Town of Berthoud Planning Commission - WORK SESSION
Town Hall - Board Room
807 Mountain Avenue
Thursday, August 22, 2024, at 6:00 p.m.

1. Call Meeting To Order
2. Pledge Of Allegiance
3. Roll Call
4. Approval Of Meeting Minutes

   Documents:

   2024 08 08_PC MEETING MINUTES.DOCX

5. Housing Steering Committee - Project Kick-Off
   Presented by Anne Johnson, Community Development Director

   Documents:

   HOUSING PRESENTATION DOCUMENTS.PDF

6. Report By Staff
7. Adjourn

Join Zoom Meeting https://us02web.zoom.us/j/86049631362 Meeting ID: 860 4963 1362 One tap mobile +17193594580,,86049631362# US

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.

MEETING MINUTES OF THE PLANNING COMMISSION
Town Board Room
807 Mountain Avenue, Berthoud, CO 80513
August 8, 2024, at 6:00 p.m.

1. Meeting Called To Order – Chairperson Karen Anderson
   Meeting Called to Order at 6:00 p.m.

2. Pledge of Allegiance
   Chairperson Anderson led the Pledge of Allegiance

3. Roll Call

   The following Commission members were present:
   Karen Anderson, Chair
   Abigail Smith, Vice Chair
   Joe Donnelly, Commissioner
   Marc Hofmans, Commissioner
   David Pond, Commissioner

   The following Commission members were absent:
   Nick Semedalas, Commissioner

   The following Staff members were present:
   Anne Johnson, Community Development Director
   Tawn Hillenbrand, Senior Planner
   Teri Reger, Planning Technician
   Noah Nemmers, Town Engineer via Zoom

4. Approval of Minutes
   a. July 25, 2024 - Planning Commission Meeting Minutes and Work Session Minutes

   MOTION made by Vice Chair Smith to APPROVE the Minutes for the July 25, 2024, Planning Commission Meeting and Work Session. SECONDED by Commissioner Pond. With all those in favor, THE MOTION CARRIED.

5. Public Hearing: Resolution 10 (Series 2024), A Resolution Approving The Farmstead 3rd Filing Neighborhood Master Plan, And Ordinance 1343, An Ordinance Amending The Zoning Map Of The Town Of Berthoud To Rezone The Farmstead 3rd Filing Property Currently Zoned PUD - Planned Unit Development To SR - Suburban Residential, SC – Suburban Commercial, And UR – Urban Residential.

   Tawn Hillenbrand, Senior Planner, gave a Staff Recommendation presentation followed by a presentation by Steve Schroyer, Developer for Farmstead 3rd Filing.

Public Comment was opened at 7:18 p.m.

Public Comment was given by the following:
Ira D. Hooker
Keven Buhrer
Scott Owen

Public Comment closed at 7:30 p.m.

Todd Piccone from the Thompson Valley School District was able to provide feedback on the issues at hand regarding the location of the school site.

MOTION was made by Vice Chair Smith and SECONDED by Commissioner Pond to move to continue based on the expectation that the Developer and School District will work on a solution to the school site and we will reconvene on September 12, 2024.

6. Report by Staff
    - The Town will be adding a new full-time Building Permit Technician
    - A Landscape Designer was retained to look at commercial property compliance with landscaping this past July. Property owners not in compliance with approved plans will be contacted in August.
    - Code language for Short-term Rentals will go before the Town Board of Trustees on August 13, 2024, for a second reading.
    - Due to a high volume of Land Use cases and Code changes, Staff cannot work on the Fall Field Trip. We may have to wait until Spring to look at different and unique Downtown areas.
    - At the next PC meeting on August 22, 202 we will begin work on the Housing Project. Ayres Associates, the project consultant, along with Loveland Housing Authority, Thompson School District, and Habitat for Humanity will join the Planning Commission as Steering Committee members for these presentations.
7. Adjourn

MOTION was made by Commissioner Donnelly to adjourn the August 8, 2024, Planning Commission meeting. SECONDED by Commissioner Hofmans. With all in favor, THE MOTION CARRIED.

The meeting was adjourned at 8:30 p.m.

_____ _____

Chairperson Secretary

PLANNING COMMISSION INFORMATION

COMMUNITY DEVELOPMENT DEPARTMENT

Meeting Date:	**August 22, 2024**
Agenda Title/Subject:	**Berthoud Housing Assessment**
Type of Item:	**Presentation**
Purpose:	**Steering Committee Work Session, Project Kick-Off**
Presented by:	**Anne Johnson, Community Development Director**

ATTACHMENTS:

- RFP issued by the Town
- Ayres Associates RFP response
- Presentation
- Draft Website

BACKGROUND:

Berthoud was awarded funds through the DOLA More Housing Now Grant program, issued a Request for Proposals, awarded the work to Ayres Associates and are ready to start the project work. The Planning Commission along with representatives from the Loveland Housing Authority and Berthoud Habitat for Humanity. Two members of the Board of Trustees may join the Steering Committee.

The deliverables include an analysis and findings of the regional housing needs and how Berthoud can be a part of the housing solution. The deliverable will also include an analysis of the Development Code to ensure the Code is supportive of all types of housing.

UPDATE/NEXT STEPS:

The August 22, 2024 work session is a project kick-off and will be followed by community engagement activities and a work session to discuss findings and present proposed recommendations this fall.

FISCAL IMPACT AND FUND SOURCE:

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

COMMUNITY TOUCHSTONES:

The ability for housing of all price points provides for support to strengthen the Town's sustainability and resiliency goals.

RECOMMENDED ACTION(S):

No action is required.

Request for Proposal

Berthoud Housing Diversity Plan and Land Use Code Amendment

Town of Berthoud, Colorado

807 Mountain Avenue

Berthoud, CO 80513

March 27, 2024

Overview

This request for proposal (RFP) is being issued by the Town of Berthoud, Colorado. The goal is to solicit proposals from qualified consultants to prepare a scope of work, propose methodology, develop a proposed budget, and a timeline to deliver the work outlined in this Scope of Work. It is anticipated that the main deliverables will include a set of data, an analysis regarding regional housing needs, and the type of housing Berthoud can best support; develop baseline data specific to Berthoud and a job aide for staff to keep the baseline data current; redline the Land Use / Development Code for revisions and present findings with proposed amendments to Planning Commission and the Town Board of Trustees; to work with staff and a steering committee; and other deliverables found in the Scope of Services Section.

This project is governed by the More Housing Now grant awarded by DOLA for a Housing Diversity Plan for the Town of Berthoud. The Town has received its contract and is approved to issue this RFP for services. The expected deliverables for this plan are outlined in the Scope of Services below and must include the adoption of at least one Innovative Housing Strategy (https://dlg.colorado.gov/innovative-affordable-housing-strategies) and the Strong Communities Strategies suggested best practices (https://dlg.colorado.gov/land-use-best-practices).

Scope of Services

The following describes the anticipated Scope of Work for each major task. It is expected that all documents generated as part of this work will be provided to the Town in both a PDF and editable format. This includes draft documents, items used for public engagement, review and research, background documents supporting conclusions, for example.

1. Task 1 Scope: Housing Needs Assessment. Present findings to a stakeholder group and to the Planning Commission.
    a. Inventory of the current range of housing options available.
    b. Identify, assess and report what the gap is, and what housing products are needed between current and forecasted regional demand and local availability of affordable and attainable housing.
    c. Clarify what the social, economic and transportation support systems / needs are associated with housing options, and determine if Berthoud is currently able to meet these needs. Provide an outline of what the social, economic and transportation support systems and needs are that are currently available in Berthoud, what is lacking, the partners able to meet the gap, and an assessment of the needs Berthoud may not be able to meet. Develop a regional approach based on the population and supportive services found in neighboring communities.
    d. Collect and disseminate baseline data to communicate what the Town of Berthoud can reasonably support in attainable and affordable housing products. Identify how Berthoud can play a role in filling the identified gaps in regional housing needs.

e. Confirm who the Town's partners are in the development of attainable and affordable housing.
f. Develop a method to project population for Berthoud specifically and provide the methodology for staff to update annually.

2. Task 2 Scope: Land Development Code update
    a. Identify options to incorporate water conservation and energy efficiency goals into the land development Code or if the current Code addresses these goals according to Best Management Practices and current State Legislation.
    b. Identify how carbon – neutrality (net-zero) can be incorporated into attainable and affordable housing programs. Provide the source of the program, cost – benefit analysis and examples from other communities/organizations.
    c. Confirm the likelihood of success for the following programs and provide an implementation outline of the program(s) requested by the Town:
        i. Density bonus
        ii. Transfer of development rights
        iii. Land or water banking
        iv. Other idea identified/discovered during the review process
    d. Review the development code to identify land use regulatory and development review process barriers to affordable housing; and identify opportunities to remove identified barriers including but not limited to streamlining the development review process, identifying incentives, and revisions to the development/design standards.
    e. Redline the code for amendments and be present for Planning Commission and Town Board meetings to discuss the proposed amendments.
    f. Identify how the Town can reduce fees associated with Land Use approvals and the Building Permit process without causing harm to Town funds or services.
    g. Identify funding opportunities available to the Town by signing on to Proposition 123 and other state and federal funding opportunities for land and water banking.

3. Task 3 Scope: Develop and deliver an implementation action plan.

Response Format and Requirements

The proposal shall include the following components:

Cover Letter. This letter shall briefly introduce the consulting team, indicate interest in the project, and be signed by an authorized company executive. Letters should be two pages or less.

Fees. The proposed fees for the project should include the hourly rates and estimated hours of each member of the team assigned to the project; any fixed expenses, and any other fees or expenses anticipated. The fees should represent the cost of completing the items included in the Scope of Services. The budget sheet should be two pages or less.

Methodology and Timeline. This section shall identify the methodology proposed to address the tasks identified in the Scope of Services. The methodology and timeline should be three pages or less.

Experience of the Firm/Consultant and Statement of Qualifications. This proposal shall highlight the firm or team's experience in completing similar projects for public agencies and include a reference for each project for the selection team to contact. This section shall also identify the key individuals that will be a part of the project team, their role and assignments in the project, and their individual qualifications/professional experience. This section shall not exceed seven pages.

Submittal Process/Contact with Town of Berthoud Staff

If you or your company is interested in responding to this proposal, please send an email to the address listed below containing contact information for your firm. This is a non-binding statement, but this will form the list of parties who will receive notification of any questions and their answers.

All questions or requests for clarification, or official submittals to this RFP should be made through the following email address:

Anne Johnson, Community Development Director at ajohnson@berthoud.org

Responses to any questions will be provided to all interested parties within 3 business days. If a more detailed response is required, you will be informed of a timeline in the initial response. The company that submits a question will not be identified in the public response.

To be considered for this RFP, an official Response submittal must be made by 5:00 PM on Wednesday, May 8 2024, and sent to the e-mail address above. Late submissions will not be accepted.

All material submitted regarding this RFP shall become the property of the Town. The Town has the right to use any or all ideas presented in reply to this RFP, regardless of the consultant awarded; disqualification of any consultant does not eliminate this right. The Town reserves the right to reject or accept any or all proposals or waive any formalities, informalities, or information therein.

If you want to be notified of addenda or responses to questions that arise prior to the Response due date, please email *Anne Johnson, Community Development Director at ajohnson@berthoud.org* with your name, email address and company name.

RFP Timeline and Selection Criteria

All time frames are expected targets with the exception of Response due date of **Wednesday, May 8, 2024 at 5 p.m.** Unless notified in writing, no proposals will be accepted after this date.

- Release of Request for Proposal Wednesday, March 27, 2024

- Bid Reponses Due by Electronic Delivery — 5 PM, Wednesday, May 8, 2024
- Bid response review by Town Staff — May 15, 2024
- Notification of any parties selected for further evaluation — May 16, 2024
- Interviews of selected parties, if necessary — week of May 20, 2024
- Staff recommendation and Board selection — June 11, 2024

The Town reserves the right to withdraw or cancel this RFP at any time. The Town also reserves the right to select any consultant that it believes can perform the work, in its sole discretion, regardless of fee estimate. Any contract negotiated between Town staff and the selected firm is subject to Town Board approval.

Housing Diversity Plan and Land Use Code Amendment

AYRES

Town of Berthoud

May 8, 2024

AYRES
Ingenuity, Integrity, and Intelligence.

May 8, 2024

Attn: Anne Johnson, Community Development Director
Town of Berthoud
807 Mountain Avenue
Berthoud, CO 80513
ajohnson@berthoud.org

Re: Request for Proposal - Housing Diversity Plan and LUC Amendment

Dear Ms. Johnson and Selection Team:

Congratulations on securing your grant award! This is an exciting step toward developing housing strategies for the community. We are excited for the opportunity of continuing our working relationship with the community and bringing our robust housing and state program experiences to the table. As you continue this important work, having the right team by your side is crucial.

Our team brings decades of experience and a passion for community well-being. With a proven track record of assisting communities across the region and country, we are well-equipped to help you achieve your goals. Here's why partnering with us makes sense:

- **Expertise in Housing Assessments:** Our team is underway or has successfully completed over half a dozen housing studies over the past two years. We believe in crafting a study that aligns with your community using both quantitative and qualitative data to inform decisions and recommendations.
- **Mastery of Targeted Regulations Updates:** Zoning regulations shape our communities but are oftentimes overly complex to navigate. We will build on your recent updates to align criteria with identified gaps in a right-sized approach. As part of our housing projects, we have and are helping over fifteen communities review and make targeted updates to regulations and processes to meet their goals and align with state funding opportunities.
- **Collaborative Approach:** We commit to working with local staff, stakeholders, and decision-makers along the way. Your input guides our recommendations, fostering community ownership and appreciation for the process.

Thank you for considering our qualifications. We look forward to discussing our experience and approach further.

Sincerely,
Ayres Associates Inc.

Josh Olhava, AICP, PCCP
Project Manager/Western Planning Lead
970.893.1363
OlhavaJ@AyresAssociates.com

Matt Ashby, AICP CUD
Vice President of Development Services
307.286.5825
AshbyM@AyresAssociates.com

Building Lasting Relationships

Our team whole-heartedly believes in building lasting relationships with our community partners. We invest in the strength and stability of our relationships. One thing you will hear from our partners time and time again is that we care about the community and the people. At Ayres, one of our core values is “Clients as Partners.” That is why our partners know they can count on us, year after year.

65 YEARS IN BUSINESS

ALMOST **400** EMPLOYEE-OWNERS

12 OFFICES

7 STATES

Firm Introduction

Ayres was founded on principles of honesty, innovation, and hard work, with a focus on building strong and reliable partnerships. With decades of experience and thousands of successful collaborations, Ayres has evolved into a nationwide team of multi-disciplinary industry experts. Our project managers excel at translating complex details into actionable plans, ensuring seamless coordination and project success.

From landmark projects that shape communities to cutting-edge solutions that address current and future challenges, Ayres is at the forefront of industry trends, providing comprehensive services across civil and structural engineering, transportation, water resources, landscape architecture, environmental services, geospatial analysis, planning and development, and more.

Our dedication to innovation, client satisfaction, and community impact sets us apart as a trusted partner!

Development Services

At the heart of our team is a dedication to public service and community well-being. Specializing in a range of planning services from long-range visioning to boots-on-the-ground implementation, we ensure our strategies are tailored to meet your local needs.

Here’s why we’re the ideal partner for your project:

1. **Embracing Challenges:** We thrive on unique challenges, turning obstacles into tailored solutions.
2. **Public Sector Roots:** Our team’s foundation lies in public sector planning. We intimately understand the importance of a good plan and have firsthand experience with implementation.
3. **Holistic Approach:** From broad policies to detailed area plans and specific development projects, we span the entire spectrum of community building. Our multidisciplinary expertise ensures comprehensive solutions.
4. **Practical Implementation:** We’re results-driven doers. Our track record of successful funding pursuits and long-lasting client relationships demonstrates our ability to turn your visions into reality. We are here with you, from concept to completion.
5. **Local Context:** We appreciate the uniqueness of each community. Our approach involves analyzing and identifying solutions that fit your specific context. Best practices guide us toward actionable results.

Fees

We've crafted a budget not to exceed $125,000 for this project. Our estimates align with the major tasks outlined in the RFP and our methodology. Below is a breakdown of estimated costs for the major tasks, staff hours, rates, and how expenses are addressed within the overall budget. As we dive into the project, we understand that priorities or needs may shift. Rest assured; our team is flexible. We're ready to adapt and reallocate budget between project elements as needed and agreed upon. Your satisfaction remains at the forefront of our approach.

TASK 1: HOUSING NEEDS ASSESSMENT
Project Kickoff
Baseline Data and Inventory of Housing Options
Education and Outreach
Housing Demand Analysis
Support Systems and Projections Assessments
Report Development and Review
Report Presentation
Estimated Total: $58,230
Flex Contingency: $6,470 (staff directed)

TASK 2: CODE AND POLICY EFFORTS
Code Audit
Best Practice Analysis
Town-wide Programs
Process Analysis and Recommendations
PC and Town Board Joint Work Session
Code Redlines and Review
Redlines Presentation to PC and Town Board
Funding Opportunities
Estimated Total: $47,800

TASK 3: IMPLEMENTATION ACTION PLAN
Workshop with Staff
Action Plan Development
Appendix Incorporation to Report
Estimated Total: $12,500

*Estimated Totals include projected expenses for in-person meeting travel and meeting print materials.

MAIN STAFF HOURS BREAKDOWN

* Approximate. Final staff hour allocations are likely to be divided among additional support staff during the project.

- Josh Olhava = 200 hours
- Matt Ashby = 35 hours
- Melissa Hunt = 163 hours
- Michael Scholl = 85 hours
- David Land = 45 hours
- Nathan Randall = 160 hours

2024 FEE SCHEDULE

BILLING CATEGORY	2024 PER HOUR RATE
Senior Specialist IV	$250
Senior Specialist III	$240
Senior Specialist II	$230
Senior Specialist I	$220
Senior Professional IV	$210
Senior Professional III	$195
Senior Professional II	$185
Senior Professional I	$175
Project Manager IV	$165
Project Manager III	$160
Project Manager II	$155
Project Manager I	$150
Professional V	$145
Professional IV	$140
Professional III	$135
Professional II	$130
Professional I	$125
Junior Professional V	$120
Junior Professional IV	$115
Junior Professional III/Tech IV	$110
Junior Professional II/Tech III	$105
Junior Professional I/Tech II	$92
Administrator/Accounting/Tech I	$86
Admin Assistant/Intern	$78

Expenses are included in the overall project budget and are allocated at cost.
Mileage is at the current IRS rate in effect at the time of travel.

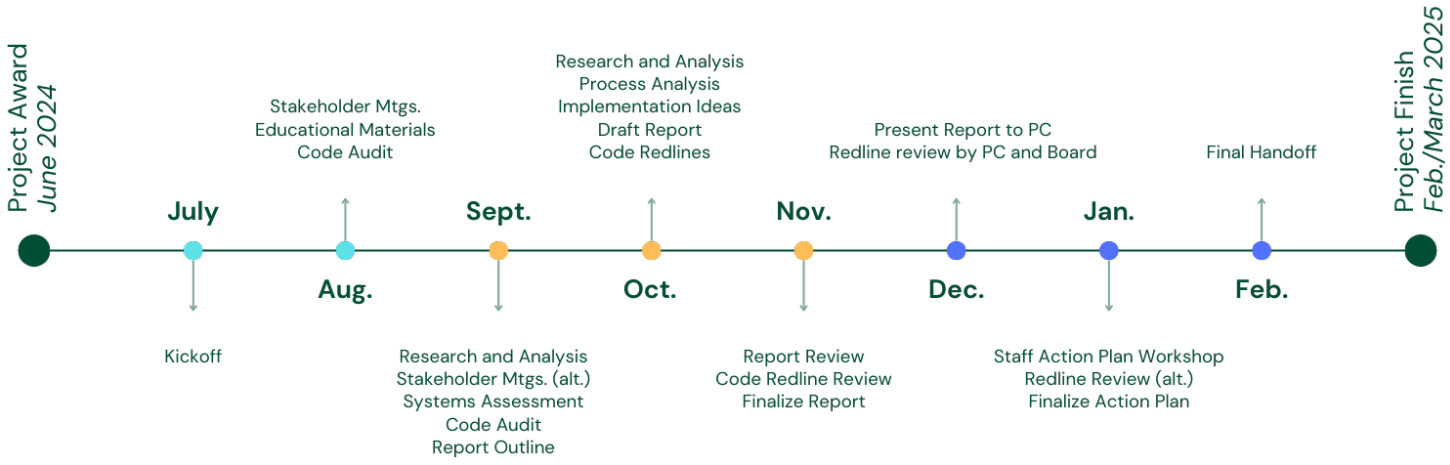
I was astounded by how clearly the team truly SAW our community. It's like they peered into the soul of our town and delivered a package that reflected our values and dreams. They truly know how to empathize, listen, and hear.

Tera Wick

Executive Director, Ridgway Creative Main Street

Methodology and Timeline

This estimated project timeline illustrates the major project milestones and elements during the 6-to-8 month process. The milestones and elements are pulled from the methodology that continues over the next couple of pages in line with your RFP Scope of Work. We anticipate working with staff early in the process and throughout to refine and adjust the time frames as needed to accommodate necessary adjustments and scheduling conflicts.



The proposed Scope of Work within the RFP is well-developed, capturing a comprehensive range of qualitative and quantitative data points pertaining to housing in Berthoud. Our methodology delves into each task element outlined in the RFP, guided by two core principles:

1. **Conciseness:** Ensuring clarity and brevity in our approach.
2. **Practicality:** Focusing on actionable insights and feasible recommendations.

In line with these principles, we anticipate a final report of approximately 40-50 pages, with relevant graphics, charts, and maps. Our data-driven approach aims to facilitate informed decision-making without overwhelming community stakeholders with excessive information. We strive to align implementation strategies with available grant opportunities to maximize impact, where practical.

TASK 1: HOUSING NEEDS ASSESSMENT

1.1 Project Kickoff (hybrid)

During the in-person and virtual meeting, we will:

- Outline key milestones, establish regular check-ins and communication protocols, and determine what success looks like when we are done.
- Identify an inclusive stakeholder team comprised of staff representatives, housing organizations, and community partners.
- Develop tailored education and engagement strategies, building from insights and feedback gleaned during the recently adopted Comprehensive Plan.
- Structure a steering committee from Town staff input and guidance. The committee will review certain report elements and meet monthly, as needed, depending on project deliverables and timeline.

1.2. Baseline Data Collection and Housing Inventory

- Gather available data and resources on core demographic, economic, and housing trends from diverse sources including online resources and the Town. We will build upon existing data and reports completed over the past few years, evaluate and update data to match current state of the community.
- Work with Town staff to inventory the existing housing stock in Berthoud, categorized by housing type (i.e., single-family, townhomes, and apartments).
- If available data exists, map housing type locations in relation to transportation and employment hubs, facilitating strategic analysis. If data is not readily available, work with Town staff on an alternate step.
- Refine data with Town staff to ensure accuracy and reliability of the outside data.

1.3. Education and Outreach

- Develop and distribute essential project information, including a 'Project 101' guide, through the Town website and various Town communication channels.
- Facilitate stakeholder focus group discussions with key community partners to capture diverse perspectives on housing challenges and opportunities.
- Design and supply a community-wide survey to gather valuable feedback and insights. We plan to use the Town's existing utility billing emails and mailers, and/or other Town communication channels.
- Due to the technical nature of the project, prioritize clear and accessible communication to engage and inform the community.

1.4. Housing Demand Analysis

- Analyze current and projected housing demand and gaps compared with assessments from other communities where practical (i.e., Boulder, Firestone, Fort Collins, Frederick, Longmont, Loveland, and Windsor).
- Evaluate Berthoud's role in providing affordable and attainable housing locally and regionally.
- Identify key gaps and constraints hindering housing affordability and development, considering both internal and external factors.

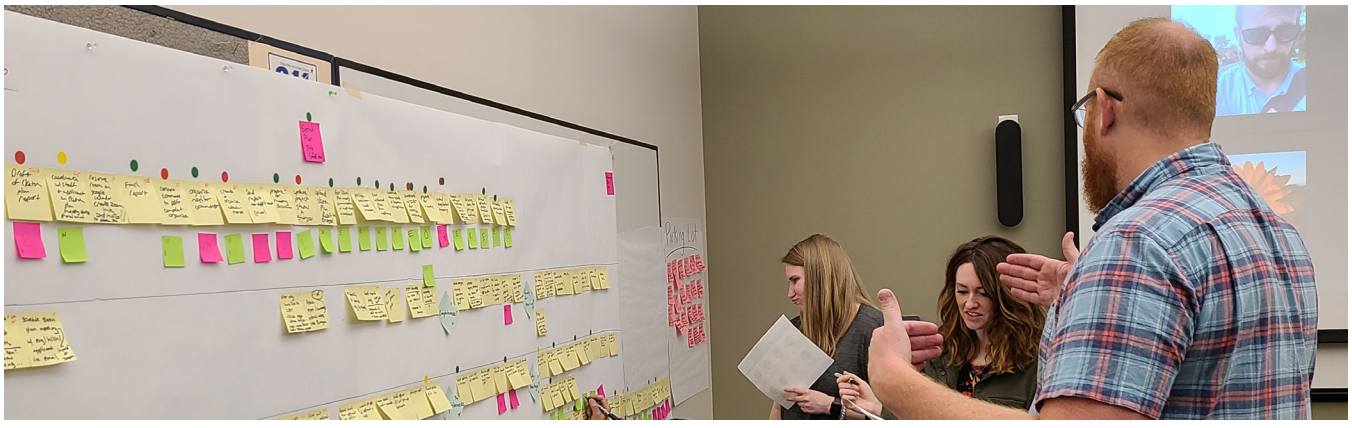
1.5. Support Systems Assessment

- Assess the availability and adequacy of social services, economic opportunities, and transportation infrastructure in the immediate surrounding areas.
- Identify deficiencies and explore collaborative strategies to address gaps.
- Develop population projections and establish mechanisms for regular data updates to inform future planning efforts.

1.6. Presentations

- Capture Steering Committee Review of draft and elements along the way. PC and TB work session review, then adoption review.
- Prepare a draft report for internal review, incorporating stakeholder feedback.
- Refine the report based on staff and steering committee input, ensuring clarity and consistency.
- Joint Commission and Board work session review of plan elements and strategies (in-person)
- Commission and Board final presentation (in-person)
- Compile an Implementation Action Plan as an appendix to the report.

Key Deliverables: Kickoff Meeting, Project Team Check-ins, Website Educational Content, Project 101, Community Survey, Data and Analysis, Housing Assessment Report, Presentation Materials.



TASK 2: CODE AND POLICY EFFORTS

2.1 Land Development Code Review and Audit

- Conduct a review and provide an audit report in memo format, identifying areas for improvement related to the development of affordable and attainable housing in Berthoud. This audit will be based on the qualifying strategies and requirements outlined in the state grant programs, and innovative approaches that may come up during the process.
- Identify opportunities for water conservation and energy efficiency, with a focus on what carbon neutrality could look like.
- Collaborate with Town staff to review the audit findings and determine next steps.
- Present up to four community examples, particularly focusing on water conservation and energy efficiency measures, along with cost-benefit analysis, where available.
- Review and incorporate recommendations from Comprehensive Plan and recent studies by other entities (Loveland Housing Authority and Habitat for Humanity).

2.2. Town-wide Program Likelihood and Implementation Outline

- Evaluate the feasibility of Density Bonus, Transfer of Development Rights (TDR), Land or Water Banking, or other related tools for promoting attainable housing development.
- Outline the applicable program requirements based on guidance from Town staff.
- Develop an implementation outline for desired programs, including next steps and strategies forward, to be included in the report under Tasks 1 and 3.

2.3. Process Analysis and Recommendations

- Identify barriers or challenges within the current Land Development Code (LDC) that hinder development of attainable and affordable housing.
- Collaborate with staff to review existing processes and common challenges in the review process. Proposed improvements aligned with grant qualifying strategies and Proposition 123 fast track requirements.

2.4. Land Development Code Redlines

- Following discussions and audit findings, prepare targeted LDC redlines focused on strategies to promote and encourage the development of attainable and affordable housing projects.
- Collaborate with Town staff to review the proposed redlines and make revisions for final review by the Planning Commission and Town Board. Two rounds of review are anticipated; the first being the full review and the second being a check set review.

2.5. Present Redlines to Planning Commission and Town Board

- Present the redlines to the Planning Commission and Town Board, recommending a joint work session to maximize budget and efficiency.
- Provide final updates following the meeting and deliver final redlines to Town staff.

2.6. Funding Opportunities

- Integrate ongoing exploration of funding opportunities throughout the process, leading into the Implementation Action Plan and reflected in the final report.
- Utilize our extensive expertise in grant programs to align funding with strategy recommendations, wherever feasible.

Key Deliverables: Code Audit, Program Analysis and Strategies, Process Analysis, LDC Redlines, Presentation Materials, Funding Strategies, Steering Committee Review (virtual), Commission and Board Joint Work Session Meeting (in-person).

TASK 3: IMPLEMENTATION ACTION PLAN

3.1. Develop and Incorporate Action Plan as Appendix to Final Report

- Following completion of the report and identification of recommended strategies by the project team, we will outline an action plan to be included as an appendix to the final report.
- Conduct a strategic action plan workshop with Town staff and identified partners, utilizing Ayres' signature 3P2C exercise.
- Present the final action plan to Town staff for review and to integrate it with the report.

Key Deliverables: Strategic Plan Workshop, Implementation Action Plan.

Experience and Qualifications

Being a trusted partner of the Colorado Department of Local Affairs and our dedication to advancing right-sized planning efforts to meet the local context has positioned our team at the forefront of attainable housing initiatives throughout the state.

Our efforts span a variety of housing-focused initiatives including housing analysis, targeted regulation updates, process improvement, policy development, education and awareness, and specialty development and redevelopment programs.

Zoning

Zoning and subdivision regulations have the ability to promote or hinder development activity. The following list captures a snapshot of the communities where we completed zoning audits and/or targeted regulation updates:

- Severance, CO
- Hugo, CO
- Estes Park, CO
- Englewood, CO

Development Review Processes

With Prop. 123 fast track requirements and future state funding requirements, process improvement is a critical element for your project. Our project manager has led many successful process improvement initiatives for communities, saving both time and resources. Here are a couple of those communities:

- Windsor, CO
- Broomfield, CO
- Greeley, CO

Education

We recognize the value of offering resources that reduce jargon and demystify some of these technical and innovative concepts. Our track record in offering virtual tours, cases studies, and 101 resources have helped communities navigate these waters. Such communities include the following:

- Evans, CO
- Estes Park, CO
- Montezuma County, CO

Programs

The program strategies you identified are a good start in evaluating what could work best in Berthoud. Strategic planning activities and focus group conversations can help narrow this list down, similar to our efforts with the following communities:

- Kersey, CO
- Meeker, CO
- Severance, CO

> *The Ayres team finds creative ways to engage the community and create quality land use and planning elements stemming from the work being done. This often provides the community with more tangible and meaningful ways to engage with the project, which can otherwise be challenging.*
>
> **Derick Teini**
>
> Planning Manager, City of Laramie, WY

Project Examples

We have included a handful of project profiles on the following pages, showcasing successful strategies and diverse housing initiatives undertaken in collaboration with regional and local partners. We invite you to contact our listed references for firsthand insights into our services and team.

Meeker Housing Assessment, Strategic Action Plan, and Zoning Analysis

Client: Town of Meeker
Reference: Mandi Etheridge | Town Administrator, Meeker, CO | 970.878.5344 | mandi@town.meeker.co.us

The project included a full housing assessment, zoning regulation analysis and recommendations, and a strategic action plan to identify opportunities for additional housing within the community.

Our team identified unmet gaps in the housing market including the need for senior housing to free up existing housing stock for young families and the need for quality rental units to support local employers, such as the school and hospital.

Engagement included community events, stakeholder forum, and a community-wide survey. Recommendations were structured into a strategic action plan with sensible recommendations on housing policies that will facilitate attainable housing opportunities.

Eastern Plains Regional Housing Assessments and Targeted Zoning Updates

Client: Town of Limon (Fiduciary)
Reference: Gillian Laycock | (former) Assistant Town Manager, Limon, CO | 720.278.1757 | hugomainst@gmail.com

Ayres was hired to complete a housing needs assessment for the three-county region. Through a state planning grant, the team completed code audits and code recommendations in eight rural communities within the region. We worked with these rural communities to provide much-needed code updates and to digitize land use maps.

Our team also helped communities identify housing development opportunities and build capacity toward development. We provided preliminary concept designs and financial analysis. As a result, four of the communities were able to leverage CHFA Technical Assistance grants to support pre-development efforts. The project is expected to be complete in the fourth quarter of 2024.

Severance Housing Assessment and Zoning Updates

Client: Town of Severance
Reference: Nicholoas J. Wharton, MPA, ICMA-CM | Town Manager, Severance, CO | 970.685.9144 | nwharton@townofseverance.org

As part of our ongoing work with the Town of Severance, our team completed a housing needs assessment that informed future land use planning and infrastructure spending. It identified gaps and unmet needs in the market and provided recommendations on housing policies to guide the Town Council for the next five to 10 years.

As part of our community engagement, our team attended community events and hosted local groups to seek information and insight into the housing challenges. We also sent a postcard mailer for a community survey that received over 700 unique local responses, which was over 25 percent of the community.

We provided the town with a final plan that included:

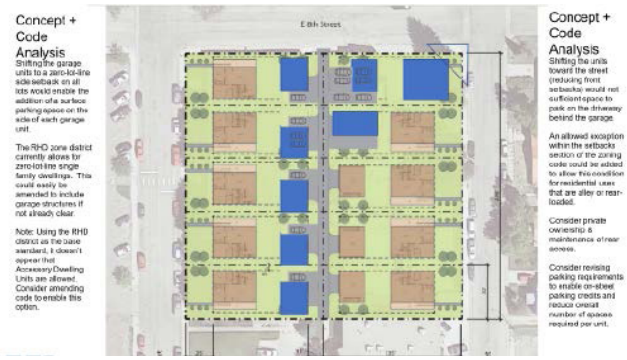
- Updates to local codes that allow for greater diversity of housing types including duplexes and triplexes.
- An assessment of the housing market and local demand and review of emerging issues including the conversion of single-family homes to rental properties.

Craig Housing Implementation and Zoning Updates

Client: City of Craig
Reference: Peter Brixius | City Manager | Craig, CO | 970.826.2023 | pbrixius@cityofcraig.org

Ayres is working with the City of Craig to identify and support opportunities to build affordable housing. Through a state planning grant, our team was able to help Craig complete code updates, identify development opportunities and leverage additional state grants totaling $4.25 million.

Through our work, the City broke ground in July 2023 on a 20-unit for-sale affordable housing project. We assisted Craig in crafting the vision, facilitating local partnerships and building the development team. The project is expected to be completed in the second quarter of 2024.



Estes Park Housing Assessment and Zoning Codes

Client: Estes Park
Reference: Jessica Garner, AICP | (former) Community Development Director | 720.898.7435, jgarner@arvada.org

In this high-demand mountain community, Ayres is serving as on-call staff to help explore zoning code amendments targeted at adding missing middle options that are "mountain-town" appropriate. We are dovetailing our work with a 1271 Housing Assessment to provide code language that will enable short and long term solutions to advance.

Ayres, in conjunction with Multistudio, Inc., has completed a diagnostic review of the zoning code, which highlights key issues to address. We are drafting interim code options for the Planning Commission to review as the Town prepares for a more comprehensive update of its code. Ayres has already completed assistance with successful drafting and approval of a downtown building height increase, with an eye toward enabling workforce housing.

Statewide Housing and Planning Support

Client: Department of Local Affairs (DOLA) – statewide efforts

Our team partners closely with the DOLA to deliver customized solutions for local planning efforts. Our approach revolves around understanding the unique needs of each community, ensuring that our strategies are precisely tailored to their context. We work closely with local governments, bridging the gap between state-level policies and on-the-ground implementation. Our efforts include hosting interactive workshops, providing custom-tailored training sessions, and delivering innovative webinars. Through these channels , we empower local leaders with the knowledge and tools they need to navigate complex planning challenges effectively. Recent initiatives are highlighted below:

- Main Street Pickaxe Workshops (2018-present)
- Southeast Regional Resiliency Roadmap (2022-23)
- Strong Communities Education and Webinars (2023)
- Proposition 123 Fast Track Education and Webinars (2023-24)

Project Staff

Our team's primary staff on the project include certified planners and licensed professionals who demonstrate our commitment to advancing the profession while providing deliverables that are pragmatic to our partners. We are regularly complimented on how we listen to our client partners and help them achieve their goals. We are actual practitioners and know how to implement strategies and make things happen. In addition to our team members highlighted on the following pages, our western planning team is hiring additional staff that will help support your project.

Total Experience

13 years

Certifications

American Institute of Certified Planners

Prosci Certified Change Practicioner, Prosci

Education

MS, Community Planning, University of Cincinnati

BS, Community and Regional Planning, Iowa State University

**Work done under other employment.*

Josh Olhava, AICP, PCCP

Project Manager/Western Planning Lead

With a strong background in community and strategic planning, Josh is well-versed in land use planning policies, procedures and regulations, including their impact on the built environment. His experience spans both public and private sectors to include policy and plan development – implementation, code analysis and amendments, development review, corridor analysis and design criteria, and organizational process improvements. Josh is known for guiding creative and innovative planning initiatives with an eye on implementation. He enjoys bringing together community members and stakeholders to achieve common goals and objectives that embody community values.

Select Experience:

- Strong Communities and Prop. 123 Fast Track Guidance and Education: Department of Local Affairs, CO
- Comprehensive/Master Plan: Lamar and Evans, CO; Douglas and Lander, WY
- On-Call Planning Support: Severance, Greeley, and Estes Park, CO
- Fee Study Analysis: Windsor*, Broomfield*, Larimer County, Estes Park, and Greeley, CO
- Housing Assessment, Policy Recommendations, and Code Updates: Eastern Plains Region, Montezuma County, Severance, Meeker, Kersey, Sterling, and NE Region, CO
- Code Updates: Windsor* and Severance, CO, Douglas and Sheridan, WY

Years of Experience

23 years

Certifications

American Institute of Certified Planners, Certified Urban Designer

Education

BS, Environmental Design; MS, Urban Design; MS, Urban and Regional Planning, University of Colorado

Matt Ashby, AICP CUD

Vice President of Development Services

Matt is a trailblazer in community development. After 15 years of public-sector service, Matt moved to the private sector in 2015. Using his local government roots to help communities advance their vision, Matt is well versed in downtown development, comprehensive and strategic planning, code writing, design review, and zoning entitlements. As a brownfield practitioner, his enthusiasm for vibrant community development sharpens the focus of Ayres' work on brownfield redevelopment, transportation planning, park and recreation planning, and landscape architecture.

Select Experience:

- Southeast Region Resiliency Roadmap: Departemnt of Local Affairs, CO
- Main Street Pick-Axe Toolkit – Creator and Facilitator: Multiple Communities, CO
- Comprehensive/Master Plan: Lamar and Evans, CO; Douglas and Lander, WY
- Housing Assessment, Policy Recommendations, and Code Updates: Eastern Plains Region, Severance, Craig, Meeker, Kersey, Sterling, and NE Region, CO
- SB1271 Affordable Housing Implementation, Englewood and Evans, CO

Melissa Hunt, AICP, PCCP

Economic and Housing Specialist

Melissa has almost twenty years of experience assisting communities with developing and implementing effective planning, and community and economic development strategies. She works in collaboration with community leaders, regional and state organizations, business owners, and key stakeholders to successfully lead and support opportunities for growth and development. Melissa is Chair of the Wisconsin Economic Development Association Board, serves on the Wisconsin Downtown Action Council Board, and the UW-Oshkosh Alumni Board, among others. Melissa is a sought-after speaker on a range of topics including government, housing, planning, zoning, downtowns, and community and economic development.

Total Experience

19 years

Education

BS, Urban and Regional Studies, University of Wisconsin–Oshkosh

Select Experience:

- Housing Code Analysis and Updates: NE Region, CO
- Prop. 123 Fast Track Guidance Research, Department of Local Affairs, CO
- Morgan County Strategic Transition Plan, Morgan County, CO
- City of West Allis REUPL Reuse Planning, West Allis, WI
- Eau Claire EPA Brownfield Grant Task 2 Inventory and Community Outreach, Eau Claire, WI

Mike Scholl, EDFP

Economic and Housing Specialist

Mike is highly regarded for his work in providing planning and economic implementation services. Mike served for over 15 years in local government providing support for special projects, economic development, and grant writing and supporting planning activities. He has worked on many special projects spanning economic and housing analysis, incentive packages, special district financing and grant initiatives.

Years of Experience

28 years

Certifications

Economic Development Finance Professional, National Development Council

Education

MS, Urban Planning and Public Policy, University of Michigan; BA, Political Science, University of Michigan

Select Experience:

- Housing Code Adjustments, Estes Park, CO
- Future of Housing, Craig, CO
- Housing Assessment, Policy Recommendations, and Code Updates: Eastern Plains Region, Montezuma County, Severance, Meeker, Kersey, Sterling, and NE Region, CO
- DOLA Recovery Roadmap, Various Municipalities, CO
- SB1271 Affordable Housing Implementation, Englewood and Evans, CO
- Laramie Main Street Alliance, Upper Story Housing Development, Laramie, WY
- Senior Housing Analysis, NE/Multi-County Region, CO

David Land, PLA

Landscape Architect

David brings the perspectives of both consultant and client to the table. His projects benefit from that understanding, as well as David's genuine passion for problem solving. In his over-20-year career David has collaborated with an array of local, national, and international consultants, client teams, and sector experts to steward detailed design and implementation. This includes structural, mechanical, civil, electrical, environmental, healthcare, sports and recreation, zoological, and water feature consultants. David has extensive experience in regulatory entitlement, planning, design, and construction administration for complex site projects spanning civic, residential, retail, educational, brownfield, and sports and recreation sectors.

Select Experience:

- Rural Plains Communities Regional Affordable Housing Needs Assessments and Strategies, Limon, CO
- Downtown Development Plan, Parachute, CO
- Design Renderings and Concepts: Estes Park, Windsor DDA, Craig, CO
- Maker Space Feasibility Study, Eric, CO
- Landscape and Water Efficiency Code Analysis and Updates: Brighton, CO

Total Experience

29 years

Registrations

Professional Landscape Architect, CO, WY

Education

BLA, Landscape Architecture, Ball State University

Nathan Randall

Community Planner

Nathan started his professional career in Colorado as a long-range planner for the City of Fort Collins where he helped to assist the city with East Mulberry Plan updates, updated land use code, and provided technical GIS analysis on a wide array of projects. Most recently he began work with Ayres as a community planner where he contributed to projects such as Severance code updates, Eastern Plains housing assessment, DOLA strategic plans, and other projects. Nathan has experience with local community planning, ranging from policy buildout to technical work with ESRI GIS map making and tool utilization. He has been involved with public engagement events, community planning, and technical tool applications since joining the team.

Select Experience:

- Housing Assessment and Policy Recommendations: Eastern Plains Region, Montezuma County, Meeker, Kersey, Sterling, and NE Region, CO
- Senior Housing Analysis, NE/Multi-County Region, CO
- On-Call Planning Support: Severance, CO
- Economic Assessment: Morgan County, CO

Years of Experience

2 years

Education

BS, Environmental Studies and Sustainability, Northern Michigan University

HOUSING DIVERSITY PLAN AND LAND USE CODE AMENDMENT

Berthoud Planning Commission Meeting
August 22, 2024

Ingenuity, Integrity, and Intelligence.

www.AyresAssociates.com

Agenda

- Introduction to the Team
- Purpose
- Project Scope and Deliverables
- Project Timeline
- Planning Commission Role
- Questions and Discussion

AYRES PLANNING+DEVELOPMENT

Introduction to Team

Josh Olhava
Western Planning Lead

Karlyn Vasan
Community Planner

Melissa Hunt
Planning and Economic Development Professional

AYRES PLANNING+DEVELOPMENT

Purpose

- Understand local housing market: identify gaps and unmet needs
- Define what attainable / affordable housing is for Berthoud
- Find opportunities to support new attainable / affordable housing
- Recommend options for the development code to support housing goals
- Outline feasible housing policy considerations and action plans pulling from existing resources:
  - Adoption of at least one Innovative Housing Strategy (https://dlg.colorado.gov/innovative-affordable-housing-strategies)
  - Strong Communities Strategies suggested best practices (https://dlg.colorado.gov/land-use-best-practices)

Project Scope and Deliverables

Housing Assessment

- Baseline data collection
- Housing inventory
- Education and outreach
- Housing demand analysis
- Support systems assessment
- Housing assessment report
- Presentation materials
- Working sessions with Planning Commission and Town Board

Code and Policy Efforts

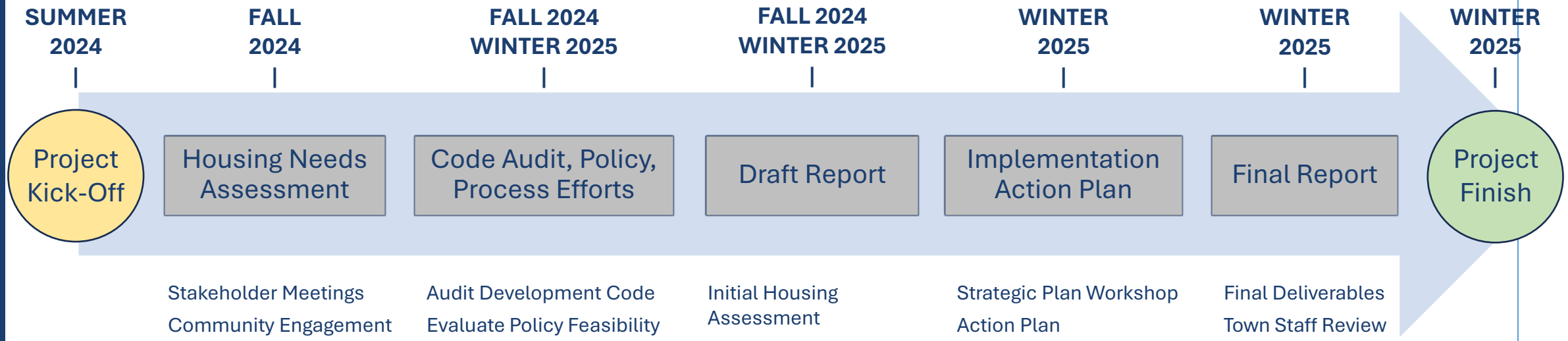
- Development code review and audit, redlines
- Town program analysis, feasibility, and implementation outline
- Process analysis and recommendations
- Funding strategies
- Presentation materials
- Steering Committee review
- Commission and Board joint working session

Implementation Action Plan

- Strategic action plan workshop
- Develop action plan
- Final action plan presentation to Town staff for review and integration

AYRES PLANNING+DEVELOPMENT

Project Timeline



AYRES PLANNING+DEVELOPMENT

Planning Commission Role

- Serve as the steering committee for this effort
- Provide stakeholder input on housing challenges and input for affordable / attainable housing
- Participate in working sessions
  - Development code and policy recommendations
  - Strategic action plan workshop
- Review report deliverables

AYRES PLANNING+DEVELOPMENT

Questions and Discussion

Josh Olhava, AICP, PCCP
Western Planning Lead
OhalvaJ@AyresAssociates.com

Karlyn Vasan
Community Planner
VasanK@AyresAssociates.com

Melissa Hunt, EDFP
Planning and Economic Development Professional
HuntM@AyresAssociates.com

We want to hear from you!

- What is the situation / what are you observing?
- What are you hearing from the community?
- Are current housing programs/policies working?
- What opportunities are you excited about for Berthoud?

AYRES
PLANNING+DEVELOPMENT

Berthoud's Housing Needs Assessment

PROJECT 101

Housing that Works for All

Overview

The Town of Berthoud is conducting a housing needs assessment to better understand the challenges residents of all ages and backgrounds face in finding stable, safe, and affordable places to live.

The Town is working 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 assessment will offer strategies to address the needs and provide a roadmap for implementing targeted policies to address challenges related to senior housing, affordable housing, and attainable workforce housing.

The Colorado Department of Local Affairs (DOLA), through the More Housing Now Grant Program, provided funding for a Housing Diversity Plan for the Town of Berthoud. This program supports local governments in adopting land use and other strategies to increase the opportunity for affordable and attainable housing development.

We Want to Hear from YOU

There are several opportunities for the community to share their insights. Community engagement events will be scheduled during Fall 2024 and posted on the town's social media channels and website: **https://www.berthoud.org/168/Community-Development.**

Timeline

SUMMER 2024
- Project Kick-off

FALL 2024
- Stakeholder Meetings
- Community Engagement & Survey

WINTER 2025
- Strategic Development and Implementation
- Report Draft
- Final Report

https://www.berthoud.org/168/Community-Development

Project Contact

Town of Berthoud
Anne Johnson, AICP
Community Development Director
AJohnson@berthoud.org

Ayres Team
Josh Olhava, AICP
Western Planning Lead
OlhavaJ@AyresAssociates.com

Housing Affordability
(2012 to 2022)

Median Income
Owner **+38%** to **$107,409**
Renter **+96%** to **$58,651**

Median Housing Value
+100% to **$458,600**

Median Rent
+131% to **$1,702**

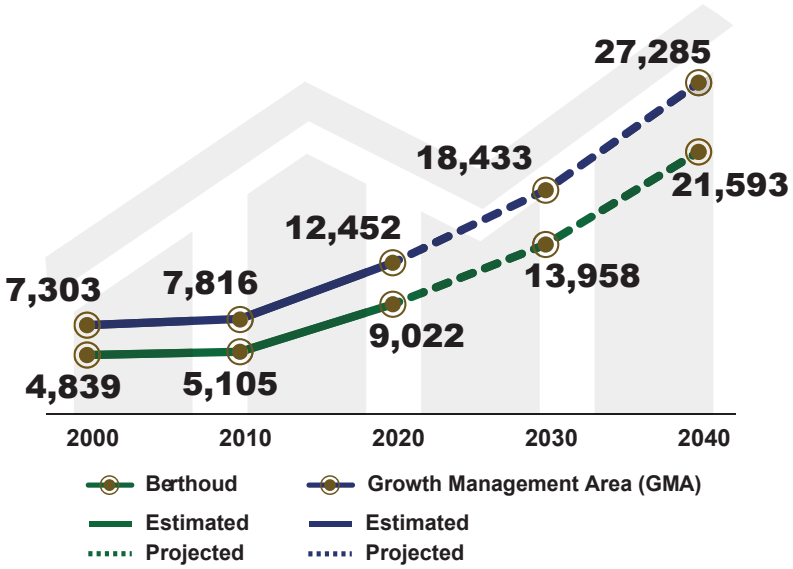
Average single-family housing
DOUBLED since 2012
$229K → $459K

1/2 of residents (49%) are **cost-burdened** with incomes **below $75k**

Population

Population within townlimits (2022)
10,892 people

Projected growth
+139% 2020 → 2040



Note exponential based growth that assumes consistent trends in growth and housing demand.

Housing Tenure

88%
owner occupied

Housing Types

82%
single-family detached

Data sourced from the Berthoud Comprehensive Plan (2021), American Community Survey (2017-2022), HUD, CHFA Income Limits Larimer County 2024, and Ayres

https://www.berthoud.org/168/Community-Development

Project Contact

Town of Berthoud
Anne Johnson, AICP
Community Development Director
AJohnson@berthoud.org

Ayres Team
Josh Olhava, AICP
Western Planning Lead
OlhavaJ@AyresAssociates.com