



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



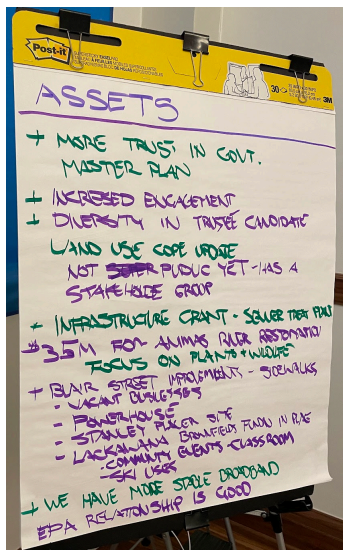


Where Are We?

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





Gaps and Opportunities

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

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

FUNDING PROGRAMS - WHERE DO WE WANT TO BE?

- REAL ESTATE TRANSFER FEES
- DEED RESTRICTION PROGRAM INCENTIVES

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



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.

Strategy 1: Funding and Housing Authority <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.		
Key Actions	Timeframe	Coordinator(s)
1. Conduct political ambassador work	April	Steering Committee, Gloria, Anthony
2. Research Funding Options (including Real Estate Transfer fee)	April	J.J. Folsom to provide information to Anne
3. Get on finance committee agenda: discuss redirecting current funds to the housing authority	April	Dayna
4. Research wages for similar communities	May	Sara
5. Provide funding recommendations to TOS	May	Steering Committee
6. Apply for DOH TA (<i>application opens in May</i>)	May	Anne
7. Get SHA on Finance Committee Agenda	July	Jim, Dayna, Anne
8. Provide fee recommendations to TOS	August	Steering Committee
9. Continue funding options research	August	DOH TA
10. Hire new SHA staff	Q3 2025	Anne & Board
11. Request funding from SJC	Q3 ++	Anne, TOS, new board
Potential Barriers		
<ul style="list-style-type: none"> ● Potential opposition to fees such as Real Estate Transfer fee and other fees ● Challenges to recruiting qualified housing staff to Silverton ● Town of Silverton could determine they are unable to provide additional funding ● San Juan County may decide not to assist in funding housing authority 		



Strategy 2: Policy		
<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. Meet with Clarion Associates to review land use code options	May	Lucy/Steering Committee
2. Community engagement begins on land use code update	May	Lucy, Melissa, Emily
3. Acquire local builder/developer affordable housing plans to create a housing “pattern book” a. Follow up with non locals and issue RFP if necessary	Q2 2025	Lucy
Potential Barriers		
<ul style="list-style-type: none"> • Differing opinions by community members on building heights, densities, types, and location. • Ability for the community to listen and understand the specifics and benefits of the AH program • Appealing to potential home owners and renters as well as attracting developers for market rate and affordable housing 		

Strategy 3: Improve Board Structure		
<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. Review BBP Action Plan	April	Steering Committee
2. Conduct regular steering committee meetings (determine frequency needed at first meeting)	May	Steering Committee
3. Identify SHA needs and goals for a new board structure, invite local and non local experts to assist	September	Steering Committee
Potential Barriers		
<ul style="list-style-type: none"> • Unknown potential of new board members that support the SHA 		



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	March	Anne
3. Share BBP Report with community	April	Anne
4. Prepare BBP press release and briefing sheet to promote the report	April	DeAnne
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	July	Anne
Potential Barriers		
<ul style="list-style-type: none"> Housing Authority capacity to accomplish above actions 		

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 FUNDING OPTIONS INC. RE THINGS FINANCE COMMITTEE AGENDA RESEARCH PLAN (CONV)	RESEARCH NAMES FOR SIMILAR COMMUNITY (SAB) PROVIDE RECCS TO TOWN (FUNDING OPTION) CLARIFY/STEERING COMMITTEE MTC (CODE/STAFFING) (W/ST) CODE COMMITTEE/IMPLEMENTATION STARTS (CONV)	COMMUNITY INFO NIGHT VIDEO (ANNE)	HA ON FUNDING COMMITTEE AGENDA (CONV/ANNE) APPLY FOR DDH TA (SAB)	THE PEOPLE'S STEERING COMMITTEE (CONV/ANNE) CONTINUE FUNDING OPTION RESEARCH (CONV/TA)				ACQUIRE BIDDER/DEV PLANS WORK W/LOCAL BIDDING PART ENGAGE OFFICER/REP (W/ST)	HIRE HA STAFF BOARD + ANNE	REQUEST COUNTY FUNDING TO ADD DEVELOPER
POLICY	STEERING COMMITTEE MTC'S REVIEW DDH ACTION PLAN (CONV)	STEERING COMMITTEE MTC (TH'S/TOM)			IDENTIFY HA BOARD NEEDS GOALS FROM MEETING W/ LOCAL EXPERTS				RECRUITING BOARD	FRAMEWORK/STRUCTURE BOARD'S (W/ST/ANNE)	
BOARD STRUCTURE											
COMMUNICATIONS/MESSAGING	CREATE REVIEW FOLDER FOR HOUSING INFO OUTLINE DESIRED WEBS CONTENT PRIORITIES (ANNE)	SHARE BBP REPORT W/ COMMUNITY (ANNE) BBP PRESS RELEASE BRIEFING SHEET (DeAnne)									
WHAT DOES SUCCESS LOOK LIKE? VICTORY!			VICTORY! COMMUNICATION/MESSAGING			VICTORY! POLICY			VICTORY! BOARD STRUCTURE		
<ul style="list-style-type: none"> FUNDING HOUSING AUTHORITY SUSTAINABLE FUNDING/DEVELOPED LIVABLE WAGE INCREASED STAFFING MULTI-JURISDICTIONAL SUPPORT (COUNTY + TOWNS) 			<ul style="list-style-type: none"> NAVIGABLE WEBSITE (EASIER FROM) INFORMED COMMUNITY POSITIVE OUTLOOK RESOURCE ROADMAP PROACTIVE COMMUNITY MEMBERS 			<ul style="list-style-type: none"> CODE SUPPORTS HOUSING CHOICES (MANAGEMENT & AFFORDABLE) PREDICTABLE CODE ORDINANCES THAT SUPPORT AFFORDABILITY REINFORCES MASTER PLAN ATTRACTS DEVELOPERS 			<ul style="list-style-type: none"> DIVERSE = ELECTEDS, PROFESSIONALS, QUALIFIED RESIDENTS WORKING BOARD/SET EXPECTATIONS 		



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.



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.



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

