



SILVERTON HOUSING AUTHORITY & REGULAR MEETING – Silverton Board of Trustees  
Silverton Town Hall – April 22, 2024  
Call to Order & Roll Call –SHA @ 5:00pm, Regular Meeting @7:00pm

**ATTENTION:** The Town of Silverton Trustee meetings are being conducted in a hybrid virtual/in-person. Instructions for public participation in Town Trustee meetings are as follows:

- Zoom Webinar Link: <https://us02web.zoom.us/j/88637487127>
- By Telephone: Dial 669-900-6833 and enter Webinar ID 886 3748 7127 when prompted.
- YouTube (live and recorded for later viewing, does not support public comment):  
[www.youtube.com/channel/UCmJgal9lUXK5TZahHugprpQ](http://www.youtube.com/channel/UCmJgal9lUXK5TZahHugprpQ)

**If you would like to make a public comment during a specific Agenda Item, please submit a request to the Town Administrator at [gkaasch-buerger@silverton.co.us](mailto:gkaasch-buerger@silverton.co.us)**

*MEETING PROTOCOLS: Please turn off cell phones; be respectful and take personal conversations into the lobby. The public is invited to attend all regular meetings and work sessions of the Board of Trustees. Please be advised, public comment will not be taken during the work session meetings. Closing Public Comment must be related to an agenda item.*

**Silverton Housing Authority Meeting @ 5:00pm**

- 1) SHA Director’s Report
- 2) SHA Development Project Overview
  - a. Briefing Sheets
  - b. Housing Project Updates
  - c. Funding Opportunities
- 3) Adoption of Building Better Places Action Plan

**Adjourn**

**Regular Meeting @ 7:00pm**

- 1) Staff and/or Board Revisions to Agenda
- 2) Public Comment - *Comments must be limited to three (3) minutes in duration.*
- 3) Presentations/Proclamations
  - a) San Juan County Public Health Presentation- Becky Joyce and Dayna Kranker
- 4) New Business
  - a) Resolution 2024-13 A Resolution Authorizing the Town of Silverton to Open a Sewer Fund Debt Service Reserve and a Sewer Fund Short Lived Asset Reserve Fund through COLOBank in Compliance with the USDA Loan obtained for the rehabilitation of the Sewer Collection System.
- 5) Approval of Consent Agenda Items
  - a) Payroll
  - b) Meeting Minutes 4.8.24



- c) Accounts Payable
  - d) April 2024 Sales Tax
  - e) February YTD Actuals
  - f) 9318 Contract for Kendall Deck
  - 6) Staff Reports
    - a) Staff Heat Map
  - 7) Committee/Board Reports
    - a) 4.15 Finance Committee
    - b) 4.16 San Juan Regional Planning Commission
    - c) 4.17 BPMD
  - 8) Trustee Reports
  - 9) Continued Business
  - 10) Public Comment
- Adjourn**

**Up-coming Meeting Dates:**

- 4.26@ 4PM Facilities, Parks and Recreation Committee Meeting-Anesi
- 4.29@ 5PM Ethics Training for BOT-Town Hall
- 4.29@ 6PM Land Use and Development Application Training- Town Hall
- 5.6@ 5PM Trustee Retreat
- 5.13 @7PM Regular Meeting

**End of Agenda**

**April 22, 2024**

**SILVERTON HOUSING AUTHORITY**

**MEETING PACKET**

## **Silverton Housing Authority**

### **Director's Report**

**04/22/2024**

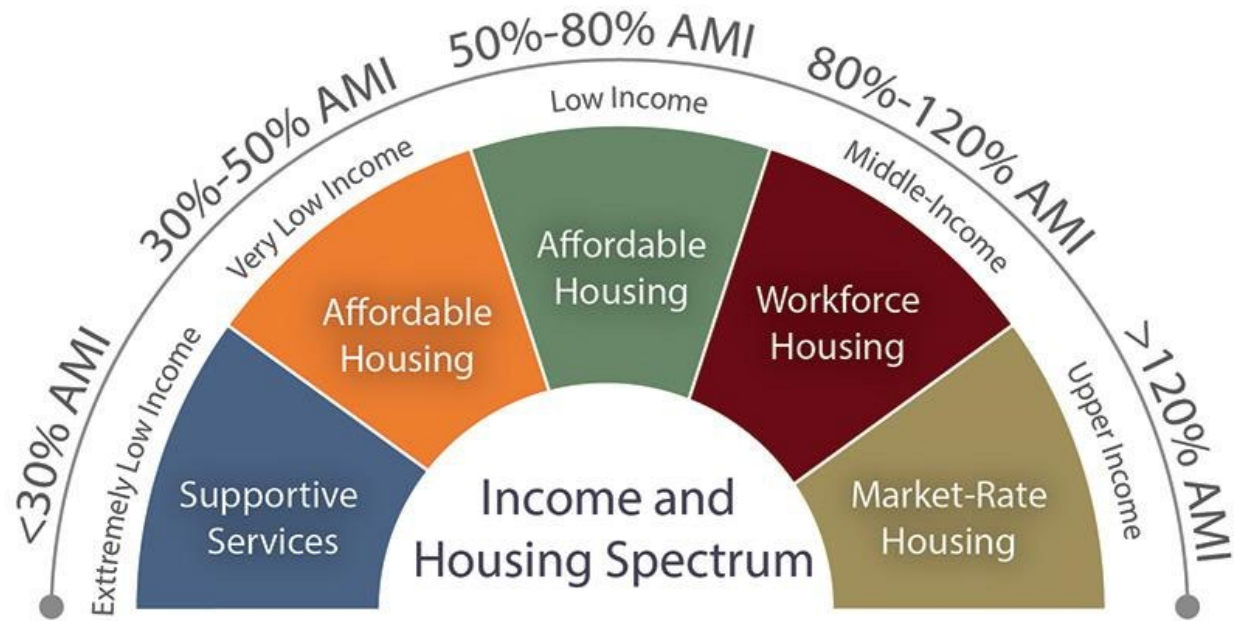
1. Old Business
  - a. Anvil Multifamily Development RFP closed 4/16/2024. Review committee meeting 4/22/2024. Recommendation to board at next meeting.
  - b. CHFA TA Kick-Off Meeting 4/23/2024.
  - c. See Grant Updates.
2. New Business
  - a. Community Builder's Building Better Places: Silverton Housing Authority Strategic Plan. To be adopted 4/22/2024.
  - b. Attending La Plata Regional Housing Alliance Conference 4/30/2024.
3. Activities
  - a. 3/27 CHFA TA Concept Meeting.
  - b. 3/29 CHFA / RHA Workforce Housing Funding Webinar
  - c. 3/5-8 Community Builders Building Better Places Training in Glenwood
  - d. 3/12 Posted RFP for Anvil Multifamily Development
  - e. 3/18 Moved into office at Town Hall
  - f. 4/1 Silverton Housing Authority Steering Committee Meeting
  - g. 4/1 Anvil Annexation Ribbon Cutting
  - h. 4/1 Awarded additional \$17,000 for Local Planning Capacity Grant
  - i. 4/1 Submitted IHOI 2024 Q1 report.
  - j. 4/4 Intergovernmental Grant Agreement for EIAF More Housing Now Effective date.
  - k. 4/14-16 Colorado Mountain Housing Coalition Conference at Mt. Princeton.
4. Projects
  - a. Grant Updates
    - i. Awarded CHFA TA for conceptual plan for Zanoni Parcel
    - ii. Under contract: EIAF More Housing Now 4/4/2024
    - iii. Awarded additional funding for Local Planning Capacity Grant: New grant total \$85,000 for the SHA Director's position.
  - b. Grants Submitted
    - i. No new grant applications.
  - c. New Grant Applications
    - i. No applications are in progress.



# **SILVERTON HOUSING AUTHORITY DEVELOPMENT PROJECT OVERVIEW**

Prepared for the 4/22/2024 SHA  
Meeting

# THE NUMBERS: AREA MEDIAN INCOME (AMI)



- **Area Median Income**, referred to as AMI, is defined as the midpoint of a specific area (usually a county) income distribution and is calculated on an annual basis by the Department of Housing and Urban Development.
- HUD uses the Census American Community 5-year survey. Their methodology can be found here: <https://www.huduser.gov/portal/datasets/il/il2023/2023MedCalc.odn>

## 2024 San Juan County Area Median Income

*Data directly from CHFA 4/8/2024*

AMIs

<b><u>Household Size</u></b>	<b><u>30%</u></b>	<b><u>40%</u></b>	<b><u>50%</u></b>	<b><u>60%</u></b>	<b><u>80%</u></b>	<b><u>100%</u></b>	<b><u>120%</u></b>	<b><u>130%</u></b>	<b><u>140%</u></b>	<b><u>150%</u></b>	<b><u>160%</u></b>
<b>1 Person</b>	\$19,800	\$26,400	\$33,000	\$39,600	\$52,800	\$66,000	\$79,200	\$85,800	\$92,400	\$99,000	\$105,600
<b>2 Person</b>	\$22,620	\$30,160	\$37,700	\$45,240	\$60,320	\$75,400	\$90,480	\$98,020	\$105,560	\$113,100	\$120,640
<b>3 Person</b>	\$25,440	\$33,920	\$42,400	\$50,880	\$67,840	\$84,800	\$101,760	\$110,240	\$118,720	\$127,200	\$135,680
<b>4 Person</b>	\$28,260	\$37,680	\$47,100	\$56,520	\$75,360	\$94,200	\$113,040	\$122,460	\$131,880	\$141,300	\$150,720
<b>5 Person</b>	\$30,540	\$40,720	\$50,900	\$61,080	\$81,440	\$101,800	\$122,160	\$132,340	\$142,520	\$152,700	\$162,880
<b>6 Person</b>	\$32,790	\$43,720	\$54,650	\$65,580	\$87,440	\$109,300	\$131,160	\$142,090	\$153,020	\$163,950	\$174,880
<b>7 Person</b>	\$35,070	\$46,760	\$58,450	\$70,140	\$93,520	\$116,900	\$140,280	\$151,970	\$163,660	\$175,350	\$187,040
<b>8 Person</b>	\$37,320	\$49,760	\$62,200	\$74,640	\$99,520	\$124,400	\$149,280	\$161,720	\$174,160	\$186,600	\$199,040

## Maximum Affordable Monthly Rent

<b><u>Household Size</u></b>	<b><u>30%</u></b>	<b><u>40%</u></b>	<b><u>50%</u></b>	<b><u>60%</u></b>	<b><u>80%</u></b>	<b><u>100%</u></b>	<b><u>120%</u></b>	<b><u>130%</u></b>	<b><u>140%</u></b>	<b><u>150%</u></b>	<b><u>160%</u></b>
<b>0 Bdrm</b>	\$495	\$660	\$825	\$990	\$1,320	\$1,650	\$1,980	\$2,145	\$2,310	\$2,475	\$2,640
<b>1 Bdrm</b>	\$530	\$707	\$883	\$1,060	\$1,414	\$1,767	\$2,121	\$2,297	\$2,474	\$2,651	\$2,828
<b>2 Bdrm</b>	\$636	\$848	\$1,060	\$1,272	\$1,696	\$2,120	\$2,544	\$2,756	\$2,968	\$3,180	\$3,392
<b>3 Bdrm</b>	\$735	\$980	\$1,225	\$1,470	\$1,960	\$2,450	\$2,940	\$3,185	\$3,430	\$3,675	\$3,920
<b>4 Bdrm</b>	\$819	\$1,093	\$1,366	\$1,639	\$2,186	\$2,732	\$3,279	\$3,552	\$3,825	\$4,098	\$4,372



## Maximum Affordable Sale Price

(Assumes 6.95% interest and 30-year term limit)

<b><u>Household Size</u></b>	<b><u>Unit Size</u></b>	<b><u>80%</u></b>	<b><u>100%</u></b>	<b><u>140%</u></b>
<b>1 person</b>	1 BR	\$178,164	\$229,512	\$332,209
<b>2 person</b>	2 BR	\$203,527	\$262,188	\$379,512
<b>3 person</b>	2 BR	\$232,780	\$298,755	\$430,705
<b>4 person</b>	3 BR	\$260,736	\$334,806	\$480,601
<b>5 person</b>	3 BR	\$284,387	\$363,589	\$521,991

# SILVERTON HOUSING AUTHORITY'S CURRENT DEVELOPMENT PROJECTS

1. Anvil Multifamily Development (AMI Limits: >125%)
2. Boxcar Apartments (AMI Limits: >125%)
3. (SJDA Anvil Single Family Homes) (AMI Limits: >100%)
4. Zanoni (AMI Limits: >140%)



# What is “Gap Funding?”



**Construction  
Cost:  
\$400,000**



**Affordable Sale  
Price:  
\$240,000**

**Difference:  
\$160,000**



**Grant from State:  
\$160,000**

**GAP FUNDING**

Gap funding is usually a grant, usually from the state, that subsidizes the building cost of a home to make it affordable. It can also be a loan.

The grants usually have covenants that require the house to remain affordable, serving a specified income level, i.e., a deed restriction.

# ANVIL OVERVIEW

**Boxcar  
Apartments**

**Inner-donut  
Single Family**

**Multifamily**

MULTIFAMILY  
DEVELOPMENT  
SCOPE (TYP.)

DUPLEX  
DEVELOPMENT  
SCOPE (TYP.)

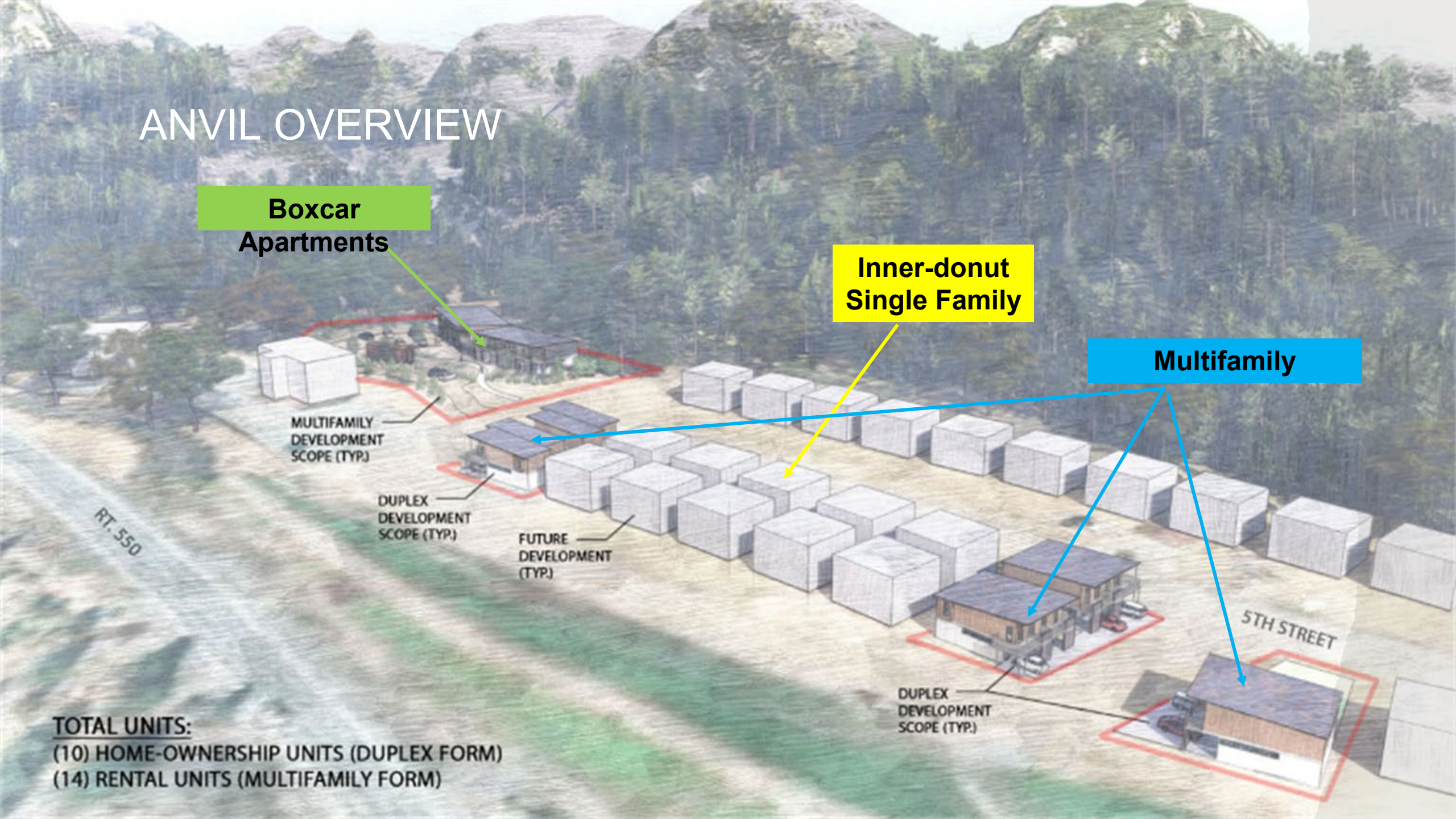
FUTURE  
DEVELOPMENT  
(TYP.)

DUPLEX  
DEVELOPMENT  
SCOPE (TYP.)

RT. 550

5TH STREET

**TOTAL UNITS:**  
(10) HOME-OWNERSHIP UNITS (DUPLEX FORM)  
(14) RENTAL UNITS (MULTIFAMILY FORM)



# ANVIL MULTIFAMILY DEVELOPMENT

**Who:** AMI 125% and below.

**What:** Up to ten units on 4 lots. For-sale and rent. 2- & 3-bedroom units.

**When:** RFP decision 4/22. Build 2024-2026.

**How:**

- DOH Gap Funding 80% and below (Apply June 1, 2024)
- Transformation Housing Loan Fund (1% construction loan) Apply June 1, 2024)
- DOH Gap Funding 120% (est. apply July 2024)



# BOXCAR APARTMENTS

**Who:** AMI 100% and below.

**What:** Affordable rental apartment complex.

**When:** Site clean-up and begin pre-development Summer 2024.

Summer 2025: Infrastructure and site preparation. 2026:

Construction.

**How:**

- Awarded \$88,090 from DOLA More Housing Now & SJC Affordable Housing Fund for pre-development engineering.
- DOH Gap Funding 80% and below (Apply June 1, 2024)
- Transformation Housing Loan Fund (1% construction loan) Apply June 1, 2024)
- DOH Gap Funding 120% (est. apply July 2024)



# SJDA SINGLE FAMILY

**Who:** AMI 100% and below.

**What:** 4 single-family homes for-sale.

**When:** Completion Fall 2026

**How:**

- Housing Development Grant Funds through the Department of Local Affairs gap funding managed by SJDA. 9318 Contracting.



# ZANONI

**Who:** AMI 140% and below.

**What:** TBD

**When:** Conceptual designs 2024.

**How:**

- Awarded IHOI Grant to purchase land.
- CHFA Technical Assistance for Conceptual Design
- Prop 123 Equity program.
- DOH gap funding.





Silverton Housing Authority  
**Anvil Multifamily Development - Affordable Rental and For-Sale Units**

The Town of Silverton has a critical need to house its local community and workforce. Dedicated efforts from the Silverton Housing Authority, Town of Silverton, San Juan County, and San Juan Development have yielded opportunities to develop affordable homes and rentals in the Anvil Mountain Subdivision. The Silverton Housing Authority is advancing the Anvil Multifamily Development which will yield up to 10 units both for-sale and rentals.



The groundwork for this project began with a comprehensive Housing Needs Assessment in 2020, and the 2022 CHFA Technical Assistance program that designed a housing plan that optimally aligned the identified needs with the land capacity.

San Juan County was awarded an infrastructure grant for the Anvil Mountain Subdivision that has set Area Median Income limits and quantity of unit requirements. Following the AMI requirements, the Silverton Housing Authority seeks gap-funding to subsidize the cost to build each unit to meet the required sale-price. Units both for-sale and rent must service residents at 125% AMI and lower.

There are many Silverton residents that are seeking home-ownership opportunities. Yet, these individuals and couples often exceed the 100% AMI limit. The most available gap-funding grants are restricted to below 100% AMI. The Silverton Housing Authority is actively seeking gap-funding opportunities for the 125% AMI sale price.

The RFP for developers for this project went live March 13th and closes April 16th, 2024. Construction will occur over the summer of 2024, 2025 and 2026. Tenants will move in as housing is completed.

*Please contact Anne Chase, Silverton Housing Authority Director, at (970) 880-0278 or [achase@silverton.co.us](mailto:achase@silverton.co.us) for additional information.*

Silverton Housing Authority  
**Boxcar Apartments Development - Affordable Rental Units**

The Town of Silverton has a critical need to house its local community and workforce. Dedicated efforts from the Silverton Housing Authority, Town of Silverton, San Juan County, and San Juan Development have yielded opportunities to develop affordable homes and rentals in the Anvil Mountain Subdivision. The Silverton Housing Authority is advancing the Boxcar Apartment project resulting in the development of 14 affordable rental apartments servicing household income levels at and below 80% AMI.



This project will increase the number of long-term rentals in San Juan County by 13.3% (per the 2019 ASC estimates and Root Policy Research, 2021). Serving tenants at 80% AMI and below, this project will increase the number of *affordable* long-term rentals by an estimated 87%.

The groundwork for this project began with a comprehensive Housing Needs Assessment in 2020, and the 2022 CHFA Technical Assistance program that designed a housing plan that optimally aligned the identified needs with the land capacity.

The Town of Silverton was awarded \$88,090 through EIAF's More Housing Now Grant with a local match from San Juan County on February 21, 2024. These funds will be utilized for the pre-development engineering plans for the following and more:

- Geotechnical Analysis
- Site-plan development
- Updated Survey
- Structural engineering for site retaining walls

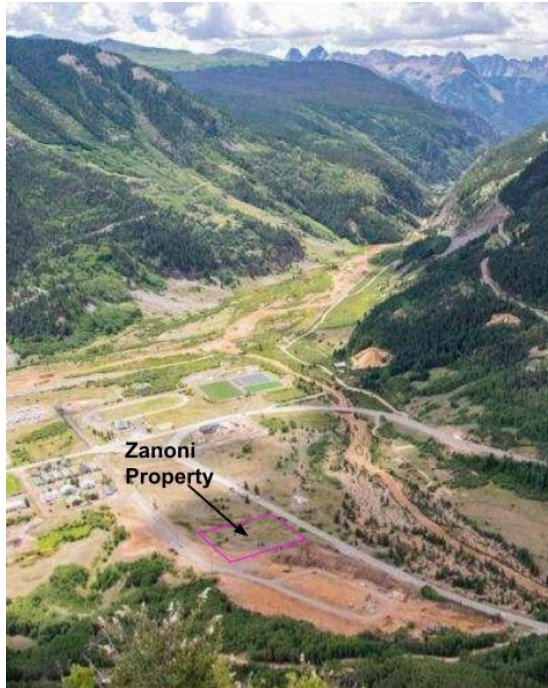
Future funding for this project will be requested for infrastructure installation, a construction loan, and permanent financing. Silverton Housing Authority's goal is to have tenants in the Boxcar Apartments by the end of 2026.

RFQs for developers will go out in Q4 of 2024.

*Please contact Anne Chase, Silverton Housing Authority Director, at (970) 880-0278 or [achase@silverton.co.us](mailto:achase@silverton.co.us) for additional information.*

## Silverton Housing Authority The Zanoni Parcel - An Affordable Housing Development

In 2022, the Town of Silverton purchased a 1.2 acre property with the IHOI grant. The IHOI grant contract ensures all development on the Zanoni property must service residents at and below the 140% Area Median Income (AMI) limit.



In May of 2023, the Town of Silverton was awarded a Brownsfield grant which allowed Phase 1 & 2 of environmental clean-up to occur in 2023. In March of 2024, the Silverton Housing Authority was accepted into the Colorado Housing and Finance Authority's (CHFA) Technical Assistance program which will design a conceptual plan for the property.

Silverton has a critical need to house its community and local workforce. The Zanoni Parcel will provide housing opportunities and a variety of housing choices to the community. CHFA's Technical Assistance will include the following:

- Community engagement and visioning
- Site conceptual plan
- Project timeline and phases
- Funding strategy

Following the conceptual design, the Silverton Housing Authority will pursue funding for infrastructure installation on the property, and subsequently, release an RFQ for developers/builders.

*Please contact Anne Chase, Silverton Housing Authority Director, at (970) 880-0278 or [achase@silverton.co.us](mailto:achase@silverton.co.us) for additional information.*

# Silverton Housing Authority

## Project Overview

3/1/2024

This document provides an overview of the housing projects in the pipeline for the Silverton Housing Authority. Details include project goals, restrictions, timelines, and applicable funding sources.

### 1. Anvil Multi-Family Development

#### Overview:

Four lots in Anvil Mountain Subdivision are designated for multi-family development. The [2022 Technical Assistance from CHFA](#) proposed 2 duplex units per lot for lots 16 and 17, and one duplex per lot on 23 and 24.



#### History:

TOS created an application for the DOLA TAP grant to fund this project in 2022. A Request For Proposals was issued in 2022 for the design and installation of modular, prefabricated duplex units. Colorado Building Systems was selected for the project. Unfortunately, the designs of the duplexes that CBS provided do not meet the parking requirements for the Anvil Subdivision Zoning, and the grant was not received. SHA board directed Staff to draft and release a new RFP for the site-plan, building design, and building installation / construction for this project on 2/26/2024.

#### Goals:

- Maximize the number of housing units on lots, while abiding by parking and snow shedding regulations, and not compromising livability or comfort.
- Develop a combination of 2 and 3 bedroom units.

- Project will include units for sale and for rent.

**Restrictions / Challenges**

- Silverton has a “missing middle” problem – for-sale affordable housing shortage for people at or above 100% AMI. Current funding opportunities are restricted to 100% AMI housing and below. It is unclear if SHA would have luck selling units under 100%.
- Regulatory Agreements

Target AMI	Deed Restriction Target	Required Units	Built-to-date	Remaining to be Built
Unrestricted	40%	22	21	1
<125%	24%	15	10	5
<80%	36%	23	11	12
<b>Total</b>	<b>100%</b>	<b>60</b>	<b>42</b>	<b>18</b>

This project combined with the Boxcar Apartments will hopefully yield 24 units, however, while we wait for the RFP results of how many units these lots fit best, we will consider the 18 units remaining to be built. The multi-family project can have 5 units at 125% AMI; Boxcar will be 80% AMI and lower (this can change if we can do our hopeful total of 24 units). The 5 for-sale units at 125% do not have a good gap-funding opportunity except for HDG that will be competitive (application expected to open July).

**Timeline: (ambitious)**

3/11/2024 Release RFP

4/8/2024 RFP Deadline

4/16/2024 RFP Selection

5/1/2024 Apply for DOH Gap Funding for rental units under 80% AMI \*this is a little ambitious because the application is hefty.

5/1/2024 Apply for Transformational Housing Loan Fund (1% interest construction loan).

5/14/2024 Geotechnical Analysis

7/1/2024 (expected) Apply for HDG Gap-funding for 120% AMI units.

July-October 2024: Construction / installation of 80% AMI rental units.

Fall 2024: Renters move-in to units.

December 2024: Hopefully receive HDG gap funding.

Summer 2025: Installation / construction of 125% AMI for-sale housing.

Fall 2025: New owners move into units.

\*\* Pending RFP price per unit being 125% AMI, we could build 125% summer 2024.

Anvil Multifamily												
	2024				2025				2026			
Action Steps	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
<b>Predevelopment</b>												
Establish funding and development plan	■											
Annexation	■											
RFP for Construction	■	■										
Complete Design		■										
Complete Financing		■										
<b>Development</b>												
Geotech Data		■										
Infrastructure Installation		■										
Building Permit		■										
Construction		■	■			■	■			■	■	
Tenant Applications Open			■									
Tenant Move-in				■	■			■	■			■

## 2. Boxcar Apartment Complex

### Overview

The Anvil conceptual plan has Lots 1 and 32 designated for an affordable apartment complex. If it is a similar design to the existing apartment complex, this project will include 14 units. Town of Silverton was awarded \$80K from EAIF/DOLA More Housing Now grant for the pre-development of these lots & project, including engineering and site plans. See [CHFA's TA 2022 Anvil conceptual plan](#) for more details. There are a lot of funding opportunities for low income (80%AMI and lower) rentals.

### Goals:

14 units, mixture of 1, 2, and 3-bedroom apartments servicing 80% AMI or lower.

### Restrictions / Challenges:

- Serve 80% AMI and below.
- Lot 32 was not included in the environmental clean-up.

### Timeline:

April 2024: Release RFQ (pending Ramboll discussion in late March if pre-development work can start during environmental clean-up).

Spring 2024: Begin application for FHLBank Topeka grant.

June 2024: Add Lot 32 to the Brownsfield Priority list.

8/16/2024: Application due: FHLBank Topeka grant.

Summer 2024: Site clean-up & pre-development begins. Apply for infrastructure grants.

Fall 2024: Site clean-up completed.

Winter 2024/2025: Release RFP for design & construction of apartments.

Summer 2025: Infrastructure installation / site grading. Apply for funding opportunities (Prop 123 Equity, FHLBank Topeka grant, DOH gap-funding).

Fall 2025: Apply for construction loan.

Spring 2026: Build / install.

Fall 2026: Residents move-in.

Action Steps	2024				2025				2026			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
<b>Predevelopment</b>												
Establish funding and development plan	█											
Submit/Process Annexation Application		█										
RFP for Predevelopment		█										
Site Clean-Up		█	█									
Predevelopment Engineering for Site-Readiness		█	█	█	█	█						
Apply for Infrastructure Funding			█									
RFP for development partner				█								
Complete Design				█								
Complete Financing					█							
<b>Development</b>						█	█	█	█	█	█	█
Infrastructure Installation						█	█					
Building Permit							█					
Construction									█	█	█	
Tenant Applications Open											█	
Tenant Move-in												█

### 3. Zanoni Property

#### Overview

Town of Silverton acquired [parcel #48290180010010](#), 0.94 acres, through the IHOI grant in September, 2022. SHA applied for CHFA TA (same as the Anvil TA process) - find out acceptance week of March 4<sup>th</sup>.

**Goals:**

- Mix of affordable for-sale and rental properties.

**Timeline**

Week of March 4, 2024: Find out about CHFA TA program acceptance.

Spring 2024: CHFA TA for conceptual design of property.

Summer 2024: Clean-up. Apply for infrastructure grants.

Summer 2025: install infrastructure

Fall 2025: Release RFP for builders /developers.

Winter 2025: Apply for grants / construction loans.

Summer 2026: construction begins.

Zanoni	2024				2025				2026				2027			
Action Steps	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
<b>Predevelopment</b>																
Conceptual Plan		█	█													
Funding and development plan			█													
Annexation		█														
Apply for infrastructure funding				█												
RFP for developers					█	█										
Complete Financing								█								
<b>Development</b>																
Infrastructure Install						█	█									
Building Permit									█							
Construction										█	█			█	█	
Tenant Applications Open												█			█	
Tenant Move-in												█				█



## Funding Opportunities for Housing Projects

2/23/2024

Funding Name	Funding Type	Application Date	Match Requirement	Restrictions	Project type	Notes
<a href="#">DOH GAP Funding (Prop123)</a>	Grant – Gap Funding	1 <sup>st</sup> of every month	No match	100% AMI For-sale. Not sure rental limits.	New construction for-sale, rental acquisition	Not sure what project to use this for.
<a href="#">HDG</a>  (Same application as Prop123)	Grant – Gap Funding	Expected, but TBD: July 1, 2024	75%	120% AMI or below.  <i>Very competitive.</i>	New construction for sale, property acquisition, rehabilitation, housing services.	For-sale Townhomes 120%AMI. Need to start application ASAP due to difficulty and length.
<a href="#">Transformational Housing Loan Fund</a>  (expected to deplete by end of summer 2024)	1% interest loan	1 <sup>st</sup> of each month	No match	Rental & Homeownership 120%	New construction, purchase existing, senior housing, weatherization,	Boxcar Apartments, rental Townhomes.
<a href="#">FHLBank Topeka Affordable Housing Program Terms</a>	Grant	July 1 – Aug 16, 2024. Annual. Dec 31 <sup>st</sup> Award Notice.		For-sale: 80% AMI or lower  For-rent: 20% of units need to be occupied by at or below 50% AMI.	For-sale: Down payment, closing cost, rehab of owner-occupied homes.  Rental: Purchase or construction – 20% of units Very Low Income occupied.	Boxcar Apartments.



## AGENDA MEMO

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SUBJECT: Adoption of Building Better Places Action Plan  
MEETING DATE: 4/22/2024  
STAFF CONTACT: Anne Chase

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### **Overview:**

On March 6-8, 2024, Anne Chase, Mayor Kranker, Trustee Harper, DeAnne Gallegos, Emily Thorn, Sara Mordecai, Lucy Mulvihill, and Melissa Childs attended Community Builders' Building Better Places Training, representing the Silverton Housing Authority. The team followed Community Builders' award-winning training model to create a clear community action plan that identifies both short and long-term next steps to accomplish a specific community project or goal.

This training's goals were to provide short—and long-term goals and direction for the Silverton Housing Authority, develop a shared mission and goals, explore funding opportunities for the authority and its projects, and consider ways to build capacity and sustainability for the Authority.

After the training, the Community Builders facilitation team delivered an action plan for the Silverton Housing Authority. Staff and the Silverton Housing Authority Steering Committee recommend that the board adopt the BBP Strategic plan to guide the authority's work and direction.

### **Suggestion Motion or Direction:**

Motion to adopt the BBP Action Plan for the Silverton Housing Authority.



# Building Better Places Training

For communities dealing with growth and change.

## Silverton Housing Authority Summary Report

March 20, 2024

Prepared by Community Builders



## About Community Builders

[Community Builders](#) works to shape healthy, equitable, and prosperous communities that improve people's lives today and ensure a sustainable tomorrow. We provide tools, training and assistance to empower communities and local leaders that create more livable, sustainable, and inclusive places.

## Team-Based Training

Community Builders' trainings bring together teams of local leaders to understand and address key challenges and opportunities facing their community. Our training model blends shared learning with facilitated action planning and helps community teams find common ground on workable strategies to move forward with addressing key needs and opportunities in their communities.

## Building Better Places (BBP) 2024

This year's BBP responds to the dynamic mix of challenges and opportunities facing Colorado's small cities, towns and rural areas. BBP follows Community Builders' proven, award-winning training model, which focuses on building buy-in, clarity, direction, and commitment from teams of local leaders. Each community team works with a dedicated facilitator to create a clear community action plan that identifies both short and long-term next steps to accomplish a specific community project or goal.

## Community Builders Assistance Process

Community Assistance provides communities with the tools and resources to spark meaningful progress, while building local capacity and creating success stories that inspire and inform other communities. Each project is tailored to meet specific local needs and requires a close partnership with the community and CB Team.





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# The Silverton Housing Authority Team

## The Challenge

Below are the goals identified in the Silverton Housing Authority's BBP application, and follow up conversation, to focus on during the 3-day training.

- **Provide Short & long-term goals and direction** toward laying the foundation for a strategic plan to address affordable housing needs in Silverton
- **Develop shared mission and goals** to guide the Housing Authority
- Identify opportunities for **better coordination and collaboration**
- **Explore funding opportunities** and public-private partnerships
- Consider ways to **build capacity and sustainability** for the housing authority

## Team Members

**Anne Chase:** Silverton Housing Authority Director

**Melissa Childs:** Real Estate Agent and Planning Commissioner

**DeAnne Gallegos:** Chamber of Commerce Executive Director

**Jim Harper:** Town Trustee

**Dayna Kranker:** Town Trustee

**Sara Mordecai:** Silverton Family Learning Center Director

**Lucy Mulvihill:** Town of Silverton Community Development Director

**Emily Thorn:** Ironwood Consulting Principal Ecologist

Facilitators: J.J. Folsom and Cathy Click, Community Builders



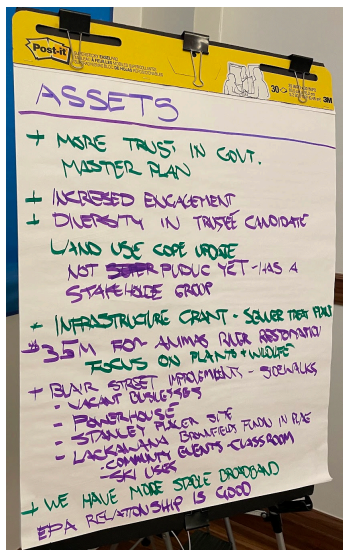


## Where Are We?

### Existing Tools and Resources

Prior to the March 2024 BBP workshop, the Silverton team met virtually with J.J. Folsom and Cathy Click from Community Builders to discuss current housing issues, community assets, and gaps and opportunities for the topics of: planning and policy, implementation capacity, funding, and public engagement. This conversation continued during the March 2024 workshop and is summarized below and on the following pages.

Community Assets	
<b>Planning and Policy</b>	<ul style="list-style-type: none"> <li>• Land Use Code (LUC) revisions need to create clear standards on uses</li> <li>• LUC revisions need to engage the community</li> <li>• Revisions are supported by Compass Master Plan recommendations</li> </ul>
<b>Implementation Capacity</b>	<ul style="list-style-type: none"> <li>• The Silverton Housing Authority (SHA) was created</li> <li>• Supported by Compass Master Plan</li> <li>• Town of Silverton (TOS) currently acting as the SHA board</li> </ul>
<b>Funding</b>	<ul style="list-style-type: none"> <li>• SHA currently funded by DOLA grant through 2024</li> </ul>
<b>Public Engagement</b>	<ul style="list-style-type: none"> <li>• Use the Chamber meetings to disseminate information</li> <li>• Compass Master Plan provides accountability to TOS Trustees and the community</li> <li>• Communication and public meetings are happening and not yielding the desired results (some angry applicants, disengaged public)</li> </ul>





### Gaps and Opportunities

Below are the key gaps and opportunities identified by the team.

Gaps and Opportunities	
<b>Planning and Policy</b>	<ul style="list-style-type: none"> <li>• Currently there is “selective”/inconsistent enforcement of policies</li> <li>• Public engagement should be equitable and accessible</li> <li>• Need to establish a streamlined development process</li> <li>• LUC code is out of alignment with Compass Master Plan but is currently being updated</li> </ul>
<b>Implementation Capacity</b>	<ul style="list-style-type: none"> <li>• Lack of a vision or funding strategy for the SHA</li> <li>• Lack of defined role for SHA director</li> <li>• Lack of priorities for projects</li> <li>• Some mistrust of processes by applicants</li> <li>• Meaningful conversations between SHA/TOS staff and trustees are challenging</li> <li>• Represents change in the community ie. growth/increased population</li> <li>• Need incentives for developers and community participation</li> </ul>
<b>Funding</b>	<ul style="list-style-type: none"> <li>• TOS and San Juan County (SJC) have not included SHA in their budgets</li> <li>• Incentives for developers to build AH with a developer’s fee to go to SHA</li> <li>• Pre-approved affordable housing plans to provide/sell to developers</li> <li>• Possible implementation of a real estate transfer fee (RETF)</li> <li>• Reduce barriers to building to entice developers to build affordable and market rate housing in TOS</li> <li>• Evaluate current fees as fees do not match service from the TOS</li> <li>• Re-earmark TOS fees from General Fund to SHA</li> </ul>
<b>Public Engagement</b>	<ul style="list-style-type: none"> <li>• Community needs to be informed on AH and home purchase processes: “Do the Work”, “Get Ready to Buy”, regular information updates</li> <li>• Informed “champions” / community members</li> <li>• Reference the Compass Master Plan engagement process</li> <li>• “Resource Roadmap” needed for a better understanding of SHA goals and programs</li> <li>• Create a network of stakeholders and experts to support economic development</li> </ul>

**FUNDING PROGRAMS - WHERE DO WE WANT TO BE?**

- REAL ESTATE TRANSFER FEES
- DEED RESTRICTION PROGRAM INCENTIVES

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**FUNDING: WHERE DO WE WANT TO BE? FUNDING HA**

- A BYASING MAP OF PROJECTS
- HA BUSINESS ACCESS TO COUNTY HOUSING FUND
- COUNTY SUPPORT: BOTH FINANCIAL AND POLITICALLY - TRUST
- BRING IN OUTSIDE FACILITATION
- HA HAS CAPACITY TO SUPPORT APPLICANTS
- APPLICANT TRAINING/EXPECTATIONS
- REAL ESTATE TRANSFER "FEE"

**\$ DEVELOPMENT & PROGRAMS**

**PRIORITIZE STRATEGIES**

- INCENTIVES FOR PRIVATE MKT
- SET OF PLANS/DEVELOP
- FEES (+/-)
  - RE TRANSFER / PLANNING FEES / TAP FEES
  - WAIVERS / BLDG PERMITS
- REDUCING RESTRICTIONS/EASIER TO BUILD BARRIERS
- RESOURCE ROADMAP
- STREAMLINED PROCESS/PREDICTABLE REVIEW, CODE

**FUNDING MECHANISMS**

**PRIORITIZE STRATEGIES**

**IMPACT • DOABLE/REALISTIC**

- RELATIONSHIPS W/ FUNDERS/FEES
- RENTAL UNITS FEES
- DEV. FEES/GRANTS
- TOS + SJC BUDGETS
- DEVELOPER READY PLANS
- RE. TRANSFER FEES
- RESOURCE ROADMAP
- BUSINESS PERMITS FEE





# Where Do We Want To Be?

## Team Goals

The goals of the Silverton Housing Authority team discussed during the pre work assessment call and further refined during the BBP workshops include:

- **Provide goals and direction** toward laying the foundation for a strategic plan to address affordable housing needs in Silverton
- **Develop a shared mission and goals** to guide the Housing Authority
- Identify opportunities for **better coordination and collaboration**
- **Explore funding opportunities** both for the sustainability of the housing authority and for implementing affordable housing
- **Build capacity and sustainability** for the housing authority

## Vision of Success

Below is a summary of the team’s vision of success.

Vision of Success	
<b>Planning and Policy</b>	<ul style="list-style-type: none"> <li>● Updated LUC allows for a variety of housing types and supports housing choices</li> <li>● Updated LUC is consistent, predictable, and easy to navigate with equitable enforcement</li> <li>● Ordinances that support housing affordability</li> <li>● Policies reflect/reinforce the Compass Master Plan</li> </ul>
<b>Board Structure</b>	<ul style="list-style-type: none"> <li>● Diverse Board representation</li> <li>● Clear expectations of the Board’s role</li> <li>● New board is a working board rather than advisory</li> </ul>
<b>Funding</b>	<ul style="list-style-type: none"> <li>● Sustainable funding for SHA Executive Director and support staff</li> <li>● Multijurisdictional funding for SHA from TOS and SJC</li> </ul>
<b>Communications/ Messaging</b>	<ul style="list-style-type: none"> <li>● Easy to navigate and user-friendly website</li> <li>● Community is informed on local and other housing programs</li> <li>● Positive hopeful outlook</li> <li>● Resource Roadmap created</li> <li>● Proactive/empowered community members leads to an increased number of qualified AH applicants</li> </ul>



## How We Will Get There

### Action Plan

The following action plan matrix outlines steps and timeframes to build momentum for advancing the Team’s goals and vision outlined previously. The [Silverton Standard article](#) published immediately following the event provides a good overview of the BBP event and summary of the Housing Authority’s priorities.

<b>Strategy 1: Funding and Housing Authority</b>		
<i>Purpose: Stabilize the HA staff and programs</i>		
The housing authority does not currently have a source of funding beyond 2024. Below are actions, timeframes, and responsible parties to accomplish the goals of seeking funding for the housing authority beyond 2024.		
<b>Key Actions</b>	<b>Timeframe</b>	<b>Coordinator(s)</b>
<b>1. Conduct political ambassador work</b>	April	Steering Committee, Gloria, Anthony
<b>2. Research Funding Options (including Real Estate Transfer fee)</b>	April	J.J. Folsom to provide information to Anne
<b>3. Provide fee recommendations to TOS</b>	April	Steering Committee
<b>4. Research wages for similar communities</b>	May	Sara
<b>5. Provide funding recommendations to TOS</b>	May	Steering Committee
<b>6. Apply for DOH TA (<i>application opens in May</i>)</b>	May	Anne
<b>7. Budget Season: Direct General Funds to SHA</b>	August	Jim, Dayna, Anne
<b>8. Continue funding options research</b>	August	DOH TA
<b>9. Hire new SHA staff</b>	Q3 2025	Anne & Board
<b>10. Request funding from SJC</b>	Q3 ++	Anne, TOS, new board
<b>Potential Barriers</b>		
Potential opposition to fees such as Real Estate Transfer fee and other fees. Budget constraints of Town of Silverton and San Juan County		



<b>Strategy 2: Policy</b>		
<i>Purpose: Create clear direction from Town of Silverton Trustees, staff, and community</i>		
The Town of Silverton is currently updating their Land Use and Development code to better support a variety of housing types/ choices and price points. A major goal of the new code update is to create a more predictable code that attracts developers to create a variety of affordable and attainable housing.		
Key Actions	Timeframe	Coordinator(s)
1. <b>Meet with Clarion Associates to review land use code options</b>	April	Lucy/Steering Committee
2. <b>Community engagement begins on land use code update</b>	May	Lucy, Melissa, Emily
3. <b>Acquire local builder/developer affordable housing plans to create a housing “pattern book”</b>	Q2 2025	Anne, Lucy
Potential Barriers		
<ul style="list-style-type: none"> <li>• Differing opinions by community members on building heights, densities, types, and location.</li> <li>• Ability for the community to listen and understand the specifics and benefits of the AH program</li> <li>• Appealing to potential home owners and renters as well as attracting developers for market rate and affordable housing</li> </ul>		

<b>Strategy 3: Improve Board Structure</b>		
<i>Purpose: Engage stakeholders in SHA</i>		
Currently, the Silverton Housing Authority board is the Town Trustees. Since this is an elected body with frequent turnover it is more desirable to have a diverse board made up of citizens and professionals, residents that live in affordable housing, and a few elected officials for the town and the county.		
Key Actions	Timeframe	Coordinator(s)
1. <b>Review BBP Action Plan</b>	April	Steering Committee
2. <b>Conduct regular steering committee meetings (determine frequency needed at first meeting)</b>	May	Steering Committee
3. <b>Identify SHA needs and goals for a new board structure, invite local and non local experts to assist</b>	September	Steering Committee
Potential Barriers		
<ul style="list-style-type: none"> <li>• Unknown potential of new board members that support the SHA</li> </ul>		



Strategy 4: Communication & Messaging		
Purpose: Provide informative and clear resources for the community		
Additional communication to the community is desired to provide a better understanding of available programs, housing, and steps needed to qualify for affordable housing.		
Key Actions	Timeframe	Coordinator(s)
1. Create user friendly on-line resource folder for housing information	March	Anne
2. Outline desired web site content priorities	April	Anne
3. Share BBP Report with community	April 22, 2024	Anne
4. Prepare BBP press release and briefing sheet to promote the report	March	DeAnne, Anne
5. Community information night and video recording to post on website	June	Anne
6. Funding discussions with Town of Silverton and San Juan County to describe resource roadmap	TBD: May	Anne
Potential Barriers		
<ul style="list-style-type: none"> <li>Housing Authority capacity to accomplish above actions</li> </ul>		

Below is the final BBP Action Plan developed by the Silverton Housing Authority Team.

**Silverton**

MARCH	APRIL	MAY	JUNE	JULY	AUG	SEPT	Q4	Q1 2025	Q2 '25	Q3 '25	BEYOND
FUNDING PROPOSAL AUTH.	AMASSADOR POLITICAL WORKING GROUP GOVERNMENT (ALL)	RESEARCH NAMES FOR SIMILAR COMMUNITY (SAR)		HA ON FUNDING COMM. AGENDA (SAR)	THE PEOPLE'S (SAR)					HIRE HA STAFF BOARD + ANNE	REQUEST COUNTY FUNDING TO ADD DEVELOPER
POLICY	FINANCE COMM. AGENDA RESEARCH PLAN (SAR)	PROVIDE RECCS TO FINANCE OFFICER (SAR)		APPLY FOR DDH TA (SAR)	CONTINUE FUNDING OPTION RESEARCH (SAR)				ACQUIRE BDR/DEV PLANS WORK W/ LOCAL BDR'S PART ENGAGE OFFICER/REP (SAR)		
BOARD STRUCTURE	STEERING COMM. MTGS REVIEW BDR ACTION PLAN (SAR)	CLARIFY/STEER COMM. MTG (CODE (SAR))		STEERING COMM. MTG (SAR)						RECRUITING (SAR)	FRAMEWORK/STRUCTURE BOARD S (SAR)
COMMUNICATIONS/MESSAGING	CREATE REVIEW FOLDER FOR HOUSING INFO	SHARE BBP REPORT W/ COMMUNITY (SAR)		COMMUNITY INFO NIGHT VIDEO (SAR)	FUNDING DISC. MTGS/EIC FOR RESOURCE ROADMAP (SAR)						
	OUTLINE DESIRED WEBSITE CONTENT PRIORITIES (SAR)	BBP PRESS RELEASE BRIEFING SHEET (SAR)									
<b>WHAT DOES SUCCESS LOOK LIKE? VICTORY!</b>											
<b>VICTORY! FUNDING HOUSING AUTHORITY</b> <ul style="list-style-type: none"> <li>SUSTAINABLE FUNDING/DEVELOPER</li> <li>LIVABLE WAGE</li> <li>INCREASED STAFFING</li> <li>MULTI-JURISDICTIONAL SUPPORT (COUNTY + TOWNS)</li> </ul>			<b>VICTORY! COMMUNICATION/MESSAGING</b> <ul style="list-style-type: none"> <li>NAVIGABLE WEBSITE (EIER FROM)</li> <li>INFORMED COMMUNITY</li> <li>POSITIVE OUTLOOK</li> <li>RESOURCE ROADMAP</li> <li>PROACTIVE COMMUNITY MEMBERS</li> </ul>			<b>VICTORY! POLICY</b> <ul style="list-style-type: none"> <li>CODE SUPPORTS HOUSING CHOICES (MANAGEMENT &amp; AFFORDABLE)</li> <li>PREDICTABLE CODE</li> <li>ORDINANCES THAT SUPPORT AFFORDABILITY</li> <li>REINFORCES MASTER PLAN</li> <li>ATTRACTS DEVELOPERS</li> </ul>			<b>VICTORY! BOARD STRUCTURE</b> <ul style="list-style-type: none"> <li>DIVERSE = ELECTEDS, PROFESSIONALS, QUALIFIED RESIDENTS</li> <li>WORKING BOARD/SET EXPECTATIONS</li> </ul>		



# Appendices

## BBP24 Participant Agenda

### Wednesday March 6 | Creating Shared Direction

Teams will learn about frameworks for addressing community challenges and begin to develop strategies for moving forward by addressing gaps in planning, policy, and implementation capacity

**10:00 - 10:15**    **Welcome & Overview**

*Welcome, introductions, and overview of the workshop. Team leads identify their community and the key challenge(s) or issue(s) they are working on.*

**10:15 - 11:00**    **Building Strong Communities in Rural and Mountain Places**

*This session examines the changing strategic landscape for mountain and rural places, and offers ways communities can respond that shape more livable and prosperous places.*

**11:00 - 11:45**    **Team Work: Positioning for Success**

*Teams will reflect on their own strategic landscape, how they are positioned to move forward within the training and beyond.*

**12:15 - 1:00**    **Building a Planning and Policy Framework**

*This session explores the basics elements of a sound planning and policy framework to build a foundation from which to act.*

**1:00 - 2:00**    **Team Work: Bridging the Gap - Planning and Policy**

*Building on the Team's community groundwork meeting, consider how we measure up to the ideal of the framework and identify gaps and opportunities to get to where we want to be.*

**2:00 - 3:00**    **Creating the Capacity to Act**

*To create the change we want, we need the capacity to act. We'll discuss key components of local civic and implementation capacity, including leadership, organizations, systems, resources, collaboration, and political will.*

**3:15 - 4:15**    **Team Work: Bridging the Gap - Implementation Capacity**

*Teams will review their current needs and realities before identifying ways to bridge the gap between where they are and where they want to be.*

**4:15 - 5:15**    **Team Work: Pathway Synthesis**

*Teams will work together to connect and align the opportunities they have identified so far, and begin to find pathways for moving their ideas forward.*



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### **Thursday March 7 | Positioning for Success**

Teams develop strategies to advance priorities, including addressing barriers to progress, positioning for funding/assistance opportunities, and engaging the public to build consensus.

- 8:15 - 9:05**     **Visions of Success: Real Stories from Real Places**  
*Hear inspiring and relatable stories from other Colorado communities that are working to tackle the same types of daunting challenges as your community.*
- 9:05 - 9:30**     **Team Work: Headline News**  
*Brainstorm your community's future positive press!*
- 9:30 - 11:00**   **How to Position for Implementation Funding**  
*Addressing community challenges usually requires funding - for planning, to build new projects and programs, and to sustain the work long-term. Learn about funding types and layers, as well as tools and strategies to make funding pursuits pay out.*
- 11:00 - 11:45**   **Team Work: Bridging the Gap - Funding**  
*Teams will assess current funding realities and identify opportunities to address identified funding needs.*
- 1:00 - 2:45**     **Building Civic Capacity and Community Support**  
*It's getting harder to have reasoned discussions about difficult issues. How do we create the space for an effective and informed community discussion around these issues to move the needle in the right direction?*
- 2:45 - 3:45**     **Team Work: Bridging the Gap - Engagement**  
*Building on their groundwork, teams will examine their engagement needs and challenges, and then identify ways to build civic capacity and the community and political support needed to move their work forward.*
- 3:45 - 4:55**     **Team Work: Pathway Synthesis**  
*Pathway Synthesis to create clarity of direction. Teams will also prepare for Day 3 by identifying 1-3 priorities for action planning the following day.*

### **Friday March 8 | Action Planning**

Teams will work together to develop a detailed action plan outlining key next steps, roles, and resources to advance the strategies identified in BBP.

- 8:30 - 8:45**     **Breakfast Presentation: Preparing for Action Planning**  
*An overview of the action planning process, with an emphasis on methods to sustain progress and momentum*
- 8:45 - 12:30**   **Team Work: Creating an Action Plan**  
*Now the rubber hits the road! Working from the notes and action items from each session over the past two days, teams are assisted by Community Builders staff facilitators to draft an action plan. Each team should identify actions, roles, responsibilities, timelines, and next steps.*
- 12:30 - 1:30**     **Lunch and Team Highlights Sharing**  
*Teams will share priorities from their action plans and discuss how they plan to move forward when they return home.*



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## Silverton Housing Authority Groundwork Summary

### Community Assessment: Policy & Planning

#### **Existing plans, policies, data, and regulations**

- 2022 [Compass Master Plan](#)
- [2021 San Juan & Silverton Housing Needs Assessment](#)
- Public Health - needs assessment formal report
- Water survey inventory
- The Planning & building departments did an informal survey of homes in town in order to categorize them. The goal is to figure out how many available parcels there would be if they were able to have single lot development zoning
- Current code revised to allow ADUs as a use by right
- Rezoned parcels at entrance of town and purchased parcel of land for affordable housing
- Received gap funding to build units in Anvil.

#### **In progress / coming soon**

- Currently working on a build out analysis to provide an idea of how many more residential units can be added
- Updated land use & development code (Clarion)
- The Brownfields project will identify potential AH sites

### Community Assessment: Community Capacity & Leadership

#### **Local officials champions**

- With the election in April, a lot of candidates are running and will get an entire new dynamic in April on the council - not getting too much obstruction with a new board
- There are gaps in coordination or alignment between Town & County
- Most team members were part of the Compass Plan process
- The current stability of town staff, trustees, and the compass project is very helpful. There is currently more trust and optimism within Town and in the Town Government than in the last five years.
- Supported by other town leaders
- The County is not part of the Housing Authority. The town and HA will have to prove the benefit of the Authority for the County to become a partner.

#### **Local government/housing authority capacity and resources**

- The HA needs a plan to be sustainable and meet our needs, need to build capacity, how can we recruit new staff and fund them?

### Community Assessment: Funding Gap

#### **Housing Authority and Town needs**

- The housing authority needs sustainable funding to build capacity, recruit new staff, and retain existing staff - currently funding is only through 2025
- If the town and housing authority can “prove” the benefits of the HA, they may be able to convince the County to participate and be a financial partner with the HA
- A physical strategic plan/report will help the HA to seek funding
- What funding opportunities are available to incentives developers to build what is needed in town? To come to town?
- Need funding to assisting with development funding gaps
- Funding for buy down programs, down payment and rental assistance, land banking,
- Draft [funding slide deck](#) opportunities



## Community Assessment: Public Engagement

### **Community awareness**

- Affordable housing in Silverton is seen as an existential crisis for the community, with concerns about the ability of current residents to afford to live there and the impact on future growth and identity of the town.
  - Silverton is in a unique situation in that there is no bedroom community for workers like other mountain towns.
  - Existing and new businesses unable to find workers as they are unable to find housing so they shutter.
- There is currently more trust and optimism within Town and in the Town Government than in the last five years.
- San Juan Dev has offered home ownership classes

### **Community energy**

- The community energy remains high following the Compass Master Plan process
- There is still some bad behavior on social media - some businesses have threatened to “close if you don’t patronize” the business but prices have become so high that locals are dining out/shopping less.

### **Team alignment & collaboration**

- Generally the team is in alignment and collaborates well together. Below are some differences:

### **Team differences**

- Some strong property rights proponents, others are not
- Home-ownership is the overall goal but may not be the primary objective of the group
- There is a difference in perspectives between some team members regarding the expansion of housing and its potential impact on open space, environmental quality, and ecosystem services.
- SFH and light industrial development needs to be carefully navigated.
- These differences are acknowledged and discussed respectfully between team members.

### **Community differences**

- Controversial topics in the code rewrite discussions include single lot development, maximum square footage, solar access related to density, and potential new hazard overlays, leading to differences of opinion and potential nimbyism.
- Differences & needs between renters and homeowners - Most AH is focused on ownership but there is a need for rental as well, not all agree
- Some strong property rights proponents, others are not





## Additional Process Documentation Photos

