          |                |        |                           |                         |       |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------|----------------|--------|---------------------------|-------------------------|-------|
| STRATEGY AND ACTION(S)                                                                                                                                                                                                                                                                     | PRIORITY | RESPONSIBILITY | STATUS | EXPECTED OUTCOME (METRIC) | PARTNER GROUPS/AGENCIES | NOTES |
| 1. Research and Initial Planning<br>a. Conduct a comparative analysis of inclusionary zoning ordinances in similar communities.<br>b. Identify appropriate affordability thresholds and housing targets specific to Berthoud.                                                              |          |                |        |                           |                         |       |
| 2. Fee Structure Analysis<br>a. Calculate fees or contributions using local cost estimates and comparable communities.<br>b. Determine whether in-lieu fees will fund affordable housing directly or through partnerships.                                                                 |          |                |        |                           |                         |       |
| 3. Stakeholder Engagement<br>a. Host workshops with elected and appointed officials to gather input.<br>b. Engage with local developers and community partners to ensure buy-in and address concerns.                                                                                      |          |                |        |                           |                         |       |
| 4. Develop Ordinance<br>a. Create draft ordinance language tailored to Berthoud’s housing market and legal framework.<br>b. Incorporate options for land dedication, unit allocation, fee-in-lieu, and/or other incentive considerations.<br>c. Present draft for final stakeholder input. |          |                |        |                           |                         |       |
| 5. Ordinance Adoption and Implementation<br>a. Present the ordinance for formal adoption by the Town Board.<br>b. Develop an implementation timeline, including monitoring and enforcement mechanisms.                                                                                     |          |                |        |                           |                         |       |
| 6. Conduct Organization/Department Assessment<br>a. Inventory existing roles and responsibilities related to housing, planning, and economic development.<br>b. Map task distribution to identify overlaps, underutilization, or gaps in the structure to meet housing strategy.           |          |                |        |                           |                         |       |

| INCLUSIONARY HOUSING ORDINANCE                                                                                                                                                                                                     |          |                |        |                           |                         |       |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------|----------------|--------|---------------------------|-------------------------|-------|
| STRATEGY AND ACTION(S)                                                                                                                                                                                                             | PRIORITY | RESPONSIBILITY | STATUS | EXPECTED OUTCOME (METRIC) | PARTNER GROUPS/AGENCIES | NOTES |
| c. Evaluate staff workloads through Director and Manager discussions and outline anticipated needs to implement and manage.<br>d. Develop position, job description<br>e. Pursue grant programs that support housing support staff |          |                |        |                           |                         |       |
| 7. Leverage external partnerships<br>a. Formalize partnerships with housing authorities, non-profits, or consultants to supplement staff capacity.                                                                                 |          |                |        |                           |                         |       |
| 8.                                                                                                                                                                                                                                 |          |                |        |                           |                         |       |
|                                                                                                                                                                                                                                    |          |                |        |                           |                         |       |

**FUNDING PROGRAMS FOR ATTAINABLE AND AFFORDABLE HOUSING**

| STRATEGY AND ACTION(S)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | PRIORITY | RESPONSIBILITY | STATUS | EXPECTED OUTCOME (METRIC) | PARTNER GROUPS/AGENCIES | NOTES |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------|----------------|--------|---------------------------|-------------------------|-------|
| <b>A. Housing Incentives (including Enterprise Fund Waivers, Reductions, and Deferrals)</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |          |                |        |                           |                         |       |
| 1. Inventory Current Programs <ul style="list-style-type: none"><li>a. Identify existing waivers and reductions in town policies and educate staff on what is available.</li><li>b. Outline gaps in current programs related to attainable / affordable housing goals.</li><li>c. Evaluate the intended goal(s) and objectives of adding housing incentives in Berthoud.</li></ul>                                                                                                                                                                                                                        |          |                |        |                           |                         |       |
| 2. Research and Recommendations <ul style="list-style-type: none"><li>a. Research and compile best practices of like communities for housing incentives.</li><li>b. Evaluate the financial feasibility of implementing enterprise fund waivers, fee reduction, and fee deferrals (including expanding ordinance 847).</li><li>c. Evaluate the potential impact of each incentive on the development community and its ability to achieve the desired housing goals.</li><li>d. Outline recommendations for new incentives or revisions to existing incentives to achieve desired housing goals.</li></ul> |          |                |        |                           |                         |       |
| 3. Implement and Evaluate <ul style="list-style-type: none"><li>a. Following formal adoption, educate the development community on new or revised offerings.</li><li>b. Continually assess the intended outcome of the new and/or revised incentives to determine level of success and areas for refinement.</li></ul>                                                                                                                                                                                                                                                                                    |          |                |        |                           |                         |       |
| 4. Conduct Organization/Department Assessments <ul style="list-style-type: none"><li>a. Inventory existing roles and responsibilities related to housing, planning, and economic development.</li><li>b. Map task distribution to identify overlaps, underutilization, or gaps in the structure to meet housing goals.</li><li>c. Evaluate staff workloads through Director and Manager discussions and outline anticipated needs.</li><li>d. Develop position, job description</li><li>e. Pursue grant programs that support housing support staff</li></ul>                                             |          |                |        |                           |                         |       |
| 5. Leverage External Partnerships <ul style="list-style-type: none"><li>a. Formalize partnerships with housing authorities, non-profits, or consultants to supplement staff capacity.</li></ul>                                                                                                                                                                                                                                                                                                                                                                                                           |          |                |        |                           |                         |       |

| FUNDING PROGRAMS FOR ATTAINABLE AND AFFORDABLE HOUSING                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |          |                |        |                           |                         |       |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------|----------------|--------|---------------------------|-------------------------|-------|
| STRATEGY AND ACTION(S)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | PRIORITY | RESPONSIBILITY | STATUS | EXPECTED OUTCOME (METRIC) | PARTNER GROUPS/AGENCIES | NOTES |
| <b>B. Dedicated Funding</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |          |                |        |                           |                         |       |
| 1. Fee Study <ul style="list-style-type: none"> <li>a. Conduct a feasibility study for introducing or adjusting housing impact fees as either standalone fee or tied to an inclusionary housing ordinance.</li> <li>b. Consider aligning fees with home size and affordability criteria, for projects not allocating affordable units or land.</li> </ul>                                                                                                                                                                                                                                                                           |          |                |        |                           |                         |       |
| 2. Stakeholder Outreach <ul style="list-style-type: none"> <li>a. Facilitate discussions with local development community and officials to educate on intended approach and outcomes.</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                    |          |                |        |                           |                         |       |
| 3. Develop Policy and Implement <ul style="list-style-type: none"> <li>a. Draft resolutions/ordinances as appropriate to establish funding source as part of housing program.</li> <li>b. Create a process for collecting and allocating funds to housing projects.</li> <li>c. Educate development community and partners of new program requirements.</li> </ul>                                                                                                                                                                                                                                                                  |          |                |        |                           |                         |       |
| 4. Conduct Organization/Department Assessments <ul style="list-style-type: none"> <li>a. Inventory current roles and responsibilities related to housing, planning, and economic development.</li> <li>b. Map task distribution to identify overlaps, underutilization, or gaps in the structure to meet housing goals.</li> <li>c. Evaluate staff workloads through Director and Manager discussions and outline anticipated needs.</li> <li>d. Develop position, job description</li> <li>e. Pursue grant programs that support housing support staff</li> <li>f. Implement onboarding and training for staff success.</li> </ul> |          |                |        |                           |                         |       |
| 5. Leverage External Partnerships <ul style="list-style-type: none"> <li>a. Formalize partnerships with housing authorities, non-profits, or consultants to supplement staff capacity.</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                   |          |                |        |                           |                         |       |

| EXPEDITED REVIEW PROCESS                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |          |                |        |                           |                         |       |
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| STRATEGY AND ACTION(S)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | PRIORITY | RESPONSIBILITY | STATUS | EXPECTED OUTCOME (METRIC) | PARTNER GROUPS/AGENCIES | NOTES |
| <div>1. Analysis and Assessment</div> <div><div>a. Review Proposition 123 guidelines for expedited review processes requirements.</div><div>b. Conduct an internal assessment of current review processes to identify existing timelines, challenges, and opportunities (including administrative review options).</div><div>c. Evaluate feedback from developers and stakeholders on current review processes to identify areas for improvement.</div><div>d. Gather best practices from other municipalities that have successfully implemented expedited review processes to determine best fit and approach for Berthoud.</div></div>                                                                                                                                                                           |          |                |        |                           |                         |       |
| <div>2. Code Review and Alignment with Proposition 123 Guidelines</div> <div><div>a. Identify and review existing regulations that impact the review process for affordable housing projects in alignment with Proposition 123 eligible project types.</div><div>b. Draft proposed changes to align with Proposition 123 requirements (decisions are made within 90 calendar days of a complete application, optional extensions as a tool for draft regulations, etc.)</div><div>c. Determine appropriate approach for Berthoud for adoption of the expedited review process either through regulations in the code or as an adopted policy of the town.</div><div>d. Draft policies or regulations establishing expedited review process in alignment with Proposition 123 requirements.</div><div>e.</div></div> |          |                |        |                           |                         |       |
| <div>3. Draft Review</div> <div><div>a. Present draft regulations or policies to the Planning and Zoning Commission and Board for review and to answer questions regarding Proposition 123 requirements.</div><div>b. Share information with community partners as appropriate to inform them of the changes and process options for developing affordable housing.</div></div>                                                                                                                                                                                                                                                                                                                                                                                                                                     |          |                |        |                           |                         |       |
| <div>4. Implementation</div> <div><div>a. Finalize and present for adoption the revised regulations and/or policies.</div></div>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |          |                |        |                           |                         |       |

| EXPEDITED REVIEW PROCESS                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |          |                |        |                           |                         |       |
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| STRATEGY AND ACTION(S)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | PRIORITY | RESPONSIBILITY | STATUS | EXPECTED OUTCOME (METRIC) | PARTNER GROUPS/AGENCIES | NOTES |
| <ul style="list-style-type: none"><li>b. Develop and distribute educational materials and resources to inform community partners and stakeholders about the new expedited review process.</li><li>c. Develop internal checklists or workflows to ensure clarity in process and consistency in administering the expedited review process.</li><li>d. Train staff on the new procedures to ensure consistent and efficient implementation.</li><li>e. Optional: Establish a dedicated team or point of contact to manage expedited review applications and ensure timely processing.</li></ul>                                        |          |                |        |                           |                         |       |
| <p>5. Evaluation</p> <ul style="list-style-type: none"><li>a. Define key performance indicators to measure the effectiveness of the expedited review process.</li><li>b. Regularly assess the impact of the new process on affordable housing development and make adjustments as needed.</li><li>c. Report findings and progress to community partners and DOLA to ensure reporting requirements are met.</li><li>d. Keep decision-makers informed on progress, understanding projects can take multiple years to have effective documentation.</li></ul>                                                                           |          |                |        |                           |                         |       |
| <p>6. Conduct Organization/Department Assessment</p> <ul style="list-style-type: none"><li>a. Inventory current roles and responsibilities related to housing, planning, and economic development.</li><li>b. Map task distribution to identify overlaps, underutilization, or gaps in the structure to meet housing goals.</li><li>c. Evaluate staff workloads through Director and Manager discussions and outline anticipated needs.</li><li>d. Develop position, job description.</li><li>e. Pursue grant programs that support housing support staff.</li><li>f. Implement onboarding and training for staff success.</li></ul> |          |                |        |                           |                         |       |
| <p>7.</p> <ul style="list-style-type: none"><li>a.</li></ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |          |                |        |                           |                         |       |

| DEVELOPMENT CODES AND STANDARDS EVALUATIONS AND UPDATES                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |          |                |        |                           |                         |       |
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| STRATEGY AND ACTION(S)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | PRIORITY | RESPONSIBILITY | STATUS | EXPECTED OUTCOME (METRIC) | PARTNER GROUPS/AGENCIES | NOTES |
| 1. Ongoing Annual Code Evaluation <ul style="list-style-type: none"><li>a. Conduct annual review of existing regulations and engineering standards to identify unintended barriers to the development of affordable/attainable housing.</li><li>a. Evaluate year-round feedback from the development community regarding regulations and standards for practical update considerations.</li><li>b. Establish a timeline for the annual review process and roles and responsibilities of staff to ensure consistency.</li></ul>                                       |          |                |        |                           |                         |       |
| 2. Draft Regulation Updates <ul style="list-style-type: none"><li>a. Draft proposed revisions to address barriers.</li><li>b. Engage with local development community and partners to evaluate proposed changes and unintended impacts.</li><li>c. Propose draft regulations during a Work session with appointed and elected officials to receive input.</li><li>d. Depending on the nature of the updates, develop an outreach approach to gather community feedback on the updates.</li></ul>                                                                     |          |                |        |                           |                         |       |
| 3. Adoption and Implementation <ul style="list-style-type: none"><li>a. Prepare supporting documentation and educational resources on what the revisions do and what they do not do to inform the public and officials.</li><li>b. Present revisions for recommendation and adoption by appointed and elected officials.</li><li>c. Roll out updated regulations and update necessary forms and handouts as appropriate.</li><li>d. Train staff and stakeholders on new updates to ensure an effective implementation of the new regulations or standards.</li></ul> |          |                |        |                           |                         |       |
| 4. Evaluation <ul style="list-style-type: none"><li>a. Define a time threshold from new code implementation to code evaluation that allows enough time to adequately assess its impact before suggesting revisions (generally, several years).</li><li>a. Following the roll out of updated regulations, assess their intended and unintended impacts on the underlying community goals and consider adjustments if necessary.</li></ul>                                                                                                                             |          |                |        |                           |                         |       |

| DEVELOPMENT CODES AND STANDARDS EVALUATIONS AND UPDATES                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |          |                |        |                           |                         |       |
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| STRATEGY AND ACTION(S)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | PRIORITY | RESPONSIBILITY | STATUS | EXPECTED OUTCOME (METRIC) | PARTNER GROUPS/AGENCIES | NOTES |
| b. Develop key performance indicators to measure the effectiveness of the new regulations and report findings to management and the Board.                                                                                                                                                                                                                                                                                                                                                                                                              |          |                |        |                           |                         |       |
| 5. Conduct Organization/Department Assessment<br>a. Inventory current roles and responsibilities related to housing, planning, and economic development.<br>b. Map task distribution to identify overlaps, underutilization, or gaps in the structure to meet housing goals.<br>c. Evaluate staff workloads through Director and Manager discussions and outline anticipated needs.<br>d. Develop position, job description.<br>e. Pursue grant programs that support housing support staff.<br>f. Implement onboarding and training for staff success. |          |                |        |                           |                         |       |
| 6.<br>a.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |          |                |        |                           |                         |       |
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## LAND AND WATER BANKING PROGRAM

| STRATEGY AND ACTION(S)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | PRIORITY | RESPONSIBILITY | STATUS | EXPECTED OUTCOME (METRIC) | PARTNER GROUPS/AGENCIES | NOTES |
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| 1. Create Policy Framework and Goals <ul style="list-style-type: none"> <li>a. Develop a comprehensive policy outlining the purpose, goals, and mechanisms for land and water banking. Include how it relates to affordable housing.</li> <li>b. Identify the specific objectives (e.g., supporting affordable housing, preserving land for public uses, etc.).</li> <li>c. Determine eligible properties (e.g., vacant, underutilized, with/without water rights) and prioritization factors.</li> <li>d. Consider land dedications as one consideration of the inclusionary ordinance to facilitate land banking for affordable housing partnerships.</li> <li>e. Establish a timeline for policy development and stakeholder engagement to ensure timely progress.</li> </ul> |          |                |        |                           |                         |       |
| 2. Draft Policy and Procedures <ul style="list-style-type: none"> <li>a. Include processes for acquisition, maintenance, and disposal of banked land. Specify mechanisms for partnerships with developers and non-profits.</li> <li>b. Discuss draft policy with community partners and stakeholders for input.</li> <li>c. Present the draft policy to the Board for review and feedback.</li> </ul>                                                                                                                                                                                                                                                                                                                                                                            |          |                |        |                           |                         |       |
| 3. Policy Adoption <ul style="list-style-type: none"> <li>a. Present the final policy to the Board for adoption.</li> <li>b. Create an implementation guide to assist staff and community partners in understanding and applying the new policy.</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |          |                |        |                           |                         |       |
| 4. Inventory and Feasibility Assessment <ul style="list-style-type: none"> <li>a. Conduct a detailed inventory of existing town-owned, vacant, and underutilized land and assess its suitability for banking activities.</li> <li>b. Evaluate water rights, zoning, and infrastructure needs.</li> <li>c. Map potential sites and their attributes using GIS, maintain a map and database for town use.</li> </ul>                                                                                                                                                                                                                                                                                                                                                               |          |                |        |                           |                         |       |
| 5. Funding Strategy <ul style="list-style-type: none"> <li>a. Explore grants, dedicated fees, public-private partnerships, and impact fees to support acquisitions.</li> <li>b. Tie the land banking policy to an existing or new housing fund for ease of financing.</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |          |                |        |                           |                         |       |

| LAND AND WATER BANKING PROGRAM                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |          |                |        |                           |                         |       |
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| STRATEGY AND ACTION(S)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | PRIORITY | RESPONSIBILITY | STATUS | EXPECTED OUTCOME (METRIC) | PARTNER GROUPS/AGENCIES | NOTES |
| 6. Implementation Plan<br>a. Identify and prioritize specific parcels for acquisition.<br>b. Form agreements to integrate affordable housing into future development projects using banked land.                                                                                                                                                                                                                                                                                                                                                                                                       |          |                |        |                           |                         |       |
| 7. Monitor and Evaluate<br>a. Regularly assess the effectiveness of the policy and how banked land is being used and its contributions to housing goals.<br>b. Refine the policy to address challenges or for new opportunities based on market conditions.<br>c. Establish key performance indicators to measure success and report findings to the Board.                                                                                                                                                                                                                                            |          |                |        |                           |                         |       |
| 8. Conduct Organization/Department Assessment<br>a. Inventory existing roles and responsibilities related to housing, planning, and economic development.<br>b. Map task distribution to identify overlaps, underutilization, or gaps in the structure to meet housing goals.<br>c. Evaluate staff workloads through Director and Manager discussions and outline anticipated needs.<br>d. Develop position, job description<br>e. Pursue grant programs that support housing support staff.<br>f. Create onboarding and training resources for staff working with the land and water banking program. |          |                |        |                           |                         |       |
| 9. Leverage External Partnerships<br>a. Formalize partnerships with housing authorities, non-profits, or consultants to supplement staff capacity.<br>b. Establish a regular meeting schedule with partners to coordinate efforts and share best practices (i.e., quarterly, bi-annually, etc.).                                                                                                                                                                                                                                                                                                       |          |                |        |                           |                         |       |

| STRATEGIC PARTNERSHIPS                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |          |                |        |                           |                         |       |
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| STRATEGY AND ACTION(S)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | PRIORITY | RESPONSIBILITY | STATUS | EXPECTED OUTCOME (METRIC) | PARTNER GROUPS/AGENCIES | NOTES |
| <b>A. Housing Communications Strategy</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |          |                |        |                           |                         |       |
| 1. Identify Key Stakeholders and Local Champions <ul style="list-style-type: none"> <li>a. Identify key stakeholders, including Town officials and community partners.</li> <li>b. Leverage key partnerships to lead ongoing community education.</li> <li>c. Establish a timeline for stakeholder engagement to ensure timely involvement.</li> </ul>                                                                                                                                                                                                   |          |                |        |                           |                         |       |
| 2. Material Development and Ongoing Communication <ul style="list-style-type: none"> <li>a. Develop talking points and FAQs for staff and officials to ensure consistent messaging.</li> <li>b. Evaluate and update messaging and materials based on Berthoud branding campaign.</li> <li>c. Partner with stakeholders on outreach materials.</li> <li>d. Create a feedback loop to continuously improve communication materials based on input received.</li> </ul>                                                                                     |          |                |        |                           |                         |       |
| 3. Developer Workshops <ul style="list-style-type: none"> <li>a. Host workshops for developers to educate them on affordable and attainable housing policies and programs as they are considered and discussed by the town.</li> <li>b. Develop a process to gather feedback on new policies or programs being considered, including after implementation.</li> <li>c. Assess feedback to strengthen the policy or program.</li> <li>d. Identify recurring follow-up opportunities to address ongoing challenges and updates, as appropriate.</li> </ul> |          |                |        |                           |                         |       |
| 4. <ul style="list-style-type: none"> <li>a.</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |          |                |        |                           |                         |       |
| <b>B. Housing Task Force</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |          |                |        |                           |                         |       |
| 1. Research and Scoping Phase <ul style="list-style-type: none"> <li>a. Evaluate housing task force models from other communities.</li> <li>b. Assess the model that would be best for Berthoud.</li> <li>c. Decide if Berthoud should move forward with this strategy.</li> </ul>                                                                                                                                                                                                                                                                       |          |                |        |                           |                         |       |
| 2. Feasibility Analysis <ul style="list-style-type: none"> <li>a. Evaluate the intended goal(s) and objectives of a task force or other working group focused on housing in Berthoud.</li> <li>b. Define anticipated roles and responsibilities.</li> </ul>                                                                                                                                                                                                                                                                                              |          |                |        |                           |                         |       |

| STRATEGIC PARTNERSHIPS                                                                                                                                                                                                                                                                                                                                                                                           |          |                |        |                           |                         |       |
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| STRATEGY AND ACTION(S)                                                                                                                                                                                                                                                                                                                                                                                           | PRIORITY | RESPONSIBILITY | STATUS | EXPECTED OUTCOME (METRIC) | PARTNER GROUPS/AGENCIES | NOTES |
| <div><div>c. Identify key stakeholders, including Town officials and community partners.</div><div>d. Conduct a fiscal analysis and/or identify financial support needs to ensure the task force’s sustainability.</div></div>                                                                                                                                                                                   |          |                |        |                           |                         |       |
| <div><div>3. Structure and Approach</div><div><div>a. Draft a charter outlining the task force’s mission, goals, and governance structure.</div><div>b. Secure funding or staffing support to sustain the task forces’ efforts.</div><div>c. Develop a communication plan to keep Town officials informed about the task force’s activities – such as Board updates at regular Board meetings.</div></div></div> |          |                |        |                           |                         |       |
| <div><div>4. Implementation</div><div><div>a. Appoint members, hold the first meeting, and establish a regular schedule.</div><div>b. Identify focus areas such as policy development, data analysis, etc. as part of a workplan.</div></div></div>                                                                                                                                                              |          |                |        |                           |                         |       |
| <div><div>5.</div><div>a.</div></div>                                                                                                                                                                                                                                                                                                                                                                            |          |                |        |                           |                         |       |
|                                                                                                                                                                                                                                                                                                                                                                                                                  |          |                |        |                           |                         |       |