



**Garden
Spot of
Colorado**

MEETING OF THE HOUSING STEERING COMMITTEE

**Town Board Room
807 Mountain Avenue
Town of Berthoud, Colorado
Thursday, April 10, 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

1. Call Meeting To Order
2. Pledge Of Allegiance
3. Roll Call
4. Housing Steering Committee
Final Presentation of the Housing Diversity Study and Housing Needs
Assessment

Documents:

[PACKET.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.

HOUSING STEERING COMMITTEE

COMMUNITY DEVELOPMENT DEPARTMENT



Meeting Date:	April 10, 2025
Agenda Title/Subject:	Final Presentation of the Housing Diversity Study and Housing Needs Assessment
Type of Item:	Presentation
Purpose:	Presentation to the Housing Steering Committee
Presented by:	Anne Johnson, Community Development Director

ATTACHMENTS:

- Resident comment
- Housing Diversity summary memo
- Housing Diversity Plan
- Strategic Action Plan

BACKGROUND:

Berthoud was awarded funds through the DOLA More Housing Now Grant program in late 2023. A Request for Proposals was issued, and the contract work was awarded to Ayres Associates in early Summer, 2025. The Berthoud Housing Steering Committee was formed with the Planning Commissioners along with representatives from the Loveland Housing Authority, School District, Berthoud Habitat for Humanity and two members of the Board of Trustees.

Several public engagement events including Oktoberfest, reaching out to families at sporting events, key stakeholder meetings, and an on-line survey resulted in valuable insight for the Steering Committee. Ayres Associates concluded the public engagement period, collected strategies from the Berthoud Housing Steering Committee and presented findings to the Steering Committee on December 12, 2024, February 13, 2025 and to the Town Board of Trustees on March 11, 2025.

The draft strategies and draft findings have been shared with DOLA Regional Representative Chris LaMay. The State enacted SB24-174 in 2024. SB24-174 requires Berthoud to complete a Housing Needs Assessment before December 31, 2026. This requirement occurred after Berthoud received the grant to perform a Housing Diversity study. DOLA was proactive and reviewed the current Housing Diversity study with the requirements of the Housing Needs Assessment and found that the Berthoud product was very close to meeting the requirements of SB24-174. Ayres has made the adjustments which means that the Town will not have to perform a separate Housing Needs Assessment. All qualifying communities in Colorado are now required to perform a Housing Needs Assessment every six years. This will be Berthoud's first submittal and the next Assessment could potentially be rolled into the Comprehensive Plan update which may start in 2029.

UPDATE/NEXT STEPS:

The presentation to the Housing Steering Committee on April 10, 2025 includes presenting the final strategies, a work plan, and additional materials requested by DOLA to comply with the latest State legislation regarding the housing supply and affordability goals. Upon the Committee's recommendation of this final draft, it will be presented to the Town Board with your recommendations at their meeting on April 22, 2025.

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. The implementation of the action plan will include staff time and outside consultant's time when warranted.

COMMUNITY TOUCHSTONES:

The ability to offer housing types strengthens the Town's sustainability and resiliency goals and is an outcome listed in the latest version of the Comprehensive Plan.

RECOMMENDED ACTION(S):

Staff and Ayres Associates are looking for concurrence on the findings and outcome of this plan and for the Housing Steering Committee to forward a recommendation to the Town Trustees.

From: [Anne Johnson](#)
To: [Vasan, Karlyn](#); [Olhava, Josh](#)
Subject: FW: A Heartfelt Appeal for More Affordable Housing in Berthoud
Date: Tuesday, March 11, 2025 6:49:00 AM
Attachments: [image002.png](#)
[image003.png](#)
[image004.png](#)

FYI

From: Anne Johnson
Sent: Tuesday, March 11, 2025 6:48 AM
To: rodlie.ortiz@gmail.com
Cc: Christian Samora <CSamora@berthoud.org>
Subject: FW: A Heartfelt Appeal for More Affordable Housing in Berthoud

Dear Rodlie,

Thank you for your email. It takes time to send an email, regardless of the purpose. As staff, we rarely receive emails that are positive and this was pleasant to receive. Thank you for taking the time to send. At tonight's Town Trustees meeting, we will be discussing the first draft of the Housing Diversity Plan and I'll pass your email out to the Trustees.

Thank you.

Sincerely,
Anne



Anne Best Johnson, AICP MBA
Community Development Director
Phone: 970.344.5818
ajohnson@berthoud.org
Berthoud.org
807 Mountain Ave. Berthoud, CO 80513
Town Hall Hours:
Monday through Thursday
0700-1730



All messages sent or received by this address may be subject to public disclosure pursuant to the Colorado Open Records Act (CORA) C.R.S. 24-72-200.1 et seq.

From: Rodlie Ortiz <rodlie.ortiz@gmail.com>
Sent: Monday, March 10, 2025 4:05 PM
To: Information Berthoud <Information@berthoud.org>
Subject: A Heartfelt Appeal for More Affordable Housing in Berthoud

You don't often get email from rodlie.ortiz@gmail.com. [Learn why this is important](#)

Dear Town of Berthoud,

I wasn't quite sure who to address this to, so I'm writing to the general email address in hopes that my voice—and the voices of many others in our community—can be heard.

My name is Rodlie Ortiz, and my family and I made the beautiful town of Berthoud our home a little over a year and a half ago, moving here from Southwest Michigan. My wife is a dedicated special education teacher at Berthoud Elementary School, and I serve as the senior pastor of Champion Church on the campus of Champion Academy. We love this town—its warmth, its community, its charm. This is where we want to plant our roots.

But here's our reality: Despite both of us working full-time in professional, middle-income careers, owning a home here remains out of reach. We currently rent in the Vantage subdivision, but what we truly long for is something we can call our own—a place where we can invest in the community for the long term, not just temporarily occupy space within it.

I'm writing not just for myself, but for the many hardworking individuals and families facing the same challenge. The dream of homeownership shouldn't feel impossible for teachers, pastors, first responders, and others who serve and enrich this town every day.

I urge you to consider solutions that could make homeownership a reality for more families like mine:

1. **Smaller Home Communities** – Developments like Prairie Star have provided an attainable entry point into homeownership for many. I understand the same company is now building in northwest Loveland. Could Berthoud encourage and facilitate similar projects here? Thoughtfully designed smaller homes with reasonable price points could help bridge the gap for those of us eager to buy but unable to afford current market rates.
2. **Innovative Housing Solutions** – Greeley has recently seen a national company create 3D-printed homes, which are cost-effective and built efficiently. [Here's](#) an article from their webpage. Could Berthoud explore opportunities for a similar initiative? Opening the door to alternative construction methods could be a game-changer for affordability.

We are not asking for handouts—we are asking for opportunities. We want to be able to invest in this community, not just live in it temporarily.

Is there anything currently in development that might offer affordable options? Have you considered the possibilities mentioned above? I would love to hear your thoughts and learn about any upcoming plans that might bring hope to those of us longing to call Berthoud home—truly and permanently.

Thank you for your time, and for your commitment to making Berthoud a place where families of all income levels can thrive.

With appreciation,

Rodlie Ortiz

MEMORANDUM

To: Berthoud Housing Needs Assessment Steering Committee

Anne Johnson, AICP, Community Development Director

From: Josh Olhava, AICP, PCCP, Planning and Development Supervisor

Karlyn Vasan, Community Planner

Date: 04/10/2025

Re: Housing Diversity Plan Steering Committee Meeting

Introduction

The April 10, 2025, Housing Diversity Plan Steering Committee meeting will be the final meeting and opportunity for the committee to provide feedback on the deliverables before the final presentation to the Board of Trustees on April 22, 2025. All feedback needs to be provided prior to or at the meeting on April 10th.

Since the last Steering Committee Work Session on February 13, 2025, the project team has:

1. Completed the formatted Housing Diversity Plan
2. Revised the Strategic Action Plan
3. Presented to the Board of Trustees on March 11, 2025
4. Initiated the development code review of the design guidelines with Town staff

We would like to thank the Steering Committee and Town staff for your commitment and continued engagement in this project.

Project Timeline

The timeline is an overview of the deliverables and accomplishments of the project team, Steering Committee, and Town staff over the last nine months. The project is on track for close-out by the end of April, with a final presentation to the Board of Trustees on April 22.



For Final Review: Formatted Report and Strategic Action Plan

Two deliverables are ready for the committee's final review and comments. The Housing Diversity Plan reflects the direction provided by the Housing Steering Committee and the Town Board of Trustees.

1. **Formatted Report:** The report integration of all the project deliverables is now complete, and the Housing Diversity Plan is formatted.
2. **Strategic Action Plan:** The feedback from the Steering Committee and staff has been updated. It is included as Appendix A in the report. Given that it is formatted to print as a working document on 11x17 paper, it is easiest to review this as a separate file.

Click on the links above to download a copy of each item. This will allow you to save your own copy to review. You may provide feedback by inserting comments into the pdf directly or simply emailing your feedback (please include a reference to page number or section). Any additional feedback on these deliverables is due to Anne Johnson by the time of the meeting on Thursday, April 10. The meeting time will be used to discuss any additional questions or feedback you may have.

Board of Trustees Meeting – March 11, 2025

On March 11, the project team presented the Steering Committee's strategic recommendations and action items to the Board of Trustees. They were very engaged, and we had a lengthy discussion and exchange of ideas. They were very supportive of the work you have accomplished and the short-term and long-term recommendations that you made. None of the committee's strategic recommendations changed as a result of their feedback. The project team will deliver the final Housing Diversity Plan and make a final presentation to the Trustees on Tuesday, April 22.

Development Code Review

The project team is working with Town Staff on updates to the Design Guidelines in the Land Use Code to strengthen the diversity requirements and expedited review process. Both are short-term strategies that were prioritized by the Steering Committee. This is part of the larger effort by the Town to repeal and replace the entire Land Use Code, which needs to be completed by September 1, 2025.

Next Steps

- Incorporate final Steering Committee feedback into the Housing Diversity Plan and Action Plan.
- Finalize the report and ensure accessibility requirements are met
- Final Town Board presentation and wrap-up on April 22, 2025

2025

BERTHOUD HOUSING DIVERSITY PLAN

DRAFT



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Acknowledgements

The Town of Berthoud and the Project Team wish to extend our heartfelt gratitude to the residents and stakeholders of the Town of Berthoud for your invaluable contributions, input, and guidance throughout the development of the housing assessment report. Your involvement played a pivotal role in shaping a thorough and well-informed analysis. We are grateful for your commitment to this collaborative, community-led effort to provide housing opportunities to all current and future Berthoud residents.

Key Stakeholders

- ▷ Town of Berthoud
- ▷ Larimer County
- ▷ Habitat for Humanity
- ▷ Loveland Housing Authority

Steering Committee

- ▷ Karen Anderson, Planning Commission Chair
- ▷ Abigail Smith, Planning Commission Vice-Chair
- ▷ Nick Semedallas, Planning Commission Secretary
- ▷ Mark Hofmans, Planning Commissioner
- ▷ David Pond, Planning Commissioner
- ▷ Mark Brodie, Planning Commissioner
- ▷ Stacy Sigman, Planning Commissioner
- ▷ Sean Murphy, Mayor Pro-Tem
- ▷ Tim Hardy, Trustee
- ▷ Jeff Feneis, Executive Director, Loveland Housing Authority
- ▷ Tiffany Brodie, Executive Director, Berthoud Habitat for Humanity
- ▷ Ryan Baker, Planning Manager, Thompson School District

Ayres Project Team

- ▷ Josh Olhava, Western Planning Lead – Project Manager
- ▷ Karlyn Vasan, Community Planner – Project Lead
- ▷ Melissa Hunt, Planning and Economic Development Professional
- ▷ Jay Molokwu, Community Planner and Graphics
- ▷ Nathan Randall, Community Planner
- ▷ Lindsey Wilson, Community Planner

Berthoud Project Team

- ▷ Anne Johnson, Community Development Director
- ▷ Tawn Hillenbrand, Senior Planner
- ▷ Stephanie Horvath, Community Outreach Specialist
- ▷ Nathan Gabbard, GIS Analyst
- ▷ Town of Berthoud Staff

A special thank you to the staff at the Department of Local Affairs and funding for this assessment effort made possible by the More Housing Now grant program.



Chapter 1

Executive Summary

Introduction

On October 10, 2023, the Town Board of Trustees made a commitment along with other Colorado municipalities, districts and counties to increase the housing diversity availability in Berthoud. By “opting in” to Proposition 123, the Town has stated it is committed to supporting the development of a variety of housing products.

In 2024, the Town of Berthoud was awarded a More Housing Now grant by the Colorado Department of Local Affairs (DOLA). This grant program supports local governments to adopt land use and other qualifying strategies to increase attainable housing development and redevelopment opportunities. The grant will result in the development of a Housing Diversity Plan to help guide the community in providing housing opportunities for all current and future residents. While considering strategies for addressing housing affordability in Berthoud, it is important to emphasize the steps the town has already taken to start addressing the challenges, further explored in Chapter 7. For additional information on Proposition 123 and DOLA's qualifying strategies, refer to Appendix E.

Completing a housing needs assessment is one component of the Housing Diversity Plan. The community sought to understand the challenges residents of all ages and backgrounds face in finding stable, safe, and affordable places to live. The Town worked in partnership with Ayres to complete this community-wide assessment by identifying current housing and demographic trends, engaging with residents about their housing needs and experiences, and reviewing existing land use and related policies. The housing needs assessment offers strategies to address the needs and provides a roadmap for implementing targeted policies to address challenges related to housing opportunities and affordability.

While the Berthoud Housing Assessment is primarily focused on the housing needs of the Town, some factors in this analysis considered a broader area, looking at Loveland, Longmont, and Larimer and Weld Counties. The local housing market is also heavily influenced by trends occurring at the state and federal levels. To the greatest extent possible, the assessment seeks to localize the data where necessary and incorporate regional trends as needed.

Throughout this report the terms ‘affordable’, ‘attainable’, and ‘workforce’ will be used to describe households with incomes between 80% and 120% of the Area Median Income (AMI) as defined by the Department of Housing and Urban Development (HUD) for Larimer County. These three terms can be used interchangeably and do not mean low-income housing which is defined as households with incomes at 40% to 60% of the AMI. This information is discussed in greater detail in Chapter 5 of this report.

Purpose

This report will assist the community by achieving the following objectives:

1. Provide insights into the current housing market to guide informed decision-making for future investments in land use planning and infrastructure.
2. Identify gaps and unmet needs in the housing market.
3. Outline housing strategies and recommendations to guide actions over the next five to ten years.
4. Identify gaps and unmet needs in the support systems related to the housing market.

This assessment considered the housing needs of various life stages, including young professionals, families, retirees, and seniors, recognizing that housing needs evolve over time. Each demographic brings distinct expectations and opportunities for the local economy, services, and community culture. For example, a family with young children may prioritize active recreational opportunities, childcare, schools, and restaurants, while retirees and seniors may desire senior community programming, smaller housing for downsizing, and readily available access to health care services. Additionally, the cost and attainability of housing significantly impact these groups' ability to find suitable options, as each demographic faces unique financial considerations in securing stable housing.

To guide the report and recommendations, input was gathered from current residents and local stakeholders to better understand current circumstances, challenges, concerns, and future housing choices and preferences. The raw survey data is included as Appendix C and is also summarized and referenced throughout.

Process and Timeline

The assessment began with a project kick-off meeting in July of 2024 with Town staff and the consultant team. The discussion focused on identifying project goals, understanding community impressions of housing, identifying engagement opportunities and strategies, organizing a stakeholder list, and discussing potential implementation strategies to consider. The meeting provided further insights into the community and established a roadmap for completing the assessment effort.

After the kick-off meeting, the project team proceeded with a multi-faceted approach that included background research and data gathering, stakeholder meetings, community engagement, recurring discussions with Town staff, and multiple presentations and work sessions with the Steering Committee.

This approach provided an opportunity to understand the story behind the data and fact check the quantitative data against critically important qualitative information from the community. The perceptions of housing were compared to census, county, and state data to paint a holistic picture of the current state of housing within the community. Following the outreach efforts in September and October 2024, the project team drafted the assessment report in the Fall and Winter of 2024. This report includes a community profile, housing market projections, policies, and implementation strategies. The final report was presented to the Planning Commission, Steering Committee, and Town Board in the Winter of 2024. The project's major milestones are captured in this project timeline illustrated.

Relevant Strategic Plans and Studies

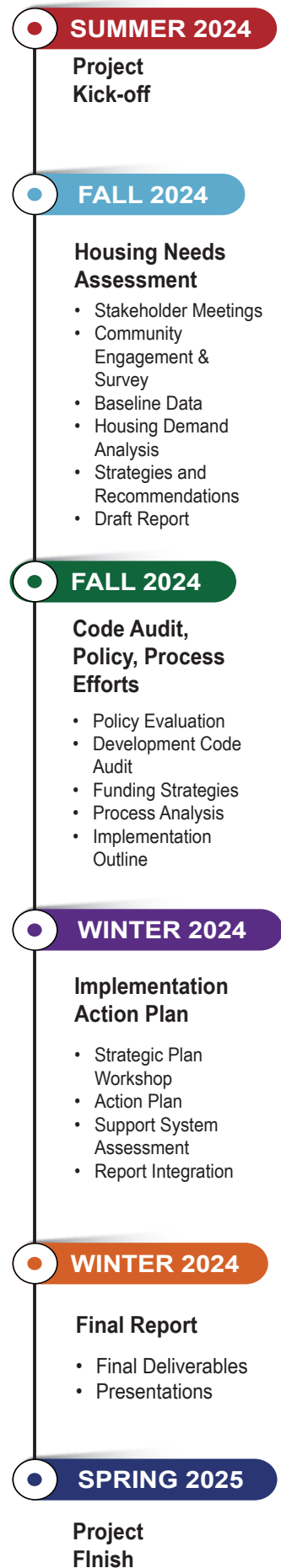
The project team considered the following strategic plans and studies while completing this assessment: Berthoud Comprehensive Plan (2021), Transportation Plan (2021), Mountain Avenue Plan (2019), First Street Corridor Plan (2023), Future Land Use Map (2021), Architectural Design Guidelines (2021), Landscape Design Guidelines (2023), Larimer County Housing Needs Assessment (2021), Loveland Housing Authority Regional Housing Study (2021).

Key Takeaways

Berthoud shares common housing challenges with the region and state; however, its' desirable location in the heart of Northern Colorado's rapidly growing economy presents unique challenges. This section highlights key themes found throughout the report that inform the strategies and action plan to address current and future housing needs.

Middle-income and workforce housing—both rental and ownership—is diminishing.

Attainable housing for middle-income and lower-income households has become increasingly scarce in Berthoud. Home prices have risen sharply, making homeownership out of reach for many. Over the past 12 months, the average home sale price was \$697,209, a 41% jump from the 2022 Census median home value of \$458,600. Rental costs have also surged by over 90% since 2017, with a 0% vacancy rate signaling a critically undersupplied rental market. New housing development has largely focused on owner-occupied units, which increased by 95% from 2017 to 2022. Both for-sale prices and rental rates are unattainable for households earning less than 120% of the



Area Median Income (AMI). As reflected in resident responses to the housing survey, many are either forced to seek housing elsewhere or remain in town while spending more than 30% of their income on housing costs, becoming cost burdened. These rising costs are shaping Berthoud's growth, attracting more affluent households, and impacting the town's demographic diversity.

Regional collaboration and public/private partnerships are essential.

Berthoud cannot address its housing challenges alone, as they are highly influenced by regional factors. Berthoud is centrally positioned within North Colorado's economy and has been shaped by the region's economy and job growth over the past ten to fifteen years. This expansion has driven population growth and heightened housing demand, pushing home prices higher. This trend is expected to continue, with the State Demographer projecting Berthoud's population to grow by 139% by 2040, more than doubling the number of households today. By 2050, Weld and Larimer counties are projected to grow by 77.7% and 33.5%, respectively. Given the population and housing demand pressures, regional collaboration is vital to address housing challenges and ensure sustainable growth. Berthoud must leverage its private sector and nonprofit organizational partners by fostering coordination, cooperation, and regular collaboration. These partners may include Berthoud Habitat for Humanity, Loveland Housing Authority, and local developers and non-profits.

Lack of housing diversity limits options for all life phases.

Although Berthoud's total housing units grew by 70% from 2017 to 2022, the diversity of home types and sizes remain limited. In 2022, single-family detached homes made up 82% of Berthoud's housing inventory. Between 2020 and 2024, only one small cluster of townhomes was permitted, while 82% of new residential permits were issued for single-family detached homes. This lack of housing diversity restricts options for first-time homebuyers, young professionals, and seniors, many of whom may prefer smaller, more affordable alternatives such as townhomes, duplexes, and multi-family developments. To align with the goals of the Comprehensive Plan, Berthoud must build on the progress it has made to address housing diversity and explore additional policies or programs that further promote greater diversity in housing development.

Shifting demographics are impacting housing preferences.

Since 2010, Berthoud's population has grown by 113%, with a notable increase in young professionals, families, and retirees. However, housing options have not kept pace with this growth. For example, as Berthoud's senior population increases, many may seek to downsize or require accessible housing, highlighting the need for greater housing diversity to accommodate a range of needs and incomes. A balanced housing strategy is essential, one that not only creates and preserves dedicated affordable housing but also removes barriers and incentivizes housing development that meets the needs of all stages of life.



Chapter 2

Community Context

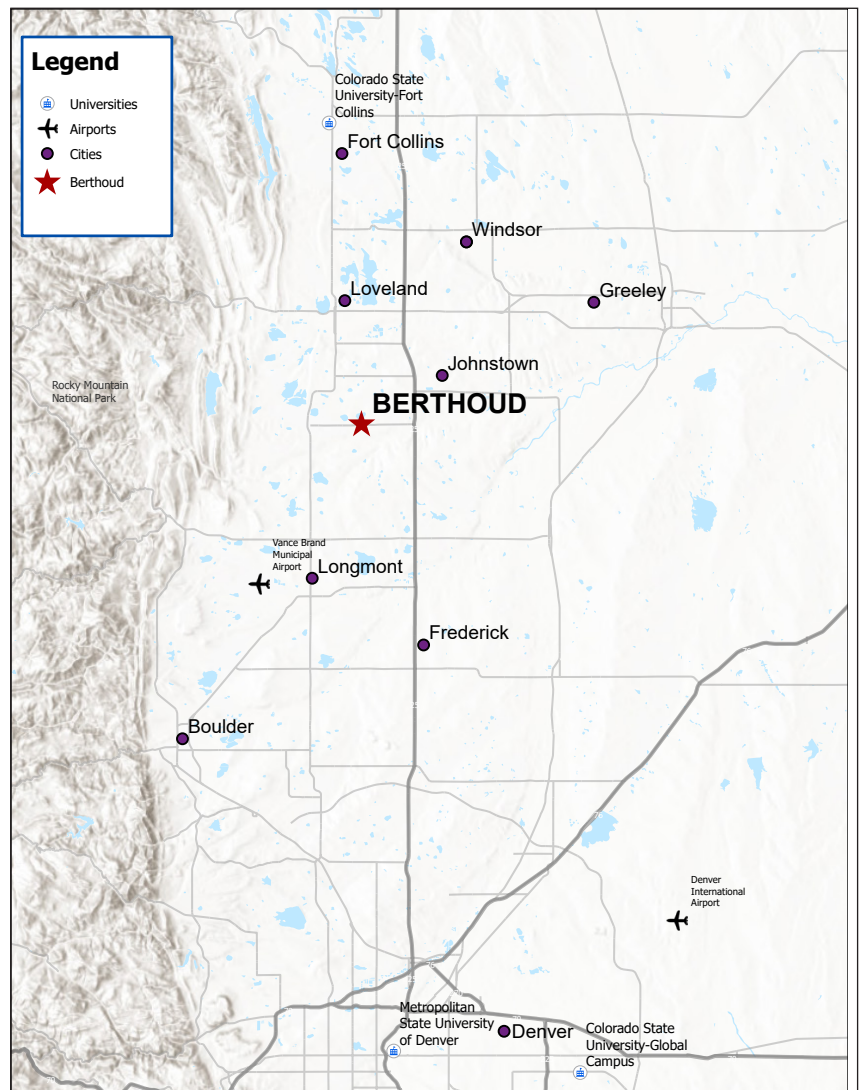
Regional Context and Setting

Berthoud is an incorporated town of about 12,500 residents and 13 square miles of land in Larimer and Weld counties in northern Colorado covering an area from I-25 to west of U.S. 287. Its larger growth management area stretches east of I-25 and west to Carter Lake. When including these residents who will call “Berthoud” the place they live, the population reaches approximately 14,000.

Its location 43 miles north of Denver and just east of the Rocky Mountain foothills places it within the growing Front Range Urban Corridor, which includes several cities and towns along the eastern slopes of the mountains. Its neighboring cities and towns include Loveland (6 miles north), Mead (9 miles southeast), Longmont (11 miles south), Johnstown (11 miles east), Fort Collins (21 miles north), and Greeley (26 miles northeast).

Founded in the 1800s as an agricultural hub, Berthoud has maintained its traditional compact development pattern, preserving its small-town feel, unlike other Northern Colorado communities that have allowed sprawling development patterns. Positioned on the high plains, it offers a mix of rural and suburban characteristics. Berthoud’s location among open rural lands and within the vibrant regional economic and cultural context of the expanding Front Range Urban Corridor have been key factors in attracting new residents and businesses to this growing suburban community. The outskirts of Berthoud, which were once mostly farms and ranches, have increasingly been developed for residential and recreational purposes.

The area west of I-25 is largely rural, with farmland and ranches, offering fantastic views of the Rocky Mountains. Once across the Larimer/Weld County line, the land becomes more developed, transitioning into residential subdivisions and the commercial areas of downtown Berthoud along Mountain Avenue. This main street features a historic district, residential areas, parks, restaurants,



Regional Context Map

and new commercial properties.

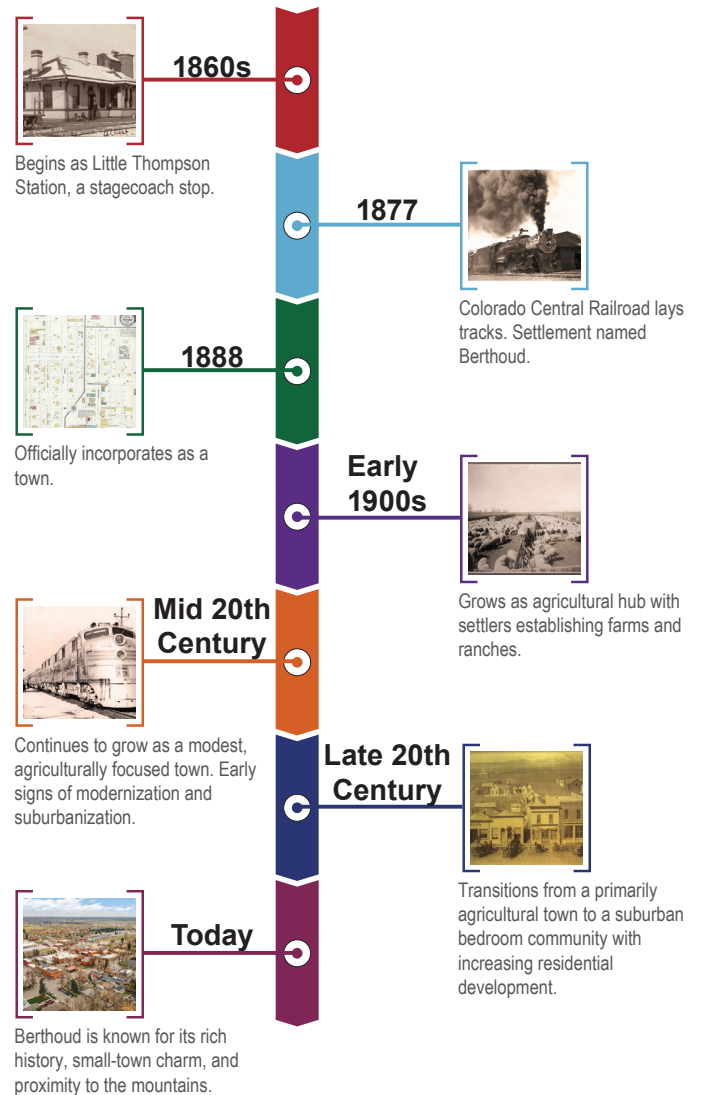
West of U.S. 287 the topography transitions to rolling hills with residential development mixed with farmlands and horse property. The lands to the north of Berthoud feature county-level subdivision developments, with some close enough to be served by Berthoud's wastewater utility. To the south of Berthoud, there are a few rural subdivisions followed by a stretch of lightly developed open land before reaching Longmont.

Historical Context

The Town of Berthoud began in the 1860s as Little Thompson Station as a small stagecoach stop near the Little Thompson River. The early settlement was a waypoint for travelers and settlers moving through the area. The fertile land and strategic location of the Little Thompson Valley attracted more settlers, which laid the foundation for this growing agricultural community.

The arrival of the Colorado Central Railroad in 1877 was a turning point for the settlement, bringing increased connectivity by facilitating the transportation of crops and goods which brought economic opportunities to the area. The community adopted the name Berthoud in honor of the surveyor Captain Edward L. Berthoud who played a key role in the development of the railroad. The railroad spurred growth and development, and by 1888, Berthoud was officially incorporated as a town which solidified its status as a growing agricultural center.

Berthoud's economy thrived on farming and ranching with the early development of ditch irrigation systems enabling the cultivation of diverse crops such as sugar beets, potatoes, wheat, and alfalfa. By the early 20th century, the town had become a bustling center for agriculture production, and the local farmers contributed significantly to the region's prosperity. Berthoud retained its rural, small-town charm, growing around its central downtown area and close connection to the surrounding farmland. This period saw gradual but consistent growth, driven by agricultural prosperity and the development of local businesses.



Images sourced: Berthoud Historical Society, Library of Congress

In the mid-20th century, Berthoud continued to be a modest, agriculturally focused town, though it began to experience the early signs of modernization and suburbanization. Farming and livestock remained the foundation of the local economy, but technological advancements and improved transportation gradually transformed the community's lifestyle. The population grew steadily, as it became a quieter alternative to larger nearby cities. Berthoud's downtown area retained its historic feel, with small businesses serving the local community, and the town preserved its close-knit, rural character with its agricultural roots remaining strong.

By the late 20th century, Berthoud was transitioning from a primarily agricultural town to a more suburban community. Many residents started commuting to nearby cities like Loveland, Longmont, and Fort Collins for work, and farming was no longer the dominant economic driver. Residential development increased, with new neighborhoods emerging to accommodate a growing population drawn to the small-town atmosphere. By the end of the century, Berthoud had evolved into a mix of its agricultural roots and a suburban bedroom community, balancing growth with a desire to preserve its unique identity.

Today, Berthoud is a growing, vibrant town that has become an attractive place for families and professionals seeking a small-town lifestyle within commuting distance of larger cities. The population has steadily increased while preserving much of its rural charm and scenic beauty. It is known for its close-knit community, tree-lined streets, and proximity to outdoor recreation. While maintaining its historical character, the downtown area has been revitalized to adapt to modern needs with cafes, boutiques, and local restaurants.





Chapter 3

Community Outreach

Community outreach was completed as part of the multi-faceted approach for this assessment. Outreach efforts included targeted stakeholder meetings, conversations with residents at engagement events, and an online community survey.

Stakeholder Interviews

Three targeted stakeholder group interviews were held on September 19 and 23, 2024 with individuals representing varying sectors including developers, economic development organizations, social service providers, employers, and Town Staff Leadership Team. Approximately 25 stakeholders participated.

Key Takeaways

- Affordability Definitions:** There were varying interpretations of terms like “affordable” and “attainable” housing, as well as “workforce” housing, which can confuse community members. These terms need to be appropriately defined and discussed.
- Housing Affordability:** It is widely agreed that Berthoud faces a shortage of available housing that is affordable, especially for first-time buyers, low-income families, seniors, and people with disabilities. Many local employees cannot afford to live in Berthoud, leading to longer commutes from nearby towns, and hiring challenges for local businesses. Flexible, non-subsidized housing solutions like accessory dwelling units (ADUs), smaller homes, and multi-generational housing were identified to potentially help address these issues.
- Public Perception Challenges:** Growth and higher-density housing remain controversial in the community. Concerns were raised about traffic, school capacity, crime, property values, and changes to the community’s small-town character. The phrasing of “affordable housing” is often misunderstood and associated with Housing Voucher Program. To address these concerns, more transparent communication, public involvement, and educational efforts showcasing successful affordable housing projects are needed to shift perceptions and demonstrate their benefits.
- Regulatory and Process Improvements:** Stakeholders expressed a need to simplify and expedite the development review process, as regulations were perceived as complex or conflicting – which can increase costs and cause delays. Suggestions included adopting more flexible zoning regulations and development standards, incentivizing developers with certain fee reductions, and improving feedback and guidance at pre-application meetings. A proposal

Berthoud Housing Needs Assessment

Berthoud, Colorado

Housing Type Descriptions





Single Family Detached (large lot)

A single-family detached house on a large lot offers more separation between neighbors and more space within its living areas. It's ideal for families needing extra room and those who appreciate defined levels for privacy and organization. This example has 4 bedrooms and 2.5 bathrooms.



Single Family Detached (small lot)

Single Family Detached (small lot) homes are compact but designed to feel more spacious through an open layout, built-in shelving, minimal hallways, and natural light from large windows. Often, this housing type is an affordable option for working-class families. This example has 2 bedrooms and 2 bathrooms.



Single Family Detached (duplex)

In a single-story or two-story duplex, each unit is a separate, self-contained living space, allowing two different families to live independently while sharing the same building. Each unit has its own entrance, kitchen, bathroom, and living areas, providing privacy and autonomy for each family.

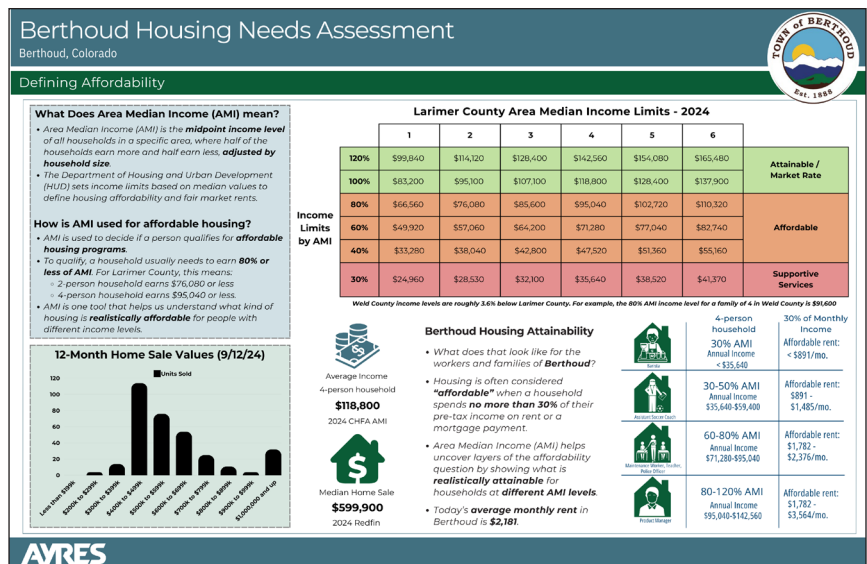


Modular Homes

A modular home is a prefabricated building constructed from sections, or "modules," that are manufactured in a factory and then assembled on-site. This approach offers a cost-effective, customizable, and often faster alternative to traditional home building.

AVRES

to create a “Staff Advocate” for housing projects classified as affordable or attainable in Berthoud was suggested to help developers navigate the process and provide support during public meetings. Innovative approaches to construction and sustainability were also encouraged, though high impact fees and construction defect laws are seen as barriers to housing diversity.



5. Water, Utility Costs, and Fees:

Housing Affordability

High water fees were a major concern, with calls for a water usage study to ensure fair and accurate fees based on actual consumption. There was also a desire to see impact fees more closely tied to a home’s size, number of bathrooms, and bedrooms. The cost of energy and water conservation efforts was also noted as a factor affecting development costs.

6. **Community and Regional Collaboration:** Participants emphasized the need for regional collaboration and partnerships with neighboring municipalities and organizations to share resources and strategies for addressing housing and development challenges. Local developers, builders, and housing organizations should also be engaged to create a shared vision for housing solutions.

7. **Financial Strategies:** Stakeholders suggested exploring funds or allocating tax revenue to support housing projects classified as affordable or attainable based on the area median income. Public-private partnerships were also recommended to leverage additional resources and expertise.

Community Engagement Events

Two community engagement events provided opportunities for residents to interact with the project team and share input on housing needs and preferences. Approximately 200 residents stopped by the two events, with most participants eager to discuss growth and housing issues.

- September 19, 2024: Soccer Fields at Recreation Center
- October 5, 2024: Oktoberfest booth



Berthoud Oktoberfest

Key Takeaways

1. **Housing Types:** While single-family homes remain popular, most residents recognize the affordability challenges and agree that considering different housing types makes sense. Courtyard homes and duplexes were particularly well-received.
2. **Multi-family:** Many residents are open to multi-family but want to ensure that the maximum height reflects the community's character. There are concerns about multi-family structures obstructing mountain views, and some residents suggested placing these developments along major roadways rather than next to single-family neighborhoods.
3. **Young Residents:** Younger couples are eager to live in Berthoud but face challenging finding housing that is affordable. Even some couples with higher dual incomes had resorted to purchasing homes in nearby towns like Johnstown or Mead or renting in Loveland due to the limited availability of attainable options in Berthoud.
4. **Multi-generational Living:** Some parents in Berthoud are housing their adult working children, while young families are living with grandparents due to high housing costs. Additionally, dual-income couples without children express a preference to live in Berthoud, but find it unaffordable, pushing them to explore housing elsewhere.
5. **Down-sizing:** Many older adults (including empty nesters or retirees) express a desire to downsize. However, they find that single-level and low-maintenance homes are hard to find and that it is often more expensive to sell their current home and buy a new, smaller home than to remain where they were.
6. **Growth Concerns:** Some residents voice concern about continued growth, preferring that it stop. Many recently moved to Berthoud from Longmont or Boulder in search of the quieter, rural character of Berthoud and did not want more growth. Their concerns include increased traffic, school capacity, crime, and the potential loss of community culture.



Berthoud Octoberfest



Engagement at the Soccer Fields



Housing Preferences

Community Survey

A community online survey launched on October 2, 2024, and was open for participation for 19 days. It included general housing questions, as well as targeted questions for homeowners, renters, and non-Berthoud residents. The survey was promoted through various methods to ensure broad and diverse community representation. These included:

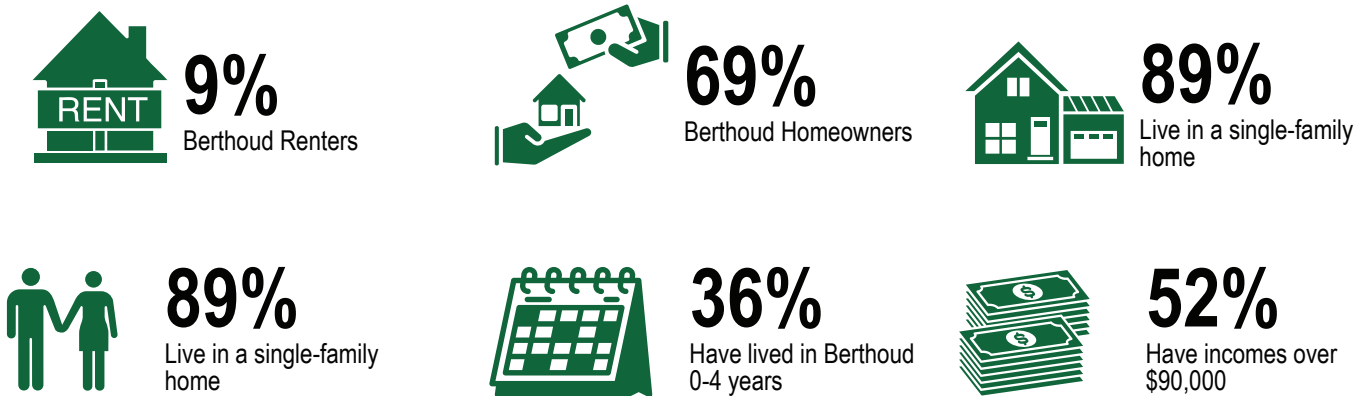
- ▶ Berthoud's e-newsletter, website, and social media platforms
- ▶ Printed inserts in utility bills
- ▶ Email campaigns via the steering committee and partner organizations
- ▶ Flyer promotion at Town Hall

A total of 365 respondents filled out the survey. The profile of resident survey respondents is similar to resident demographics in general (refer to Chapter 4 for greater detail). All survey responses are included in Appendix C.



Community Survey Flyer

Community Survey Respondent Profile



Top Housing Strategies	Top Preferred Housing Types	Top Housing Concerns
1. Build a variety of types and sizes (40.0%)	1. Single-family Home (73.7%)	1. Will not be able to afford to buy a home (27.1%)
2. Build senior / retirement housing (26.0%)	2. Courtyard Home (10.9%)	2. Housing quality (26.2%)
3. Add more housing close to downtown (14.8%)	3. Senior Housing (7.1%)	3. High rental rates (24.9%)

Key Takeaways

The survey included three opportunities for respondents to answer open-ended questions to share their experiences, preferences, and opinions. These themes emerged from the responses:

1. **Difficult to find housing:** 39% report that finding housing was Difficult or Very Difficult. Additionally, 44% know someone struggling to find housing. Some reasons cited include:
 - ▷ “Need more housing for early-career professionals looking to buy smaller townhomes or duplex-type options.”
 - ▷ “Single-family homes are too expensive. Not enough townhome options that help the renters to step into ownership without the price tag of single-family homes.”
 - ▷ “Renting a house or purchasing a house is too expensive, and there are no apartment options available in Berthoud for transitory housing while they save. This means that they are living with parents.”
 - ▷ “New college grads / young families / city or trade workers can’t afford rent or qualify for mortgages.”
2. **Consensus on the need to address affordability and housing diversity:** There is a call for more housing options at varying price points, including single-family homes and rentals, to accommodate a diverse population, from young professionals to retirees. Berthoud renters said the biggest challenges to buying a home will be finding a home in their price range (81%) and being able to afford the down payment (58%). Some responses include:
 - ▷ “It’s so expensive to live here. Our young adult kids must live with us because affordable options are just nonexistent in Northern Colorado.”
 - ▷ “There are so many large footprint homes here. Not enough smaller homes or affordable rentals. Elders need to age in place with a footprint they can handle without expenses bankrupting them. Many of my neighbors are over 80 trying to make a living in 3K square foot homes with lots of yard and landscaping maintenance work for them.”
 - ▷ “I am concerned by the sky-high rental prices and all the new homes being way out of affordable range.”
 - ▷ “The rising costs and lack of rental options push out longtime residents who truly love and care about this town. Growth is necessary but more people should be able to stay in their hometown after they’ve moved out of their parent’s houses.”
3. **Concern about overdevelopment and loss of small-town feel:** Many respondents expressed concern about the quickly growing population. They also expressed concern with multi-family apartment development. These respondents expressed fear that the Town will lose its identity and become more like neighboring larger cities or a bedroom community. Some concerns included:
 - ▷ “Be fair to all people in Berthoud and the surrounding area by maintaining open space

- ▷ “Berthoud is growing too fast without the infrastructure to support it. Police, schools, water etc.”
- ▷ “The Town needs a long-term view, not just looking at applications one by one. Berthoud should avoid becoming a crowded, traffic congested mess. Berthoud is rapidly digressing from being that “cute little town.”

What is your vision for housing in Berthoud?

- [illegible]

- ▷ “Small town feel, cute downtown with great shops and easy parking, beautiful views.”
- ▷ “I like the small-town vibe, that it is close to Denver but out of the metro, I like its proximity to two major universities. I like that kids can safely play unsupervised in the street and parks. I like how accessible other communities are via so many routes.”

- [illegible]

- ▷ “Pair new housing projects with plans/funds/incentives to improve roads, increase bike paths, etc.”
- ▷ “Help/reduce fees for water tap fees for higher density apartments or condo buildings. Push back on the general public’s view of high-density housing by educating them on the need for attainable housing and how you will ensure traffic safety.”
- ▷ “Permitting process needs to be made easier and park requirements lowered.”
- ▷ “Invest in affordable housing incentive programs for developers, consider an Inclusionary Housing ordinance.”





Chapter 4

Community Snapshot

This chapter contains the demographic, economic, and housing profiles for the Town of Berthoud, reflective of the time this report was developed. The profiles highlight key characteristics and statistics while breaking down the data into digestible elements. Understanding the current local demographic trends helps inform current and future housing needs.

Data Sources: To the greatest extent possible, the most current data was used for this Housing Assessment. Some data sources may be more current than others and careful analysis was conducted to align “like” data and to avoid discrepancies. It is best practice to use the most up to date data which is why data from different years may be noted. The project team extrapolated data from multiple sources including U.S. Census, American Community Survey, State Demography Office, Social Explorer, Data USA, Larimer County, Weld County, Zillow, Realtor.com, and other locally available data to create the analysis and overview on the accompanying charts, tables, and graphics.

Demographic Profile

Demographic trends tell us about characteristics of the community: population size and growth, age, household size and income levels. This information is needed to understand and project the mix, size and type of housing that is needed for Berthoud.

Population Trends

Between 2010 and 2022, Berthoud experienced significant growth with a remarkable 113% increase, bringing its population to 10,892 residents. Nearby Johnstown increased 75% in the same period. In contrast, other nearby communities saw more modest increases in population, with Longmont and Loveland increasing only 14% and Greeley 18%. During this period, Larimer County grew by 20% to 359,363 residents and Weld County grew by 39% to 350,176 residents. For July 1, 2023, the State Demography Office estimated Berthoud’s population at 12,340. Based on this trend, it is estimated that Berthoud’s population at the end of 2024 may be between 13,000 and 14,000 residents.

According to the State Demographer, ninety percent of Colorado’s population growth from 2021 to 2022 occurred along the Front Range, with Weld County ranking 1st in terms of population growth (counts) and Larimer County ranking 4th. From 2020 to 2030, the State Demographer projects the population growth for Larimer and Weld counties to increase by 13%



Source: ACS 2018-2022, Town of Berthoud, Larimer County Assessor, Ayres

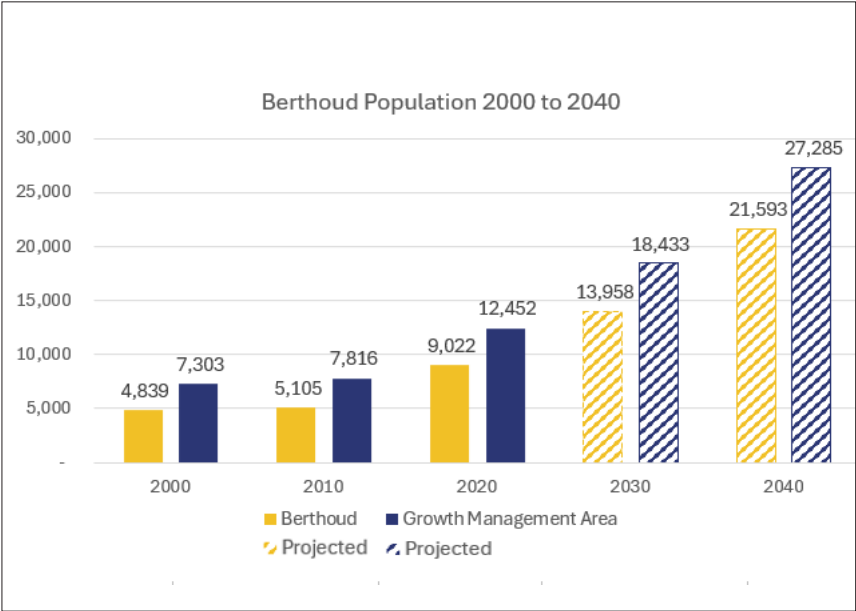
and 28% respectively, and another 12% and 22% between 2030 and 2040. The State Demographer projects that Weld County will surpass Larimer County in population by 2027. While Berthoud lies in both counties, it is important to note that only 2% of its population and only 1% of housing units are currently in Weld County, however, as Berthoud grows, more of its population may shift to Weld County.

Population Change by Jurisdiction, 2010 and 2022			
Jurisdiction	2010	2022	% Change
Berthoud	5,105	10,892	113%
Loveland	66,859	76,500	14%
Longmont	86,270	98,282	14%
Frederick	8,679	15,037	73%
Windsor	18,644	33,905	82%
Johnstown	9,887	17,327	75%
Larimer County	299,630	359,363	20%
Weld County	252,825	350,176	39%

Berthoud’s significant growth is expected to continue to outpace nearby communities. The graph shows Berthoud population by decade from 2020 through 2040 projections. From 2020 to 2040, the projected growth for Berthoud is 139% and the Growth Management Area (GMA) is 119%. The total number of households in Berthoud is projected to reach 9,535 by 2040 (up from 4,143 in 2022), and 10,753 households are expected in the Growth Management area.

The growth in Berthoud and the surrounding area can be attributed to several factors, including:

1. Berthoud maintains a rural atmosphere, while being conveniently located near other cities that have seen a rise in diverse job opportunities, making it ideal for commuters who want the best of both worlds.
2. Compared to other areas along the Front Range, Berthoud sometimes offers more attainable housing prices for its residents.
3. Berthoud offers a close-knit, friendly community with small-town charm and a slower pace of life, making it an attractive alternative to larger, busier cities.
4. The town’s high quality of life, with excellent schools, safe neighborhoods, proximity to recreational opportunities, and favorable climate, draws families and individuals seeking a balanced lifestyle.



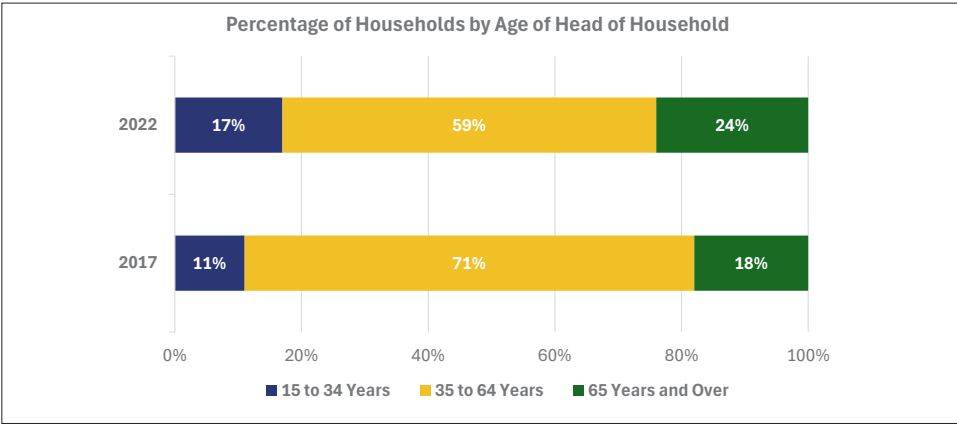
Age

From 2012 to 2022, the median age in Berthoud decreased from 41.0 to 38.5 years. The population of Berthoud’s college-aged young adults (18 to 24) and entry to mid-level professionals (25 to 44) increased by 160% and 165% respectively. This suggests that Berthoud is attracting young adults, professionals, and younger families. There is a strong workforce population and the potential for additional demand for schools, childcare services, and additional community amenities and services as families expand. Berthoud’s senior population aged 65 and older increased by 147% which could indicate a growing demand for senior services and housing as this age cohort grows.

As a proportion of Berthoud’s total population, the residents under 18 and aged 45 to 64 declined to 23% and 27% respectively, while the proportion of residents aged 25 to 44 increased to 29%. In 2022, the proportion of residents under 18 was 20% in both Loveland and Longmont, and the proportion aged 45 to 64 was 23% and 26%, respectively. Berthoud’s proportion of residents 65 and older increased to 14% in 2022, compared to 21% in Loveland and 17% in Longmont.

Berthoud Population Change by Age Group, 2012 and 2022						
Age Cohort	Population			Proportion of Population		
	2012	2022	% Change	2012	2022	% Point Change
Under 18	1,467	2,479	69%	28%	23%	-5%
Aged 18 to 24	343	892	160%	7%	8%	1%
Aged 25 to 44	1,174	3,107	165%	22%	29%	6%
Aged 45 to 64	1,659	2,887	74%	32%	27%	-5%
Aged 65 or older	618	1,527	147%	12%	14%	2%

When considering households based on the age of the head of household (defined as the person in whose name a housing unit is owned, rented, or being bought), the proportions at the younger and older end of the spectrum increased between 2017 and 2022. Seventeen percent of Berthoud heads of household were 34 years or younger, and 24% were 65 years and older.



Median Age
38.5


14%
65+


23%
under 18



2.6

Average Household
Size



42%

Married couples
with no children



9%

Seniors live alone

Historic population groupings by age and projections through 2050 are included in the Key Considerations section of Chapter 6, along with the implications for housing demand, design, and community planning.

Household Composition

In 2022, Berthoud had 4,143 total households, 71% greater than the number in 2017. Thirty three percent of Berthoud households included children (married with children or single parent households). Two-person households make up 41% of all households, while households of three or more people account for 40%. Berthoud's percentage of family households (81%) is high compared to nearby Loveland at 63%.

What is a household?

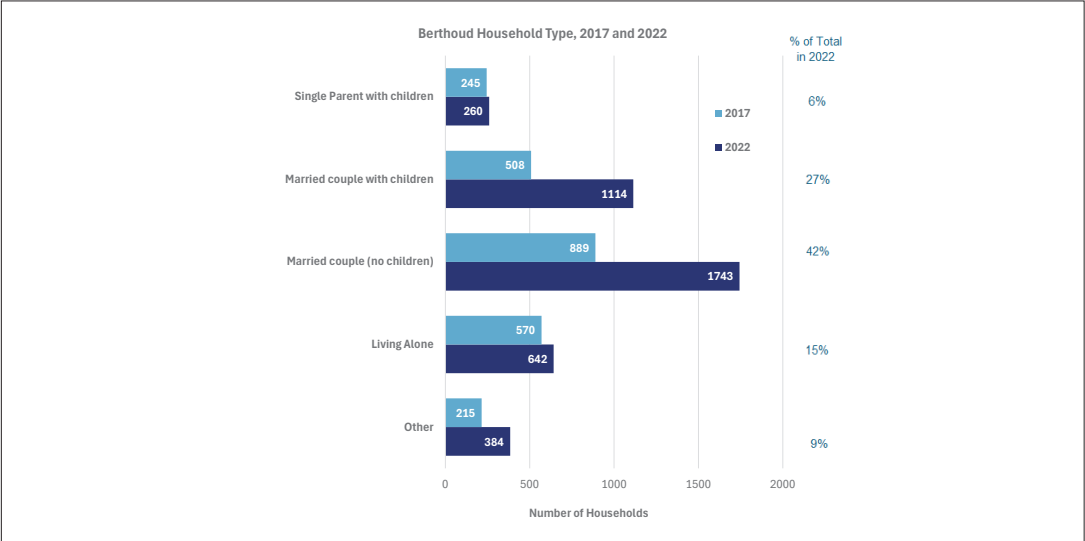
U.S. Census Bureau defines a family household as a group of people who live together in the same dwelling and share meals, including a householder and at least one other person related to the householder by birth, marriage, or adoption.

The table shows the percentage of Berthoud households categorized by family status and size. Berthoud's percentage of non-family households decreased significantly from 30% in 2017 to 19% in 2022. In comparison, Loveland's non-family households make up 37%. Fifteen percent of non-family households consist of individuals living alone, with nine percent being seniors aged 65 and over. Seniors living alone may enjoy greater independence and autonomy, but there is also the potential for social isolation and difficulty accessing support services or healthcare when needed, especially for older adults living without nearby family members. This is an important consideration when assessing senior housing needs.

Berthoud Households by Family Status and Household Size

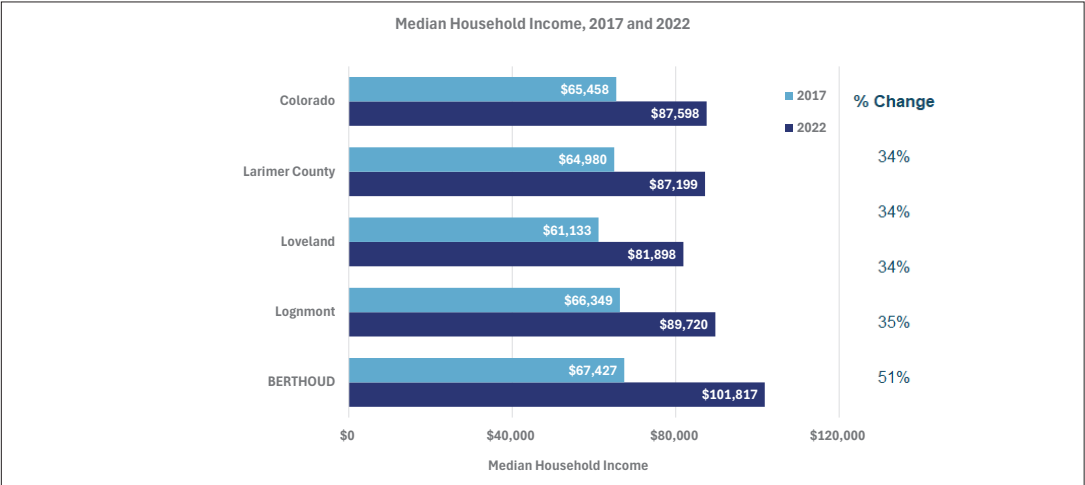
	2017	% of Total	2022	% of Total
Family Households				
2-person	851	35%	1,690	41%
3-person	325	13%	642	16%
4+ persons	523	22%	1,007	24%
Family Subtotal	1,699	70%	3,339	81%
Non-Family Households				
1-person	570	24%	642	16%
2-person	158	7%	141	3%
3-person	-	0%	21	1%
4+ persons	-	0%	-	0%
Non-Family Subtotal	728	30%	804	19%

The most common household type in 2022 was married couples without children under 18, making up 42% of households. In comparison, this percentage in Loveland was 33%. Married couples whose adult children have moved away may look to downsize to smaller housing types, including townhomes, duplexes, single-story homes and smaller single-family homes. Younger married couples often look for these smaller housing types as well as starter, and more reasonably priced homes. While these households currently do not have children, a portion may start families in the future which has the potential to increase the demand for larger homes, daycare centers, schools, and child-friendly amenities in the coming years. Married couples with children made up 27% of households in Berthoud, compared to 17% in Loveland. This table shows the number of Berthoud households by type in both 2017 and 2022 and the percentage of total households by type in 2022.



Household Income

Berthoud’s median household income was \$101,817 in 2022, a 51% increase (about \$34.4K) from 2017. Berthoud’s increase outpaced surrounding communities, Larimer County, and the state, which all saw increases of either 34% or 35% during the same period.



\$101,817
Median Household Income



51%
earn \$100K+

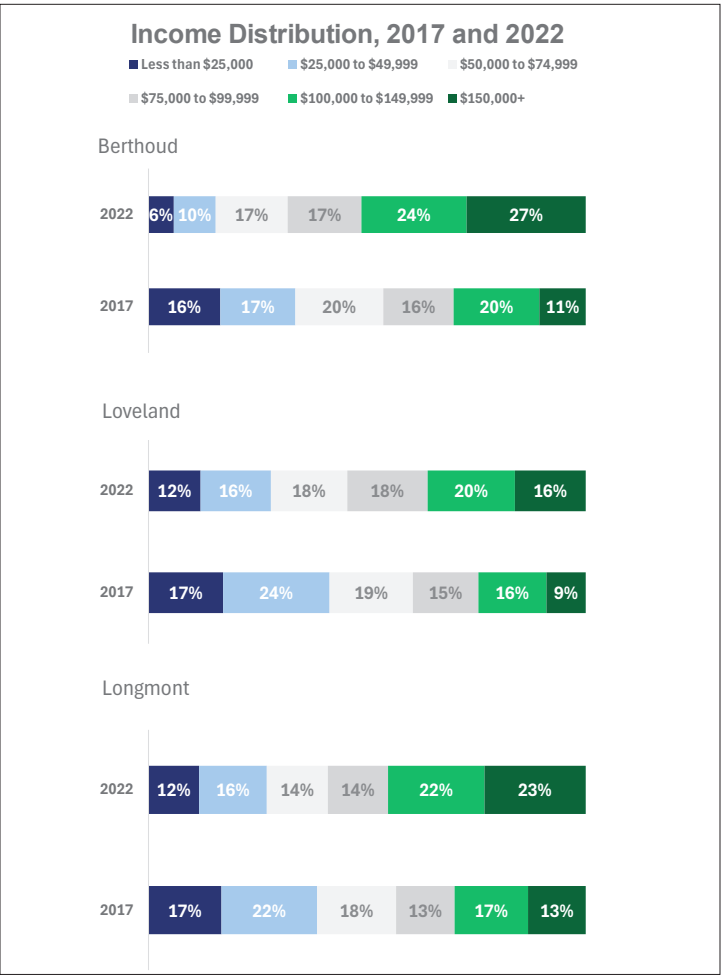
16%
earn <\$50K

Income Distribution

It is important to note that a rise in median income does not necessarily indicate rising incomes for all residents. It may reflect higher incomes among top earners, which can increase the median, or the displacement of lower-income households who may leave Berthoud due to rising housing costs.

The graph shows the changes in income distribution between 2017 and 2022 for Berthoud with comparisons of nearby Loveland and Longmont.

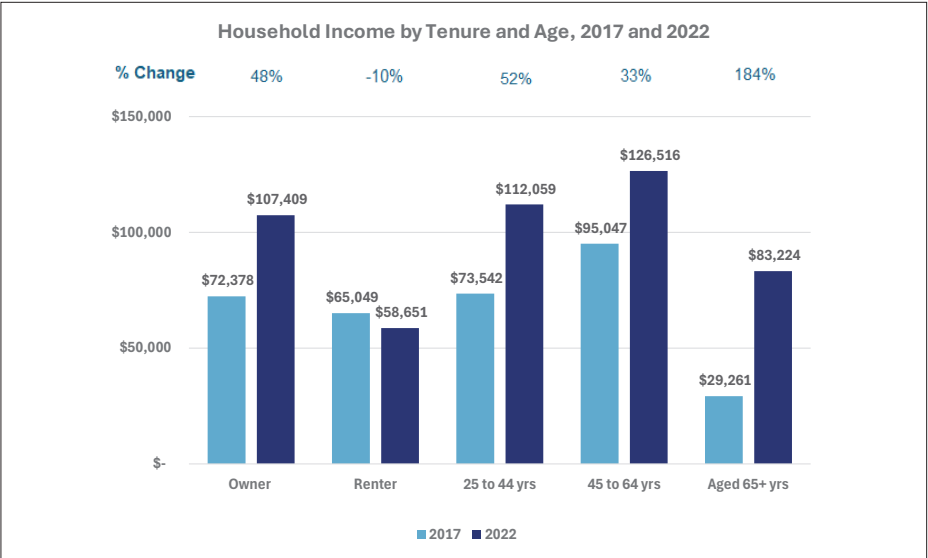
Between 2017 and 2022, the proportion of Berthoud households earning less than \$50,000 declined by 17 percentage points, while the proportion earning more than \$100,000 increased by 20 percentage points. The middle-income group, earning between \$50,000 and \$100,000, remained more stable but still declined by 2 percentage points. In contrast, for Loveland and Longmont, the proportion of households earning less than \$50,000 declined by 13 and 21 percentage points, respectively, while the proportion earning more than \$100,000 increased by 11 and 15 percentage points, respectively.



This significant shift over just five years suggests a change in the socio-economic character of Berthoud and the surrounding area which will impact housing needs and affordability.

Household Income by Tenure and Age

While Berthoud’s median homeowner income increased between 2017 and 2022 (from \$72,378 to \$107,409), the median renter income decreased by 10% (from \$65,049 to \$58,651). In contrast, the renter income in Loveland and Longmont increased by 50% and 47%, respectively. The median renter income in Larimer County overall increased by 49%. Berthoud’s decrease in renter



income could be attributed to Berthoud's sharp drop in renter occupied housing units from 23% to 12% during that period, while the proportion of renters in other jurisdictions remained largely stable.

Berthoud's household income increased across age groups, with an increase of 184% for residents aged 65 and older. This could be attributed to this age cohort doubling in size from 752 to 1,527 during this period. The implication of these income shifts on the housing market and affordability are explored in Chapter 5 and 6.

Educational Attainment

In Berthoud, 77% of residents over 25 years old have attained some college education or more, a notable increase from 64% in 2017. In 2022, approximately 26% of residents have a bachelor's degree and 12% have a graduate or professional degree, while only 3% have less than a high school diploma. In Larimer County, 80% of residents attained some college education or more, compared to 64% in Weld County.

Race and Ethnicity

Berthoud's racial and ethnic diversity increased between 2017 and 2022. In 2017, 94% of residents identified as Non-Hispanic White and 5% Hispanic or Latino. In 2022, 81% of residents identified as Non-Hispanic White, 15% Hispanic, 2% two or more races, and 2% Black, American Indian, Asian, or Other. Although still a small percentage, the increase in Hispanic or Latino residents from 292 to 1,649 over five years is notable, highlighting the growing importance of considering racial and language diversity when planning community programs and public communication.

From a regional context in 2022, Berthoud's Non-Hispanic White population percentage is the same as Larimer County, but 17% higher than Weld County (64%) and 15% higher than Colorado (66%). Meanwhile, Berthoud's Hispanic population percentage is roughly 3% higher than that of Larimer County (12%) and half the rate of Weld County (30%).

Poverty

According to the 2022 American Community Survey, 2% of Berthoud families have incomes below the poverty level. 3.4% of residents over aged 65 and 3.9% under 18 are living in poverty, compared to 11.6% and 8.1% in 2017. In Larimer County, 9% of residents under 18 and 7% over aged 65 are currently living in poverty, with similar rates in Loveland and Longmont.



81%
Non-Hispanic White

15%
Hispanic

Disability Characteristics

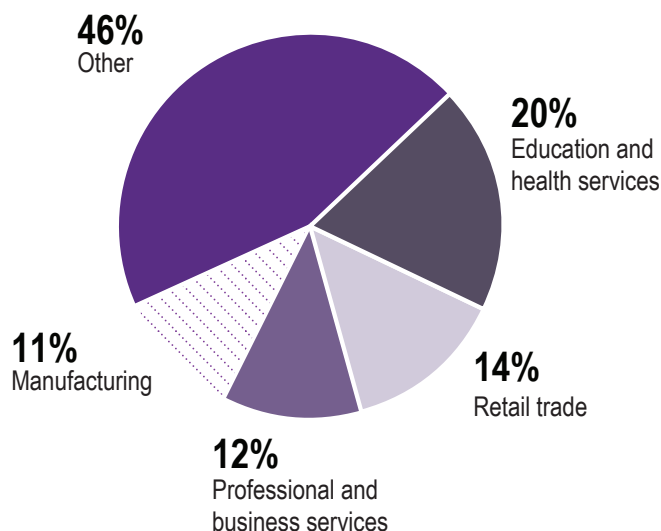
The U.S. Census collects data on six disability types: hearing, vision, cognitive, ambulatory, self-care, and independent living difficulties. Respondents who report any one of the six disability types are considered to have a disability. According to the 2022 American Community Survey estimates, approximately 8% (864) of Berthoud residents report having one or more disabilities, compared to 10% in Larimer County and 11% in Weld County. Seniors are disproportionately affected by disabilities, with about 28% (or 408) of Berthoud residents aged 65 and older reporting a disability. Among those with disabilities, 31% are adults aged 18 to 34, while 16% are aged 35 to 64. Notably, 87% of adults aged 35 to 64 with disabilities are female, as are 71% of those aged 18 to 34.

When assessing housing needs, residents with disabilities require special consideration to ensure inclusivity, accessibility, and support. Some implications include accessible housing design, affordability, minimal maintenance requirements, proximity and access to healthcare, transportation, and other essential services.

Economic Profile

The local and regional economy and job market trends play a big role in shaping the housing market. These trends help us understand current and future housing demand: community growth, household buying power, and what employers need to attract and retain employees. By examining these indicators, we can better assess the community's capacity to meet housing needs and address potential affordability challenges. Stable, diverse housing is critical for Berthoud and surrounding communities and the overall economy. Lack of housing affordability and options impacts local jobs and an employers' ability to retain and attract workers.

Top four industries employ **54%** of Berthoud residents



Labor Force

According to the 2022 American Community Survey, 6,274 of Berthoud residents over the age of 16, or 71%, are in the labor force. Of those in the labor force, the unemployment rate is 2.8%. Regionally, in Larimer and Weld counties, there are 379,499 residents in the labor force, representing a 15% increase from 2017. The unemployment rate is 4.6% in Larimer County and 4.9% in Weld County.

Industries and Occupations

Regionally, education and health services employ 25% of residents in Larimer County and 20% in Weld County. The professional services industry employs 15% of the residents in Larimer County and 11% in Weld County.

The total jobs for Berthoud residents increased by 91% between 2017 and 2022, from 3,201 to 6,101. The chart shows the jobs by sector and average annual wage in 2022. The top three employment sectors are educational, health care and social services (19.8%), professional, scientific and management (11.8%), and retail trade (11.2%). Although average annual wages have risen, they have not kept pace with the rapid increase in home values. The projected population growth in the region will continue to provide jobs for Berthoud’s current and future residents, which will increase the pressure on the housing market.

Jobs by Sector by Average Annual Wage, 2022			
Sector	Number of Jobs	% of Total Jobs	Average Annual Wage
Agriculture, forestry, fishing and hunting, and mining	26	0.4%	\$43,524
Construction	600	9.8%	\$73,372
Manufacturing	666	10.9%	\$108,576
Wholesale trade	163	2.7%	\$97,084
Retail trade	686	11.2%	\$40,352
Transportation and warehousing, and utilities	345	5.7%	\$50,908
Information	223	3.7%	\$83,044
Finance and insurance	390	6.4%	\$94,640
Professional, scientific, and management	722	11.8%	\$120,848
Educational services, and health care and social assistance	1,208	19.8%	\$51,922
Arts, entertainment, and recreation, and accommodation and food services	479	7.9%	\$28,028
Other services, except public administration	379	6.2%	\$52,988
Public administration	214	3.5%	\$73,658
Total Jobs	6,101		

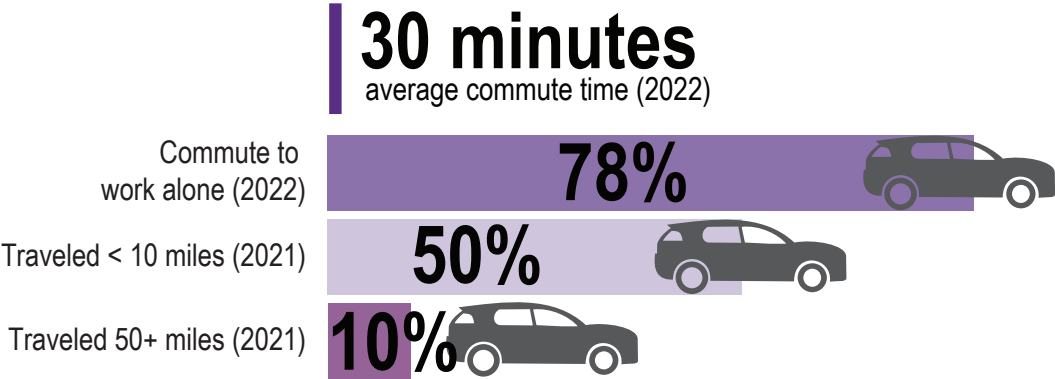
Top occupations for Berthoud residents (2022):

1. 39% - Management and business
2. 23% - Sales and office
3. 15% - Production and transportation

Commuting Patterns

Commuting plays an important role in the economy of the area because not all workers live where they work. Commuting impacts local job growth, access to employees, and transportation infrastructure. People employed in Berthoud and living outside of town are in-commuters and account for 84% (1,881) of all employees in Berthoud. In addition:

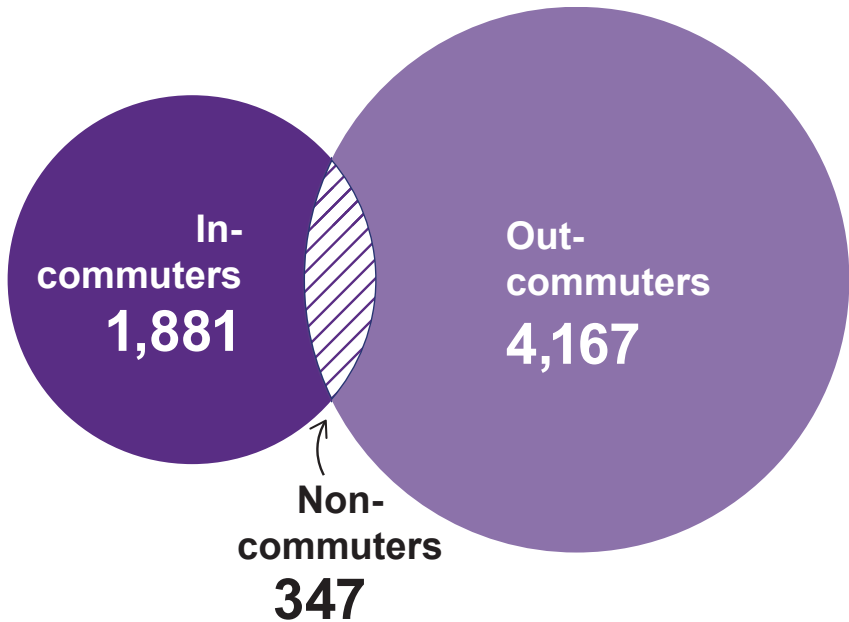
- 347 (8%) of Berthoud residents live and work in Berthoud
- 4,167 (92%) Out-Commuters: Berthoud residents live there and commute to work outside
- 1,881 (84%) In-Commuters: People employed in Berthoud and live outside of Berthoud



Top commuting destinations from Berthoud:

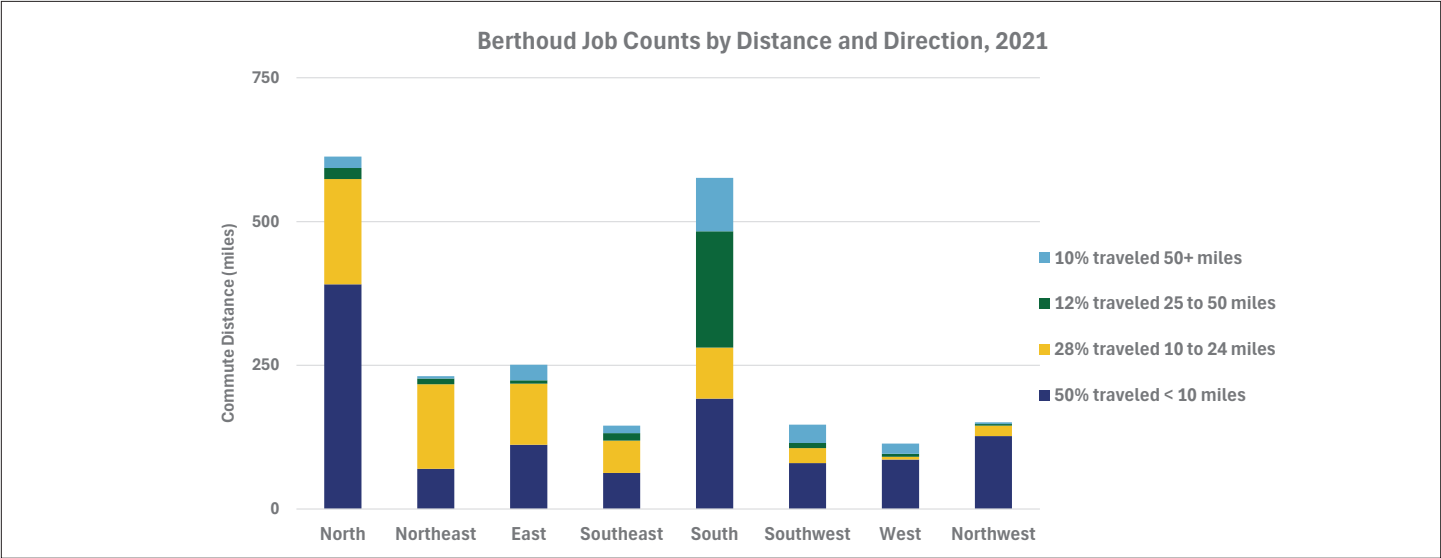
1. 15% Loveland
2. 7% Longmont
3. 6% Fort Collins
4. 5% Greeley

The commuting diagram identifies three groups of people with inflow and outflow counts of employees from 2021.



During the pandemic, many people transitioned to fully remote or hybrid work, giving them the flexibility to live further from their office location. Being centrally located in the region, communities like Berthoud may have become more attractive for remote or hybrid workers due to its proximity to a large employment base. In 2022, 13% of Berthoud residents worked from home, up from 7% in 2017. Berthoud should prioritize services and amenities that cater to both remote and hybrid workers.

The distance that workers are willing to travel from Berthoud has gradually increased over the years. The chart below shows commute distance and direction in 2021. The percentage breakdown of commuting distance remained largely stable in the last 5 years. However, looking back to 2010, 61% of workers traveled less than 10 miles, 27% 10 to 24 miles, 6% 25 to 50 miles, and 6% greater than 50 miles. With the commuting distances gradually increasing, there is a growing need for regional collaboration to expand public transportation options.



Housing Profile

An analysis of the existing housing inventory and unit characteristics—such as types, age, and size—provides valuable insight into the local housing supply and demand. By examining these trends alongside demographic and economic data, we can assess how well the current housing stock meets Berthoud’s needs, identify gaps in the market, and project future housing requirements. This evaluation is detailed in Chapter 6, where these factors are integrated into a market analysis to guide future planning.

Housing Units and Tenure

In 2022, Berthoud was home to 4,296 housing units, a 70% increase from 2017. This new housing increased Berthoud’s population density from 527 people per square mile in 2017 to 842 people per square mile in 2022. Housing units in surrounding jurisdictions increased as well during this period, with Windsor experiencing the second largest housing unit increase of over 53%.

As of July 1, 2023, the State Demography Office estimated a total of 5,516 total housing units in Berthoud, reflecting a 28% increase from 2022. Berthoud’s rapid housing unit growth and increased density could place additional strain on existing infrastructure and public services and require the Town of Berthoud to carefully manage land use and zoning to accommodate housing needs while continuing to preserve community character and open space.

The chart shows the change in the number of housing units for 2017 and 2022 for nearby jurisdictions, as well as the proportion of owner-occupied and renter-occupied units.

Housing Units and Tenure by Jurisdiction, 2017 and 2022					
Jurisdiction	Total Housing Units			Tenure (2022)	
	2017	2022	% Change	Owner-Occupied	Renter-Occupied
Berthoud	2,522	4,296	70%	88%	12%
Loveland	32,212	33,958	5%	63%	37%
Longmont	36,336	41,429	14%	63%	37%
Johnstown	5,095	6,555	29%	75%	25%
Windsor	8,742	13,351	53%	79%	21%
Frederick	3,911	5,205	33%	95%	5%



Total Housing Units
4,296 (2022)
2,522 (2017)



Owner-occupied
88% (2022)
77% (2017)

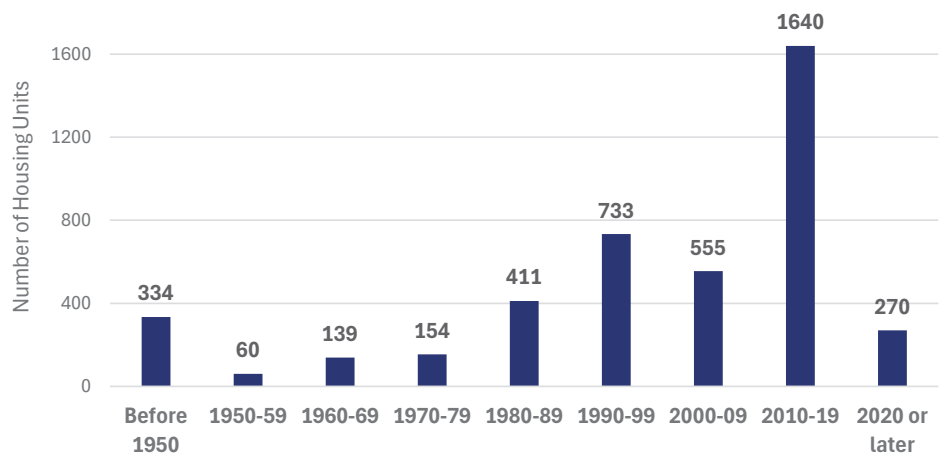


In 2022, 96% of Berthoud's housing units were occupied, maintaining the same 4% vacancy rate as 2017. Among the 4,143 occupied housing units in 2022, 88% were owner-occupied and 12% were renter occupied, marking a shift from 2017, when the rates were 77% and 23%, respectively. This shift may be attributed to the influx of newly built for-sale units entering the market to meet increasing demand, coupled with the lack of growth in available rental units. Except for Frederick, with only 5% renter-occupied units in 2022, other neighboring communities appear to be providing more rental housing options: Windsor 21%, Johnstown 25%, Longmont 37%, Loveland 37%.

Housing Unit Age and Move in Year

With 1,774 new housing units built in Berthoud between 2017 and 2022, the median age of Berthoud housing units went from 1992 to 2006. Fifty-seven percent of homes were built after 2000, and only 16% of homes are over fifty years old. By comparison, 39% of Longmont homes and 37% of Loveland homes are over fifty years old.

Berthoud Housing Units by Year Built, 2022



In 2022, 38% of occupied housing units in Berthoud had residents that moved there in the year 2018 or later, compared to 29% in Loveland and 30% in Longmont. Only 9% of Berthoud housing units had residents that moved there in 1990 or before. The chart shows the number and percentage of Berthoud housing units by move in year.

Median Age of Homes

2006 (2022)

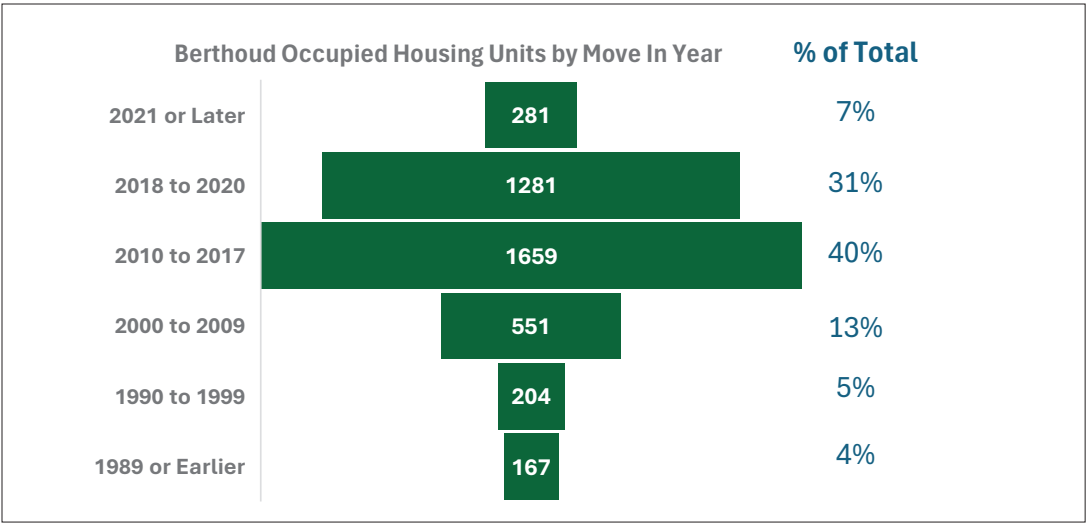
1992 (2017)



45%
of units were
built after 2010



78%
of residents moved
to Berthoud after
2010



Housing Types and Sizes

One of seven key strategies from the 2021 Berthoud Comprehensive Plan is to provide a mix of housing, goods and services that meet the varying needs, budgets, and life stages of residents. The range of options should include detached single-family homes, condominiums, townhouses, duplexes, apartments, assisted and independent senior living, modular homes, live-work spaces, ADUs, etc.

In July of 2024, the Town Board of Trustees approved zoning code changes to allow for these options as permitted or special uses in the applicable zone districts. In addition, the Planned Unit Development Overlay District is no longer available as an option for zoning, instead housing developments must include at least four housing types (for developments of 100+ single-family detached dwellings) or three types (for < 100 dwellings). This is an important step toward increasing housing diversity in Berthoud.

This change is supported by the data in the table showing the number of additional housing units by type from 2017 to 2022. During this period, 1,538 new single-family detached units were built in Berthoud. Only 299 housing units consisted of other housing types, while 63 multi-family units were removed from the inventory during this period. The largest multi-family housing type consists of properties with 10 to 19 units, with only 29 of these remaining. Mobile homes serve as another vital affordable housing option, with 246 mobile homes currently in the town’s inventory.



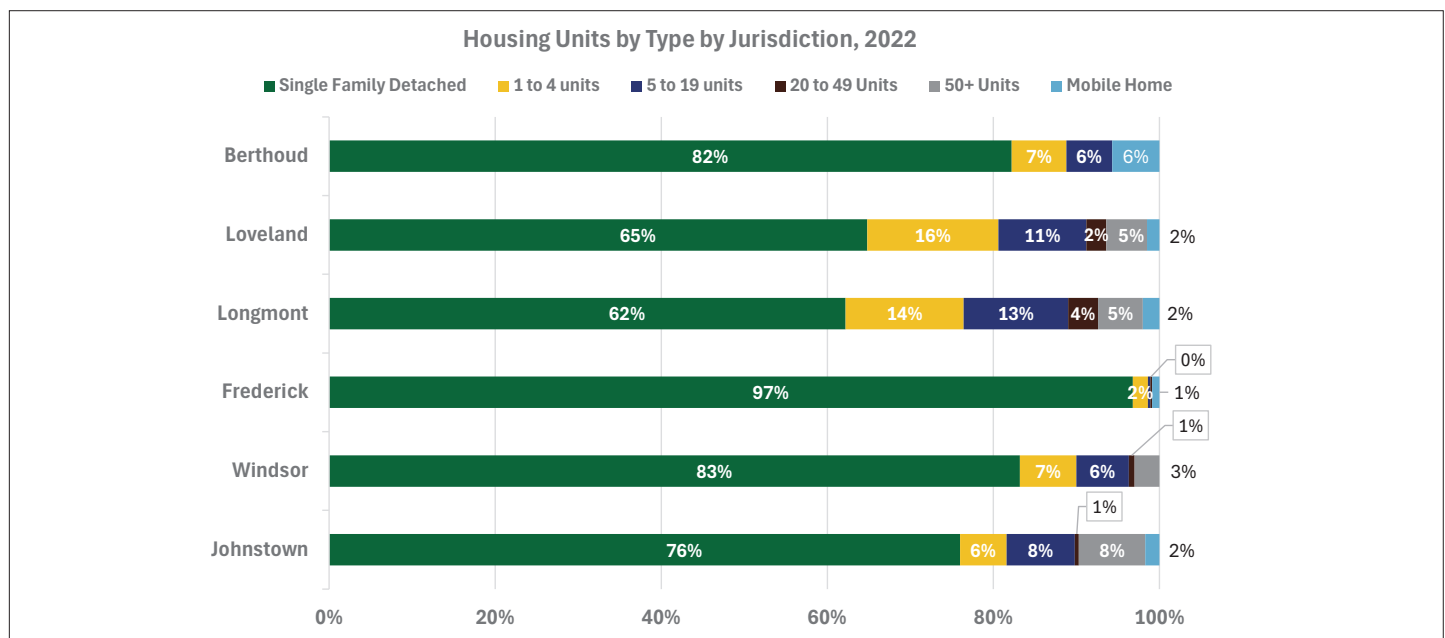
82%
Single-family detached



79%
3+ bedrooms

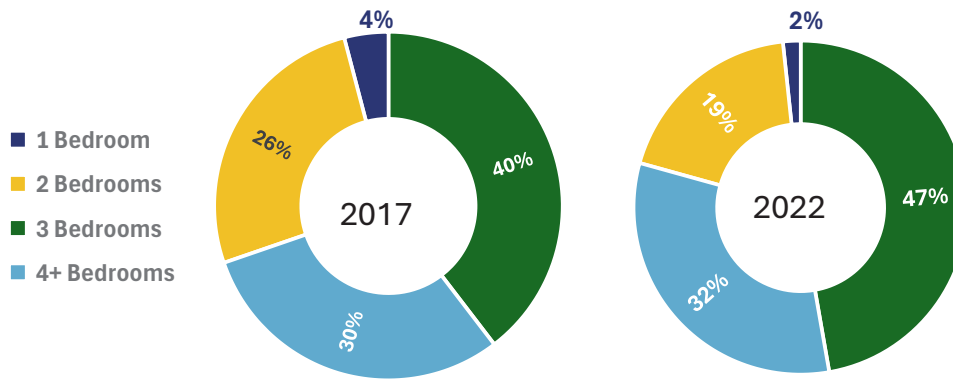
Berthoud Housing Units by Type, 2017 and 2022			
Type	2017	2022	# Change
Total Units	2,522	4,296	1,774
Single-family detached	1,993	3,531	1,538
1 to 4 units	187	283	96
5 to 9 units	27	207	180
10 to 19 units	77	29	(48)
20 to 49 units	15	-	(15)
50+ units	-	-	-
Mobile Home	223	246	23

Single-family detached homes accounted for 82% of Berthoud's housing units in 2022, up from 79% from 2017. Berthoud has no multi-family dwellings with 20 units or more. In comparison, single-family detached homes make up 65% of Loveland's housing stock and 62% in Longmont. Except for Frederick and Windsor, the other neighboring communities provide a greater diversity of housing types which may meet more life stages and budgets.



In 2022, 79% of the Berthoud's occupied housing units had 3 or more bedrooms, an increase from 70% in 2017. The median number of total rooms across all Berthoud housing units was 6.1 in 2022, with owner-occupied units averaging 6.3 and renter-occupied units averaging 4.2. The median number of rooms in neighboring communities is comparable, except for Frederick averaging 7.0 and Windsor 7.3 rooms.

Berthoud Housing Units by Number of Bedrooms, 2017 and 2022

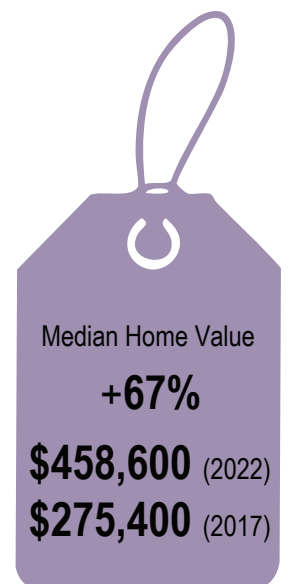


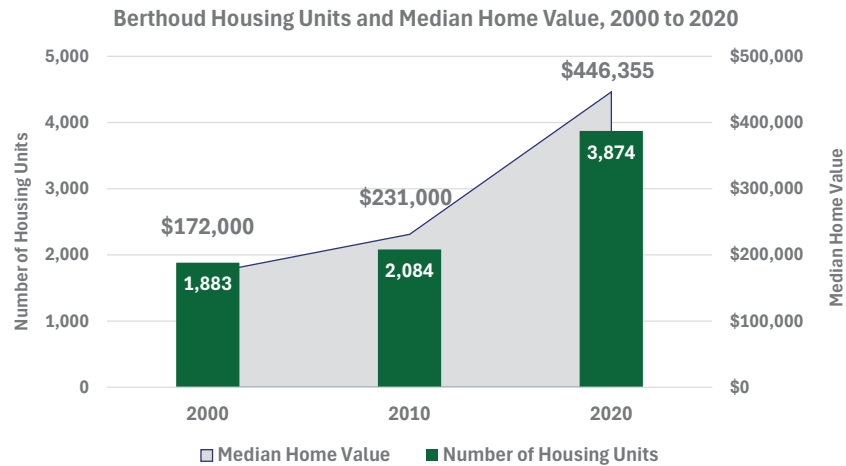
Accessory dwelling units (ADUs) up to 850 square feet are a permitted use in Berthoud's residential zone districts, as well as agricultural and limited commercial districts. An ADU is an apartment integrated within a single-family dwelling, or located in a detached accessory building, such as carriage houses located on the same lot as a single-family dwelling. In July 2024, the Town Board approved ADUs as an eligible housing type for short-term rentals. The Town limits the total short-term rental licenses to 50, and, as of January 6, 2025, only twelve STR applications had been submitted, and none of the applications were for ADUs. Research suggests that a policy allowing ADUs to be short-term rentals should not have a greater impact than any other housing type being allowed as a short-term rental.

Home Values

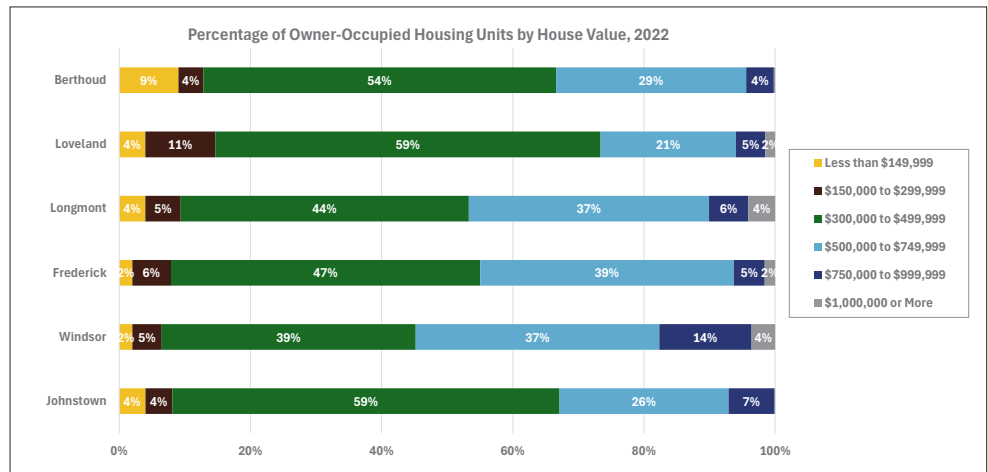
The home value data included below is a snapshot through 2022 based on the U.S. Census. The market conditions have become increasingly competitive in recent years with rapidly rising sale prices. Therefore, home values are expected to increase significantly in upcoming census data. For example, when reviewing recent sales from the last 12 months through September 2024, the average sale price was \$697,209, a 41% increase from the 2022 census median home value of \$458,600 shown here. A more detailed analysis of the current housing market is included in Chapter 6.

Berthoud home values have experienced significant appreciation since 2000. More recently, between 2017 and 2022, home values increased by 67%. For Larimer County overall, the increase was 59%. This rapid increase in value causes a strain on residents wanting to move to or continue to live in Berthoud. As the demographics indicate, Berthoud is home to an increasingly affluent population that can afford these homes.





Regional population growth, strong demand for housing, and limited housing supply have all contributed to significant increases in home values. Between 2017 and 2022, the percentage of higher-value homes grew sharply. In 2022, 33% of owner-occupied homes in Berthoud were valued at \$500,000 or more, rising from just 5% in 2017. Similarly, 55% of homes in Windsor and 47% in Longmont reached this value, rising from 19% and 8%, respectively. It is important to note that home values are not the same as the actual home sale price, which reflect market conditions and are expected to be higher.



New Residential Housing Development

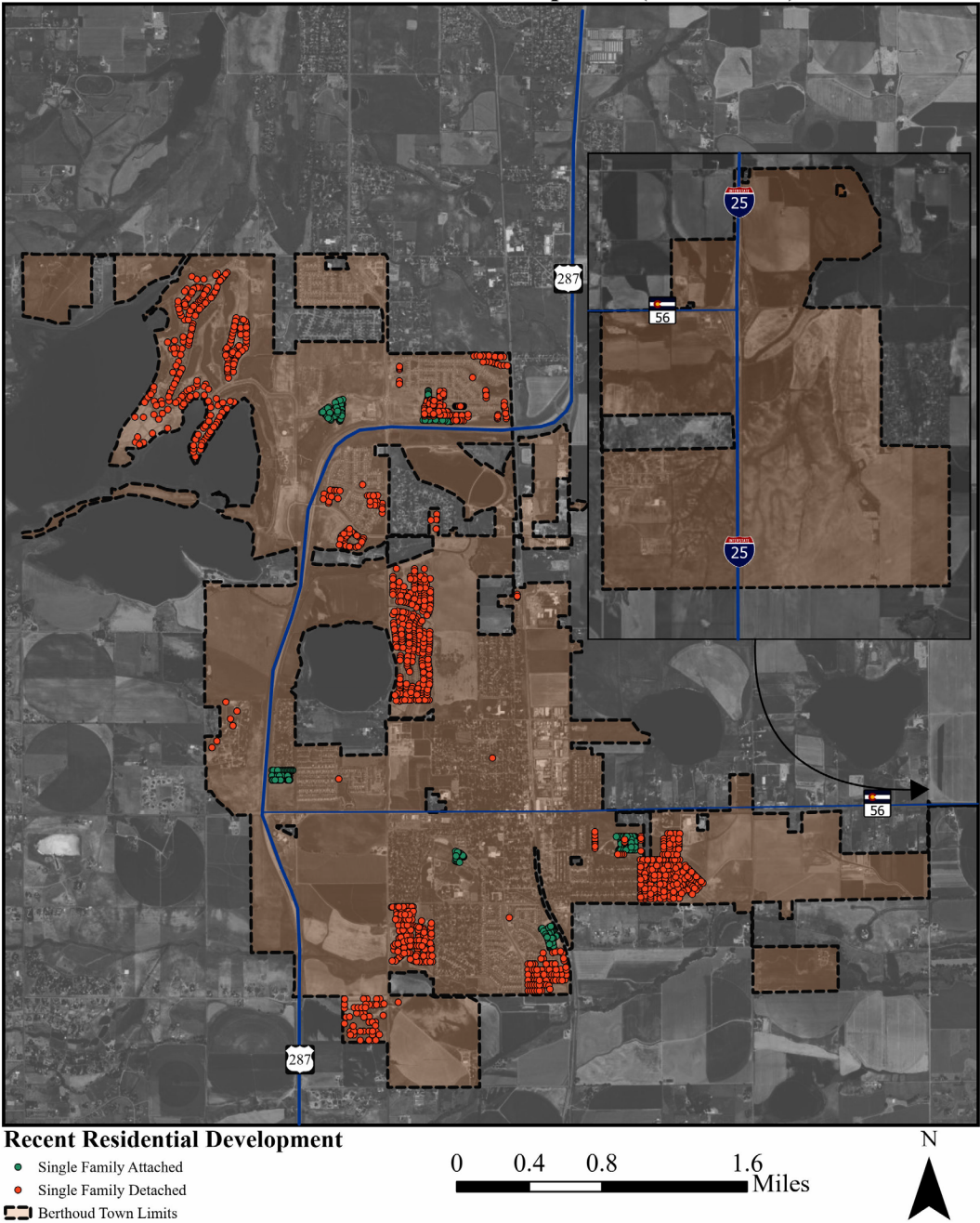
Between January 2020 and August 2024 1,612 residential permits were issued by the Town. Just under 300, or 18%, of the permits were for single-family attached homes (commonly known as duplexes) or townhomes with an average construction valuation of \$238,299 (excluding land and water costs that dramatically increase the for-sale price of new homes once construction is complete). The remaining 82% were for single-family detached homes with an average construction valuation of \$391,826.

Since October 1, 2023, when Berthoud committed to the Proposition 123 aim of increasing the availability of affordability housing products by 3% each year for 3 years, there have been 231 residential permits issued for single-family attached and detached units. 41% (95) have sold as of December 1, 2024, with an average sale price of \$691,756. Only 3 property sales met Berthoud's Proposition 123 obligation of sales under \$425,840. The table summarizes the annual residential development activity in Berthoud over the last 5 years by housing type, and the map shows the approximate location of all the residential permits for this period.

Berthoud Residential Permits by Type, January 2020 to August 2024					
Type	Single-Family Detached	Single-Family Attached	Townhomes	Total	% Single-Family Detached
Total Permits	1,320	252	40	1,612	82%
2024 (January to August)	119	34	0	153	78%
2023	145	34	40	219	66%
2022	169	56	0	225	75%
2021	450	62	0	512	88%
2020	437	66	0	503	87%

Source: Town of Berthoud residential permit records

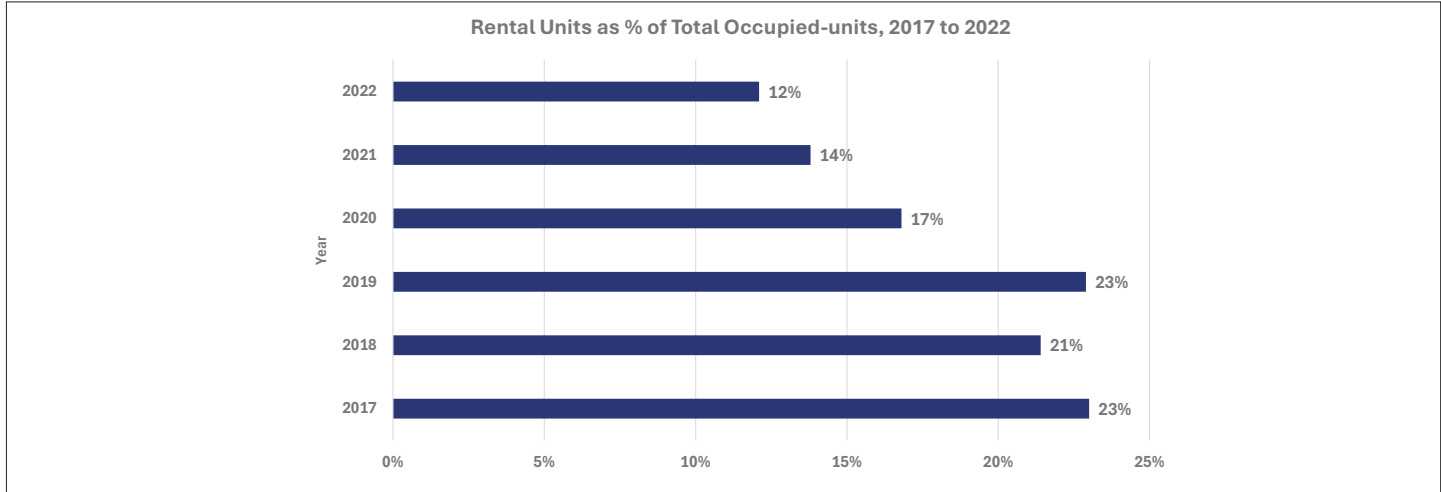
Berthoud: Residential Development (2020 - 2024)



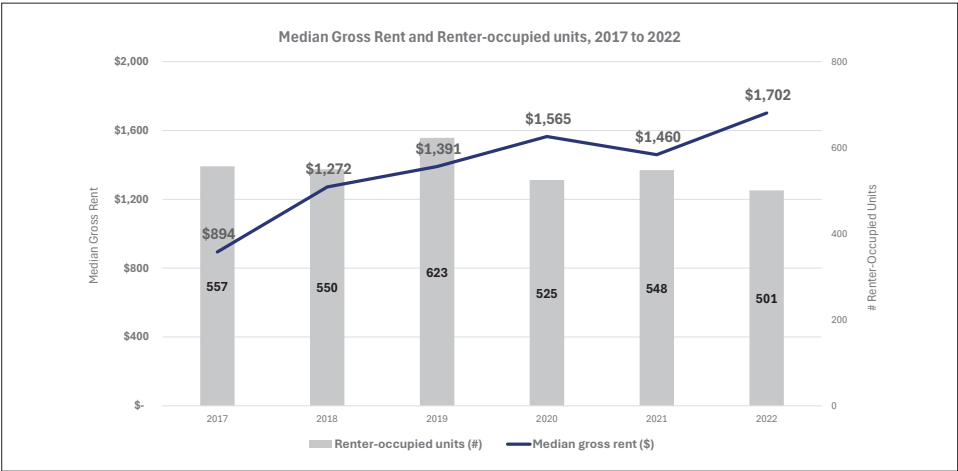
Rental Housing Units

From 2017 to 2022, Berthoud saw fluctuations in renter-occupied units. The number of renter-occupied units peaked at 623 in 2019, making up 22.9% of units. However, the highest proportion of renter-occupied units was 23% in 2017, with 557 units occupied. This indicates that while rental occupancy was highest in 2019, the community also saw an increase in owner-occupied units that year.

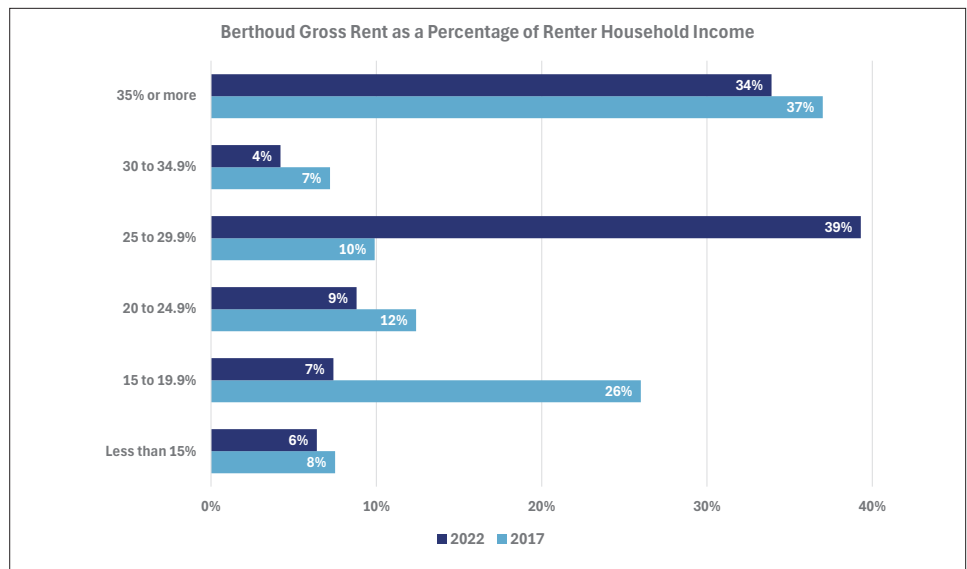
In 2022, Berthoud’s renter-occupied units fell to their lowest point since 2017, with 501 units, comprising 12.1% of units. Although rental occupancy fluctuated between 500 and 600 units over recent years, the number of owner-occupied units grew significantly, increasing by 94.8%, while renter-occupied units declined by 10.1%. This growth in owner-occupied units largely explains the shift in the renter-to-owner ratio, with the proportion of renter-occupied households dropping from 23% to 12.1%. The chart shows changes in the number and proportion of renter-occupied units from 2017 to 2022.



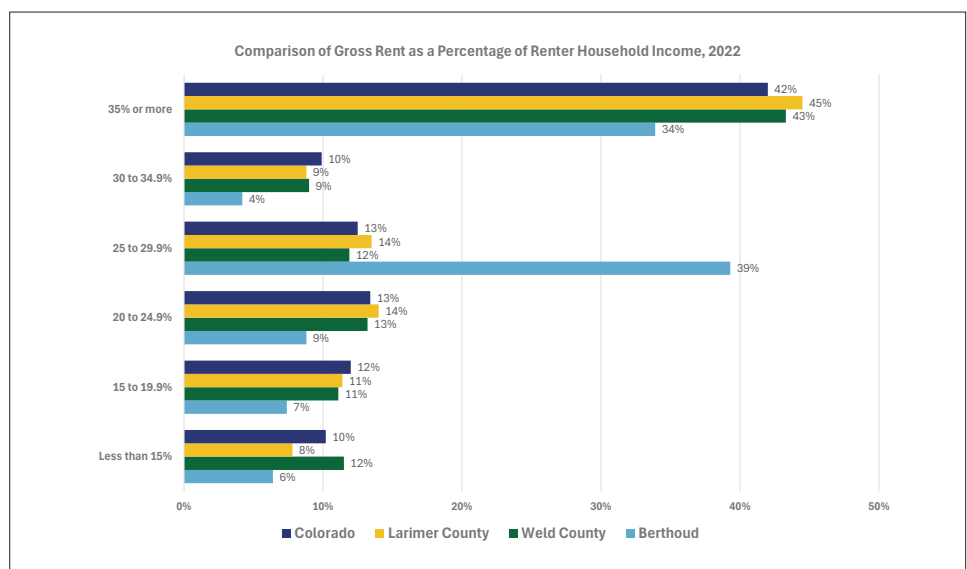
While renter-occupied units have declined during this period, rental costs have increased. Between 2017 and 2022, the average monthly rent increased by 90.4%, increasing from \$894 to \$1,702. This trend suggests a competitive rental market, driven by a regional increase in housing costs. The sharp rise in rental costs is also linked to Berthoud’s low vacancy rate. In 2017, the rental vacancy rate was 7%, generally indicative of a healthy market balance (typically between 5% and 8%). However, Census data from 2018 to 2022 indicates a sustained 0% vacancy rate in Berthoud, pointing to a critical shortage of rental supply amid strong demand. This imbalance has been a major factor behind the steep increases in rental prices during this period. The chart shows the changes in renter-occupied units and median gross rent from 2017 to 2022.



Housing is typically considered affordable when households spend less than 30% of their income on it. In 2017, 44.1% of renter households in Berthoud were cost-burdened, spending 30% or more of their income on rent. By 2022, this proportion decreased to 38.1%, possibly due to the decline in renter households. However, affordability within the rental market has become more constrained. The most significant change during this period is that households spending 25% to 30% of their income on rent increased dramatically from 9.9% to 39.3%. Even though this is below the cost burdened threshold, this indicates that more renter households are approaching levels of spending that can cause financial strain, making housing increasingly less attainable to more households. The chart shows income-to-rent percentages for 2017 and 2022.



In 2022, Berthoud had fewer renter households considered cost burdened than Weld County, Larimer County, and the state overall. At nearly every level of income-to-rent percentage, Berthoud falls below the regional and state averages. However, as shown in the graph below, Berthoud has a notably higher proportion of households spending between 25% to 30% of income on rent. Additionally, fewer households



in Berthoud spend 25% or less of their income on housing compared to other areas. This suggests that Berthoud's rental market offers a more limited range of housing options, with fewer households able to find rental properties that cost significantly less or more than the 30% threshold. The data indicates that the market has fewer rental units available across different price points, which could create challenges for residents with varied income levels looking for more flexible housing options.

Affordable Housing Inventory

While Berthoud currently contains no publicly assisted rental units, the surrounding area contains approximately 950 multi-family rental units for households between 30% and 60% AMI. These are publicly assisted with Low Income Tax Credits (LIHTC) as well as project-based Housing Choice vouchers (formerly Section 8). Most of the units are in and around Loveland, managed by the Loveland Housing Authority.

The Loveland Housing Authority is in the design process for 120 affordable units at the Grace Gardens site on the south side of Loveland, which also includes 47 affordable lots owned by Loveland Habitat for Humanity. It will likely not break ground for 2 to 3 years, depending on the awarding of tax credits for the project. While this project will be in Loveland, it will be the closest subsidized affordable housing to Berthoud at the northwest corner of Highway 287 and 19th Street SW.

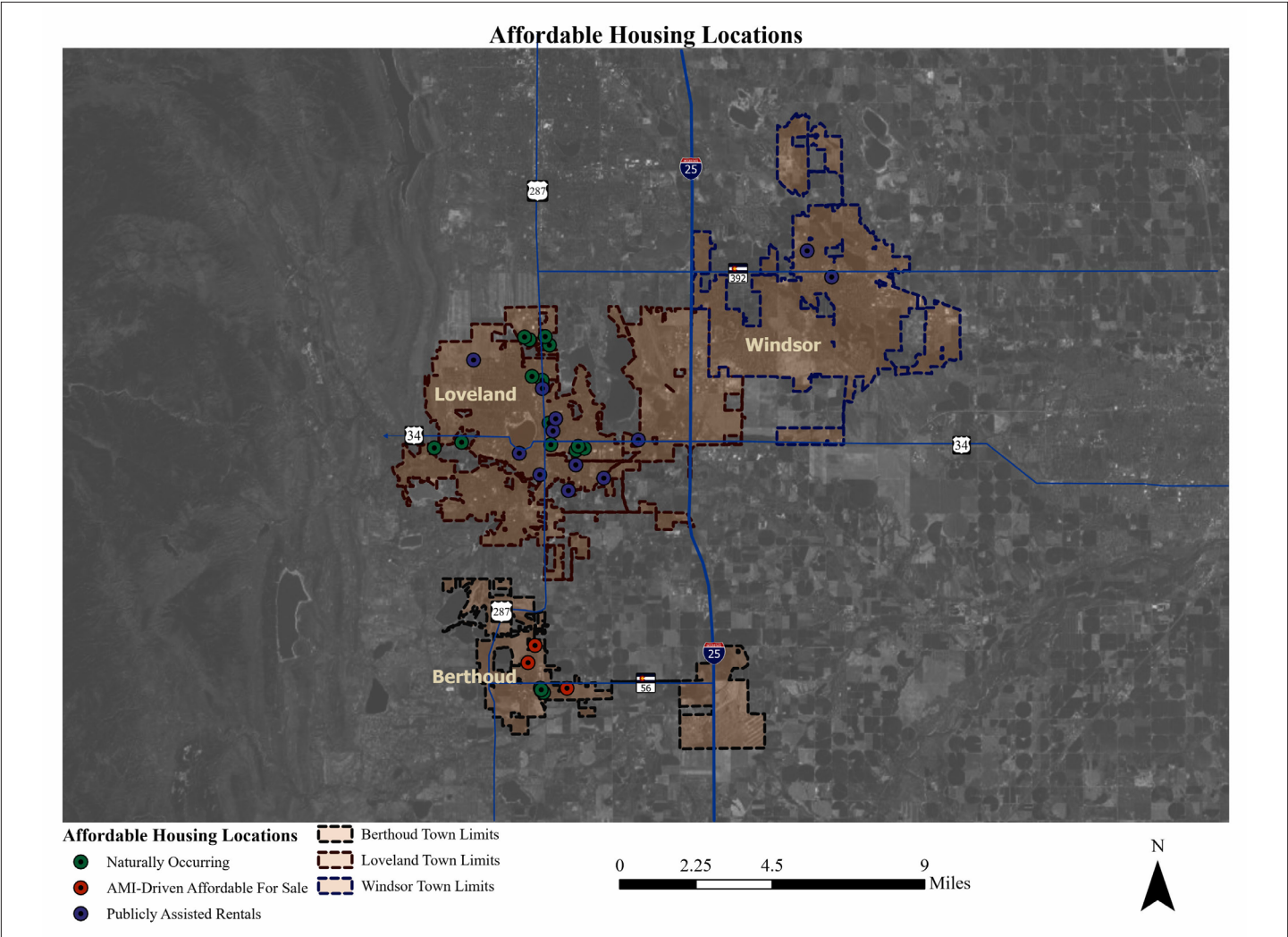
Habitat for Humanity Berthoud has constructed approximately 20 for-sale single-family homes in Berthoud. Households between 40% and 80% are eligible for these projects. They are in the planning stages for additional projects to add 20 or more homes in Berthoud.

Naturally Occurring Affordable Housing (NOAH) refers to unsubsidized units that are affordable because of low market values. Mobile homes are one form of NOAH. In 2022, Berthoud's housing inventory included 246 units (6% of total units), while Loveland's included 511 units (1.5% of its total units).

As the rental market becomes more competitive, low-income renters are finding it increasingly difficult to secure market-rate units. The drop in renter-occupied units in just five years demonstrates this trend. In addition, the shortage of naturally affordable housing increases the demand for publicly assisted rental housing (housing that receives some type of public subsidy in exchange for occupant income restrictions).



The map shows the approximate locations of affordable housing properties in Berthoud and Loveland, as well as locations with mobile home units.



Berthoud Citizen Personas

Building on the findings from the community snapshot, the project team developed representative personas to capture the diversity of Berthoud’s demographics, incomes, and housing preferences. These personas are based on local data, such as median age, income levels, and current housing values, and serve as examples of typical residents in Berthoud. By exploring their housing aspirations, financial constraints, and lifestyle needs, we can better identify gaps in the housing market, particularly for middle-income individuals, seniors, and families. These insights will guide the development of strategies to promote a more inclusive housing mix, ensuring Berthoud meets the needs of both current and future residents.

Citizen Persona Emily



Age: 39

Family Structure: Married, two children

Living Situation: Owns Home

Household Income: \$190,000/year

150% AMI

Profession: She is a remote IT Project Manager, and he is an HR Manager

What can Emily's family afford?

Loan Details	
Interest Rate	3.0%
Loan Term - Years	30
Down Payment 20%	\$ 153,106

Monthly Payment (30% of gross income)	
Mortgage	\$ 3,228
Property Tax	\$ 523
Home Insurance	\$ 500
Utilities	\$ 500
Total Monthly Payment	\$ 4,750

Maximum Affordable Home Price
\$918,634

Emily locked in a 3% interest rate in 2021.

Loan Details	
Interest Rate	3.0%
Loan Term - Years	30
Down Payment 20%	\$ 153,106

Monthly Payment (30% of gross income)	
Mortgage	\$ 3,228
Property Tax	\$ 523
Home Insurance	\$ 500
Utilities	\$ 500
Total Monthly Payment	\$ 4,750

Maximum Affordable Home Price
\$918,634

How do interest rates affect what Emily's family can buy?

Her family bought a new home in 2021 and were able to lock in a low 3% interest rate.

Look at the difference in what they could afford with rates of 3% vs 6.5%

Loan Details	
Interest Rate	6.5%
Loan Term - Years	30
Down Payment 20%	\$ 111,644

Monthly Payment (30% of gross income)	
Mortgage	\$ 3,528
Property Tax	\$ 380
Home Insurance	\$ 342
Utilities	\$ 500
Total Monthly Payment	\$ 4,750

Maximum Affordable Home Price
\$669,865

Citizen Persona

John



Age: **68**

Family Structure: **Single**

Living Situation: **Owns Home - 20 years**

Household Income: **\$40,000/year**
(Social Security, Retirement Income, and Pension)

40% AMI

Profession: **Retired Electrician**

John owns his home, and it is paid off.

Home value: \$550,000

John's affordable retirement income shows that he should not spend more than \$1,000/month on housing expenses.

What can John afford?

Loan Details	
Interest Rate	0%
Loan Term - Years	0
Down Payment 100%	\$ 550,000

Monthly Payment (30% of gross income)	
Mortgage	\$ -
Property Tax	\$ 350
Home Insurance	\$ 300
Utilities	\$ 350
Total Monthly Payment	\$ 1,000

Maximum Affordable Home Price
\$550,000

Citizen Persona

Lucas



Age: **29**

Family Structure: **Single**

Living Situation: **Renter - lives with roommate**

Household Income: **\$65,000/year**

60% AMI

Profession: **Environmental Consultant**

What can Lucas afford?

Loan Details	
Interest Rate	6.5%
Loan Term - Years	30
Down Payment 3%	\$ 4,897

Monthly Payment (30% of gross income)	
Mortgage	\$ 1,032
Property Tax	\$ 152
Home Insurance	\$ 92
Utilities	\$ 350
Total Monthly Payment	\$ 1,625

Maximum Affordable Home Price
\$168,117

Citizen Persona

Sarah and Ben



Age: **32 and 34**

Family Structure: **Married**

Living Situation: **Renting a house**

Household Income: **\$115,000/year**

120% AMI

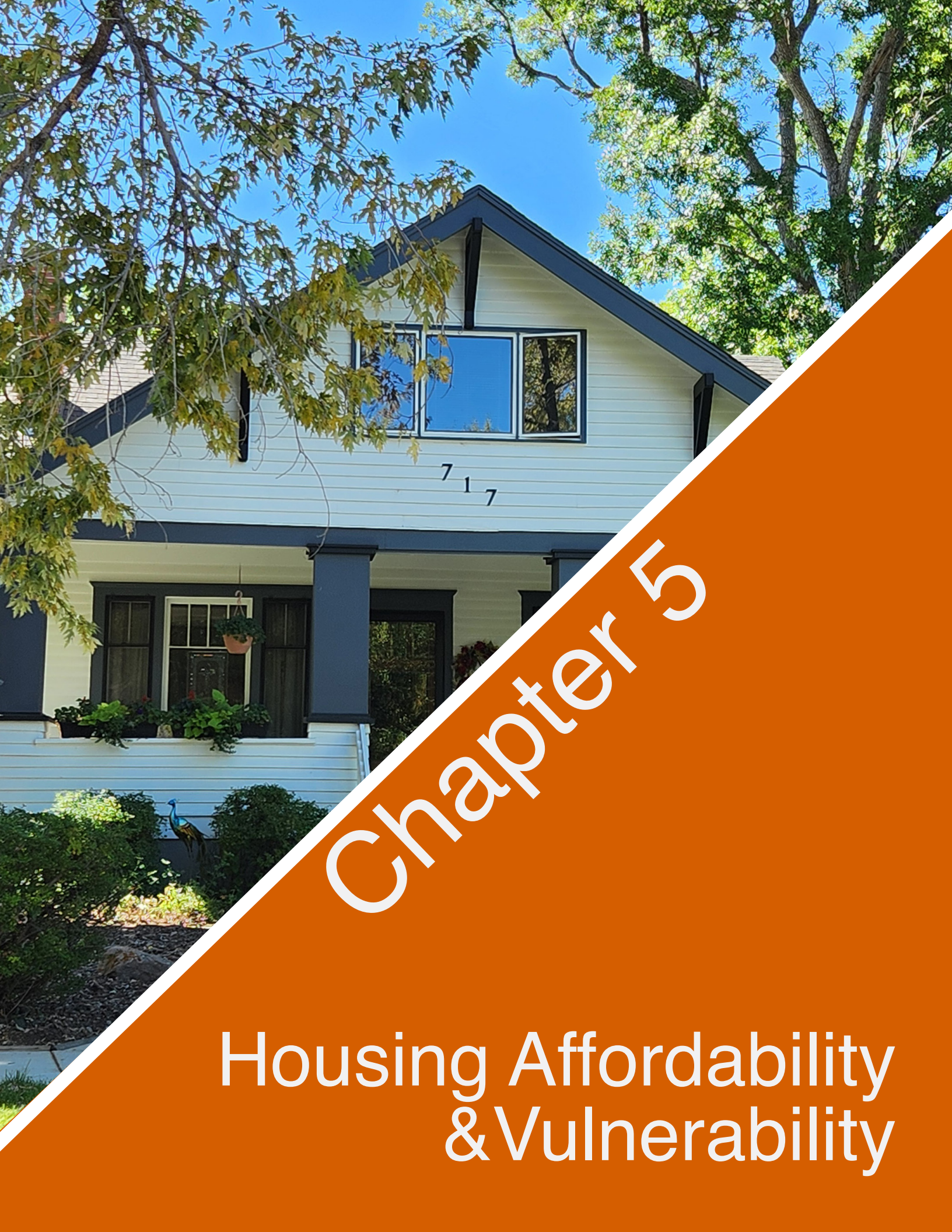
Profession: **Sarah is a registered nurse (RN), and Ben is an elementary school teacher in Loveland.**

What can Sarah & Ben afford?

Loan Details	
Interest Rate	6.5%
Loan Term - Years	30
Down Payment 20%	\$ 60,331

Monthly Payment (30% of gross income)	
Mortgage	\$ 1,907
Property Tax	\$ 268
Home Insurance	\$ 200
Utilities	\$ 500
Total Monthly Payment	\$ 2,875

Maximum Affordable Home Price
\$361,986



Chapter 5

Housing Affordability & Vulnerability

The previous chapter outlined Berthoud’s demographic, economic, and housing characteristics, providing a foundation for understanding housing affordability, vulnerable residents, market projections, and housing needs. The purpose of this chapter is to introduce common terms and concepts associated with housing affordability and how it applies to the unique Berthoud context which informs the market analysis.

Housing affordability is defined by household income (“ability to pay”) and the cost of an appropriate housing unit for that household.

Federal Definition of Affordability*

- ▶ Housing costs are “affordable” if they do not exceed 30% of a household’s gross income.
- ▶ “Costs” include basic utilities, mortgage insurance, HOA fees, and property taxes



Households paying more than **30%** for housing are **cost burdened**



Households paying more than **50%** for housing are severely **cost burdened**

*This is the Federal Housing metric used by the U.S. Department of Housing and Urban Development (HUD).



\$107,817
Median Household
Income



\$2,695
Attainable monthly
rent or mortgage in
Berthoud

Monthly costs include utilities, insurance, HOA fees, taxes



Attainable Housing vs. Affordable Housing

While often used interchangeably, “attainable housing” and “affordable housing” have distinct meanings.

- ▶ **Attainable housing** is housing that aligns with local incomes and the specific economic conditions of a community. It focuses on providing housing options that the average person in that area can reasonably afford based on typical local wages. Attainable housing units are diverse based on the community and what is available. These housing types offer attainable options for people who may not qualify for traditional subsidized affordable housing but still need access to reasonably priced homes in their community.
- ▶ **Affordable housing** is typically defined by federal or state guidelines, often based on a percentage of the area’s median income and may involve subsidies or specific income qualifications to assist lower-income individuals or families.

Affordability Example

Apply standard Federal affordability guidelines to Berthoud’s 2022 median household income.

Berthoud Median Household Income: **\$107,817 per year** (\$8,985/month)

Maximum Monthly Housing Expense (30% of Gross Income): $\$8,984 \times 0.30 = \mathbf{\$2,695}$
(monthly expenses include utilities, insurance, HOA fees, taxes without metro district)

Estimated Attainable Home Price: approximately **\$347,639**
(assumes a 30-year fixed mortgage at a 6.5% interest rate with a 20% down payment)

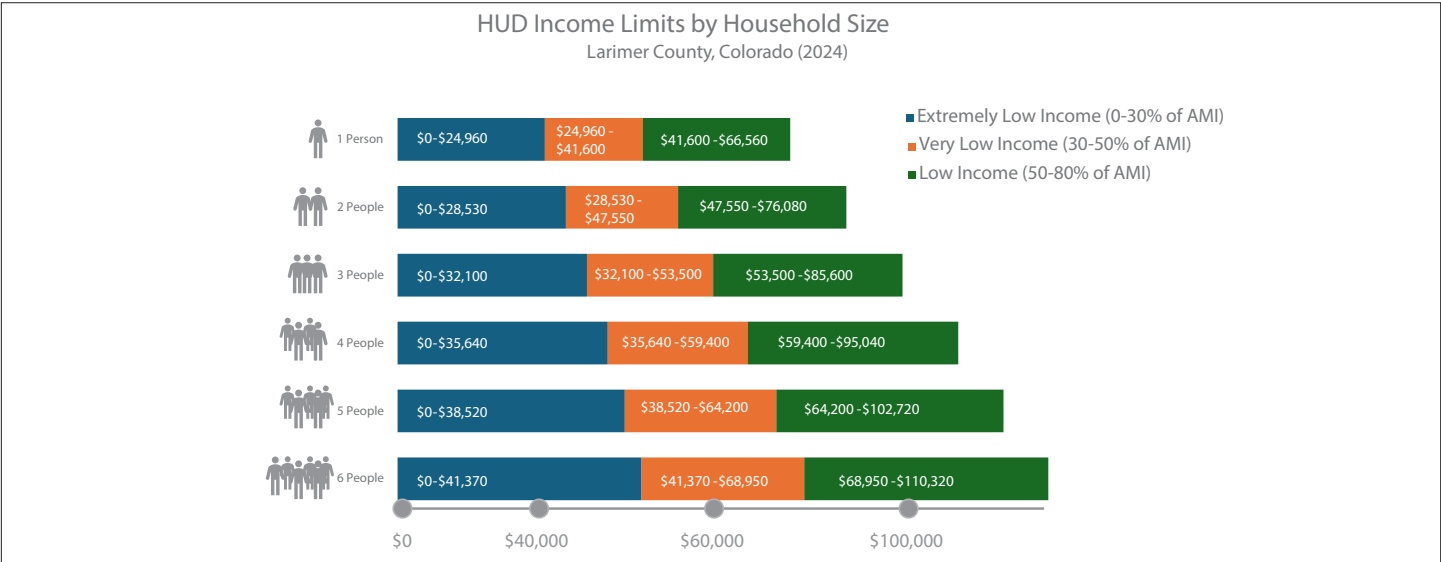
Note: These calculations are estimates based on conventional financing. Individual circumstances, such as existing debt, credit scores, and down payment amounts, can affect affordability. Consult with a financial advisor or mortgage professional for personalized assessments.

Area Median Income Limits

Each year, the U.S. Department of Housing and Urban Development (HUD) calculates the area median income (AMI) for every geographic region in the country using data from the U.S. Census American Community Survey. AMI is the midpoint income level of all households in a specific area, where half of the households earn more and half earn less, adjusted by household size. AMI is calculated using a household’s pre-tax income. HUD publishes the “Area Median Income” (AMI) tables, and they are one of the tools used by the State of Colorado, Colorado Housing Finance Authority (CHFA), and local housing organizations to determine if a person qualifies for affordable housing programs. Two different area median income tables apply to Berthoud since it lies in two counties. Weld County income levels are approximately 3.6% below Larimer County. Refer to Appendix F to see the 2024 HUD AMI tables for each county.

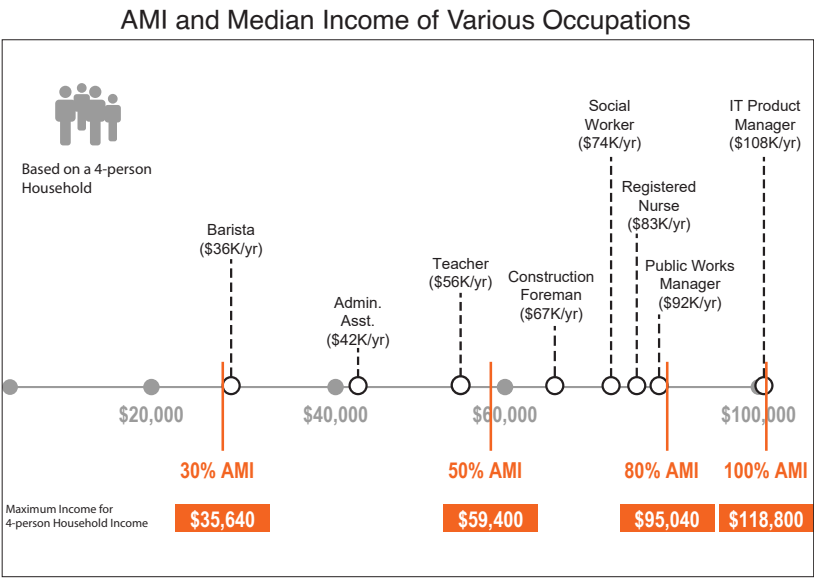
The following graphic illustrates the minimum and maximum income levels for households in Larimer County earning 80% or less of the AMI, categorized by household size.

- ▶ Extremely low-income 4-person households (earning 30% or less of the AMI) have incomes up to \$24,960 for a single-person household and \$35,640.
- ▶ Low-income 4-person households (earning 50-80% of the AMI) have incomes between \$41,600 and \$66,560 for a single-person household and between \$59,400 and \$95,040.



Source: HUD 2024 and CHFA 2024 income limits

Housing is becoming increasingly unaffordable and out of reach for many households in Berthoud. To better understand the local context of affordability, the graphic below highlights the range of professions for households that may face affordability challenges. It compares the approximate incomes of various local professions to the 2024 AMI table for a family of four in Larimer County. For further information on Berthoud’s current demographic, economic, and housing characteristics, see Chapter 4.



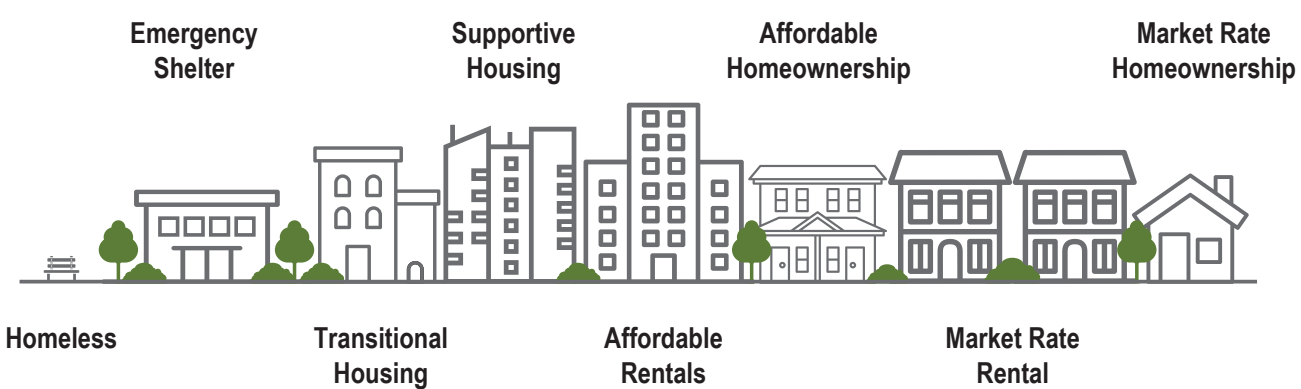
Like the previous affordability calculation, the table shows the maximum rent and maximum purchase price that households at each income level in Berthoud can afford if only 30% of gross income is spent on housing expenses. With a median home value of \$458,600 in 2022, many Berthoud residents will find housing unattainable without spending more than 30% on housing.

Maximum Rent and Purchase Price by Household Income				
	Area Median Income (AMI)	Household Income	Maximum Rent	Maximum Purchase
Supportive Services	<30%AMI	<\$32,345	\$808/month	\$76,090
Affordable	40% AMI	\$43,126	\$1078/month	\$110,689
	60% AMI	\$53,908	\$1,617/month	\$145,631
	80% AMI	\$86,253	\$2,156/month	\$251,072
Attainable / Market Rate	100% AMI	\$107,817	\$2,695/month	\$319,003
	120% AMI	\$129,380	\$3,234/month	\$389,406
	160% AMI	\$172,507	\$4,312/month	\$540,851
Purchase price includes multiple assumptions including: 3% down payment, 6.5% Interest Rate, no metro district.				
Monthly rent price was calculated by taking 30% of annual income and dividing by 12.				
Berthoud 2022 Median Household Income is \$107,817				

The Housing Continuum

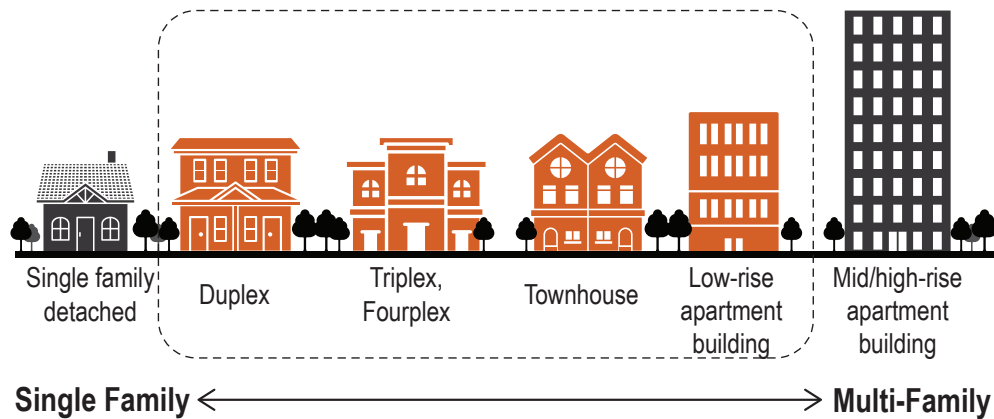
For a community to support all residents, regardless of their life stage or housing needs, it must a diverse range of housing types, often referred to as a “housing continuum.” Housings needs evolve over time due to factors such as aging, education and skill development, household size, employment changes, economic disruptions, caregiving responsibilities, and transitioning to a fixed income. Communities must provide housing options for everyone—from those just beginning their careers to older adults who may have retired many years ago. While affordability plays a key role in housing decisions, personal preferences for different housing types and living environments also play a significant role in shaping demand.

The graphic illustrates the levels of the housing continuum with a variety of housing options. At the far left of the continuum are unhoused residents. The next phase includes emergency shelters, transitional housing, and supportive housing, which provide stability for individuals facing housing insecurity or in need of additional services. The next phase includes affordable rental options and homeownership opportunities, which may consist of naturally occurring affordable housing (non-subsidized) or subsidized affordable housing. The final phase includes market rate rentals and homeownership.



Missing Middle Housing

Missing middle housing is a term often associated with efforts to improve housing affordability. This type of housing fills the gap between single-family homes and high-density, multi-family buildings, offering a range of options suitable for both renters and homeowners. Missing middle housing includes a diverse range of housing types, including duplexes, townhouses, triplexes, fourplexes, courtyard apartments, bungalow courts, townhouses, and multiplexes. These homes are typically smaller in size and designed to blend seamlessly into neighborhoods primarily composed of single-family homes, maintaining the character of the area.



Missing middle housing is crucial because it expands the housing mix by offering a range of options, addressing a key gap often overlooked in traditional neighborhoods and planning designs. Missing middle housing also supports key community goals by offering:

- Density that maintains neighborhood character,
- Attainability and affordability for a range of income levels,
- Walkability and accessibility to community amenities, and
- Diverse options for multigenerational living.

By addressing these needs, missing middle housing diversifies the housing supply to better meet community demands, particularly in growing areas, like Berthoud, where the housing options often lack alternatives to single-family homes and large multifamily rentals. Offering a balance of affordability, availability, and land efficiency, missing middle housing provides a practical solution for modern housing challenges, bridging the gap between traditional housing types and new, attainable options for communities.

Housing Vouchers vs. Subsidized Affordable Housing

Many people think of the Housing Choice Voucher Program (formerly Section 8) when hearing about subsidized affordable housing programs, but these terms are not synonymous. The Voucher Program helps very low-income families (less than 30% of the AMI), the elderly, and disabled residents by providing direct financial assistance to help them afford rent in the private market. In contrast, subsidized affordable housing refers to units that are specifically built or designated for low-income households (usually up to 60% of the AMI), where the rent is kept below market rates through government subsidies. Local Public Housing Authorities manage the program, but the money comes from the federal government.



Housing Vulnerability

An analysis of housing problems—including housing instability, displacement risk, and homelessness—provides a deeper understanding of the challenges that households face in accessing safe, stable, and affordable housing. In conjunction with the Support Systems Assessment (refer to Appendix B), this information can help identify where programs may be needed to improve outcomes for low- and moderate-income residents, particularly vulnerable populations.

Homelessness and Unstable Households

The Northern Colorado Continuum of Care (NoCO CoC) coordinates funding and delivery of housing and services for people experiencing homelessness in Larimer and Weld counties. As part of its efforts, NoCO CoC conducts an annual point-in-time (PIT) survey of people experiencing homelessness in the region. The 2024 PIT and Housing Inventory Count Report shows a total of 893 sheltered and unsheltered homeless individuals, with 622 (70%) sheltered and 271 (30%) unsheltered. Ninety-six percent of these individuals experiencing homelessness are in Fort Collins (43%), Greeley/Evans (35%), and Loveland (18%). In 2024, there were new concerted efforts to survey smaller communities like Berthoud, and no individuals were counted. It is recommended that Berthoud review these annual reports to stay informed if trends change that may impact the community and its needs to provide supportive services.

Displacement Risk

Identifying any areas with elevated displacement risk in Berthoud can inform potential strategies for Berthoud or a regional entity to consider while working to improve housing affordability, accessibility, and stability within the community or region. The Social Vulnerability Index (SVI) identifies eleven displacement measures that can be used to assess the most vulnerable populations in a community to determine any needed policy or programmatic responses. The following table shows the displacement measures for Berthoud as of 2022.

Berthoud Displacement Measures, 2022	
Households making at or below 30%, 50%, and 80% AMI	31.9%
Renter Occupied Households	501
Housing cost-burdened occupied housing units with annual income less than \$75,000 (30%+ of income spent on housing costs)	531
Persons (age 25+) with no high school diploma estimate	272
Persons (age 5+) who speak English "less than well"	29
Single-parent household with children under 18 estimate	103
Housing stock built prior to 1970	12.4%
Overcrowded (more people than rooms)	0.60%
Civilian noninstitutionalized population with a disability estimate	8.90%
Persons aged 65 and older estimate	1416
Race and Ethnicity	81% Non-hispanic white 15% Hispanic 4% Other

Support Systems Assessment

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.

Organization	Services	Location(s)
Berthoud Habitat for Humanity	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
CARE Communities	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 Property locations in: Fort Collins (6 sites) Windsor (1 site)
Housing Catalyst (Fort Collins Housing Authority)	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
Impact Development Fund (IDF)	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
Longmont Housing Authority	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 Property locations in Longmont (9 sites)
Loveland Housing Authority	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 Windsor (2 sites) 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.

Organization	Services	Location(s)
Berthoud Life Center	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
House of Neighborly Services (HNS)	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
Catholic Charities of Larimer County	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
Larimer County Human Services	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 Loveland Estes Park
Larimer County Office on Aging	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 Loveland Estes Park
Neighbor to Neighbor	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 Property locations in Fort Collins Loveland

Northern Colorado Continuum of Care (NoCO CoC)	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
Salvation Army	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
Berthoud Area Transportation (BATS)	Door-to-door in Berthoud or to Loveland Longmont service ended in 2023	In-town operates daily 8 am to 4 pm Loveland operates Monday through Friday 8 to 11:30 am (and to 3 pm on Thursdays) 11 passenger vans 1 ADA space/van	Free for ages 60+ For other residents the fees are \$1 in-town, \$4 to Loveland All must request 1 day prior	Town of Berthoud Larimer County Office on Aging City of Fort Collins
Bustang Northline (Denver to Fort Collins)	Stops in Longmont, Berthoud, Loveland, Fort Collins Harmony, Fort Collins downtown	Stops at Berthoud Mobility Hub & Loveland Park-n-Ride along Interstate 25 12 trips each way Monday to Friday, 6 trips each way weekends & holidays	\$4–\$7 per trip \$3–\$5.25 for seniors and those with disabilities	Colorado Department of Transportation (CDOT)
FLEX Bus Regional Service	Stops in Fort Collins, Loveland, Berthoud, Longmont, and Boulder	1 Berthoud stop 13 trips each way Monday to Friday, 4 trips each way Saturdays ADA ramps, lifts, 2 wheelchair space	\$0 fare	Transfort City of Fort Collins State grants Federal grants
Front Range Passenger Rail (in planning & development)	Ft Collins to Pueblo. Stops may include Boulder, Longmont, Denver, Colorado Springs	Expected in 4 to 5 years Ft Collins to Denver, using current freight tracks Schedule is TBD	Fare is TBD	\$66M federal grant \$27M state funds
Micro-Transit (coming 2025)	Proposed service within Berthoud, to South Loveland, I-25 Mobility Hub, North Longmont	3-4 vehicles Uber/Lyft style 7 am to 7 pm Monday to Saturday Mobile app	Fare is TBD In-town: Low/no cost Out-of-town: higher fees	\$864K federal appropriation to Berthoud for pilot project
Rural Alternative for Transportation (RAFT)	For residents of Berthoud Fire Protection District (outside BATS area) Connects to nearby towns	All volunteers Use personal cars Accessibility varies 1 ADA PARA Van is available	Adults aged 60+ or 18+ with disabilities No fixed cost	Larimer County Grants Foundations 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.



Chapter 6

Market Analysis & Projections

This chapter presents an analysis and recommendations regarding housing and rental needs in Berthoud, along with comparisons to nearby communities. It examines past market trends alongside demographic factors to anticipate future housing needs. The following sections outline trends from the last decade, the last 12 months, and the present to develop housing projections. As noted in previous sections, housing supply, home values, and other market and housing characteristics are subject to change over time. The analysis is based on data from the U.S. Census American Community Survey, MLS.com, Redfin.com, Realtor.com, and Zillow.com.

Key Findings

The analysis estimates the following projected housing needs for Berthoud:

- ▶ **For Sale Units:** Current demand ranges from 11 to 18 units, with an annual demand for 124 to 207 units and a ten-year projection of 828 to 1380 units.
- ▶ **For Rent Units:** Currently demand ranges from 13 to 21 units, with an annual demand for 25 to 41 units and a ten-year projection of 81 to 135 units.

The following sections outline the key factors considered in this evaluation and provide a detailed analysis supporting these projections, as well as housing needs allocations by area median income.

Ownership Market Analysis

Recent Home Sales: Last 12 Months

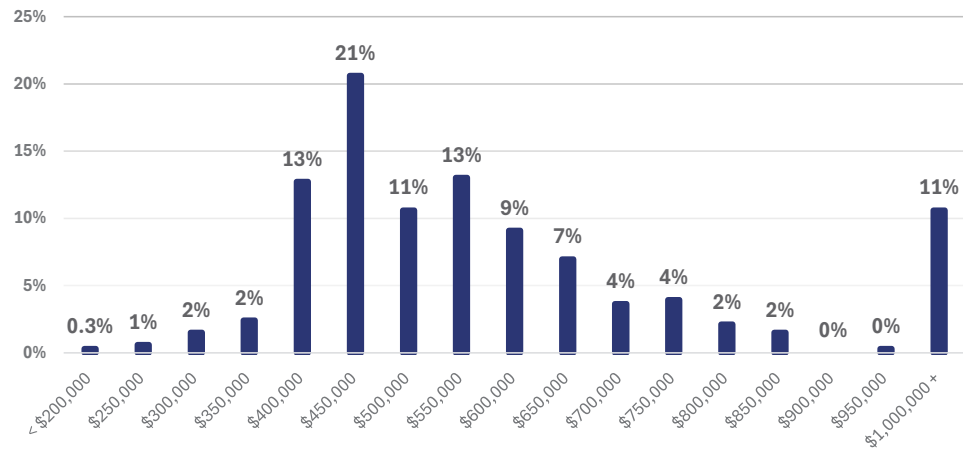
Over the last 12 months, Berthoud recorded 330 home sales, with 220 occurring in spring and summer and the remaining one hundred in fall and winter. The average sale price was \$697,209, a 41% increase from the 2022 Census median home value of \$458,600, indicating a highly competitive market with rapidly rising prices. During this period, sale prices ranged from \$245,500 to \$3,550,000 million, showing a wide variety of home prices within the community.

The challenge with rapidly rising home prices is that they are outpacing household income growth. For example, according to the 30% rule, a 4-person household in Berthoud earning \$110,000 could afford a home of around \$390,000 with a 20% down payment of \$65,000. However, with the average sale price reaching \$697,209 over the past year, homeownership becomes increasingly unattainable for the average household. Purchasing a home above \$390,000 would jeopardize the household's financial stability.

In the past 12 months:

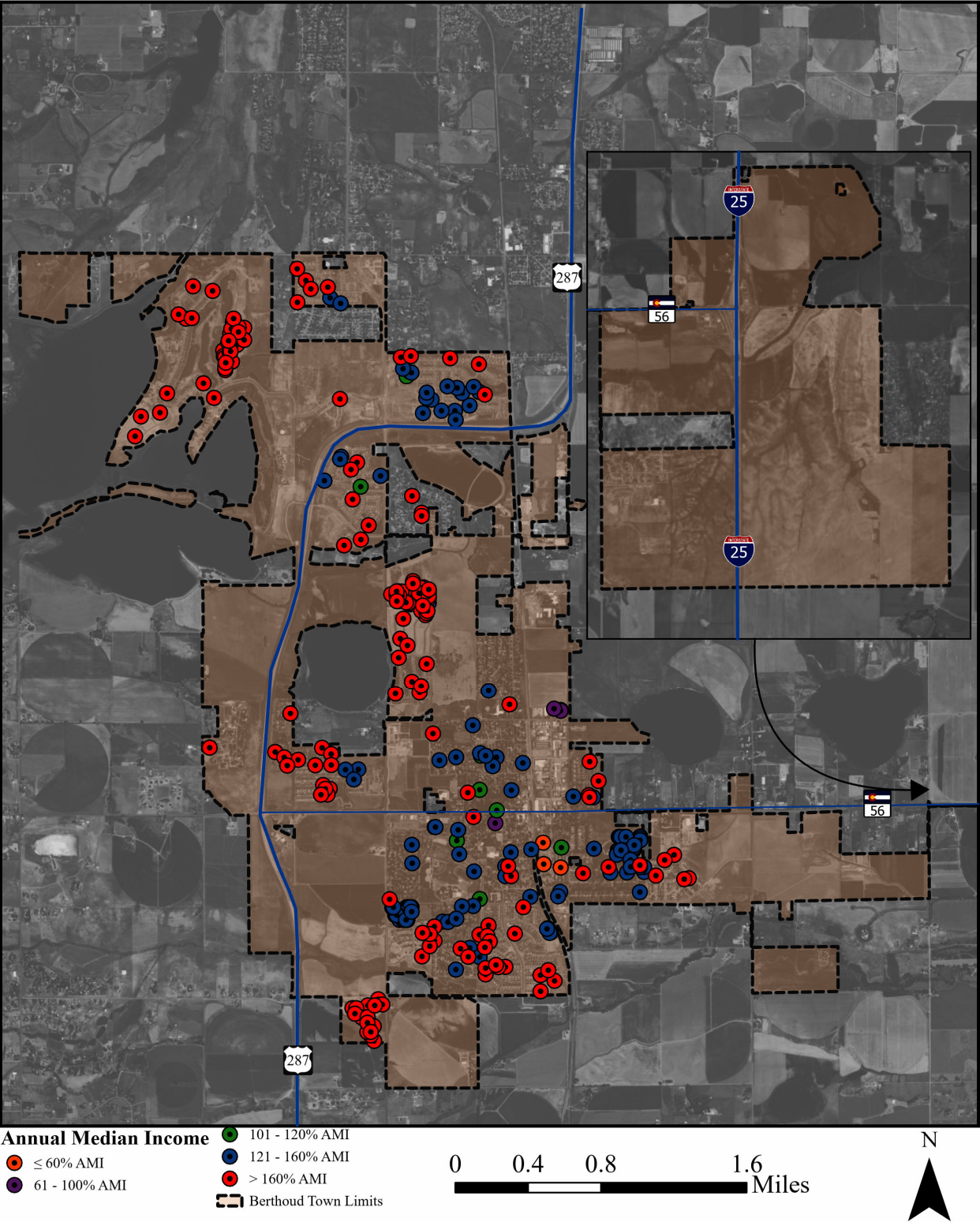
- ▶ 21% of sales were in the \$450,000 to \$499,999 range.
- ▶ 11% of homes sold for over \$1,000,000, including 8 that sold for over \$2,000,000.
- ▶ No homes sold for less than \$199,999.

Percentage of Berthoud Home Sales by Price - Last 12 Months



The map below shows the location of the 330 sales by level of affordability according to the 2024 Larimer County AMI table.

Berthoud: Recent 12-Month Sales by Affordability Level (Oct 2023-Sept 2024)



Among the 330 recent sales, the average construction year was 2011. More than half (55%) of the homes sold were built between 2020 and 2024, and 25% were built between 2000 and 2019. This trend aligns with the residential permit data in Chapter 4, reflecting a rapid increase in new home construction. Although 43% of Berthoud’s current housing units were built before 2000, recent sales have primarily favored newer homes, as shown in the map above, where sold homes are clustered mainly in new development areas.

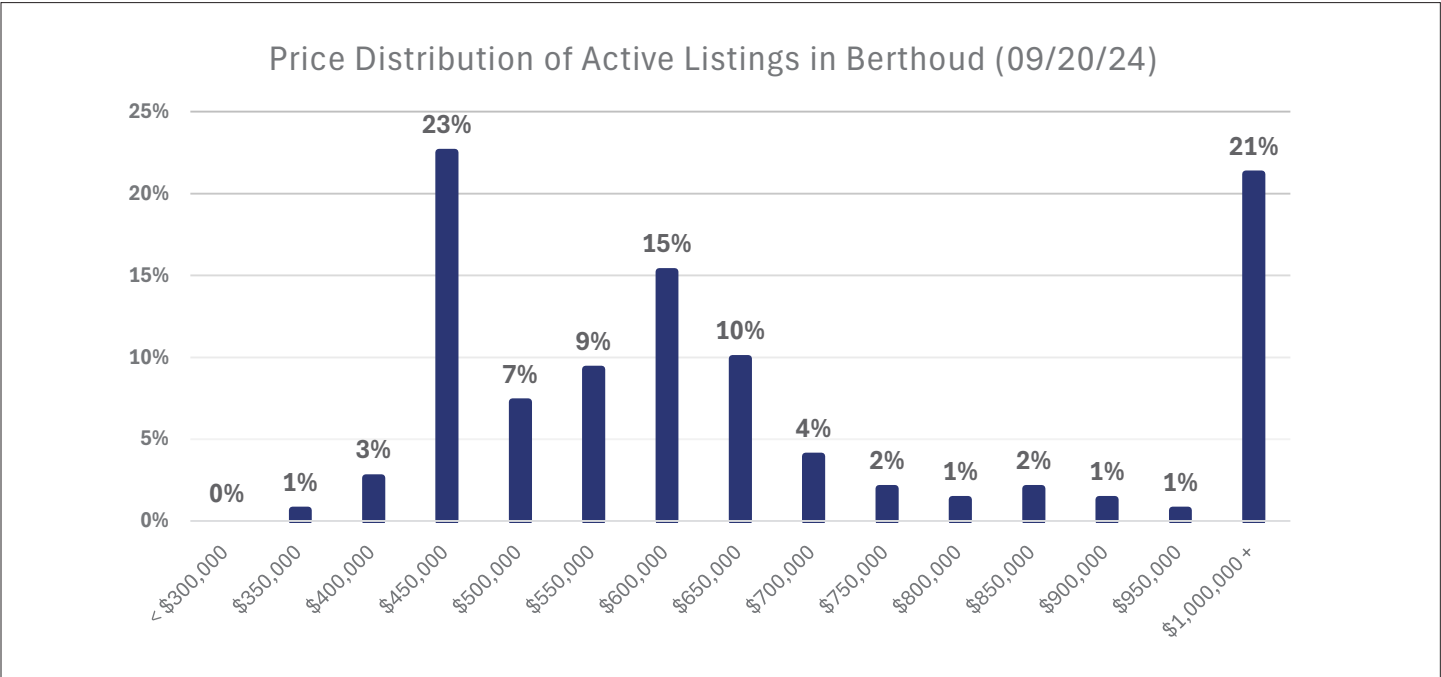
Of the 330 sales, the average home had 3.5 bedrooms and was approximately 2,800 square feet. Notably, 25% of homes sold exceeded 3,500 square feet, and 42% had 4 or more bedrooms. These trends highlight a strong demand for larger homes suited for growing families or multi-resident households, while options for smaller homes are more limited.

Current Home Ownership Market

As of September 24, 2024, online real estate listings show 151 properties for sale, including 22 open lots. Open lots are excluded from this analysis as they do not provide immediate housing options for prospective buyers. The average listing price is \$939,395, a 35% increase from the previous 12-month sale price average of \$697,209, indicating continued home value appreciation driven by population growth and high housing demand. The lowest-priced home on the market is \$380,000, while the highest is \$3,999,500, both exceeding the lowest and highest sale prices in the last 12 months.

Of the current active for-sale listings:

- ▶ No homes are priced below \$349,999.
- ▶ 23% are listed between \$450,000 and \$499,999.
- ▶ 15% are listed between \$600,000 and \$650,000.
- ▶ 21% are listed at \$1,000,000 or higher.



Active listing prices have risen compared to the previous 12 months of sales, accompanied by an increase in newer homes on the market. The average construction year for current listings is 2017, up from 2011 for homes sold in the last year. As shown in Chapter 4, the high number of new home permits in recent years may be contributing to the increase in for-sale prices. Additionally, the average square footage of current listings is approximately 3,000 square feet, up from 2,800 square feet. The average number of bedrooms of current listings remains the same, suggesting that homes with 3 or 4 bedrooms continue to be in high demand.

Current Home Ownership Demand

Berthoud has a current demand of 11 to 18 housing units. This recommendation serves as a reference for immediate housing needs, drawing from sales from the past 12 months and current market supply. Best practices recommend that a community should maintain an inventory that meets its 6-month demand.

With 330 previous homes sold over the past year, the average monthly demand is 28 homes. Applying this to a 6-month demand results in a need for 168 units. With 151 active listings at the time of the assessment, this indicates a need for an additional 11 to 18 units. The recommendation provides a range to account for ongoing housing developments and market fluctuations.

The allocation of the current for sale housing demand estimates by AMI is shown in the table below. This ensures balanced estimates that include a full range of housing options.

Days on the Market (DOM)

Short DOM (<30 days):

Indicates high demand and a seller’s market, where homes are priced competitively and often sell quickly, often receiving multiple offers.

Moderate DOM (30-60 days):

Reflects a balanced market, where homes are priced near market value, and buyers have more time to make decisions.

Long DOM (60+ days):

Signals lower demand or overpriced properties. Sellers may hold on to homes, anticipating rising values, which can contribute to higher housing costs as supply tightens over time.

Current For Sale Housing Needs			
AMI Category	Estimate (low)	Estimate (high)	Avg For Sale Units Needed
Extremely Low Income (≤30% AMI)	1	1	1
Very Low Income (31-50% AMI)	1	1	1
Low Income (51-80% AMI)	2	3	2
Moderate Income (81-120% AMI)	3	5	4
Middle Income (121-140%)	1	2	1
Upper Income (above 140% AMI)	3	5	4
Total Catch-Up Units Needed	11	18	14

Annual, Five-Year, and Ten-Year Home Ownership Demand

Annual for-sale demand for housing in Berthoud ranges from 124 and 207 units, while the ten-year demand ranges from 828 to 1380 units. These estimates are based on historic and projected growth from the 2021 Comprehensive Plan, State Demography Office, and Census data. The estimates also consider past sales trends, current market conditions, projected economic growth in the region, and target vacancy rates. Introducing this range of homes will help address local affordability challenges and support a stable, diverse housing market. Demand will fluctuate over time due to market shifts and demographic changes, making this range a key target for Berthoud’s housing strategy.

The allocation of home ownership demand estimates by AMI for each period is shown in the table below. The greatest estimated need is for homes that are affordable for households with moderate income (81-120% of the AMI).

Projected For Sale Housing Needs									
Category	Annual			Five-Year			10-Year		
	Estimate (low)	Estimate (high)	Avg For Sale Units Needed	Estimate (low)	Estimate (high)	Avg For Sale Units Needed	Estimate (low)	Estimate (high)	Avg For Sale Units Needed
Extremely Low Income (≤30% AMI)	10	17	14	34	57	46	68	113	90
Very Low Income (31-50% AMI)	9	15	12	30	50	40	59	99	79
Low Income (51-80% AMI)	20	34	27	69	115	92	136	227	182
Moderate Income (81-120% AMI)	38	63	51	128	213	171	253	421	337
Middle Income (121-140%)	13	22	17	44	73	58	86	143	115
Upper Income (above 140% AMI)	34	56	45	114	190	152	226	376	301
Total Keep-Up Units Needed	124	207	166	419	699	559	828	1380	1104

Rental Market Analysis

Current Rental Market Characteristics

Unlike previous home sales, online resources do not provide data on previously leased units, so the information reflects a specific moment in time. As of September 20, 2024, there are eight rental listings on the market, with prices ranging from \$1,225 to \$2,980 per month, averaging \$2,181. Unit sizes vary from 838 to 3,029 square feet, with an average of 1,831 square feet and 2.6 bedrooms.

Based on the 2022 Census, the percentage of total rental units (501) by number of bedrooms in Berthoud is as follows:

- ▶ 14% One-bedroom units
- ▶ 72% Two-bedroom units
- ▶ 11% Three-bedroom units
- ▶ 3% Four-bedroom units

This distribution indicates a balanced variety of rental units, with a mix of smaller and larger units to accommodate different household sizes. However, the limited supply of current rental listings underscores the need for more rental opportunities in Berthoud.

In terms of market activity, Berthoud rental units spend an average of 23.5 days on the market. While the national average ranges from 20 to 40 days, rentals in high-demand urban areas typically lease within 10 to 20 days. While Berthoud is not an urban center, the 23.5-day average indicates a competitive rental market and strong demand for rental units.

A healthy vacancy rate is typically between 5% and 8%. In 2022, Berthoud’s rental vacancy rate was 0%. Rates below the 5% to 8% range indicate a rental market that has low inventory and high demand. With a 0% vacancy rate, Berthoud’s rental market is clearly undersupplied, highlighting the urgent need for more rental opportunities. As the community’s population continues to grow, Berthoud should act quickly to address the shortage. The recommendations below outline both short-term and long-term strategies to effectively meet the community’s growing rental housing needs.

Current Rental Demand

The current demand for rental units in Berthoud is estimated to be between 13 and 21 units. The recommended range considers factors such as current demand, rental vacancies, past rental rates, active listings, and total renter-occupied units, with the goal of maintaining a target rental vacancy rate of five percent. This ensures a balanced market with a broader variety of rental rates and unit types. Introducing the additional rental units will help stabilize rental supply and improve housing options for the community.

Current For Rent Housing Needs			
AMI Category	Estimate (low)	Estimate (high)	Avg For Sale Units Needed
Extremely Low Income (≤30% AMI)	1	2	1
Very Low Income (31-50% AMI)	1	2	1
Low Income (51-80% AMI)	2	4	3
Moderate Income (81-120% AMI)	4	7	5
Middle Income (121-140%)	1	2	2
Upper Income (above 140% AMI)	3	6	5
Total Catch-Up Units Needed	13	21	17

The allocation of the current rental housing demand estimates by AMI is shown in the table. A range of rental options are needed for a diverse and inclusive rental market.

Annual, Five-Year, and Ten-Year Rental Demand

Annual rental demand in Berthoud ranges from 25 to 41, while the ten-year demand ranges from 81 to 135 units. These estimates are based on historical rental trends, market supply, target vacancy rates, and population projections. New rental developments will support a stable market with diverse rental housing types and price ranges. Given the continued growth and the increasing proportion of youth and young adults in the community, it is essential to ensure there are sufficient rental opportunities to meet the housing needs of all demographics.

The allocation of rental housing demand estimates by AMI for each period is shown in the table below. This distribution aims to maintain affordability for moderate-income renters while also providing options in higher price ranges to support varying income levels in the community.

Projected For Rent Housing Needs									
Category	Annual			Five-Year			10-Year		
	Estimate (low)	Estimate (high)	Avg For Sale Units Needed	Estimate (low)	Estimate (high)	Avg For Sale Units Needed	Estimate (low)	Estimate (high)	Avg For Sale Units Needed
Extremely Low Income (≤30% AMI)	2	3	3	6	10	8	7	11	9
Very Low Income (31-50% AMI)	2	3	2	6	9	7	6	10	8
Low Income (51-80% AMI)	4	7	5	13	21	17	13	22	18
Moderate Income (81-120% AMI)	8	13	10	23	39	31	25	41	33
Middle Income (121-140%)	3	4	3	8	13	11	8	14	11
Upper Income (above 140% AMI)	7	11	9	21	35	28	22	37	29
Total Keep-Up Units Needed	25	41	33	77	128	102	81	135	108

Housing Market for Vulnerable Populations

Accessible and visitable units are housing units that are designed and constructed to be safe and accessible for any individual regardless of age or abilities. For example, these are homes that can accommodate seniors and residents with disabilities. These units may not always be new construction. In many cases, this may involve renovating existing housing units. This estimate can be an indication of the number of existing households that could use some assistance renovating current homes. This estimate is a subset of the total housing units indicated previously, and these may be a mix of for sale or for rent units.

10- Year Estimated Accessible and Visitable Housing Needs			
	Estimate (low)	Estimate (high)	Avg Units Needed
Total Estimated Units Needed	81	135	108

Supportive housing units are intended to help people experiencing homelessness or housing instability. This housing typically combines affordable housing with intensive wrap-around services to help people maintain stable housing and receive appropriate health care. As indicated in Chapter 5, there were no individuals experiencing homelessness counted in the most recent Larimer County PIT survey. The current need may be zero, however, some individuals may be at risk of displacement. Local social service organizations, like the House of Neighborly Services, may be a good resource for the Town to gather more detailed information on vulnerable populations on an annual basis.

Estimated Current Supportive Housing Needs			
	Estimate (low)	Estimate (high)	Avg Units Needed
Total Estimated Units Needed	0	10	5

Key Considerations & Influencing Factors

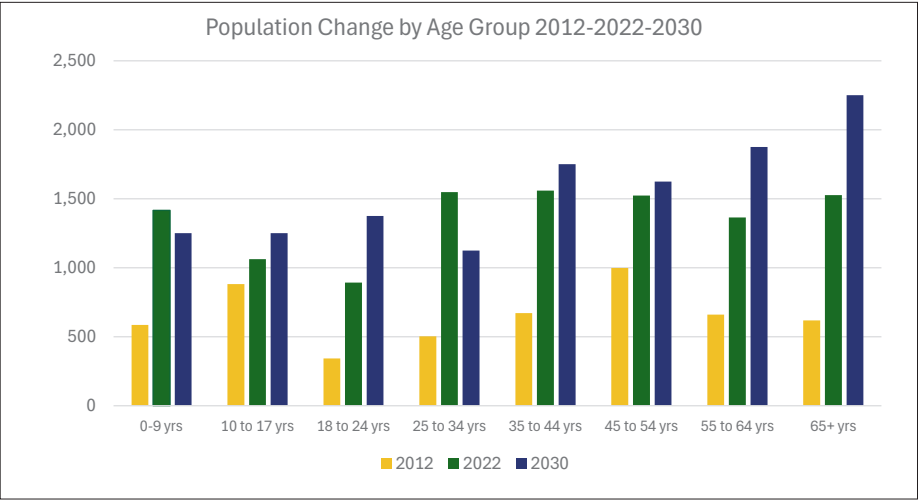
This section highlights the key considerations and influencing factors that were incorporated into the analysis and projection calculations during this assessment.

Demographic Shifts Require Housing Diversity

Population projections for Berthoud, as shown in Chapter 4, indicate continued growth, driven by its desirable location near employment hubs and its appeal to both young professionals and retirees. The growth is mirrored by concurrent growth at the county level in Larimer and Weld counties. The shift toward younger professionals and an aging population will reshape the demographic landscape and require different housing options.

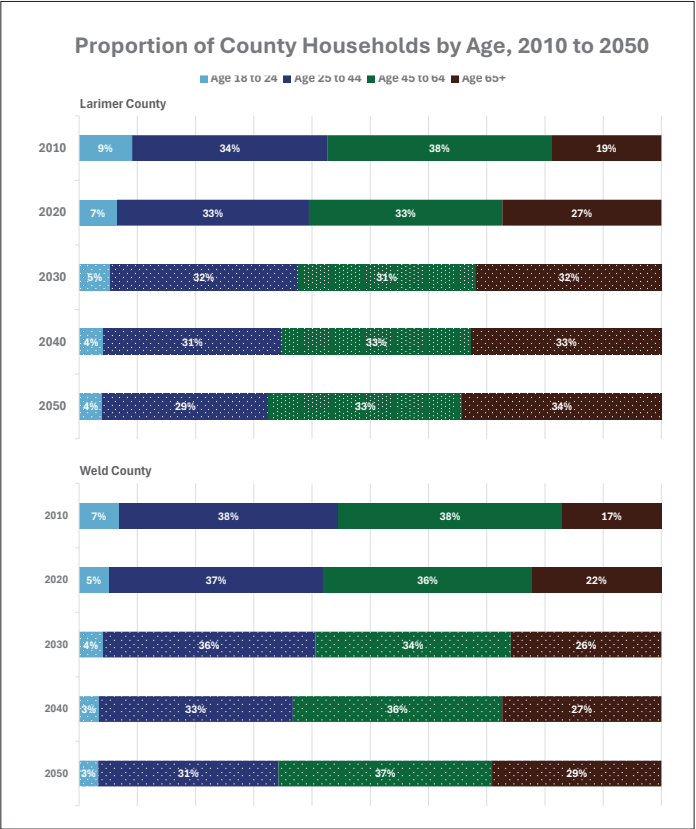
The table shows historic and projected population changes by age group in Berthoud from 2012 to 2030, highlighting significant shifts across different ages. The total Berthoud population is projected to grow from 5,261 in 2012 to 13,958 by 2030, and the larger Growth Management Area to 18,433. Notably, the 65 and older age group is projected to experience the largest increase, rising from 12% in 2012 to 18% by 2030, and the 55 to 64 age group will reach 15% by 2030. In contrast, the younger age groups (0-9 and 10-17 years) are projected to decline slightly as a percentage of the total population, both shifting to 10% by 2030. The 35- to 44-year-old age group will maintain a steady share at approximately 14%, indicating stable growth for this segment.

The shifting demographics will have long-term impacts on housing demand. Younger residents are likely to drive the need for starter homes and moderately priced rentals, while an aging population may increase the demand for age-friendly, accessible housing options as well as additional services. Over time, the lack of diverse housing options could create barriers for middle-income families, workforce members, and first-time homebuyers, risking the community’s ability to maintain a diverse population. The 0% vacancy rate for rental units underscores the urgent need to expand rental options to maintain a healthy rental market and mitigate upward pressure on rent prices. As a variety of housing units become scarcer, Berthoud’s ability to maintain a balanced population will depend on strategic housing initiatives.



Demand for Growing Senior and Retirees Population

Like national and state demographic trends, the proportion of seniors and retirees in Larimer and Weld counties is projected to continue in the coming decades. The graph shows the proportion of county households by age group from the 2010 and 2020 Census, along with the decade projections through 2050. In Larimer County, the proportion of households with the head of household aged 65 or older is projected to reach 34% by 2050, marking a 7-percentage point increase from 2020. In Weld County, this demographic is projected to comprise 29% of households by 2050. Just as the previous section indicated a large increase in the senior population in Berthoud by 2030, it is reasonable to expect that Berthoud’s shifting proportion of senior households will be similar to the county levels.



The increase in households with seniors and retirees has important implications for housing, demand, design, and community planning.

1. **Increased Demand for Age-Appropriate Housing:** More households led by those aged 65 and older will likely drive demand for accessible, low-maintenance, and single-story homes that allow for aging in place. This could mean a shift toward ranch-style homes, senior-friendly apartment complexes, and housing developments that offer on-site services or proximity to healthcare facilities.
2. **Growth in Retirement Communities and Assisted Living Facilities:** These counties may see an increase in demand for age-specific housing, such as retirement communities and assisted living options. Developers may also begin to offer “active adult” communities, offering social and recreational amenities tailored to retirees.
3. **Demand for Community Services and Infrastructure:** A larger elderly population will drive greater demand for healthcare services, accessible public transportation, and supportive infrastructure that enables independent living. This shift may impact zoning and land-use policies to prioritize the development of supportive services and resources in proximity. (An assessment of supportive services is included in Appendix B.)
4. **Potential Strain on Housing Supply:** As older adults remain in their homes longer, whether due to preference for aging in place or financial barriers to downsizing, fewer properties may become available for younger families. This could further tighten the housing market and push prices up, especially if the supply of accessible housing cannot meet the demand.

Scenario-Based Analysis

Looking at potential scenarios based on the projected trends helps illustrate how demand could evolve. For instance, if current population growth projections hold, Berthoud will face increased pressure on both rental and ownership markets, with rising demand for for-sale homes in the \$400,000 to \$600,000 range and rental units priced between \$1,500 to \$2,500. This scenario would see home values and rental costs continuing to rise, leading to affordability challenges for median-income households. Alternatively, if population growth accelerates beyond current estimates, Berthoud’s market could face even greater strain, exacerbating the supply-demand imbalance and potentially increasing housing burdens across income levels.

Housing Affordability and Accessibility

The data highlights a critical challenge in housing affordability and accessibility, particularly as home prices and rental rates rise faster than income growth. Over the past year, the average sale price of homes increased by over 40%, placing most homes out of reach for the average household income in Berthoud. Without targeted initiatives, this trend may lead to further affordability constraints, making homeownership inaccessible to a larger segment of the community and increasing the housing cost burden on renters. This affordability gap underscores the need for policies and programs that foster

a more inclusive housing market, such as incentives for diverse housing developments and strategic partnerships to expand housing options for moderate- to low-income residents.

Balancing Renter and Owner-Occupied Housing

A balanced mix of renter- and owner-occupied housing is crucial for a resilient community. This balance can vary based on local demographics, economic conditions, and specific housing market dynamics. A higher percentage of owner-occupied homes may promote neighborhood stability, as homeowners are more likely to invest in their properties, which can increase property values. Meanwhile, rental units provide vital housing options for those unable to purchase a home due to income or life circumstances. A mix of renters and owners creates a diverse community, bringing together people from diverse backgrounds and income levels, enriching the social fabric. Several factors influence the ideal renter-to-owner ratio. Areas with high job turnover or a large student population often require more rental units to meet short-term housing needs. Limited housing availability can also drive rental demand as a more accessible option. Community goals, such as prioritizing housing diversity, may also result in a higher proportion of rental units to accommodate low-income residents. In Berthoud, achieving an ideal balance will be key to supporting a stable and inclusive community that meets the diverse housing needs of its population.

Future Housing Demand: Recommendations for Diversified Housing Supply

Berthoud's projected housing demand over the next several years highlights the need for both for-sale and rental units. The analysis estimates a five-year demand of up to 574 for-sale units and up to 172 rental units, which could help alleviate the current market pressures if adequately met. To meet this demand, a diversified housing supply is essential, with a focus on increasing mid-range homes for sale between \$400,000 and \$599,999, and rental units in the \$1,500 to \$2,499 range. Developing rental options at moderate price points is essential for supporting the workforce and younger residents not yet ready for homeownership. Providing this range of options will address current demand and promote long-term community stability by fostering a more inclusive and adaptable housing market.

Initiatives for Sustainable Growth

Berthoud's housing challenges require proactive efforts beyond market forces to maintain an attainable and balanced market. Strategies may include zoning adjustments to support multifamily housing, developer incentives to promote diverse housing options, and financial programs for first-time homebuyers. Meeting market demand and aligning with Berthoud's growth objectives will depend on collaborative efforts among stakeholders and strong regional partnerships to address housing challenges. The next chapter outlines strategies and recommendations to help meet the commitment to Proposition 123 and meet the 2021 Comprehensive Plan goals, promoting a sustainable, equitable housing landscape for a vibrant and diverse community.

Regional Market Context

When projecting housing needs for Berthoud, it is important to consider the broader region, as a regional, collaborative approach will more effectively address housing affordability and availability in the area. This section compares recent ownership and rental market data for Berthoud and five neighboring communities, with additional comparative data from 2017 and 2022 provided in Appendix D.

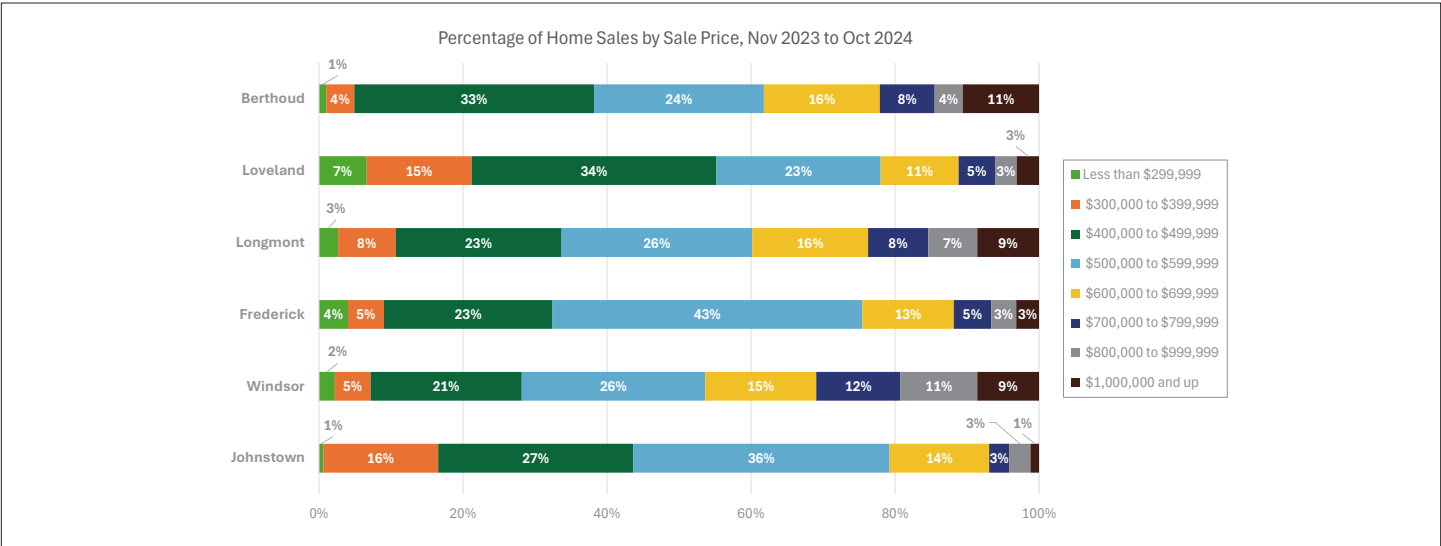
Regional Ownership Market

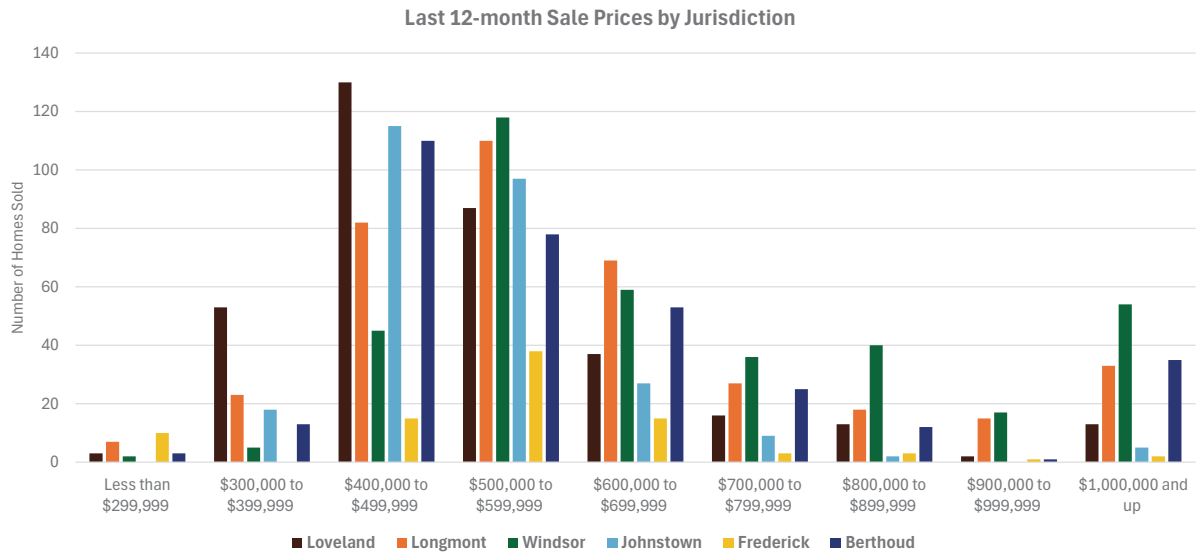
Over the past 12 months, home sale prices in Berthoud have been significantly higher than those in nearby communities. The table compares sale prices for the last 12 months and current market for-sale listings. On average, homes in Berthoud sold for \$133,755 higher than Longmont (\$563,454) and \$299,895 more than Windsor (\$639,500).

It is instructive to compare the proportion of home sales by price range. The first table shows the proportion of home sales by price range over the last 12 months for each community, and the second table shows the counts by price range. For homes sold under \$400,000, Loveland and Johnstown had the largest proportion with 21% and 17%, respectively, while this range accounted for only 5% of Berthoud’s sales. Forty-seven percent of Windsor’s homes sold for over \$600,000 and 38% of Berthoud’s homes. Given its smaller size, even though Berthoud had the smallest number of sales in the last 12 months, it had the highest percentage (11%) of homes sold for over one million.

Regional For Sale Market Comparison - Recent Sales vs. Active					
	Housing Units	Avg sale price	Price / sq ft	Avg sq footage	Avg bdrm count
Berthoud					
12-month sales	330	\$ 697,209	\$ 249	2797	3
Active listings	151	\$ 939,395	\$ 312	3012	3
Loveland					
12-month sales	1,359	\$ 491,011	\$ 225	2,192	3
Active listings	354	\$ 499,000	\$ 244	2,038	3
Longmont					
12-month sales	1,280	\$ 563,454	\$ 271	2,145	3
Active listings	384	\$ 549,500	\$ 273	2,023	3
Windsor					
12-month sales	859	\$ 546,500	\$ 208	2,832	4
Active listings	51	\$ 639,500	\$ 221	3,192	4
Johnstown					
12-month sales	505	\$ 511,500	\$ 206	2,503	3
Active listings	273	\$ 505,000	\$ 247	2,083	3
Frederick					
12-month sales	346	\$ 530,000	\$ 245	2,108	3
Active listings	87	\$ 543,952	\$ 231	2,190	3

Source: Redfin, October 18, 2024





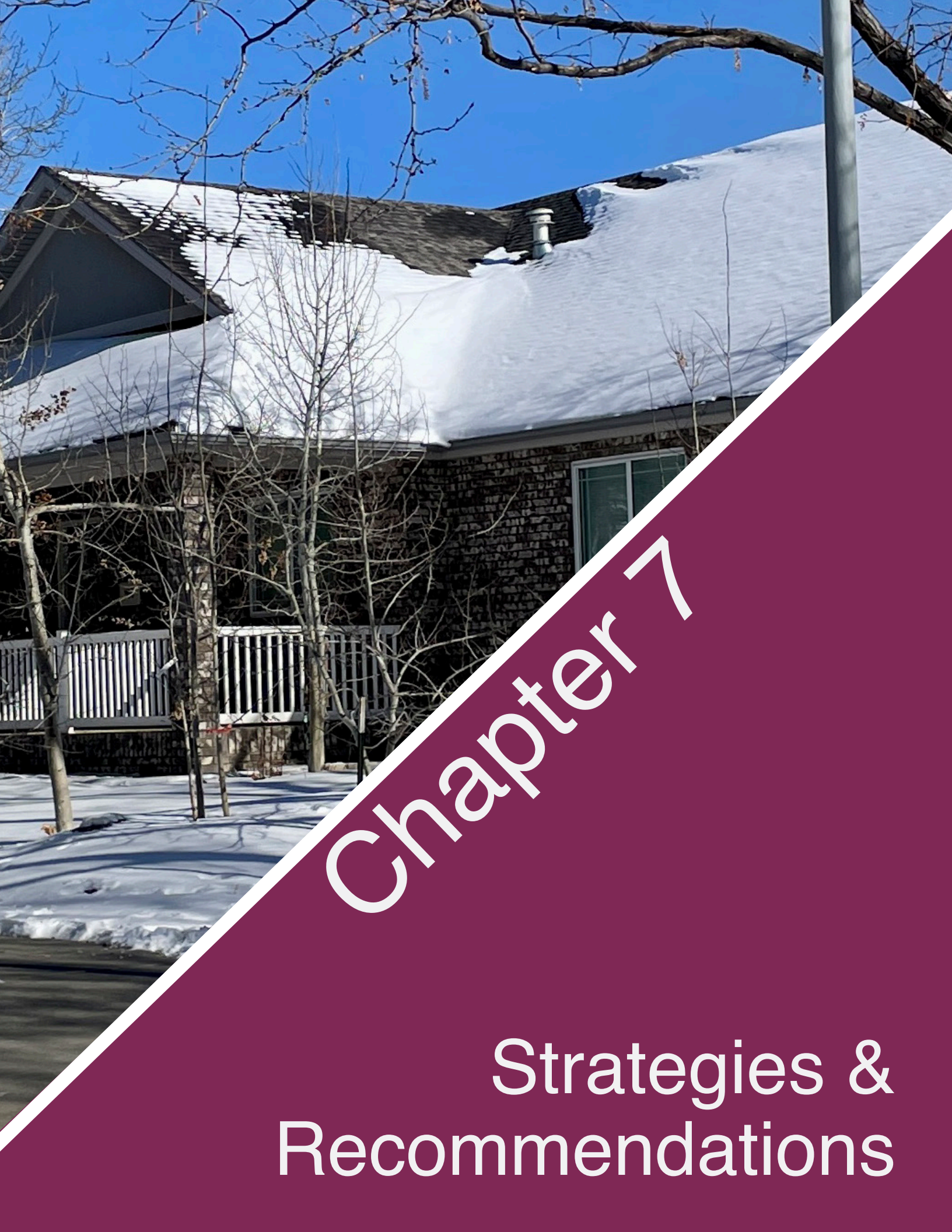
Regional Rental Market

For rental listings, the following table shows all active rental listings on October 10, 2024. The 278 active rental listings have an average list price of \$2,267 and square footage of 1,782. According to the 2024 Larimer County AMI income limit tables, \$2,267 is slightly higher than the maximum rent for a 1-bedroom unit for a household earning 100% of the AMI, and it would be out of reach for households earning less without becoming cost-burdened. The current rental homes tend to be larger, with the average number of bedrooms higher than two, leaving fewer 1-bedroom rentals that may appeal to seniors or young professionals. Comparing the six communities, the highest rental prices and largest rental homes are in Windsor, followed by Frederick and Johnstown.

For Rent Listings by Jurisdiction					
Jurisdiction	# Listings	Avg Rental List Price	Bedrooms	Sq Ft	Days on Market
Berthoud	8	\$2,181	2.6	1,831	24
Loveland	100	\$1,865	2.4	1,399	37
Longmont	116	\$2,026	2.4	1,392	29
Windsor	28	\$2,635	4.0	2,283	30
Johnstown	17	\$2,348	3.1	1,741	20
Frederick	9	\$2,549	3.0	2,044	24

Source: Redfin, October 18, 2024

Refer to Appendix D for additional regional comparative data.



Chapter 7

Strategies & Recommendations

This section provides a framework for understanding the range of approaches to addressing housing attainability and affordability in Berthoud. It is essential for any community to recognize that a municipality cannot achieve its housing goals alone. This challenge extends beyond local boundaries and resonates as a shared concern regionally and nationally. The most effective approaches are usually multi-faceted, not one-size-fits-all or quick-fix solutions, and are implemented strategically to harness resources, partnerships, and the political will of communities. Berthoud must leverage its private sector and nonprofit organizational partners by fostering coordination, cooperation, and regular collaboration.

Prioritized by Berthoud’s Housing Diversity Plan Steering Committee, the strategies support the goals of Berthoud’s Comprehensive Plan and its commitment to Proposition 123. This range of options provides high-level guidance for considering approaches that exist in common practice within and outside Colorado. Each strategy includes: 1) description, 2) considerations for the Berthoud context, and 3) relevant community examples. These strategies do not suggest that Berthoud can solve all problems or that any one strategy is more suitable than another, but they are intended to drive meaningful change.

In February 2025, the Steering Committee further prioritized the strategies and action steps by breaking them down into short-term and medium- to long-term strategies to recommend to the Board. This breakdown is provided in the sections below. The project team and Steering Committee also evaluated the feasibility of a transfer of development rights program and density bonus program. Since the Town’s code already allows great flexibility for additional density, it was determined that these programs are not likely to succeed in Berthoud.

The strategies are set up to form a strategic action plan for the Town, which was further developed in a collaborative workshop with the Steering Committee. The action plan is incorporated as Appendix A to this report. In addition to the strategies proposed, the project team performed a code audit of Berthoud’s current land use code and recommended possible updates to further support the Town’s housing affordability goals. As Berthoud plans for future housing development, it is essential to evaluate and incorporate water conservation and energy efficiency goals into each of these strategies to ensure sustainable growth and long-term resource management.

Strategies Previously Implemented

While considering strategies for addressing housing affordability challenges in Berthoud, it is important to emphasize what Berthoud has already accomplished to start addressing these challenges. The Town of Berthoud has adopted more than one of DOLA’s qualifying strategies (included in Appendix E) in its current land use code to further the vision and goals of the 2021 Comprehensive Plan. The Town’s current code includes the following strategies:

Qualifying Strategy	Berthoud Current Code
Affordable housing as a use by right in residential zoning districts	Duplexes use-by-right in R1 and R2 residential districts.
ADU use by right in single family zoning districts	ADU allowed in single-family districts

Qualifying Strategy	Berthoud Current Code
Allow small square footage residential unit sizes	Smaller lot sizes are allowed in the residential zone districts ranging in size from 1,200 sq. ft. up to 3,500 sq. ft. Additionally, the code requires a mix of lot types and small square footage residential unit sizes is one option for developers to consider.
Expedited development review for affordable housing up to 120% AMI	While not tied strictly to affordable housing, the application and review processes have been designed to expedite the process for some site plans by being an administrative review process.
Expedited development review for acquiring or repurposing underutilized commercial property	There are no specific regulations related to this strategy.
Housing Diversity (“Other novel, innovative, creative approaches”)	A mix of permitted housing types shall be included in any individual development plan to promote housing diversity with the following minimum standards: ▷ Two types for 20+ acre development ▷ Three types for 30+ acre development ▷ Four types for 50+ acre development ▷ Any development with 100+ single-family detached homes

Short-term Strategies

The following strategies were prioritized by the Steering Committee as having the most immediate impact to meet Berthoud’s housing goals. These can be pursued while still working towards the necessary steps for the medium- to long-term strategies.

1. **Create Expedited Development Review Process:** Develop an abbreviated development review process for the subdivisions incorporating at least 50% of affordable and attainable housing into their plans (State parameters). Develop a development review guidebook to better educate developers on the process, including streamlined application materials process flows.
2. **Amend Development Code Design Standards 30-2-116:** To encourage greater housing diversity at a variety of points in new developments, strengthen the housing diversity code to include a specific percentage of each housing type within the lot diversity requirement.
3. **Broaden Ordinance 847:** This ordinance currently allows the Board to waive a portion of fees for the development of a maximum of two houses per year to build affordable homes. Expand this ordinance to align with the goals of Berthoud’s Proposition 123 commitment of 13 homes per year.

4. **Consider Housing Consortium:** To continue the momentum created by the Housing Steering Committee during development of the Housing Diversity Plan, create a Berthoud Housing Consortium comprised of two Trustees, two Planning Commissioners, and our key housing partners. The group will meet quarterly and report back to the Board on the progress on the housing strategy progress. There is no intention to create a Berthoud Housing Authority.
5. **Develop Community Education on Housing Affordability:** In order to help demystify misconceptions about affordable housing and the Berthoud community members that would benefit from it (e.g. teachers, nurses, police officers, etc.), develop educational materials to educate residents and partners and organize events to engage the community. This effort could be led by our local housing partners.
6. **Begin Land and Water Banking Research:** Given the lengthy process to implement this valuable development tool, the Steering Committee recommends the initial research component of this strategy be started in the short-term.

Long-term Strategies

The following long-term strategies were prioritized by the Steering Committee as recommendations for Berthoud to consider pursuing to address housing affordability goals.

Inclusionary Zoning Ordinance

Description

Inclusionary zoning ordinances are an increasingly prevalent tool to address housing affordability issues and to promote mixed-income communities and housing diversity. The ordinance specifies a certain percentage of affordable housing units that a developer should or must include within new market-rate residential developments, designated for specific AMI ranges, as a condition for obtaining approvals and building permits. The requirements can apply to rental or for-sale development, or both, and be voluntary or mandatory. Recognizing that it is not always feasible to include affordable on-site units within market-rate projects, some mandatory ordinances allow developers to choose among alternatives, such as payment of an in-lieu fee or provision of affordable off-site units in another project.

Incentives are a component in many, but not all, inclusionary housing programs to encourage developers to build affordable units by offsetting some of the development cost of providing these units. The most common incentives for these ordinances include density bonuses or other zoning waivers, such as reducing site development standards or architectural design requirements and the reduction of parking requirements. Financial incentives outlined in the previous section are less commonly used incentives. If the program is voluntary, providing valuable incentives, such as the right to build higher density, is most important.

- ▶ Berthoud should carefully consider the staffing needs to manage such a program and work to reduce the administrative complexity of the program to maintain efficiency.
- ▶ A feasibility study may be considered to provide a clearer sense of the impact of inclusionary housing requirements on development profits and land prices.

► Two, among many, possible options to consider:

- Option 1 – Adopt a mandatory or voluntary inclusionary housing ordinance with a certain percentage of affordable units for new developments. One possibility is to make it mandatory for both new rental developments and optional for new for-sale developments.
- Option 2 – Modify the current housing diversity requirement to not only define how many housing types are required, but also to define a certain % of non-single-family home product types that must be included in a development. The rates under the current regulations can also be reduced to capture smaller developments.

Community Examples

Longmont. Its Affordable Housing Program (adopted in 2018) requires all new residential developments to include permanently affordable units. Incentives for the projects that meet the minimum requirements include fee waivers, density bonuses, reduced parking, and increased building height. Projects exceeding the minimum affordability requirements may qualify for City subsidies on water and sewer system development and partial offsets for raw water cash-in-lieu fees. Developers have other options to meet the requirements of the program, including paying a fee-in-lieu, building affordable housing in another location, or donating land to the City or a nonprofit affordable housing developer.

Tenure	% of Units	Income Qualified	Deed Restricted
Rental	12%	≤ 50% of the AMI	Yes
For-Sale	12%	≤ 80% of the AMI	Yes

Broomfield. Its inclusionary housing requirements (adopted in 2020) apply to new residential developments containing 25 or more for-sale residential units or containing more than 5 units of residential units marketed primarily as “rental” housing. The other options for meeting the requirements include providing affordable units at another site, developing an alternative agreement with approval by the City Council, or fee-in-lieu. The fee-in-lieu option was designed with a phased increase in the first three years after adoption. By year three, the fee will be \$106,635 for rental development and \$165,669 for for-sale development.

Tenure	SF/Duplex (1-2 units per foundation)	Townhome/Rowhome (3-9 units per foundation)	Multifamily (10+ units per foundation)
Rental	20% units @ 80% AMI	20% units @ 70% AMI	20% units @ 60% AMI
For-Sale	12% units @ 100% AMI	12% units @ 90% AMI	12% units @ 90% AMI

Superior. Its inclusionary housing requirements (adopted in 2020) dictate that all new residential developments of 10 units or more have 15% of the units as deed restricted to serve households making up to 80% AMI. There are no incentives available to developers. Superior offers a fee-in-lieu option, and the fees are used by the Town for the purpose of planning for, subsidizing, or developing affordable housing. Affordable housing developments may be exempt from all or part of the requirements if the Town determines that the affordable housing development meets or exceeds the standards.

Housing Incentives

Description

In many communities, it can be difficult to finance and develop affordable and attainable housing types, and the development process can be particularly challenging in environments where land is often more costly, and neighborhood opposition can derail a project. Local governments may find that additional incentives, in the form of fee waivers and land development incentives, are needed to encourage this type of development.

Incentives can be awarded case-by-case or universally for projects meeting specific criteria, such as specific locations within the community and/or meeting specific attainable housing goals by constructing a certain number of units or a percentage thereof. While a case-by-case approach allows tailored packages, it reduces predictability and may hinder the development of attainable and affordable housing. To improve predictability and minimize political influence, jurisdictions can publish a clear list of incentives linked to desired housing goals and outcomes.

Incentives can be grouped into two types:

1. **Land development incentives:** No density limit, density bonus, increased building height, reduced setbacks or landscaping standards, reduced or flexible parking requirements, lot size and width reductions.
2. **Financial incentives:** fee waivers or deferrals, subsidies for infrastructure and/or impact fees, offsets for cash-in-lieu of raw water deficits (requires backfilling budgets).

Considerations for Berthoud

- Berthoud should decide which financial incentives could be feasible, since some cannot be waived, such as water dedication requirements.
- Consider which housing type(s) these incentives will be designed to encourage since the targeted housing type(s) will dictate the incentives that are most likely to be effective.
- Consider if eligibility criteria are limited to certain locations only. For example, areas targeted for development in the comprehensive plan, locations surrounding transportation nodes, or portions of residential areas along busier arterials.
- If an inclusionary zoning ordinance is considered for Berthoud, the fee-in-lieu funds could be used to offset and backfill these waivers and deferrals.

Community Examples

Loveland. The City of Loveland provides incentives for for-rent and for-sale projects with an affordable housing designation. These include fee waivers, design flexibility, expedited reviews, and reduced parking requirements. The level of incentives depends on the level of affordability provided by the project, with more incentives for those targeting 60% AMI or below. Additionally, for-sale projects must commit to a 20-year deed restriction, while multifamily projects require a 50-year deed

restriction to gain the affordable housing designation.

An important note about deed restrictions: in most instances, they do not hinder a for-sale project from earning equity for the homebuyer/owner, but it may grow at a lower rate than that of a market rate product to maintain affordability for the next buyer.

Longmont. As part of the inclusionary zoning ordinance, Longmont’s incentives include partial fee waivers, density bonuses, and reduced parking requirements. Projects exceeding standard affordability requirements may also qualify for subsidies on water and sewer system development and partial offsets for raw water cash-in-lieu fees.

Fort Collins. Fort Collins grants certain development incentives to for-rent projects where at least 10 percent of units are affordable at or below 80 percent of the AMI, and for-sale units are affordable at or below 80 percent of the AMI. These incentives include fee credits, impact fee delays, a density bonus, and priority development review and permit processing.

Dedicated Funding to Subsidize Housing Affordability Projects

Description

A dedicated revenue source for affordable housing provides an ongoing committed stream of funding for affordable housing, often deposited into an Affordable Housing Fund. While the amount of funding raised can fluctuate from year-to-year, a dedicated source can help increase the total funding available for affordable housing and reduce the risk associated with reliance on annual appropriations decisions. Popular examples of dedicated revenue sources include a percentage of real estate transfer tax or document recording fee revenues, developer fees (such as linkage fees), proceeds from permit fees, taxes on legalized medical or retail marijuana, taxes or fees on luxury housing, and taxes or license fees on short-term rentals.

Establishing a new dedicated revenue source for housing affordability projects is a long-term effort that requires strong leadership and a substantial commitment of time and energy. This process involves identifying who will pay for the new tax or fee, how much, and through which activities. Local jurisdictions often find community partners who can help lead the campaign, including those who can mobilize a strong and vocal network of supporters.

Most affordable housing funds focus on the development of new affordable housing and not on the preservation of Naturally Occurring Affordable Housing (NOAH). With most communities in the U.S. losing NOAH at a faster rate than can be replaced due to the long timelines for new development and fewer robust federal programs for affordable housing preservation, the impact of these investments can help fill a key gap in the affordable housing stock.

- ▷ In addition to some new construction, an affordable housing fund could consider taking on NOAH preservation-based projects to maximize its impact. Investing in these preservation projects has advantages because it prevents immediate displacement of households and has a shorter timeline than new development.
- ▷ Consider potential collaborators, both investors and developers, which bolsters the fund's success. Being well-connected in the regional affordable housing ecosystem will enable Berthoud to make an impact more rapidly when opportunities arise. For example, strong relationships with local housing agencies can move projects forward more quickly.
- ▷ Consider the political will of the community to support a sales tax allocation to provide initial funding for a certain number of years. It may also be helpful to identify a local elected official who will champion the cause and sponsor a local ordinance, resolution, or piece of legislation.
- ▷ Evaluate grant and funding sources to help support the program.

Community Examples

Loveland. In 2017, the Community Housing Development Fund (CHDF) was initially funded by a one-time contribution of \$400,000 from the Council Special Projects Reserve. During 2018-2019, it was funded by a dedicated allocation of 1.25% of sales tax for use on affordable housing initiatives. Starting in 2020, an annual allocation of \$450,000 is planned in perpetuity. Funds are appropriated by Council as needed to support affordable housing and homelessness projects. CHDF is managed by the Community Partnership Office in the City Manager's Department.

Longmont. Funded locally, Longmont's Affordable Housing Fund (AHF) allocates \$1.1 million annually to support the construction and preservation of affordable rental housing, with a particular focus on units affordable at or below 40 percent of the AMI. The Longmont AHF is funded through a combination of General Fund dollars and one-half of the marijuana sales tax. Funds must be repaid, with all repayments returned to the Fund for future re-lending.

Fort Collins. Started in 2015, the Fort Collins Affordable Housing Capital Fund is funded through a portion of a quarter-cent sales tax, which will be sunset in 2025. The fund generates approximately \$400,000 annually and can be used to subsidize site acquisition costs, soft costs, relocation expenses, construction costs, and rehabilitation costs on affordable housing projects. Each year, the City of Fort Collins allocates funding through a competitive process for housing and human service projects and agencies.

Expedited Review Processes

Description

Across Colorado and the nation, communities are re-evaluating their development review processes to increase efficiency, transparency, and predictability. This effort often focuses on removing redundancies, clarifying application requirements, and streamlining decision-making through administrative approvals where appropriate. The goal is to balance the need for thorough review with the growing demand for timely project approvals, particularly for affordable housing.

For communities like Berthoud that have opted into Proposition 123, establishing an expedited review process is not just a best practice—it's a statutory requirement. This process mandates a decision on qualifying affordable housing projects within 90 calendar days of receiving a complete application. Meeting this requirement calls for intentional adjustments to the development review process, such as:

- Clear application checklists and criteria to reduce back-and-forth and ensure applicants understand submission expectations upfront.
- Detailed pre-application or concept meetings to address potential issues early and establish a clear pathway for formal applications.
- Shortened review timeframes to keep projects on track while maintaining quality assurance.
- Consolidated or parallel reviews to avoid delays caused by sequential evaluations.
- Adjusted decision-making practices, including the delegation of specific approvals to staff-level review when appropriate.

These improvements not only align with statutory obligations but also help foster a more collaborative and efficient process, encouraging the development of diverse housing options that meet community needs.

Considerations for Berthoud

- Staff and the community have already taken significant steps to streamline the development process, including adopting administrative decision-making for site plan applications and reducing the number of public hearings for subdivision processes. These changes have provided greater clarity and removed unnecessary procedures, setting a strong foundation for further refinement.
- The Development Code and online resources managed by the Planning Department already outline detailed submittal requirements and workflows for applications. Expanding and refining these resources can further support applicants and ensure consistency in the review process.
- To meet statutory requirements for expedited review under Proposition 123, the Town should consider adopting a policy resolution that formalizes staff guidance and reinforces the Town's commitment to completing the review process – from application completeness to a decision – within 90 calendar days. This policy can serve as a framework for collaboration between the Town and the development community, fostering trust and shared expectations
- The Town should create a specific workflow with supporting application materials for affordable housing projects eligible for the expedited review process. This initiative would ensure clarity for applicants and streamline the steps needed to meet statutory deadlines while maintaining quality and transparency.

Community Examples

Fort Collins. The City's expedited process includes prioritization by staff to complete eligible affordable housing project reviews within two weeks for each submittal/resubmittal. This along with clear checklists and application workflows helps ensure clarity in the process and a collaborative

partnership approach with eligible applicants.

Windsor. Much like Berthoud, Windsor has developed a robust set of tools and resources to help guide an applicant in submitting a complete application, including checklists, process workflows, applications, and submittal requirements. The staff-level concept review process is similar to the Town's pre-application process and allows an applicant to have their preliminary plan reviewed and discussed by the Town's core review team.

Multiple Colorado Communities. Many communities are working to either develop a specific affordable housing development review process within their current regulations or are working to adopt a policy to solidify their commitments to meeting the statutory requirements of Proposition 123 that must be in place by January 2026. By adopting a resolution and policy, many communities can administratively create workflows and application materials to guide an applicant through the process.

Enterprise Fund Waivers, Reductions, and Deferrals

Description

This strategy focuses on harnessing market momentum and the development industry's expertise in delivering supply-driven housing solutions. Various development-based approaches, like those outlined below, are commonly implemented, with many communities adopting a combination of these strategies.

Fee Waivers or Reductions: Recognizing that off-setting development cost is critical to incentivizing affordable housing development, municipalities may choose to waive or reduce specific fees. These may include development impact fees, building permit fees, or other fees. This offers clear benefits when fees are high, but municipalities must also backfill the lost revenues through other sources.

Fee Deferrals: Deferrals take advantage of the time value of money by postponing costs within the development cash flow, reducing the duration that upfront equity is needed to cover fees. This approach is particularly effective for addressing upfront costs, such as fees, which typically require equity with a high rate of return. By shortening the time equity remains invested, the required return on that initial investment is minimized. For deferrals, regulations need to specify when payment of deferred fees is required (e.g., when permanent financing is secured, when a certificate of occupancy is issued, etc.), as well as any penalties associated with failure to deliver the affordable units within the promised timeframe.

Considerations for Berthoud

- Berthoud's Ordinance No. 847 promotes homeownership for persons of lower incomes. This Ordinance gives the Board of Trustees the authority to waive any or all fees for a maximum of two homes per year. The Town could consider expanding the program to more houses per year in partnership with Habitat for Humanity.

- ▷ Consider the process of granting the fee waivers or reductions and deferrals such that it is not administratively burdensome for the Town. In addition, it should not make the development process and associated costs less transparent and predictable for developers, as developers need a clear picture of development costs to develop an accurate project budget.
- ▷ Establish clear criteria for evaluating developments and what the waivers or reductions may apply to. For example, how to handle mixed-use development, or if waivers apply to all units in the development or only the ones that meet the affordability criteria.

Community Examples

Fort Collins. Written requests are required for affordable housing fee credits. Written requests must contain the following and should be discussed with the project's Development Review Coordinator.

Loveland. The City of Loveland may offer fee waivers for both for-rent and for-sale projects granted an affordable housing designation. The exact level of incentive depends on the level of affordability provided by a project.

Land Banking with Water Banking

Description

Publicly owned land is a valuable tool for developing affordable housing. A land bank is an organizational structure for strategically acquiring, holding, managing, and sometimes redeveloping property in service of community goals, such as increasing affordable housing or stabilizing property values. Water banking can be incorporated into land banking by acquiring land with secure and sustainable water rights or strategically developing water resources alongside the land holdings. Land banks can be government supported, quasi-governmental or independent non-profit organizations. Local governments often work very closely with land banks to identify land that can be used to create more options for housing or to address a community need.

Land banks traditionally convert vacant, abandoned, or tax-delinquent properties into productive use, but they can also obtain land through municipal government transfers, donations, or open-market purchases. For affordable housing, they focus on acquiring and holding land for 5 to 15 years with the intent to develop later by leveraging future market conditions like rising land costs. Revenue from the sale of a land bank asset can fund further property acquisitions for development.

Considerations for Berthoud

- ▷ As a high-cost community, Berthoud has fewer tax delinquent properties to purchase at low cost which will make the acquisition cost much higher.
- ▷ There may be an opportunity for Northern Colorado Habitat for Humanity organizations and their partners to come together to create a land bank to serve the region. This was done in Dallas to create the Dallas Land Bank, a governmental entity run by the Dallas Housing and

Acquisition Development Corporation that acquires properties for the development of single-family homes and multifamily rental buildings, along with commercial development.

Community Examples

Fort Collins. The Land Bank program is Fort Collins' only long-term affordable housing tool. Between escalating land prices and the realities of a fixed Growth Management Area (GMA), this program ensures land will be available in the future to increase the stock of affordable housing units. The strategy is to acquire sites currently lacking infrastructure, which lowers the price, and then wait until development occurs. As surrounding projects construct the utilities and streets, in theory, the Land Bank property will be less expensive to develop in the long run. As of 2021, the land bank had acquired six total sites and has sold one to Housing Catalyst (the Fort Collins Housing Authority) for the development of 96 permanently affordable apartments. Most of these properties have been held past the suggested minimum level of maturity for the program (five years).

Urban Land Conservancy (ULC). Founded in 2003, the ULC is a nonprofit that acquires and preserves land to preserve the affordability of future developments for long term community benefit. ULC has invested in more than 50 properties for community benefit in Denver and throughout the Front Range.





Appendices

Sources

A variety of sources of published information were used in the preparation of this report, including but not limited to:

U.S. Census Bureau

- 2010 Decennial Census
- 2020 Decennial Census
- 2018-2022 American Community Survey
- 2013-2017 American Community Survey

U.S. Bureau of Labor Statistics

Town of Berthoud, Colorado

- Berthoud Code of Ordinances (2024)
- Comprehensive Plan (2021)
- Transportation Plan (2021)
- Mountain Avenue Plan (2019)
- First Street Corridor Plan (2023)
- Future Land Use Map (2021)
- Architectural Design Guidelines (2021)
- Landscape Design Guidelines (2023)
- Town of Berthoud new residential building permits, January 2000 to August 2024

Loveland Housing Authority Regional Housing Study (2021)

Larimer County Housing Needs Assessment (2021)

Colorado State Demography Office

- Population estimates for July 1, 2023
- 2022 Population Summary Report
- July 2023 Municipal estimates

2024 Area Median Income from Colorado Housing and Finance Authority (CHFA) and U.S. Department of Housing (HUD)

Larimer County Assessor Records

Weld County Assessor Records

Current MLS listings, recent home sales and historic sale trends: [MLS.com](https://www.mls.com), [Redfin.com](https://www.Redfin.com), [Zillow.com](https://www.Zillow.com)

Appendix A: Strategic Action Plan

APPENDIX A

Strategic Action Plan

Berthoud 2025 Housing Diversity Plan

The Strategic Action Plan is a detailed, step-by-step guide for putting the strategies and goals outlined in the Housing Diversity Plan into practice. This is meant to be a dynamic document that will be revised and changed over time as the Town works through the implementation steps and as prioritization shifts over time. The plan provides a way to identify specific actions, timelines, responsible parties, partners, and expected outcomes. It will be used by the Town, its partners, and stakeholders to ensure accountability, track progress, and secure necessary resources for each initiative.

SHORT-TERM STRATEGIES					
STRATEGY AND ACTION(S)	RESPONSIBILITY	STATUS	EXPECTED OUTCOME (METRIC)	PARTNER GROUPS/AGENCIES	NOTES
1. Create Expedited Review Process a. Develop an abbreviated development review process for the subdivisions incorporating at least 50% of affordable and attainable housing into their plans (State parameters). b. Develop a development review guidebook to better educate developers on the process, including streamlined application materials process flows. c. See Expedited Review Process table below for additional actions.					
2. Amend Development Code Design Standards 30-2-116 a. Diversity % requirements (i.e. 50% housing of type 1; 25% housing of type 2; 25% housing of type 3) b. Require % Attainable product per Prop 123 OR if a development proposed a certain % of homes and agrees to partner with a non-profit home builder, then the whole development can by-pass the public hearing portion of the Preliminary Plat as their incentive c. See Development Codes and Standards table below for additional actions to consider.					
3. Broaden Ordinance 847 a. Research what other communities do b. Increase to 14/year (or other number) to meet the Prop 123 commitment. 5-10% of previous year's # of building permits					

SHORT-TERM STRATEGIES					
STRATEGY AND ACTION(S)	RESPONSIBILITY	STATUS	EXPECTED OUTCOME (METRIC)	PARTNER GROUPS/AGENCIES	NOTES
c. Application for relief can be requested at the time of building permit application d. 10-year minimum deed restriction e. See Funding Programs table below for additional actions to consider.					
4. Consider Housing Consortium a. Define structure: two Trustees, two Planning Commissioners, two housing partners b. Meet quarterly and report back to the Board on progress. c. See Strategic Partnerships below for additional actions to consider.					
5. Develop community education on affordability a. The goal is to demystify misconceptions on affordable housing b. Develop educational materials c. Leverage housing partners for events to engage the community d. See Strategic Partnerships below for additional actions to consider.					
6. Begin Land and Water Banking Research a. Research case studies from other communities b. Identify funding stream c. Identify partners and legal parameters d. Develop partnerships with local builders/developers and non-profits e. See Land and Water Banking below for additional actions to consider.					
7.					

INCLUSIONARY HOUSING ORDINANCE					
STRATEGY AND ACTION(S)	RESPONSIBILITY	STATUS	EXPECTED OUTCOME (METRIC)	PARTNER GROUPS/AGENCIES	NOTES
8. Research and Initial Planning					

INCLUSIONARY HOUSING ORDINANCE						
STRATEGY AND ACTION(S)	RESPONSIBILITY	STATUS	EXPECTED OUTCOME (METRIC)	PARTNER GROUPS/AGENCIES	NOTES	
a. Conduct a comparative analysis of inclusionary zoning ordinances in similar communities. b. Identify appropriate affordability thresholds and housing targets specific to Berthoud.						
9. Fee Structure Analysis a. Calculate fees or contributions using local cost estimates and comparable communities. b. Determine whether in-lieu fees will fund affordable housing directly or through partnerships.						
10. Stakeholder Engagement a. Host workshops with elected and appointed officials to gather input. b. Engage with local developers and community partners to ensure buy-in and address concerns.						
11. Develop Ordinance a. Create draft ordinance language tailored to Berthoud's housing market and legal framework. b. Incorporate options for land dedication, unit allocation, fee-in-lieu, and/or other incentive considerations. c. Present draft for final stakeholder input.						
12. Ordinance Adoption and Implementation a. Present the ordinance for formal adoption by the Town Board. b. Develop an implementation timeline, including monitoring and enforcement mechanisms.						
13. Conduct Organization/Department Assessment a. Inventory existing roles and responsibilities related to housing, planning, and economic development. b. Map task distribution to identify overlaps, underutilization, or gaps in the structure to meet housing strategy. c. Evaluate staff workloads through Director and Manager discussions and outline anticipated needs to implement and manage. d. Develop position, job description e. Pursue grant programs that support housing support staff						

INCLUSIONARY HOUSING ORDINANCE						
STRATEGY AND ACTION(S)	RESPONSIBILITY	STATUS	EXPECTED OUTCOME (METRIC)	PARTNER GROUPS/AGENCIES	NOTES	
14. Leverage external partnerships a. Formalize partnerships with housing authorities, non-profits, or consultants to supplement staff capacity.						
15.						
FUNDING PROGRAMS FOR ATTAINABLE AND AFFORDABLE HOUSING						
STRATEGY AND ACTION(S)	RESPONSIBILITY	STATUS	EXPECTED OUTCOME (METRIC)	PARTNER GROUPS/AGENCIES	NOTES	
1. Inventory Current Programs a. Identify existing waivers and reductions in town policies and educate staff on what is available. b. Outline gaps in current programs related to attainable / affordable housing goals. c. Evaluate the intended goal(s) and objectives of adding housing incentives in Berthoud.						
2. Research and Recommendations a. Research and compile best practices of like communities for housing incentives. b. Evaluate the financial feasibility of implementing enterprise fund waivers, fee reduction, and fee deferrals (including expanding ordinance 847). c. Evaluate the potential impact of each incentive on the development community and its ability to achieve the desired housing goals. d. Outline recommendations for new incentives or revisions to existing incentives to achieve desired housing goals.						
3. Implement and Evaluate a. Following formal adoption, educate the development community on new or revised offerings. b. Continually assess the intended outcome of the new and/or revised incentives to determine level of success and areas for refinement.						
4. Conduct Organization/Department Assessments a. Inventory existing roles and responsibilities related to housing, planning, and economic development. b. Map task distribution to identify overlaps, underutilization, or gaps in the structure to meet housing goals. c. Evaluate staff workloads through Director and Manager discussions and outline anticipated needs. d. Develop position, job description e. Pursue grant programs that support housing support staff						
5. Leverage External Partnerships a. Formalize partnerships with housing authorities, non-profits, or consultants to supplement staff capacity.						
1. Fee Study						

FUNDING PROGRAMS FOR ATTAINABLE AND AFFORDABLE HOUSING						
STRATEGY AND ACTION(S)	RESPONSIBILITY	STATUS	EXPECTED OUTCOME (METRIC)	PARTNER GROUPS/AGENCIES	NOTES	
a. Conduct a feasibility study for introducing or adjusting housing impact fees as either standalone fee or tied to an inclusionary housing ordinance. b. Consider aligning fees with home size and affordability criteria, for projects not allocating affordable units or land.						
2. Stakeholder Outreach a. Facilitate discussions with local development community and officials to educate on intended approach and outcomes.						
3. Develop Policy and Implement a. Draft resolutions/ordinances as appropriate to establish funding source as part of housing program. b. Create a process for collecting and allocating funds to housing projects. c. Educate development community and partners of new program requirements.						
4. Conduct Organization/Department Assessments a. Inventory current roles and responsibilities related to housing, planning, and economic development. b. Map task distribution to identify overlaps, underutilization, or gaps in the structure to meet housing goals. c. Evaluate staff workloads through Director and Manager discussions and outline anticipated needs. d. Develop position, job description e. Pursue grant programs that support housing support staff f. Implement onboarding and training for staff success.						
5. Leverage External Partnerships a. Formalize partnerships with housing authorities, non-profits, or consultants to supplement staff capacity.						

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

EXPEDITED REVIEW PROCESS						
STRATEGY AND ACTION(S)	RESPONSIBILITY	STATUS	EXPECTED OUTCOME (METRIC)	PARTNER GROUPS/AGENCIES	NOTES	
b. Develop and distribute educational materials and resources to inform community partners and stakeholders about the new expedited review process. c. Develop internal checklists or workflows to ensure clarity in process and consistency in administering the expedited review process. d. Train staff on the new procedures to ensure consistent and efficient implementation. e. Optional: Establish a dedicated team or point of contact to manage expedited review applications and ensure timely processing.						
5. Evaluation a. Define key performance indicators to measure the effectiveness of the expedited review process. b. Regularly assess the impact of the new process on affordable housing development and make adjustments as needed. c. Report findings and progress to community partners and DOLA to ensure reporting requirements are met. d. Keep decision-makers informed on progress, understanding projects can take multiple years to have effective documentation.						
6. Conduct Organization/Department Assessment a. Inventory current roles and responsibilities related to housing, planning, and economic development. b. Map task distribution to identify overlaps, underutilization, or gaps in the structure to meet housing goals. c. Evaluate staff workloads through Director and Manager discussions and outline anticipated needs. d. Develop position, job description. e. Pursue grant programs that support housing support staff. f. Implement onboarding and training for staff success.						
7. a.						

DEVELOPMENT CODES AND STANDARDS EVALUATIONS AND UPDATES						
STRATEGY AND ACTION(S)	RESPONSIBILITY	STATUS	EXPECTED OUTCOME (METRIC)	PARTNER GROUPS/AGENCIES	NOTES	
1. Ongoing Annual Code Evaluation a. Conduct annual review of existing regulations and engineering standards to identify unintended barriers to the development of affordable/attainable housing. a. Evaluate year-round feedback from the development community regarding regulations and standards for practical update considerations. b. Establish a timeline for the annual review process and roles and responsibilities of staff to ensure consistency.						
2. Draft Regulation Updates a. Draft proposed revisions to address barriers. b. Engage with local development community and partners to evaluate proposed changes and unintended impacts. c. Propose draft regulations during a Work session with appointed and elected officials to receive input. d. Depending on the nature of the updates, develop an outreach approach to gather community feedback on the updates.						
3. Adoption and Implementation a. Prepare supporting documentation and educational resources on what the revisions do and what they do not do to inform the public and officials. b. Present revisions for recommendation and adoption by appointed and elected officials. c. Roll out updated regulations and update necessary forms and handouts as appropriate. d. Train staff and stakeholders on new updates to ensure an effective implementation of the new regulations or standards.						
4. Evaluation 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). a. Following the roll out of updated regulations, assess their intended and unintended impacts on the underlying community goals and consider adjustments if necessary.						

DEVELOPMENT CODES AND STANDARDS EVALUATIONS AND UPDATES						
STRATEGY AND ACTION(S)	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 a. Inventory current roles and responsibilities related to housing, planning, and economic development. b. Map task distribution to identify overlaps, underutilization, or gaps in the structure to meet housing goals. c. Evaluate staff workloads through Director and Manager discussions and outline anticipated needs. d. Develop position, job description. e. Pursue grant programs that support housing support staff. f. Implement onboarding and training for staff success.						
6. a.						

LAND AND WATER BANKING PROGRAM						
STRATEGY AND ACTION(S)	RESPONSIBILITY	STATUS	EXPECTED OUTCOME (METRIC)	PARTNER GROUPS/AGENCIES	NOTES	
1. Create Policy Framework and Goals a. Develop a comprehensive policy outlining the purpose, goals, and mechanisms for land and water banking. Include how it relates to affordable housing. b. Identify the specific objectives (e.g., supporting affordable housing, preserving land for public uses, etc.). c. Determine eligible properties (e.g., vacant, underutilized, with/without water rights) and prioritization factors. d. Consider land dedications as one consideration of the inclusionary ordinance to facilitate land banking for affordable housing partnerships. e. Establish a timeline for policy development and stakeholder engagement to ensure timely progress.						
2. Draft Policy and Procedures a. Include processes for acquisition, maintenance, and disposal of banked land. Specify mechanisms for partnerships with developers and non-profits. b. Discuss draft policy with community partners and stakeholders for input. c. Present the draft policy to the Board for review and feedback.						
3. Policy Adoption a. Present the final policy to the Board for adoption. b. Create an implementation guide to assist staff and community partners in understanding and applying the new policy.						
4. Inventory and Feasibility Assessment a. Conduct a detailed inventory of existing town-owned, vacant, and underutilized land and assess its suitability for banking activities. b. Evaluate water rights, zoning, and infrastructure needs. c. Map potential sites and their attributes using GIS, maintain a map and database for town use.						
5. Funding Strategy a. Explore grants, dedicated fees, public-private partnerships, and impact fees to support acquisitions. b. Tie the land banking policy to an existing or new housing fund for ease of financing.						

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

STRATEGIC PARTNERSHIPS						
STRATEGY AND ACTION(S)	RESPONSIBILITY	STATUS	EXPECTED OUTCOME (METRIC)	PARTNER GROUPS/AGENCIES	NOTES	
A) Housing Communications Strategy						
1. Identify Key Stakeholders and Local Champions a. Identify key stakeholders, including Town officials and community partners. b. Leverage key partnerships to lead ongoing community education. c. Establish a timeline for stakeholder engagement to ensure timely involvement.						
2. Material Development and Ongoing Communication a. Develop talking points and FAQs for staff and officials to ensure consistent messaging. b. Evaluate and update messaging and materials based on Berthoud branding campaign. c. Partner with stakeholders on outreach materials. d. Create a feedback loop to continuously improve communication materials based on input received.						
3. Developer Workshops 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. b. Develop a process to gather feedback on new policies or programs being considered, including after implementation. c. Assess feedback to strengthen the policy or program. d. Identify recurring follow-up opportunities to address ongoing challenges and updates, as appropriate.						
4. a.						
B) Housing Task Force						
1. Research and Scoping Phase a. Evaluate housing task force models from other communities. b. Assess the model that would be best for Berthoud. c. Decide if Berthoud should move forward with this strategy.						
2. Feasibility Analysis a. Evaluate the intended goal(s) and objectives of a task force or other working group focused on housing in Berthoud.						

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

Appendix B: Community Survey Responses

Respondent Profile

The table breaks down the respondent demographics by homeowner, renter, non-resident.

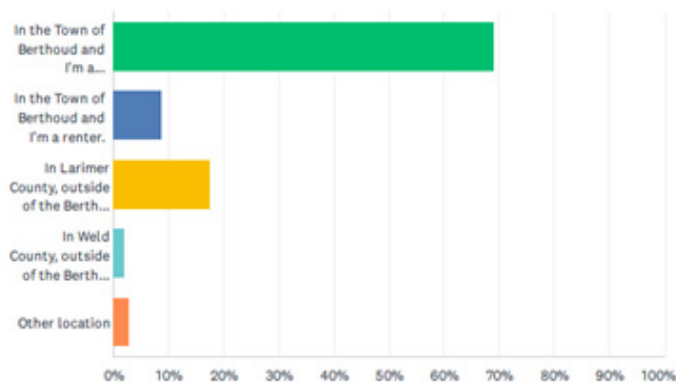
	Survey Respondents			Total	% of Total
	Resident Owners	Resident Renters	Non Residents		
Total Respondents	252	32	81	365	100%
Household Income					
\$0 up to \$59,999	28	9	10	47	13%
\$60,000 to \$89,999	39	11	13	63	17%
\$90,000 to \$119,999	45	7	12	64	18%
\$120,000 or more	96	4	27	127	35%
Prefer not to answer	44	1	19	64	18%
Age					
18 to 34 years	18	11	7	36	10%
35 to 64 years	169	20	52	241	66%
65 years or older	65	1	12	88	24%
Current Housing Situation					
Homeowner with mortgage	189	1	52	242	66%
Homeowner no mortgage	60	0	16	76	21%
Renter	0	30	7	37	10%
Stay with friends/family	2	1	3	6	2%
Temporary living situation	1	0	3	4	1%
Length of Time Living in Berthoud					
Less than 12 months	15	4	–	19	7%
Between 1 and 4 years	92	13	–	105	37%
Between 5 and 10 years	81	9	–	90	32%
For 11+ years	64	6	–	70	25%
Household Composition					
With Children under 18	82	16	19	117	32%
Without Children under 18	170	16	62	248	68%

Source: Ayres Associates Berthoud Community Survey 2024

General Questions for All Respondents

Q2 Where do you currently live?

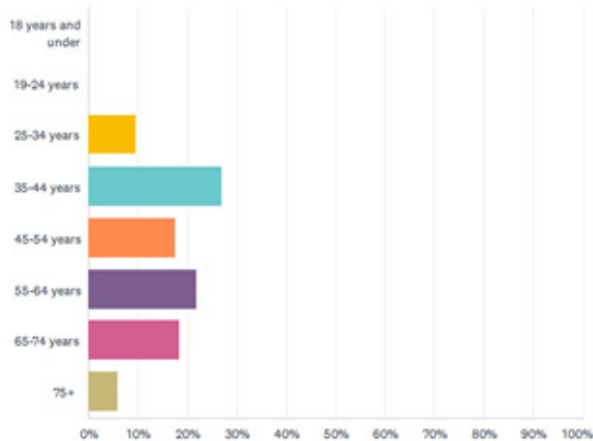
Answered: 365 Skipped: 0



ANSWER CHOICES	RESPONSES	
In the Town of Berthoud and I'm a homeowner.	69.04%	252
In the Town of Berthoud and I'm a renter.	8.77%	32
In Larimer County, outside of the Berthoud Town limits	17.53%	64
In Weld County, outside of the Berthoud Town limits	1.92%	7
Other location	2.74%	10
TOTAL		365

Q3 What is your age?

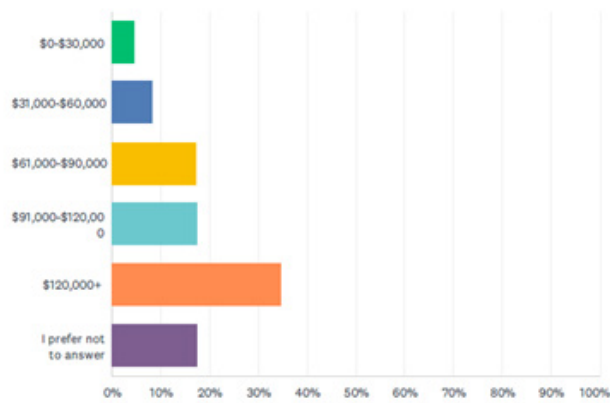
Answered: 365 Skipped: 0



ANSWER CHOICES	RESPONSES	
18 years and under	0.00%	0
19-24 years	0.27%	1
25-34 years	9.59%	35
35-44 years	26.85%	98
45-54 years	17.53%	64
55-64 years	21.64%	79
65-74 years	18.36%	67
75+	5.75%	21
TOTAL		365

Q4 What is your average annual income?

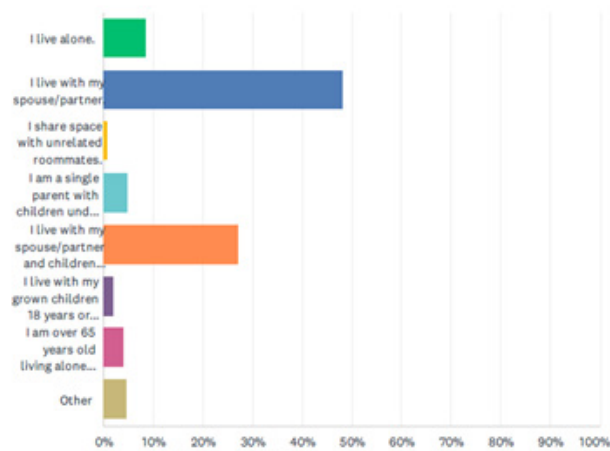
Answered: 365 Skipped: 0



ANSWER CHOICES	RESPONSES	
\$0-\$30,000	4.66%	17
\$31,000-\$60,000	8.22%	30
\$61,000-\$90,000	17.26%	63
\$91,000-\$120,000	17.53%	64
\$120,000+	34.79%	127
I prefer not to answer	17.53%	64
TOTAL		365

Q5 What is your current housing composition?

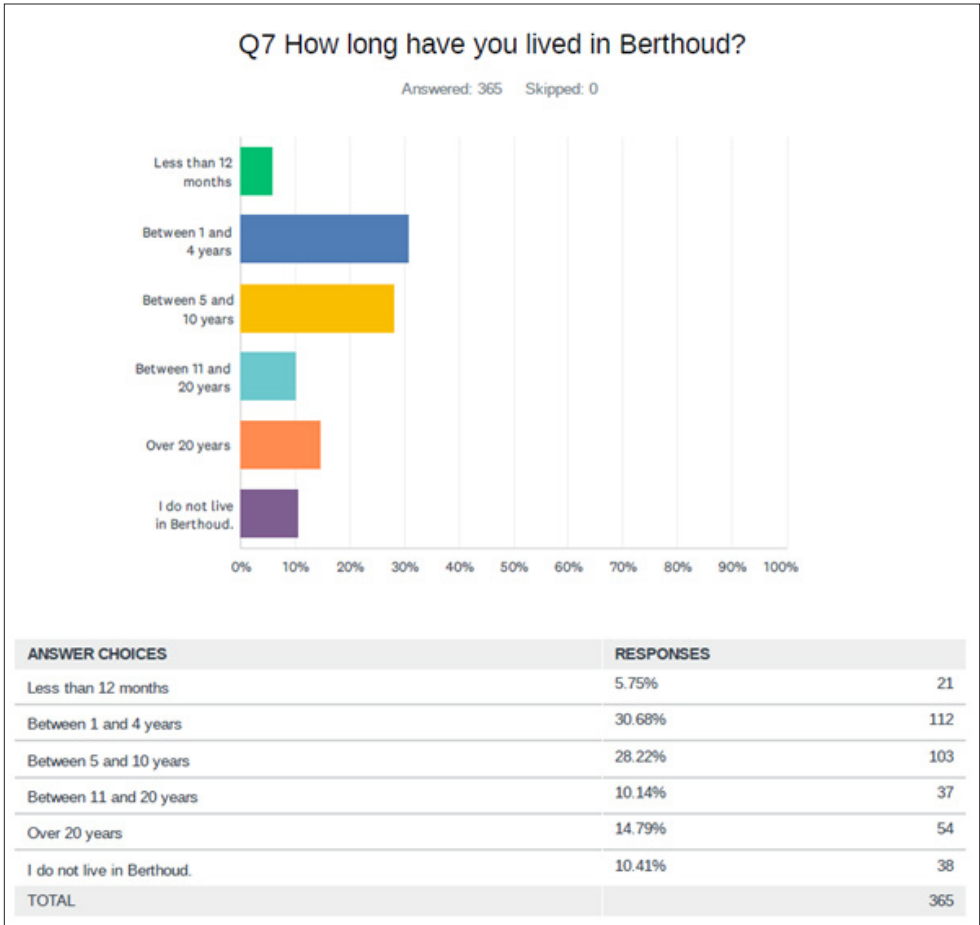
Answered: 365 Skipped: 0



ANSWER CHOICES	RESPONSES	
I live alone.	8.49%	31
I live with my spouse/partner.	48.22%	176
I share space with unrelated roommates.	0.55%	2
I am a single parent with children under 18.	4.93%	18
I live with my spouse/partner and children under 18.	27.12%	99
I live with my grown children 18 years or older.	1.92%	7
I am over 65 years old living alone or with a spouse/partner.	4.11%	15
Other	4.66%	17
TOTAL		365

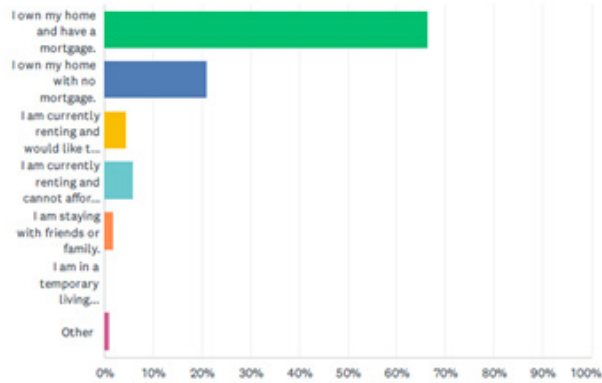
Q6 What is your current household size including you? Average 2.17 (n=365)

Household Size	Count	%
1	35	10%
2	160	44%
3	58	16%
4	71	19%
5	28	8%
6	11	3%
7+	2	1%



Q8 Which of the following best describes your current housing situation?

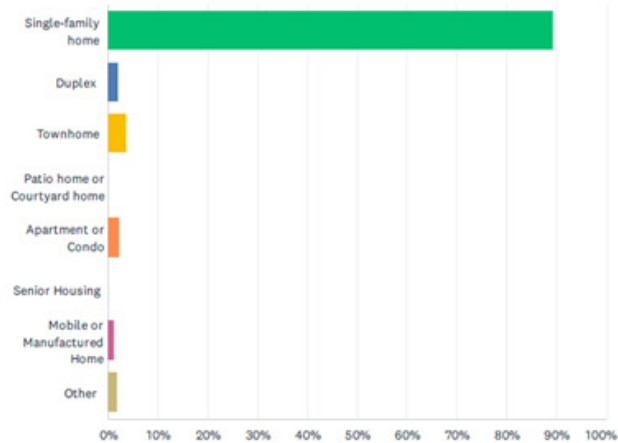
Answered: 365 Skipped: 0



ANSWER CHOICES	RESPONSES	
I own my home and have a mortgage.	66.30%	242
I own my home with no mortgage.	20.82%	76
I am currently renting and would like to buy a home someday.	4.38%	16
I am currently renting and cannot afford to buy a home even if I wanted to.	5.75%	21
I am staying with friends or family.	1.64%	6
I am in a temporary living situation (RV, short term, couch surfing, etc.)	0.27%	1
Other	0.82%	3
TOTAL		365

Q9 Which of the following best describes your current housing type?

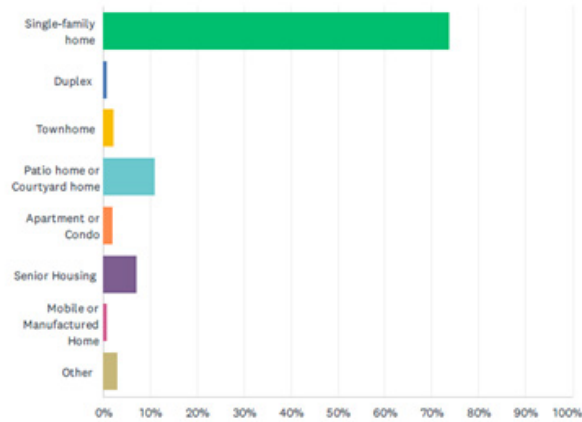
Answered: 365 Skipped: 0



ANSWER CHOICES	RESPONSES	
Single-family home	89.32%	326
Duplex	1.92%	7
Townhome	3.56%	13
Patio home or Courtyard home	0.27%	1
Apartment or Condo	2.19%	8
Senior Housing	0.00%	0
Mobile or Manufactured Home	1.10%	4
Other	1.64%	6
TOTAL		365

Q10 If you were to move, which housing type would you be most interested in for your next home?

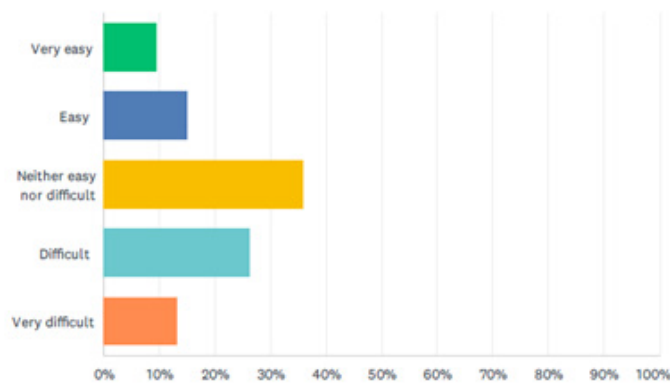
Answered: 365 Skipped: 0



ANSWER CHOICES	RESPONSES	
Single-family home	73.70%	269
Duplex	0.55%	2
Townhome	2.19%	8
Patio home or Courtyard home	10.96%	40
Apartment or Condo	1.92%	7
Senior Housing	7.12%	26
Mobile or Manufactured Home	0.55%	2
Other	3.01%	11
TOTAL		365

Q11 What is your experience with finding housing that meets your needs?

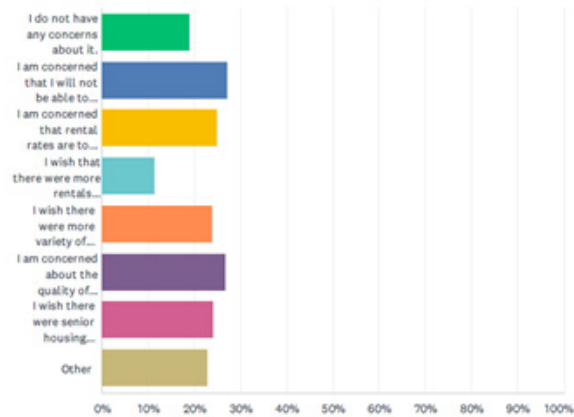
Answered: 365 Skipped: 0



ANSWER CHOICES	RESPONSES	
Very easy	9.59%	35
Easy	15.07%	55
Neither easy nor difficult	35.89%	131
Difficult	26.30%	96
Very difficult	13.15%	48
TOTAL		365

Q12 What do you think of the current state of housing in Berthoud or surrounding area? Select all that apply.

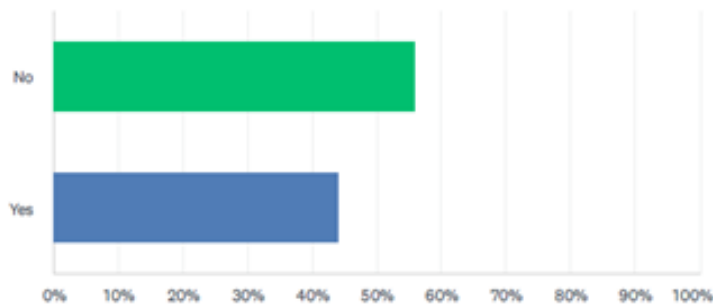
Answered: 365 Skipped: 0



ANSWER CHOICES	PERCENTAGE	COUNT
I do not have any concerns about it.	18.90%	69
I am concerned that I will not be able to afford to purchase housing.	27.12%	99
I am concerned that rental rates are too high.	24.93%	91
I wish that there were more rentals available.	11.23%	41
I wish there were more variety of housing types (duplex, townhome, apartment, single-family, etc.).	23.84%	87
I am concerned about the quality of housing that is available.	26.58%	97
I wish there were senior housing options.	24.11%	88
Other	22.74%	83
Total Respondents: 365		

Q13 Do you know someone who is struggling to find housing or remain in their current housing?

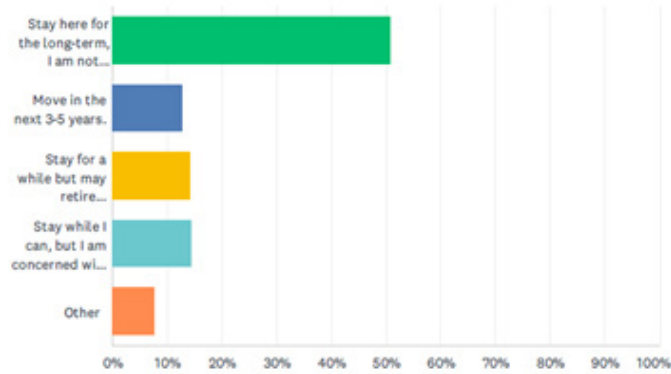
Answered: 358 Skipped: 7



ANSWER CHOICES	PERCENTAGE	COUNT
No	55.87%	200
Yes	44.13%	158
TOTAL		358

Q14 Looking ahead to the future and my current housing situation, I plan to:

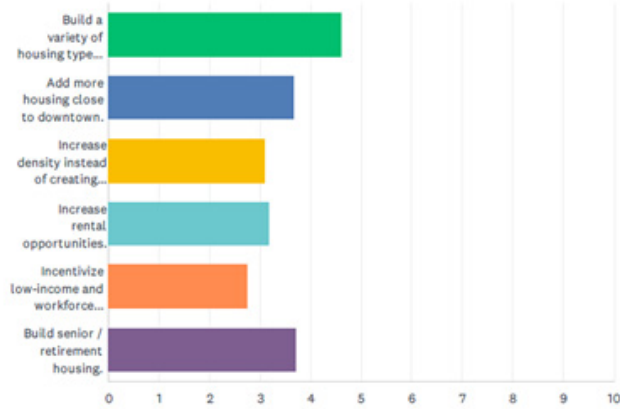
Answered: 365 Skipped: 0



ANSWER CHOICES	RESPONSES	
Stay here for the long-term, I am not planning to move.	50.68%	185
Move in the next 3-5 years.	12.88%	47
Stay for a while but may retire elsewhere.	14.25%	52
Stay while I can, but I am concerned with long-term affordability.	14.52%	53
Other	7.67%	28
TOTAL		365

Q15 When planning for housing opportunities in Berthoud over the next 10 years, how would you rank the following strategies? (1= highest priority)

Answered: 365 Skipped: 0



	1	2	3	4	5	6	TOTAL	SCORE
Build a variety of housing types and sizes (duplexes, patio homes, apartments, townhomes, etc.).	40.00% 146	21.37% 78	14.52% 53	12.33% 45	6.03% 22	5.75% 21	365	4.60
Add more housing close to downtown.	14.79% 54	23.56% 86	17.81% 65	14.52% 53	15.07% 55	14.25% 52	365	3.66
Increase density instead of creating more sprawl.	8.77% 32	11.78% 43	20.27% 74	18.36% 67	21.92% 80	18.90% 69	365	3.10
Increase rental opportunities.	2.74% 10	16.16% 59	19.45% 71	29.32% 107	21.37% 78	10.96% 40	365	3.17
Incentivize low-income and workforce housing within the community.	7.67% 28	9.59% 35	14.79% 54	15.34% 56	23.56% 86	29.04% 106	365	2.75
Build senior / retirement housing.	26.03% 95	17.53% 64	13.15% 48	10.14% 37	12.05% 44	21.10% 77	365	3.72

Q16 Are there any other strategies that you would like to recommend? N=175

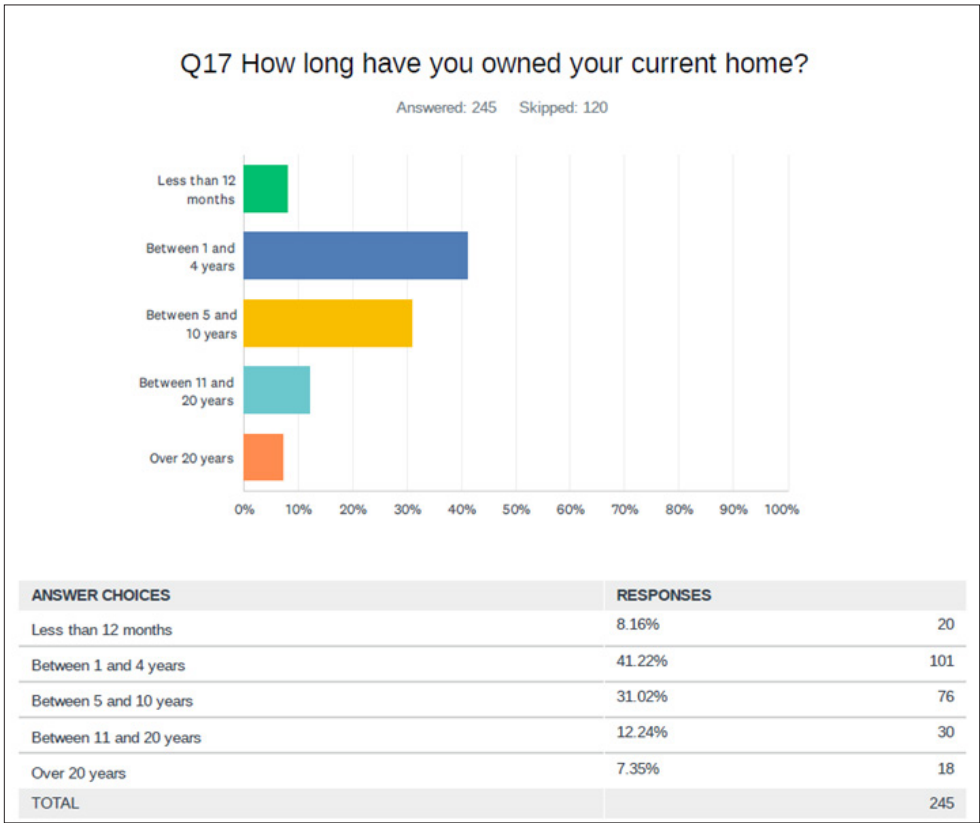
Q35 Please describe your vision for the future of housing in Berthoud. N=272

Q36 Please share any other thoughts or concerns that you have about housing in Berthoud. N=215

(Refer to Chapter 3 for key themes from open-ended responses.)

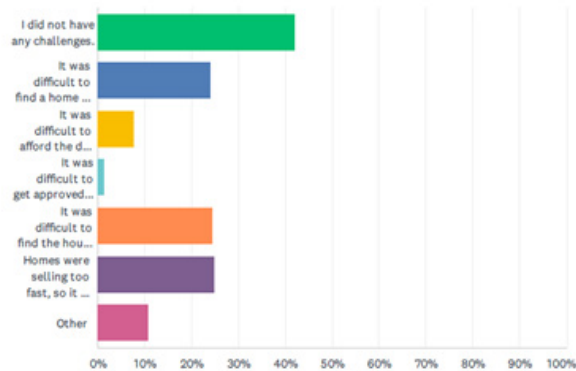
Questions for Berthoud Homeowners Only

252 (69%) respondents identified as Berthoud homeowners.



Q18 What were the biggest challenges you faced when buying your current home? Select all the apply.

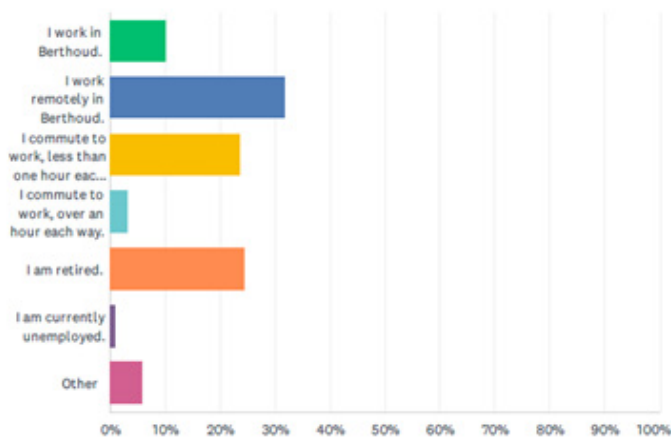
Answered: 245 Skipped: 120



ANSWER CHOICES	RESPONSES	
I did not have any challenges.	42.04%	103
It was difficult to find a home in my price range.	24.08%	59
It was difficult to afford the down payment.	7.76%	19
It was difficult to get approved for a mortgage.	1.22%	3
It was difficult to find the house I wanted to buy.	24.49%	60
Homes were selling too fast, so it was hard to compete.	24.90%	61
Other	10.61%	26
Total Respondents: 245		

Q19 Where do you or other household member work?

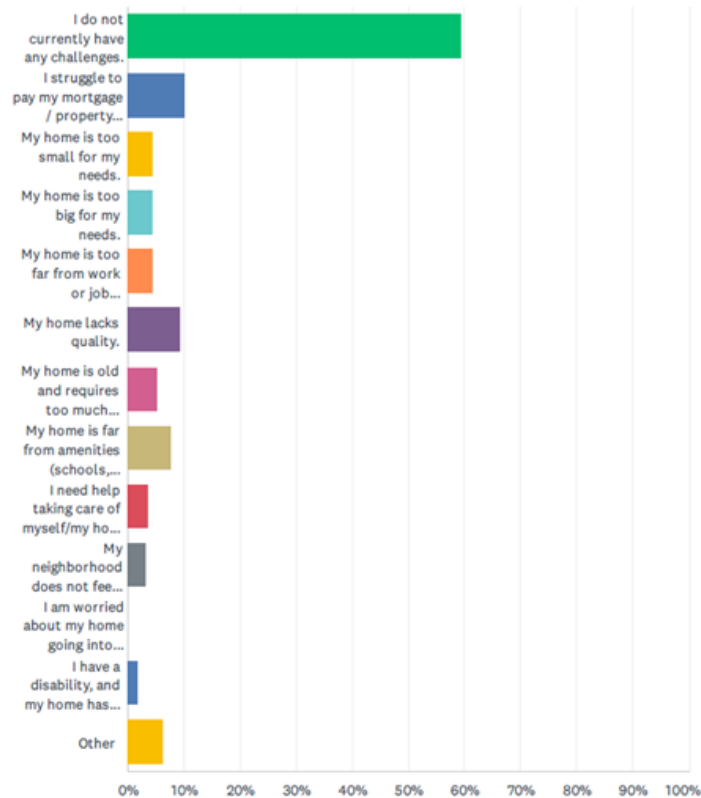
Answered: 245 Skipped: 120



ANSWER CHOICES	RESPONSES	
I work in Berthoud.	10.20%	25
I work remotely in Berthoud.	31.84%	78
I commute to work, less than one hour each way.	23.67%	58
I commute to work, over an hour each way.	3.27%	8
I am retired.	24.49%	60
I am currently unemployed.	0.82%	2
Other	5.71%	14
TOTAL		245

Q20 Do you face any of these challenges in your current housing situation? Select all that apply.

Answered: 245 Skipped: 120



ANSWER CHOICES	RESPONSES	
I do not currently have any challenges.	59.59%	146
I struggle to pay my mortgage / property taxes.	10.20%	25
My home is too small for my needs.	4.49%	11
My home is too big for my needs.	4.49%	11
My home is too far from work or job opportunities.	4.49%	11
My home lacks quality.	9.39%	23
My home is old and requires too much maintenance.	5.31%	13
My home is far from amenities (schools, retail, healthcare, etc.).	7.76%	19
I need help taking care of myself/my home and cannot afford to hire someone.	3.67%	9
My neighborhood does not feel safe.	3.27%	8
I am worried about my home going into foreclosure.	0.00%	0
I have a disability, and my home has accessibility challenges.	1.63%	4
Other	6.12%	15
Total Respondents: 245		

Q21 What do you like about living in Berthoud? N=229

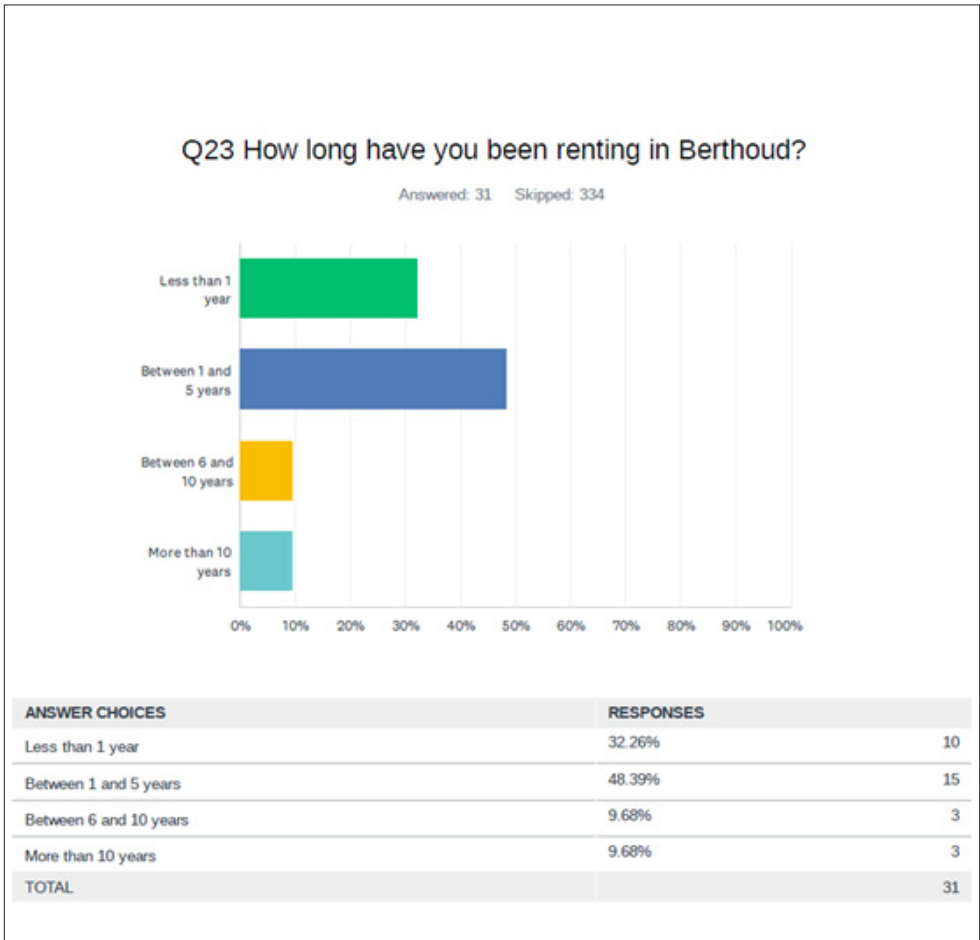
(Refer to Chapter 4 for key themes from open-ended responses.)

Q22 Approximately how much do you spend per month on housing (mortgage, homeowner insurance, utilities, property taxes)? N=206

Average = \$2,654

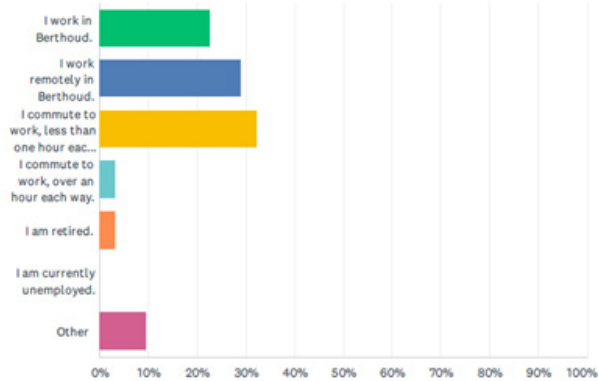
Questions for Berthoud Renters Only

32 respondents (9%) identified as Berthoud renters.



Q24 Where do you or other household member work?

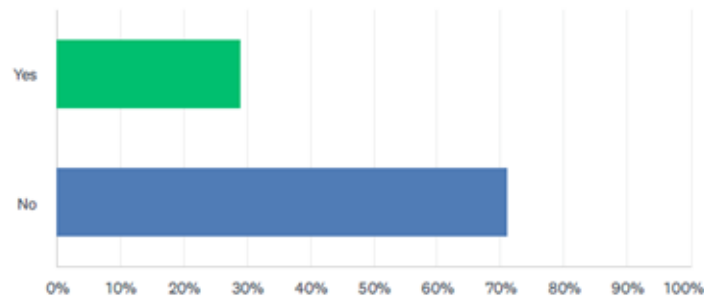
Answered: 31 Skipped: 334



ANSWER CHOICES	RESPONSES	
I work in Berthoud.	22.58%	7
I work remotely in Berthoud.	29.03%	9
I commute to work, less than one hour each way.	32.26%	10
I commute to work, over an hour each way.	3.23%	1
I am retired.	3.23%	1
I am currently unemployed.	0.00%	0
Other	9.68%	3
TOTAL		31

Q25 In the past 5 years, have you had to move from your housing situation when you did not want to?

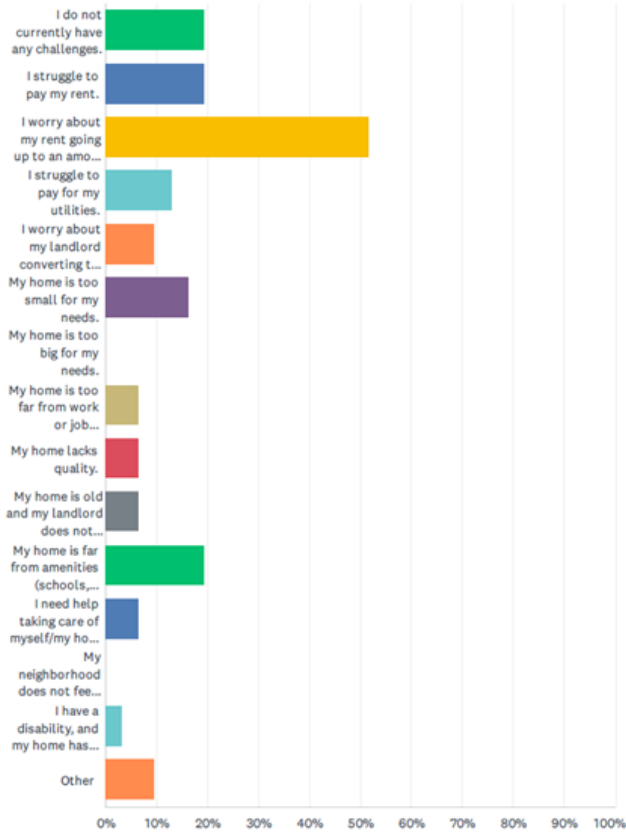
Answered: 31 Skipped: 334



ANSWER CHOICES	RESPONSES	
Yes	29.03%	9
No	70.97%	22
TOTAL		31

Q26 Do you face any of these challenges in your current housing situation? Select all that apply.

Answered: 31 Skipped: 334



ANSWER CHOICES

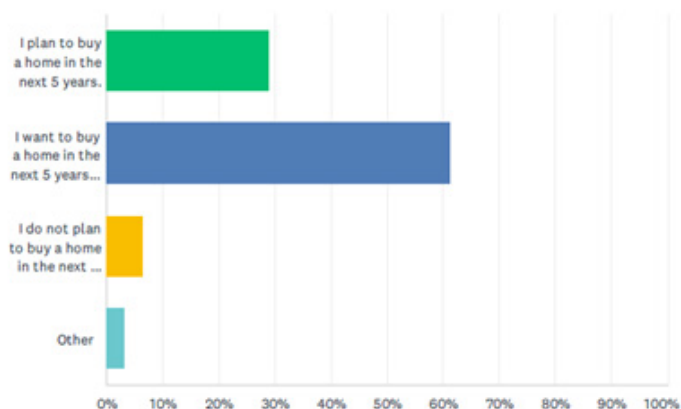
RESPONSES

I do not currently have any challenges.	19.35%	6
I struggle to pay my rent.	19.35%	6
I worry about my rent going up to an amount I cannot afford.	51.61%	16
I struggle to pay for my utilities.	12.90%	4
I worry about my landlord converting the home to a short-term rental.	9.68%	3
My home is too small for my needs.	16.13%	5
My home is too big for my needs.	0.00%	0
My home is too far from work or job opportunities.	6.45%	2
My home lacks quality.	6.45%	2
My home is old and my landlord does not maintain it well.	6.45%	2
My home is far from amenities (schools, retail, healthcare, etc.).	19.35%	6
I need help taking care of myself/my home and cannot afford to hire someone.	6.45%	2
My neighborhood does not feel safe.	0.00%	0
I have a disability, and my home has accessibility challenges.	3.23%	1
Other	9.68%	3

Total Respondents: 31

Q27 What is most true about you?

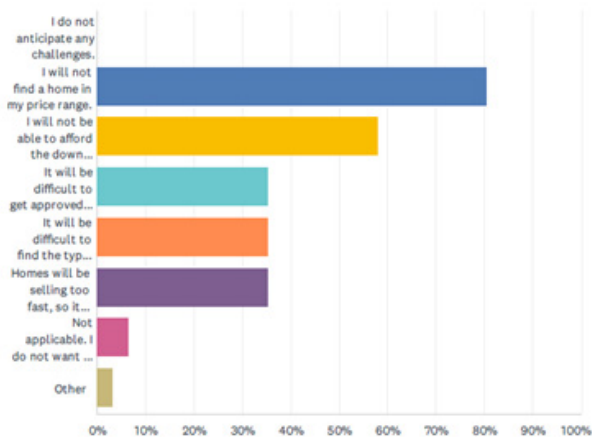
Answered: 31 Skipped: 334



ANSWER CHOICES	RESPONSES
I plan to buy a home in the next 5 years.	29.03% 9
I want to buy a home in the next 5 years, but do not know if I can afford to.	61.29% 19
I do not plan to buy a home in the next 5 years.	6.45% 2
Other	3.23% 1
TOTAL	31

Q28 What are the biggest challenges you are likely to face when buying a home in Berthoud? Select all the apply.

Answered: 31 Skipped: 334



ANSWER CHOICES	RESPONSES
I do not anticipate any challenges.	0.00% 0
I will not find a home in my price range.	80.65% 25
I will not be able to afford the down payment.	58.06% 18
It will be difficult to get approved for a mortgage.	35.48% 11
It will be difficult to find the type of home I want to buy.	35.48% 11
Homes will be selling too fast, so it will be hard to compete.	35.48% 11
Not applicable. I do not want to buy a home in Berthoud.	6.45% 2
Other	3.23% 1
Total Respondents: 31	

Q29 What do you like about living in Berthoud? N=29
(Refer to Chapter 4 for key themes from open-ended responses.)

Q30 Approximately how much do you spend per month on housing (rent, renter insurance, utilities). N=30

Average = \$2,395

Questions for Non-Residents Only

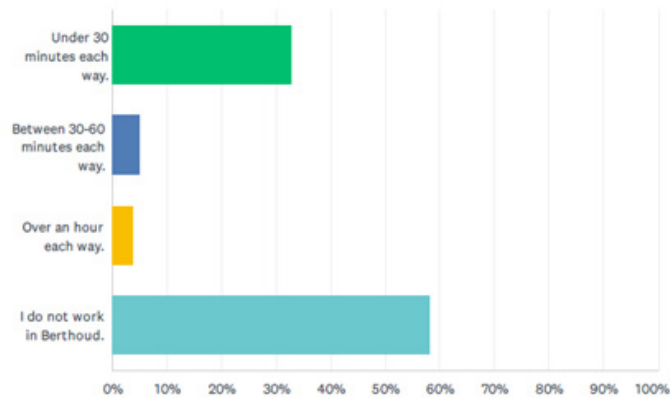
81 (22%) respondents identified as Berthoud homeowners.

Q31 Where do you currently live? N=79

Location	Count
Outside Berthoud city limits	35
Loveland	22
Johnstown	5
Fort Collins	3
Greeley	3
Windsor	2
Longmont	1
Colorado Springs	2
Other	8

Q32 If you work in Berthoud, how long is your commute?

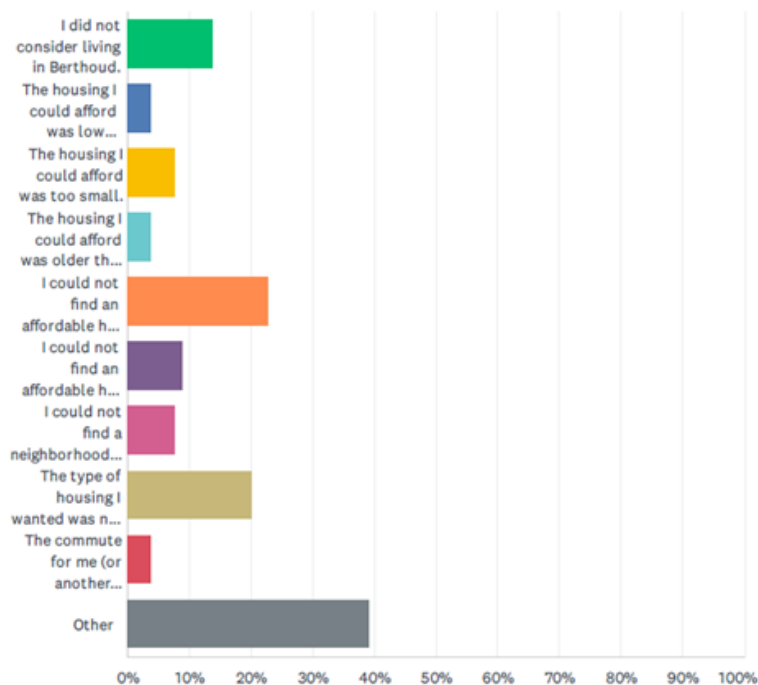
Answered: 79 Skipped: 286



ANSWER CHOICES	RESPONSES	
Under 30 minutes each way.	32.91%	26
Between 30-60 minutes each way.	5.06%	4
Over an hour each way.	3.80%	3
I do not work in Berthoud.	58.23%	46
TOTAL		79

Q33 When you were looking for your current housing, what were the reasons you chose not to live in Berthoud? Select all that apply.

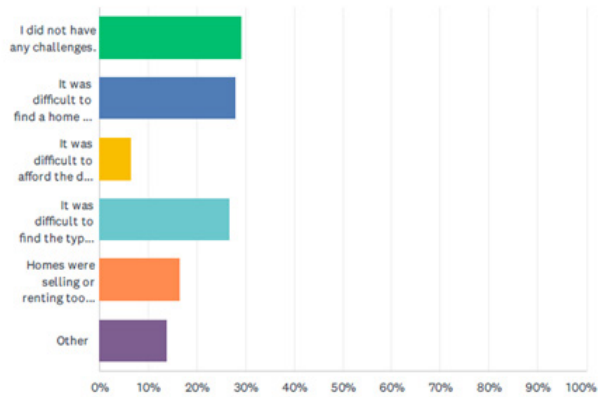
Answered: 79 Skipped: 286



ANSWER CHOICES	RESPONSES	
I did not consider living in Berthoud.	13.92%	11
The housing I could afford was low quality.	3.80%	3
The housing I could afford was too small.	7.59%	6
The housing I could afford was older than I prefer.	3.80%	3
I could not find an affordable home to buy.	22.78%	18
I could not find an affordable home to rent.	8.86%	7
I could not find a neighborhood I liked.	7.59%	6
The type of housing I wanted was not available.	20.25%	16
The commute for me (or another household member) was too long.	3.80%	3
Other	39.24%	31
Total Respondents: 79		

Q34 What were the biggest challenges you faced when finding your current home? Select all the apply.

Answered: 79 Skipped: 286



ANSWER CHOICES	RESPONSES	
I did not have any challenges.	29.11%	23
It was difficult to find a home in my price range to buy or buy.	27.85%	22
It was difficult to afford the down payment or rent deposit.	6.33%	5
It was difficult to find the type of house I wanted to buy.	26.58%	21
Homes were selling or renting too fast, so it was hard to compete.	16.46%	13
Other	13.92%	11
Total Respondents: 79		

Appendix C: Supplemental Regional Market Analysis

Chapter 6 provided a current snapshot of the regional housing market context. The following data highlights additional housing trends from 2017 and 2022.

Between 2017 and 2022, Colorado’s population grew by 6% and housing units increased by 8%. During this period, both Larimer and Weld counties experienced housing and population growth that outpaced that of the state. Larimer County’s population rose by 9% and housing units increased by 12%, while Weld County saw a16% increase in both population and housing. As noted in the demographic profile in Chapter 4, the State Demographer projects the population growth in these counties will continue to outpace the rest of Colorado for the next several decades.

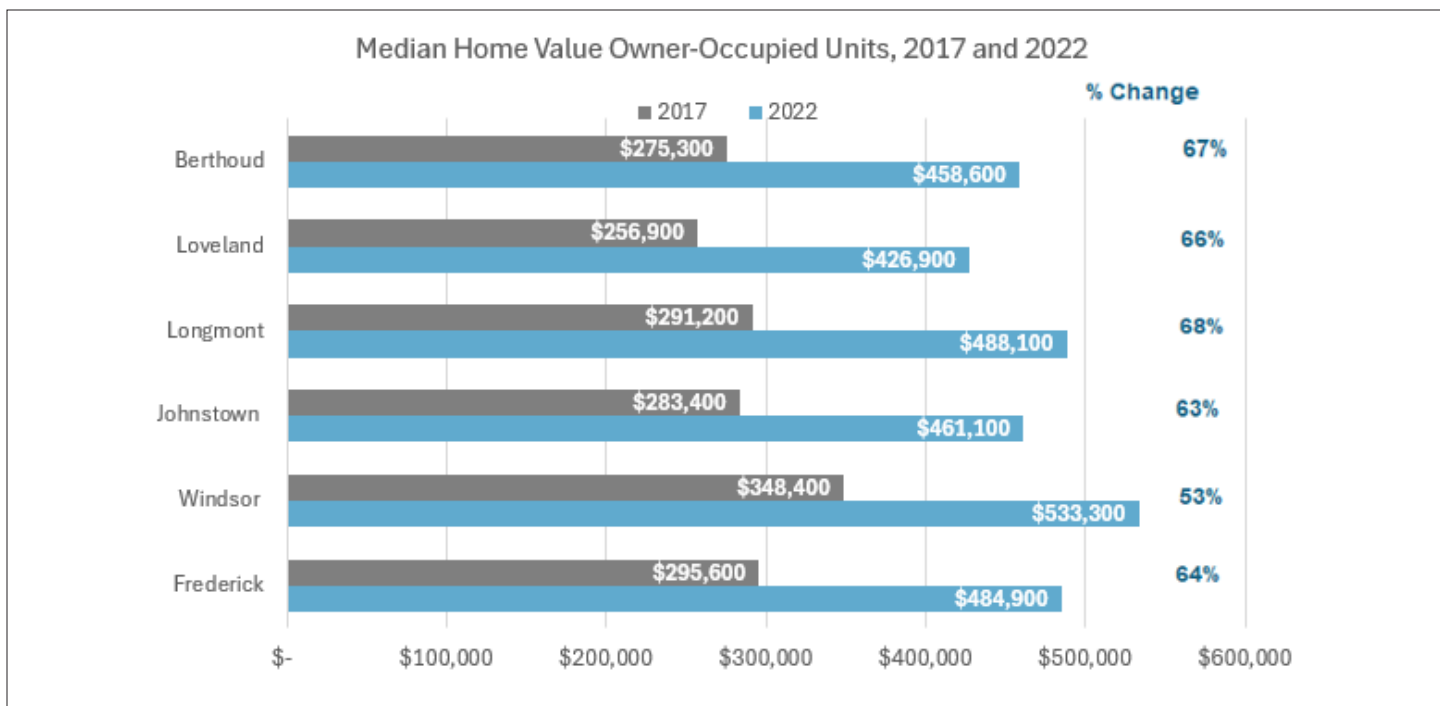
Regional Housing Stock

The table shows 2022 housing stock data for five communities compared to Berthoud, as well as for Larimer and Weld counties as a whole. Across all communities, vacancy rates are notably low, and the proportion of owner-occupied homes generally tends to be higher than the county overall. With the exception of Loveland and Longmont, these communities have a higher percentage of single-family homes compared to the counties overall.

Housing Stock Community Comparison, 2022								
	Berthoud	Loveland	Longmont	Johnstown	Windsor	Frederick	Larimer County	Weld County
Total Housing Units	4,296	33,958	41,429	6,555	13,351	5,205	159,083	120,293
Owner-Occupied	87.9%	62.9%	63.3%	75.3%	78.5%	95.0%	64.5%	75.2%
Vacancy Rate	3.6%	2.5%	3.6%	0.5%	1.8%	2.5%	6.4%	4.0%
Single-family Detached	82.2%	64.8%	62.2%	75.9%	83.2%	96.8%	65.1%	73.1%

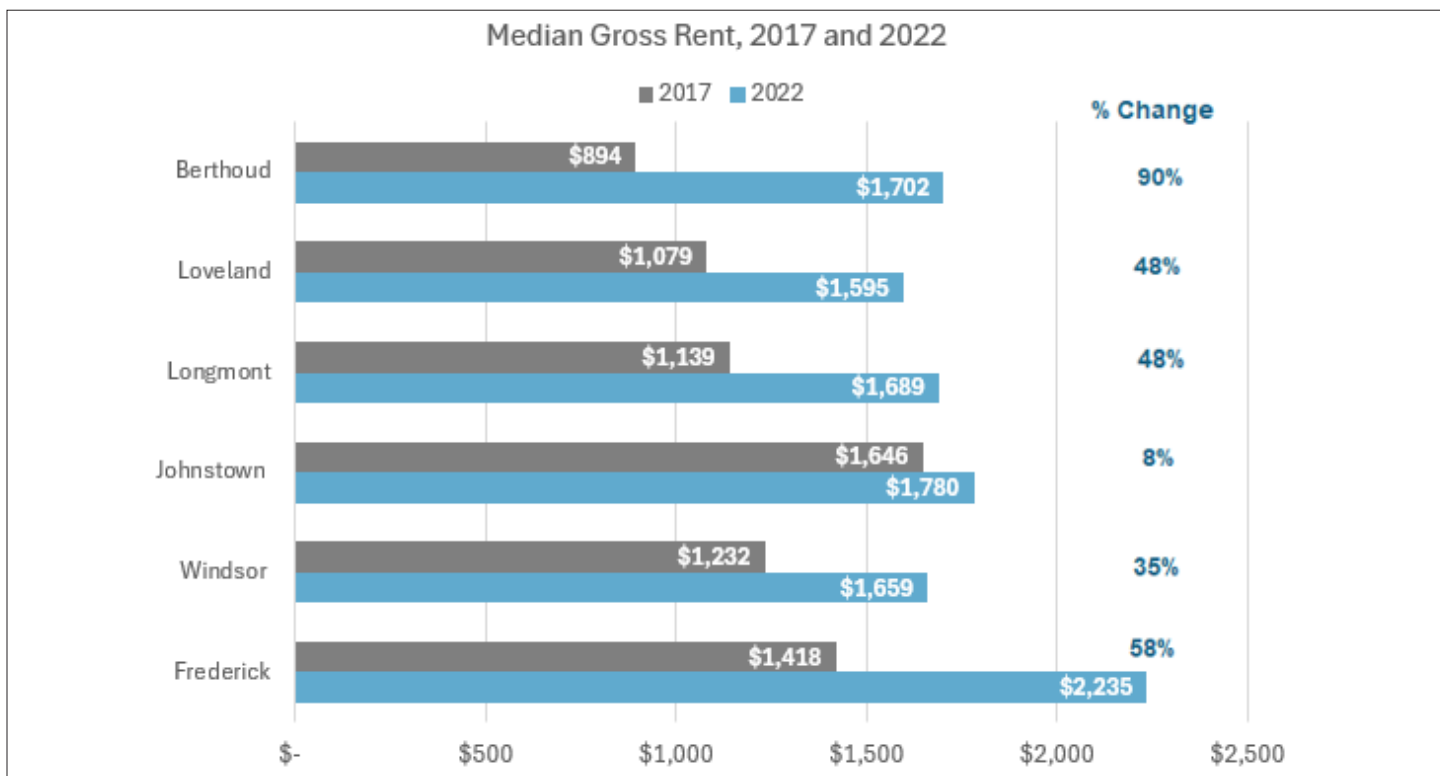
Regional Home Values

Over a 5-year period, all communities experienced significant percentage increases in median home values, similar to Berthoud. The graph shows the median home values of owner-occupied units by jurisdiction for 2017 and 2022. Longmont experienced the highest percentage increase, followed by Berthoud and Loveland. Despite this growth, Berthoud’s 2022 median home value of \$458,600 remains the second lowest among the six communities.



Regional Gross Rent

Rental rates across Northern Colorado rose significantly over the five-year period. Berthoud experienced the highest percentage increase (90%), followed by Frederick (58%). All communities saw notable increases in gross rent except Johnstown. The graph shows the median gross rent for rental units by jurisdiction for 2017 and 2022, along with the percentage change.



Appendix D: Proposition 123

The information presented reflects the Town's commitment to Proposition 123 as well as the deliverables required for the Division of Local Affairs (DOLA) More Housing Now! grant.

Proposition 123 Overview

On October 10, 2023, the Town Board of Trustees committed to increasing housing diversity in Berthoud by opting into Proposition 123, alongside other Colorado municipalities. This commitment aims to boost affordable housing availability by 3% annually for three years, for a total increase of 9%. While there is no financial obligation or penalty if the goal is not met, this move allows Berthoud to partner with organizations like Habitat for Humanity and the Loveland Housing Authority, enabling them to apply for funding to support affordable housing projects.

In 2022, Colorado voters approved the concept of, and by doing so established the State Affordable Housing Fund. This fund provides financial assistance to communities who make a commitment to provide affordable housing products through activities such as land and water banking, low interest loans for construction, down payment assistance, and building local planning department capacity.

Berthoud Baseline Commitment

For Berthoud, the baseline is 13 affordable housing units each year over the next three years at or below the baseline value for ownership and rental units. The unit count starts at the time a building permit is issued after the Town has "opted in" (October 10, 2023). Local builders were contacted to determine if the current products offered would meet the single-family affordable housing cap. Two of the three builders indicated their products would be close to meeting the cap.

Berthoud's goal is to provide: 13 housing units per year that are not greater than \$425,840 for sale and \$1,670 for rent.

The Town received a More Housing Now! grant from DOLA in late 2023 for support to strengthen the Town's sustainability and resiliency goals by developing a Housing Diversity Plan.

Qualifying Strategies

The Town of Berthoud must adopt at least one qualifying strategy prescribed by DOLA as an outcome of the grant, including the following considerations (refer to Chapter 7 for details on the strategies that Berthoud has implemented already):

- Use of vacant publicly owned property for affordable housing development
- Subsidize/reduce local government fees
- Expedited development review for affordable housing up to 120% AMI

- ▷ Expedited development review for acquiring or repurposing underutilized commercial property
- ▷ Density bonus program for housing needs
- ▷ Promote sub metering utility charges for affordable housing
- ▷ Dedicated funding source to subsidize affordable housing infrastructure costs and fees
- ▷ Middle multifamily (duplex, triplex, other) use by right in single family residential zoning districts
- ▷ Affordable housing as a use by right in residential zoning districts
- ▷ ADU use by right in single family zoning districts
- ▷ Allow small square footage residential unit sizes
- ▷ Lessened minimum parking requirements for new affordable housing
- ▷ Land donation/acquisition/banking program
- ▷ Inclusionary zoning ordinance (House Bill 21-1117)
- ▷ Other novel, innovative, creative approaches

Appendix E: 2024 Area Median Income (AMI) Tables

The following tables are the 2024 AMI Tables for Larimer and Weld County. AMI is the midpoint income level (pre-tax) of all households in a specific area, where half of the households earn more and half earn less, adjusted by household size. AMI tables are one of the tools used by the State of Colorado, Colorado Housing Finance Authority (“CHFA”), and local housing organizations to determine if a person qualifies for affordable housing programs.

LARIMER COUNTY

Household Size

	1	2	3	4	5	6		
2024 Income Limits by AMI	120%	\$99,840	\$114,120	\$128,400	\$142,560	\$154,080	Attainable / Market Rate	
	100%	\$83,200	\$95,100	\$107,100	\$118,800	\$128,400		\$137,900
	80%	\$66,560	\$76,080	\$85,600	\$95,040	\$102,720	Affordable	
	60%	\$49,920	\$57,060	\$64,200	\$71,280	\$77,040		\$82,740
	40%	\$33,280	\$38,040	\$42,800	\$47,520	\$51,360		\$55,160
	< 30%	\$24,960	\$28,530	\$32,100	\$35,640	\$38,520	\$41,370	Supportive Services

WELD COUNTY

Household Size

	1	2	3	4	5	6		
2024 Income Limits by AMI	120%	\$96,240	\$109,920	\$123,720	\$137,400	\$148,440	\$159,480	Attainable / Market Rate
	100%	\$80,200	\$91,600	\$103,100	\$114,500	\$123,700	\$132,900	
	80%	\$64,160	\$73,280	\$82,480	\$91,600	\$98,960	\$106,320	Affordable / Workforce
	60%	\$48,120	\$54,960	\$61,860	\$68,700	\$74,220	\$79,740	
	40%	\$32,080	\$36,640	\$41,240	\$45,800	\$49,480	\$53,160	
	< 30%	\$24,060	\$27,480	\$30,930	\$34,350	\$37,110	\$39,870	Supportive Services

Appendix F: Term Glossary

Affordable: Typically defined by federal or state guidelines, often based on a percentage of the area's median income and may involve subsidies or specific income qualifications to assist lower-income individuals or families.

Area Median Income (AMI): AMI is a measure used to determine affordable and attainable housing eligibility based on county of residence and household size compared to the median income for a household in that county. AMI is updated annually by the U.S. Department of Housing and Urban Development (HUD). Common affordability categories used are as follows:

Extremely Low Income – At or below 30% AMI

Very Low Income – Between 31% and 50% AMI

Low Income – From 51% to 80% AMI

Moderate Income – From 81% to 100% AMI

American Community Survey (ACS): The ACS is part of the Decennial Census Program of the U.S. Census. The survey was fully implemented in 2005, replacing the decennial census long form. Because it is based on a sample of responses, its use in smaller areas (under 65,000 persons) is best suited for monitoring general changes over time rather than for precise estimates due to margins of error. All ACS data used in the report is based on ACS 5-year estimates.

Attainable: As used in this report, housing is attainable if the monthly rent or mortgage payment is equal to or less than 30% of gross household income (before taxes).

CHFA: Colorado Housing and Finance Authority – administers housing tax credits and provides mortgage funding.

Cost burdened: When housing costs exceed 30% of a household's gross (pretax) income. Housing costs include rent or mortgage and may or may not include utilities, homeowner association fees, transportation or other necessary costs depending upon its application.

Extremely cost burdened: Household who pay more than 50% of their household income on total housing costs.

Household: a group of people who live together in the same dwelling and share meals, including a householder and at least one other person related to the householder by birth, marriage, or adoption.

Housing Unit Types:

- ▷ *Accessory dwelling unit (ADU)* – a smaller, independent residential dwelling unit located on the same lot as a stand-alone single-family home
- ▷ *Multi-family dwelling* – a building or complex of buildings that contains multiple separate housing units for residential use, which can be built in a variety of styles and densities, from low-rise duplexes to high-rise apartment complexes
- ▷ *Manufactured home* – a factory-built home on a permanent chassis constructed after 06/15/1976

- ▷ *Mobile home* – a factory-built home on a permanent chassis constructed prior to 06/15/1976
- ▷ *Modular home* – houses built off-site in sections, then transported to the site where they are assembled by builders and installed into the foundations
- ▷ *Single-family attached (duplexes)* – A single-family attached home is a single-family dwelling unit that is built next to another similar unit, sharing one or more exterior walls
- ▷ *Single-family detached* – a structure maintained and used as a single dwelling unit and occupied by a single household

HUD: Housing and Urban Development, a federal agency providing funding and regulations for low-income housing.

Median Household Income: It is the income level at which half of households earn more and half earn less. It is a more accurate measure of how Americans are doing financially than average household income because averages can be skewed by a small number of households with very high incomes.

MLS: Multiple Listing Service used for purchase and sale of residential real estate.

Tenure: Housing tenure refers to the arrangement by which a household occupies a dwelling, and whether the household owns or rents it.

Vacancy Rate: A housing vacancy rate is the percentage of available housing units that are unoccupied at a given time. It's an economic indicator that can be used to gauge the health of a rental market and the desirability of a neighborhood.

Workforce (or Employee) Housing: Housing intended for and affordable to employees and households earning local wages.



AYRES
PLANNING+DEVELOPMENT

APPENDIX A

Strategic Action Plan

Berthoud 2025 Housing Diversity Plan

The Strategic Action Plan is a detailed, step-by-step guide for putting the strategies and goals outlined in the Housing Diversity Plan into practice. This is meant to be a dynamic document that will be revised and changed over time as the Town works through the implementation steps and as prioritization shifts over time. The plan provides a way to identify specific actions, timelines, responsible parties, partners, and expected outcomes. It will be used by the Town, its partners, and stakeholders to ensure accountability, track progress, and secure necessary resources for each initiative.

SHORT-TERM STRATEGIES					
STRATEGY AND ACTION(S)	RESPONSIBILITY	STATUS	EXPECTED OUTCOME (METRIC)	PARTNER GROUPS/AGENCIES	NOTES
1. Create Expedited Review Process a. Develop an abbreviated development review process for the subdivisions incorporating at least 50% of affordable and attainable housing into their plans (State parameters). b. Develop a development review guidebook to better educate developers on the process, including streamlined application materials process flows. c. See Expedited Review Process table below for additional actions.					
2. Amend Development Code Design Standards 30-2-116 a. Diversity % requirements (i.e. 50% housing of type 1; 25% housing of type 2; 25% housing of type 3) b. Require % Attainable product per Prop 123 OR if a development proposed a certain % of homes and agrees to partner with a non-profit home builder, then the whole development can by-pass the public hearing portion of the Preliminary Plat as their incentive c. See Development Codes and Standards table below for additional actions to consider.					
3. Broaden Ordinance 847 a. Research what other communities do b. Increase to 14/year (or other number) to meet the Prop 123 commitment. 5-10% of previous year’s # of building permits					

SHORT-TERM STRATEGIES

STRATEGY AND ACTION(S)	RESPONSIBILITY	STATUS	EXPECTED OUTCOME (METRIC)	PARTNER GROUPS/AGENCIES	NOTES
c. Application for relief can be requested at the time of building permit application d. 10-year minimum deed restriction e. See Funding Programs table below for additional actions to consider.					
4. Consider Housing Consortium a. Define structure: two Trustees, two Planning Commissioners, two housing partners b. Meet quarterly and report back to the Board on progress. c. See Strategic Partnerships below for additional actions to consider.					
5. Develop community education on affordability a. The goal is to demystify misconceptions on affordable housing b. Develop educational materials c. Leverage housing partners for events to engage the community d. See Strategic Partnerships below for additional actions to consider.					
6. Begin Land and Water Banking Research a. Research case studies from other communities b. Identify funding stream c. Identify partners and legal parameters d. Develop partnerships with local builders/developers and non-profits e. See Land and Water Banking below for additional actions to consider.					
7.					

INCLUSIONARY HOUSING ORDINANCE

STRATEGY AND ACTION(S)	RESPONSIBILITY	STATUS	EXPECTED OUTCOME (METRIC)	PARTNER GROUPS/AGENCIES	NOTES
8. Research and Initial Planning					

INCLUSIONARY HOUSING ORDINANCE

STRATEGY AND ACTION(S)	RESPONSIBILITY	STATUS	EXPECTED OUTCOME (METRIC)	PARTNER GROUPS/AGENCIES	NOTES
a. Conduct a comparative analysis of inclusionary zoning ordinances in similar communities. b. Identify appropriate affordability thresholds and housing targets specific to Berthoud.					
9. Fee Structure Analysis a. Calculate fees or contributions using local cost estimates and comparable communities. b. Determine whether in-lieu fees will fund affordable housing directly or through partnerships.					
10. Stakeholder Engagement a. Host workshops with elected and appointed officials to gather input. b. Engage with local developers and community partners to ensure buy-in and address concerns.					
11. Develop Ordinance a. Create draft ordinance language tailored to Berthoud's housing market and legal framework. b. Incorporate options for land dedication, unit allocation, fee-in-lieu, and/or other incentive considerations. c. Present draft for final stakeholder input.					
12. Ordinance Adoption and Implementation a. Present the ordinance for formal adoption by the Town Board. b. Develop an implementation timeline, including monitoring and enforcement mechanisms.					
13. Conduct Organization/Department Assessment a. Inventory existing roles and responsibilities related to housing, planning, and economic development. b. Map task distribution to identify overlaps, underutilization, or gaps in the structure to meet housing strategy. c. Evaluate staff workloads through Director and Manager discussions and outline anticipated needs to implement and manage. d. Develop position, job description e. Pursue grant programs that support housing support staff					

INCLUSIONARY HOUSING ORDINANCE					
STRATEGY AND ACTION(S)	RESPONSIBILITY	STATUS	EXPECTED OUTCOME (METRIC)	PARTNER GROUPS/AGENCIES	NOTES
14. Leverage external partnerships a. Formalize partnerships with housing authorities, non-profits, or consultants to supplement staff capacity.					
15.					

FUNDING PROGRAMS FOR ATTAINABLE AND AFFORDABLE HOUSING

STRATEGY AND ACTION(S)	RESPONSIBILITY	STATUS	EXPECTED OUTCOME (METRIC)	PARTNER GROUPS/AGENCIES	NOTES
1. Inventory Current Programs a. Identify existing waivers and reductions in town policies and educate staff on what is available. b. Outline gaps in current programs related to attainable / affordable housing goals. c. Evaluate the intended goal(s) and objectives of adding housing incentives in Berthoud.					
2. Research and Recommendations a. Research and compile best practices of like communities for housing incentives. b. Evaluate the financial feasibility of implementing enterprise fund waivers, fee reduction, and fee deferrals (including expanding ordinance 847). c. Evaluate the potential impact of each incentive on the development community and its ability to achieve the desired housing goals. d. Outline recommendations for new incentives or revisions to existing incentives to achieve desired housing goals.					
3. Implement and Evaluate a. Following formal adoption, educate the development community on new or revised offerings. b. Continually assess the intended outcome of the new and/or revised incentives to determine level of success and areas for refinement.					
4. Conduct Organization/Department Assessments a. Inventory existing roles and responsibilities related to housing, planning, and economic development. b. Map task distribution to identify overlaps, underutilization, or gaps in the structure to meet housing goals. c. Evaluate staff workloads through Director and Manager discussions and outline anticipated needs. d. Develop position, job description e. Pursue grant programs that support housing support staff					
5. Leverage External Partnerships a. Formalize partnerships with housing authorities, non-profits, or consultants to supplement staff capacity.					
1. Fee Study					

FUNDING PROGRAMS FOR ATTAINABLE AND AFFORDABLE HOUSING

STRATEGY AND ACTION(S)	RESPONSIBILITY	STATUS	EXPECTED OUTCOME (METRIC)	PARTNER GROUPS/AGENCIES	NOTES
a. Conduct a feasibility study for introducing or adjusting housing impact fees as either standalone fee or tied to an inclusionary housing ordinance. b. Consider aligning fees with home size and affordability criteria, for projects not allocating affordable units or land.					
2. Stakeholder Outreach a. Facilitate discussions with local development community and officials to educate on intended approach and outcomes.					
3. Develop Policy and Implement a. Draft resolutions/ordinances as appropriate to establish funding source as part of housing program. b. Create a process for collecting and allocating funds to housing projects. c. Educate development community and partners of new program requirements.					
4. Conduct Organization/Department Assessments a. Inventory current roles and responsibilities related to housing, planning, and economic development. b. Map task distribution to identify overlaps, underutilization, or gaps in the structure to meet housing goals. c. Evaluate staff workloads through Director and Manager discussions and outline anticipated needs. d. Develop position, job description e. Pursue grant programs that support housing support staff f. Implement onboarding and training for staff success.					
5. Leverage External Partnerships a. Formalize partnerships with housing authorities, non-profits, or consultants to supplement staff capacity.					

EXPEDITED REVIEW PROCESS

STRATEGY AND ACTION(S)	RESPONSIBILITY	STATUS	EXPECTED OUTCOME (METRIC)	PARTNER GROUPS/AGENCIES	NOTES
1. Analysis and Assessment a. Review Proposition 123 guidelines for expedited review processes requirements. b. Conduct an internal assessment of current review processes to identify existing timelines, challenges, and opportunities (including administrative review options). c. Evaluate feedback from developers and stakeholders on current review processes to identify areas for improvement. d. Gather best practices from other municipalities that have successfully implemented expedited review processes to determine best fit and approach for Berthoud.					
2. Code Review and Alignment with Proposition 123 Guidelines a. Identify and review existing regulations that impact the review process for affordable housing projects in alignment with Proposition 123 eligible project types. 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.) 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. d. Draft policies or regulations establishing expedited review process in alignment with Proposition 123 requirements. - e.					
3. Draft Review a. Present draft regulations or policies to the Planning and Zoning Commission and Board for review and to answer questions regarding Proposition 123 requirements. b. Share information with community partners as appropriate to inform them of the changes and process options for developing affordable housing.					
4. Implementation a. Finalize and present for adoption the revised regulations and/or policies.					

EXPEDITED REVIEW PROCESS

STRATEGY AND ACTION(S)	RESPONSIBILITY	STATUS	EXPECTED OUTCOME (METRIC)	PARTNER GROUPS/AGENCIES	NOTES
b. Develop and distribute educational materials and resources to inform community partners and stakeholders about the new expedited review process. c. Develop internal checklists or workflows to ensure clarity in process and consistency in administering the expedited review process. d. Train staff on the new procedures to ensure consistent and efficient implementation. e. Optional: Establish a dedicated team or point of contact to manage expedited review applications and ensure timely processing.					
5. Evaluation a. Define key performance indicators to measure the effectiveness of the expedited review process. b. Regularly assess the impact of the new process on affordable housing development and make adjustments as needed. c. Report findings and progress to community partners and DOLA to ensure reporting requirements are met. d. Keep decision-makers informed on progress, understanding projects can take multiple years to have effective documentation.					
6. Conduct Organization/Department Assessment a. Inventory current roles and responsibilities related to housing, planning, and economic development. b. Map task distribution to identify overlaps, underutilization, or gaps in the structure to meet housing goals. c. Evaluate staff workloads through Director and Manager discussions and outline anticipated needs. d. Develop position, job description. e. Pursue grant programs that support housing support staff. f. Implement onboarding and training for staff success.					
7. a.					

DEVELOPMENT CODES AND STANDARDS EVALUATIONS AND UPDATES

STRATEGY AND ACTION(S)	RESPONSIBILITY	STATUS	EXPECTED OUTCOME (METRIC)	PARTNER GROUPS/AGENCIES	NOTES
1. Ongoing Annual Code Evaluation a. Conduct annual review of existing regulations and engineering standards to identify unintended barriers to the development of affordable/attainable housing. a. Evaluate year-round feedback from the development community regarding regulations and standards for practical update considerations. b. Establish a timeline for the annual review process and roles and responsibilities of staff to ensure consistency.					
2. Draft Regulation Updates a. Draft proposed revisions to address barriers. b. Engage with local development community and partners to evaluate proposed changes and unintended impacts. c. Propose draft regulations during a Work session with appointed and elected officials to receive input. d. Depending on the nature of the updates, develop an outreach approach to gather community feedback on the updates.					
3. Adoption and Implementation a. Prepare supporting documentation and educational resources on what the revisions do and what they do not do to inform the public and officials. b. Present revisions for recommendation and adoption by appointed and elected officials. c. Roll out updated regulations and update necessary forms and handouts as appropriate. d. Train staff and stakeholders on new updates to ensure an effective implementation of the new regulations or standards.					
4. Evaluation 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). a. Following the roll out of updated regulations, assess their intended and unintended impacts on the underlying community goals and consider adjustments if necessary.					

DEVELOPMENT CODES AND STANDARDS EVALUATIONS AND UPDATES					
STRATEGY AND ACTION(S)	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 a. Inventory current roles and responsibilities related to housing, planning, and economic development. b. Map task distribution to identify overlaps, underutilization, or gaps in the structure to meet housing goals. c. Evaluate staff workloads through Director and Manager discussions and outline anticipated needs. d. Develop position, job description. e. Pursue grant programs that support housing support staff. f. Implement onboarding and training for staff success.					
6. a.					

LAND AND WATER BANKING PROGRAM

STRATEGY AND ACTION(S)	RESPONSIBILITY	STATUS	EXPECTED OUTCOME (METRIC)	PARTNER GROUPS/AGENCIES	NOTES
1. Create Policy Framework and Goals a. Develop a comprehensive policy outlining the purpose, goals, and mechanisms for land and water banking. Include how it relates to affordable housing. b. Identify the specific objectives (e.g., supporting affordable housing, preserving land for public uses, etc.). c. Determine eligible properties (e.g., vacant, underutilized, with/without water rights) and prioritization factors. d. Consider land dedications as one consideration of the inclusionary ordinance to facilitate land banking for affordable housing partnerships. e. Establish a timeline for policy development and stakeholder engagement to ensure timely progress.					
2. Draft Policy and Procedures a. Include processes for acquisition, maintenance, and disposal of banked land. Specify mechanisms for partnerships with developers and non-profits. b. Discuss draft policy with community partners and stakeholders for input. c. Present the draft policy to the Board for review and feedback.					
3. Policy Adoption a. Present the final policy to the Board for adoption. b. Create an implementation guide to assist staff and community partners in understanding and applying the new policy.					
4. Inventory and Feasibility Assessment a. Conduct a detailed inventory of existing town-owned, vacant, and underutilized land and assess its suitability for banking activities. b. Evaluate water rights, zoning, and infrastructure needs. c. Map potential sites and their attributes using GIS, maintain a map and database for town use.					
5. Funding Strategy a. Explore grants, dedicated fees, public-private partnerships, and impact fees to support acquisitions. b. Tie the land banking policy to an existing or new housing fund for ease of financing.					

LAND AND WATER BANKING PROGRAM

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

STRATEGIC PARTNERSHIPS					
STRATEGY AND ACTION(S)	RESPONSIBILITY	STATUS	EXPECTED OUTCOME (METRIC)	PARTNER GROUPS/AGENCIES	NOTES
A) Housing Communications Strategy					
1. Identify Key Stakeholders and Local Champions a. Identify key stakeholders, including Town officials and community partners. b. Leverage key partnerships to lead ongoing community education. c. Establish a timeline for stakeholder engagement to ensure timely involvement.					
2. Material Development and Ongoing Communication a. Develop talking points and FAQs for staff and officials to ensure consistent messaging. b. Evaluate and update messaging and materials based on Berthoud branding campaign. c. Partner with stakeholders on outreach materials. d. Create a feedback loop to continuously improve communication materials based on input received.					
3. Developer Workshops 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. b. Develop a process to gather feedback on new policies or programs being considered, including after implementation. c. Assess feedback to strengthen the policy or program. d. Identify recurring follow-up opportunities to address ongoing challenges and updates, as appropriate.					
4. a.					
B) Housing Task Force					
1. Research and Scoping Phase a. Evaluate housing task force models from other communities. b. Assess the model that would be best for Berthoud. c. Decide if Berthoud should move forward with this strategy.					
2. Feasibility Analysis a. Evaluate the intended goal(s) and objectives of a task force or other working group focused on housing in Berthoud.					

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