



TOWN OF FRISCO
COLORADO



2018 TOWN OF FRISCO HOUSING TASK FORCE REPORT





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INTRODUCTION

As Frisco continues to grow as a community and tourist destination, the enriched economy and housing costs have created a divide between what workers can afford and what's available. Living in smaller spaces and taking on extra roommates can only go so far in making the area more affordable, which is why the Town of Frisco is taking action and seeking creative new solutions. In November 2006, Frisco, Summit Combined Housing Authority (SCHA), Summit County, and the other incorporated municipalities received funding from voters in the form of Measure 5A, a sales/use tax and impact fee. The sales tax and impact fee were extended in perpetuity in 2015, and in November 2016, voters added a 0.6% sales tax for 10 years to be used for "affordable housing purposes to help local workers and their families continue to live in our community, including but not limited to constructing affordable workforce rental and owner-occupied housing units."

The affordability of housing for workers in Frisco is an ever-evolving problem that requires innovative and collaborative solutions. The Town of Frisco recognizes that there is not one single solution to deal with this issue, but it rather requires a multi-pronged approach. An update to the 2013 Housing Needs Assessment created by the SCHA shows that as of 2016, even workers making 120% of the Area Median Income (AMI), need help to be able to live in Summit County. For 2015, the average residential home sale came in at \$554,432 in Frisco, considerably higher than the \$407,000 price point considered affordable for workers making 150% of the AMI. The cost to purchase or rent a home in Summit County has continually increased with the average price of homes sold in 2015 coming in 12-13% higher than those sold in 2012. In Frisco, there was a more than 20% increase in cost over the same time period.

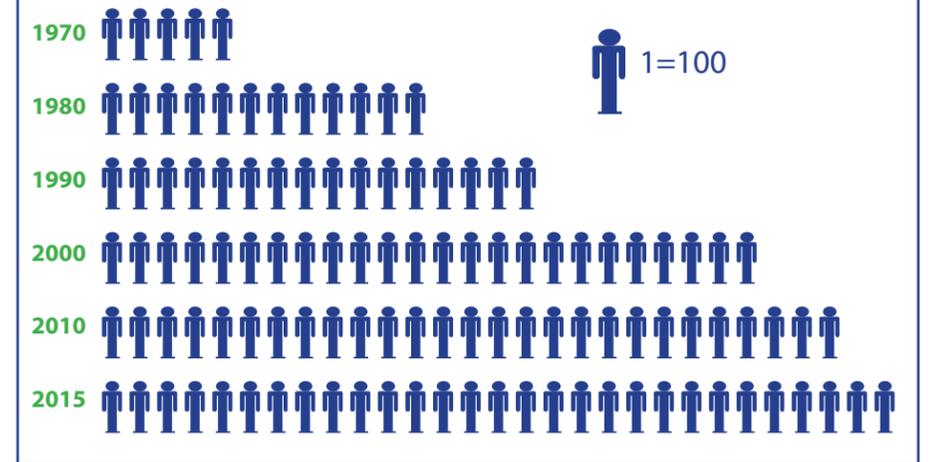
With these figures and challenges in mind, the Frisco Town Council created a Housing Task Force to look at how the Town can help to fill in the gap through workforce housing initiatives. In March 2017, 15 individuals from the community were selected as members of the Task Force to help create a dynamic and comprehensive approach to dealing with affordable housing in the Town of Frisco. The members of the Task Force each brought a unique perspective and background to the group from developers and local business people to mortgage specialists and a land use planner. The Task Force quickly split into two groups, Policy and Project, and spent the next six months working on solutions. Their approach to this subject involved extensive recommendations, a design charrette, and evaluation of multiple sites for potential use as affordable housing.

BACKGROUND

Summit County's permanent resident population has consistently grown since 1970, with Frisco alone growing from 471 residents in 1970 to 2,927 in 2015 according to data from the State Demographer and U.S. Census. Since 2000, the County population has grown by 28.7% with Breckenridge seeing the largest rate of growth at 109% in the same time period. This growth has led to consistent difficulties in finding affordable housing for people who want to live and work within the County.

In 2002, Summit County, Breckenridge, Dillon, Frisco, Montezuma and Silverthorne formed the Summit Combined Housing Authority, authorized by state statute, to combat the housing crisis facing the community. The purpose of SCHA is to "effect the planning, financing, acquisition, construction, reconstruction or repair, maintenance, management and operation of housing

Frisco Population Growth Over Time¹



projects or programs pursuant to a multijurisdictional plan in order to provide dwelling accommodations at rental prices or purchase prices within the means of families of low or moderate income and to provide affordable housing projects or programs for employees of employers located within the jurisdiction of the authority." The Authority is governed by a Board of Directors, comprised of one director for each jurisdiction.

Since its inception, the SCHA has put a number of initiatives in front of voters with Referred Measure 5A. The measure was initially approved by voters in November 2006, authorizing a temporary sales and use tax of .125% and a scaled impact development fee for affordable housing for a period of 10 years. In November 2015, SCHA again went to the voters receiving approval to extend the tax in perpetuity.

Finally, on Nov. 1, 2016, voters authorized an additional temporary sales tax of .6% for housing for a 10-year period. The impact fee and enhanced tax – at a rate of .725% – are estimated to contribute \$11,300,000 over the next 10 years to SCHA. The impact fee is expected to bring in \$50,000 per year and the sales tax is expected to contribute \$1,070,000 per year for the same time period.

The Frisco Housing Task Force used this information as well as information on the town's collateral, buying options, and current debt to examine how best to move forward with new and existing housing opportunities.

Year	REVENUES		EXPENDITURES	
	.125% Tax	Impact Fee	Capital Projects ²	Admin. Fees (SCHA)
2007	\$65,050	\$6,300	--	\$27,822
2008	\$197,084	\$39,957	\$40,000	\$35,881
2009	\$139,408	\$71,914	\$53,919	\$39,668
2010	\$146,438	\$53,040	\$110,361	\$86,336
2011	\$128,311	\$58,691	\$156,176	\$42,711
2012	\$136,896	\$76,515	\$134,076	\$36,941
2013	\$148,941	\$54,950	\$156,586	\$44,762
2014	\$164,435	\$200,279	\$134,761	\$44,282
2015	\$186,973	\$139,848	\$33,129	\$35,962
2016	\$204,393	\$116,626	\$405	\$42,323
Total	\$1,517,929	\$818,120	\$819,413	\$436,688

BACKGROUND

In 2013, the Summit Combined Housing Authority released a Workforce Housing Needs Assessment to evaluate the need for affordable housing and develop strategies with the County and municipalities for new and existing initiatives. The assessment was then updated in 2016 to show how conditions had changed in terms of available and needed units as well as the demographics of the workforce.

Eligibility for many of the income- or deed-restricted housing units in Summit County is determined by using the Area Median Income (AMI) – a figure calculated by the U.S. Department of Housing and Urban Development (HUD). In

30% AMI : \$18,500
In 2016, a single person making \$18,500 made 30% of the Area Median Income

60% AMI : \$36,960

80% AMI : \$49,280

100% AMI : \$61,600

120% AMI : \$73,920

140% AMI : \$86,240

160% AMI : \$98,560

2012, the AMI was calculated to be \$89,800, but by 2016 it had dropped to \$82,300. Since the initial needs assessment was conducted, HUD has changed how it calculates AMI, and mortgage interest rates have increased meaning that at each AMI level workers can afford to pay less in rent every month than was possible in 2012. This factor combined with rising housing costs and a shrinking inventory of available units means that more and more people are in need of assistance. Given all of the above factors, even households earning more than 120% AMI may be in need of assistance.

Summit has also seen the unemployment rate drop from 6% in 2012 to 2.25% in 2016, lower than the pre-recession rate of 2.7% in 2007. This means that many workers will need to move into the area to fill open positions, creating a larger need for affordable housing. Currently, SCHA estimates that 659 units will need to be constructed to catch-up with the current workforce needs, and 1,025 units will need to be constructed by 2020 to keep-up with the workforce needs. Of those units, 249 will be needed in the Ten Mile Basin to catch-up; 310 units will be needed by 2020 to keep up.

Based on U.S. Census and State Demographer data, the Ten Mile Basin is home to 14% of Summit County's permanent resident population and has already constructed 586, or 24%, of the workforce housing units in the County. Between 2012 and 2016, Frisco built or approved 61 workforce units and as of 2017 has Request for Proposals out for two new developments.

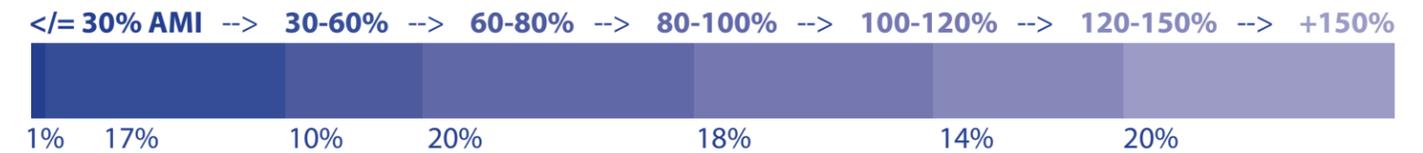
Vacancy rates across the County have remained near 2%, while in 2015 the rental vacancy rate was near zero percent. Market units are also being lost to short-term rentals and second homeowners as local workers retire or move away. It is estimated that 56 units are lost per year to second homeowners, while there is currently no official estimate of units that have moved from long-term to short-term rentals. According to SCHA, the lack of available units has continued to drive up the market rate – at a pace exceeding 10% per year – so that “households must now earn over 100% AMI to afford median market rates.” The median countywide rent was calculated at \$1,898 per month, affordable to anyone making 110% AMI.

With this in mind, Frisco established a Housing Task Force to come up with strategies to help workers in the Ten Mile Basin and in Summit County as a whole. Over a period of six months in 2017, the town hosted multiple meetings with the Housing Task Force – which was divided into two groups, a project-based group and policy-based group – to look at areas that would be good for housing developments; create a tool kit for the town, developers, and citizens; as well as strategies for how to ease the strain on local workers. In October, the town also held a panel discussion with other municipalities in the Rocky Mountain region to determine what policies areas have found beneficial when dealing with short-term rentals.

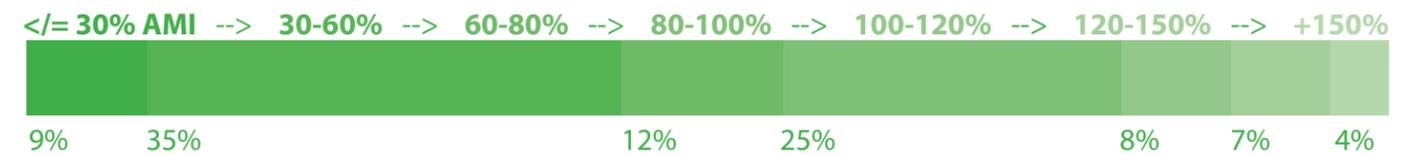
SCHA Housing Assessment Data¹

HOUSEHOLDS BY AMI

Owners



Renters

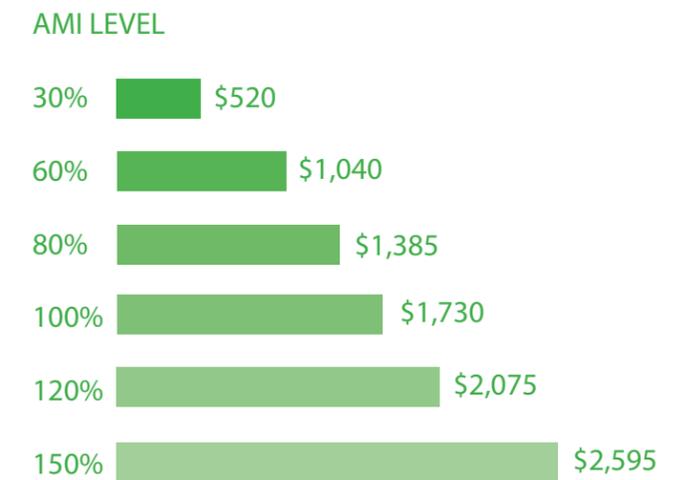


2016 MAXIMUM AFFORDABLE HOUSING COSTS BY AMI

Max Purchase Price



Max Rent



TOTAL WORKFORCE HOUSING UNITS 2016²



CONSTRUCTED / PERMITTED HOUSING UNITS 2013-16²



HOUSING UNITS NEEDED 2016-20²





HOUSING TASK FORCE POLICY GROUP MEMBERS

COMMUNITY MEMBERS

Brett Amedro

Doug Berg

Tom Castrigno

Lina Lesmes

Kasey Provorse

Elena Scott

Doug Sullivan

TOWN COUNCIL MEMBER

Kim Canselosi

TOWN STAFF

Joyce Allgaier
*Community Development
Director*

Bill Gibson
Assistant Director

POLICY GROUP

Over the course of six months the Policy Group, consisting of community members, town staff, and a town council member met to establish the following goals and recommendations for affordable housing in the Town of Frisco:

REGULATORY DIRECTIONS

GOAL

Stimulate the increase of production and creation of affordable housing through town policies, incentives, and regulatory procedures.

RECOMMENDED ACTIONS

- Waive or reduce development application, water tap, and building permit fees and expedite reviews for projects that include deed-restricted affordable housing.
- Subsidize sanitary sewer tap fees for deed-restricted affordable housing. (The Frisco Sanitation District operates as a municipal district and charges its own fees that, due to regulatory constraints, cannot be waived or reduced.)
- Provide property tax rebates for long-term rentals and deed-restricted affordable housing.
- Establish an Affordable Housing Overlay District that incentivizes workforce housing projects by allowing waivers and/or deviations from the underlying zoning and development standards, but ensure compatibility with the neighborhood.
- Evaluate the exemption of parking space areas from lot coverage calculations for deed-restricted accessory units in order to allow for more density.



The Peak One Neighborhood provides affordable-housing units for the local workforce.

- Eliminate the 100% AMI income restriction for deed-restricted accessory units and instead only apply the “workforce restriction” of at least 30 hours per week yearly in the county.
- Replace the for-sale-by-owner transactions of affordable housing with a prioritized lottery system for projects involving public property or funding.

ACTIONS CONSIDERED BUT NOT RECOMMENDED AT THIS TIME

- Eliminating the density bonus affordability restrictions (max. % of AMI).
- Increasing or decreasing the density bonus requirement that one-half (½) of the on-site bonus units be deed restricted as affordable housing.
- Reducing the density bonus requirement that two off-site deed-restricted affordable units must be provided in lieu of one on-site affordable unit.
- Expanding the density bonus program to the residential zone districts.
- Replacing the for-sale-by-owner transactions of affordable housing with a prioritized lottery system for projects involving private property and funding (example: density bonus units).

POTENTIAL ACTIONS NEED- ING FURTHER EVALUATION

- Reduce the parking requirements for all deed-restricted affordable-housing units and long-term rental lock-offs.
- Require workforce housing mitigation with development projects (examples: inclusionary zoning, commercial linkage, annexation requirements, etc.).



Partnerships between businesses, the town, and nonprofits can help local businesses retain workers.

ASSISTING LOCAL BUSINESSES

GOAL

Help local businesses maintain a reliable and sustainable workforce base through potential partnerships (between businesses, governments, nonprofits, etc.) tax benefits, deed restrictions, and the creation and retention of affordable-housing options.

RECOMMENDED ACTIONS

- Increase marketing efforts to inform local businesses about workforce-housing opportunities and incentives, and identify financial institutions willing to assist local businesses with housing. Ensure that businesses and business groups/associations are aware of options for helping to create workforce-housing options, including information about zoning incentives (ADUs and bonus units), that businesses can qual-

ify as the owners and renters of deed-restricted housing units, and other incentives as they become available.

- Explore financial incentives for local businesses to create workforce housing (example: down payment assistance).
- Sell deed-restricted, buy-down units to local businesses to manage themselves for housing employees.
- Create business incentive program priorities and standards, and a housing “tool kit” of information that can assist businesses in developing workforce housing.

POTENTIAL ACTIONS NEED- ING FURTHER EVALUATION

- Research additional business incentive opportunities.

BUY DOWNS

GOAL

Capitalize on retaining existing housing for locals as an option to building all new units.

RECOMMENDED ACTIONS

- Establish a buy-down program (buy, deed restrict, and then re-sell units; pay property owners to deed restrict their property; negotiate with developers of new buildings; etc.) Include funds to support this initiative in annual town budget.
- Create buy-down program priorities and standards. Evaluate the costs and benefits of buy downs compared to the construction of new units.
- Explore income tax incentives for the “donation” of an affordable-housing deed restriction.
- Establish a reserve fund for the purchase of deed-restricted affordable-housing units in foreclosure to preserve the deed restriction. Coordinate with SCHA and lenders to assist owners in financial difficulty to keep their loan current while selling the property to avoid a foreclosure.
- Support the SCHA and other organizations providing financial assistance to buyers and renters (example: down payment and security deposit loans).
- Establish requirements that protect affordable-housing units from future home owner

association special assessments caused by poor maintenance and management practices of the association to preserve the affordability of the unit.

- Establish limitations on home owner association dues for affordable-housing units and dues related to common area elements (example: swimming pools) to preserve the affordability of the unit.
- Implement a town program whereby, the town may take quick action to secure a contract or option on a property. Consider authorizing the town manager or other town representative to work directly with real estate agents to make offers. Establish a fund within the town budget for such acquisitions. Reach out to real estate entities to inform them of the town’s goals and make them aware of our nimbleness to take action.
- Evaluate opportunities to utilize Colorado Housing and Finance Authority (CHFA) and United States Department of Agriculture Rural Development funds along with the Summit Combined Housing Authority as a means to leverage funding.

ACTIONS NOT RECOMMENDED

- Use of public funds to offset ownership costs (example: HOA dues and assessments).
- Use of public funds to assist with rental costs (example: first/last month deposits).

SHORT-TERM RENTALS

GOALS

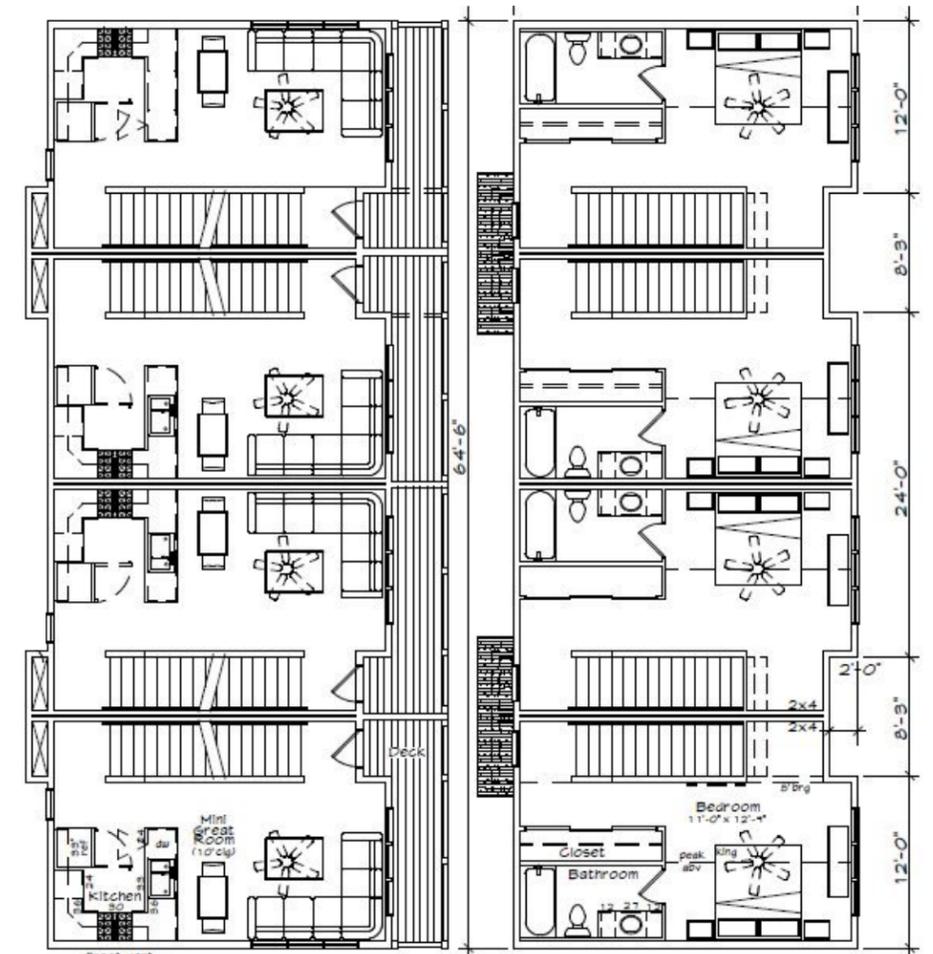
- Preserve and build Frisco’s sense of community as a place where people live year round. Maintain Frisco’s small town residential character by minimizing the impacts that can arise from short-term rentals.
- Acknowledge that Frisco has an economy driven by tourism and we must tailor our short-term rental approach to our own values and goals versus those of front range or other communities.
- Reclaim and encourage the preservation of the long-term rental stock by making long-term renting more appealing, or just as appealing as short-term rentals, to property owners.
- Strive for a balance in the community between being a community that is characterized

by year-round, local residents and tourism lodging and uses.

- Level the playing field between vacation-rental homes and other commercial lodging, licensing, impact mitigation, parking, and life/safety requirements, among others.
- Acknowledge that there is a long history of vacation-rental homes in the Frisco community. Vacation rentals are an important source of “hot beds”, keep lights on in neighborhoods, increase visitorship to Main Street, and add to a sustainable economy. There is a reliance on income by some short-term rental hosts.
- Short-term rentals should “pay their own way” in terms of licensing, administration, enforcement, monitoring, and mitigation impacts, among other costs.

RECOMMENDED ACTIONS

- Adopt a definition of short-term rentals that means, “the rental of property for a time period of 30 days or less.”
- Upgrade town licensing provisions with new specifications and requirements for property owners of short-term rentals including:
 - Increase fees to levels that are directly proportional to the costs to the town associated with licensing, tracking, enforcement, monitoring, and other administrative tasks.
 - Require documentation from the short-term rental owner that basic life/safety standards are met with regard to egress, smoke alarms, fire extinguisher, carbon monoxide detection, etc. Such building inspection documentation would be pro-



ABOVE AND OPPOSITE PAGE: Illustrations of proposed housing development at Mary Ruth Place.

vided and signed by a private licensed building professional, paid for by the property owner.

- Require that the owner provide a local contact for the property that is available for contact 24 hours a day (for contact by the renter, neighbors, and town) for tenant assistance, emergencies, and violation and complaint management. All licensed short-term rental properties will be listed on the Town of Frisco’s website, including license and registration number (with Airbnb, VRBO, FlipKey, etc.), property address, name of owner, name and phone number of 24-hour contact, and other pertinent information.

- Require that notice be provided to property owners in the vicinity and associated HOA (if one exists) at the time of issuance of a short-term rental license. Applicants shall provide a list of mailing addresses of the associated HOA and property owners within 200 feet of the boundary of the subject short-term rental property. (Such mailing labels are attainable from Summit County Assessor’s Office at a fee to be paid by the applicant and submitted at the time of license application.) Such notice of the short-term rental license application and approval would be prepared and sent by the town and at a minimum include short-term





The sketch plan for the Peak One Neighborhood, an affordable housing development for the Frisco workforce.

rental property address, owner's name and phone number, and name and number of 24-hour contact.

- Require owner to create an information sheet that is posted inside the unit, regarding 24-hour contact, emergency phone numbers, refuse and recycling rules/processes. Town can create template for this information sheet.
- Require that application includes floor plan (including number of bedrooms), site plan, including parking spaces, and description of refuse/recycling operations.
- Create loss of license/fine schedule for violations with town attorney. Take a "three strikes, you're out," approach with the

penalty of a revoked license. Confirm and memorialize what constitutes a violation.

- Establish a maximum occupancy for the short-term rental unit. Allow maximum of two people per unit plus two per bedroom. A scaled floor plan showing unit layout, bedroom locations and dimensions must be provided at time of license application in order to determine occupancy and enforce.
- Limit the number of people allowed at outdoor gatherings and events on the property to no more than twice the number of allowed occupants.
- Parking must be provided on the subject property in designated parking spaces that conform to code standards. (Parking is not

allowed on streets, neighboring properties or on lawn/landscaped areas.) A scaled parking site plan must be provided at time of license application.

- Require mitigation of nuisances and impacts such as:
 - Require motion sensors on exterior lights and require dark sky outdoor lighting in compliance with code.
 - Require bear-proof refuse and recycling containers.
 - No amplified music is allowed for outdoor gatherings in residential areas.
 - No outdoor camping tents, temporary sleeping structures, or RV use is allowed.
 - Visiting pets must abide by nuisance and leash laws.
- Short-term rental provisions will

be enforced by the town. Licenses may be revoked if violations are found and renewal fee will be required, once allowed to reapply for a license after a six-month waiting period. Complaints received by the town will be documented and forwarded to the property owner and 24-hour contact.

- Amend the licensing provisions to require owners, owner's representatives, and property management firms to file a license for each short-term rental unit, including a discreet address for each unit.
- Implement license purchase of a required two-year time period with a six-month waiting period to disincentive speculation housing construction for short-term rental use.
- Implement a monitoring and tracking program of short-term rental license numbers, geographic location, number of rentals, complaints and violations, license

drop-outs, and other data that would be helpful to evaluating the potential for other actions or amendments to the licensing program, such as a cap or geographic area limitations.

- Increase marketing efforts to encourage long-term rentals.
- Support programs and partnerships with local nonprofits and property management companies that make the long-term rental process easier for property owners.

ACTIONS NOT RECOMMENDED

- Use of a formal conditional use permit process due to prolonged processing time, staff time, and planning commission time. (Instead, use prescribed licensing standards that must be met by property owner in order to attain a license and official notification to owners in the vicinity of short-term rental licensee.)

- Restriction of short-term rental licenses by zone district or geographic area.
- Establishment of a cap or limit to the number of short-term rental units allowed in the town. (Reconsider a cap after monitoring and auditing for one to two years, and collecting better data to understand impacts, economic implications, and relationship to long-term rentals.)
- Requirement of sign-off by HOA, but yes, to notification.
- Prohibit market rate density bonus units from being short-term rented. (Note: deed-restricted affordable housing bonus units are already prohibited from short-term rental through the deed-restriction language.)
- Use of licensing fees to go into a dedicated fund for workforce housing due to legal limitations for use of fees (vs. taxes).

FRISCO SHORT-TERM RENTAL STATISTICS

242

ACTIVE LICENSES
INCLUDES UMBRELLA LICENSES
FOR MULTIPLE UNITS AS OF 2017

950

UNITS ADVERTISED
ONLINE AS OF 9/16

\$18,150

REVENUE FROM LICENSES

\$292,607

REVENUE FROM SALES TAX

\$167,636

REVENUE FROM LODGING TAX

ALL REVENUE FIGURES ARE FOR THE FULL YEAR IN 2016



Members of neighboring communities that are also dealing with short-term housing rentals came to a panel discussion in Frisco in October 2017. From left to right: Michael Yerman, Crested Butte; Frank Lancaster, Estes Park; Jennifer Yobski, Georgetown; Jay Brunvard, Minturn; and Monica Wehner, Salida.

FRISCO'S APPROACH

As of 2017, Frisco requires short-term rental owners to acquire a business license and pay sales and lodging taxes. As of the same time, there were 242 active business licenses for short-term rentals in Frisco. Some of these licenses do cover multiple units, as property management firms and individual owners are allowed to host multiple units under one license. Staff estimates that 100-200 additional units operate under these umbrella licenses.

As of September 2016, third-party service providers estimate that 950 unique units were available to rent in Frisco.

A business license with the Town costs \$75 annually and must be renewed every year to remain in compliance.

TAX BREAKDOWN

Frisco Sales	2.0%
Frisco Lodging	2.35%
State Sales	2.9%
County Sales	2.0%
County Mass Transit	0.75%
Special District Sales	0.125%
TOTAL TAX = 10.125%	

Overall, the Town of Frisco collects 4.35% in taxes on short-term rentals with the state collecting an additional 5.775%. The full breakdown for Frisco's tax collection is shown in the figure above.

Proceeds from the lodging tax benefit the Frisco Information Center, economic development initiatives, recreational amenities, and open space.

The Special District tax is used to help fund the Summit Combined Housing Authority and its initiatives, including education for potential homebuyers, renters, and landlords.

The County Mass Transit tax benefits the Summit Stage. The Stage offers free transportation services throughout Summit County for commuters with transfer centers in Breckenridge, Frisco, and Silverthorne. The bus line also services the major ski areas within the County and provides a commuter line for Lake County residents.

HOW'S IT DONE?

To hear how other communities are handling short-term rentals, view the Town of Frisco panel discussion at: youtu.be/ZNweASHJuX0



SHORT TERM RENTAL PANEL DISCUSSION MEMBERS

COMMUNITITES OUTSIDE OF SUMMIT COUNTY

Jennifer Yobski
Town Clerk, Georgetown

Michael Yerman
Community Development Director, Crested Butte

Frank Lancaster
Town Administrator, Estes Park

Scott Shine
Planning Manager, Durango

Jay Brunvard
Treasurer, Minturn

Monica Wehner
County Clerk, Salida

Several Summit County and local municipality officials were also in attendance, along with members of our local communities.

SHORT TERM RENTAL PANEL DISCUSSION

How to regulate short-term rentals has proven to be a perplexing problem for communities across the Rocky Mountain region. These accommodations are offered for less than 30-31 consecutive days, with some people choosing to rent out their entire home or condo unit and others renting out a room in their otherwise-occupied space.

Units switching from long-term to short-term rentals have accounted for a loss of available workforce housing, and can cause tension with neighbors in terms of parking, noise, and trash regulations in particular. In a study conducted four years ago with Town of Frisco employees, several noted that they were forced to leave their housing because the unit switched to a short-term rental. Several local employers have also noted losing employees when a unit switched.

According to the Colorado Association of Ski Towns' "Vacation Home Rentals: Issues, Emerging Trends and Best Practices," Airbnb offered more than 800,000 listings in 34,000 cities worldwide in 2015; HomeAway hosted more than 1 million listings. This growing business accounted for 36% of Frisco's lodging tax revenue in 2016 with hotels, inns, and B&Bs still accounting for the majority of revenue. The same split is true for sales tax revenue in terms of lodging and short-term rentals accounted for 3.4% of all sales tax revenue.

As these numbers are sure to increase in the coming years, Frisco officials felt it necessary to sit down with other Colorado communities to discuss what innovative approaches have worked well in dealing with this issue. Officials from six communities¹ outside of Summit County came to Frisco in October 2017 to discuss their approaches, what has worked and where issues are still occurring.

Regulating these units has proven to be a complex issue with communities taking a variety of approaches, and usually combining a number of different regulatory procedures. Several communities limit the amount of licenses available and then create a waiting list for any applications over the allotment. In Durango, Fort Collins and Manitou Springs, officials are using zoning laws to try to control how many units switch to short-term rentals. Durango, for example, only allows a set amount of rentals in each zone and only one unit is allowed on any street segment.

Both Fort Collins and Manitou Springs, along with several other communities, only allow short-term rentals by a primary resident, meaning that second homeowners and investment property groups are not allowed to host units.



**HOUSING TASK FORCE
PROJECT GROUP
MEMBERS**

COMMUNITY MEMBERS

Brian Blankenmeister

Dan Fallon

Joe Maglicic

Lindsay Newman

Mark Sabatini

TOWN COUNCIL MEMBER

Deborah Shaner

TOWN STAFF

Randy Ready
Town Manager

Brodie Boilard
Executive Assistant

PROJECT GROUP

Over the course of six months the Project Group, consisting of community members, town staff, and a town council member met in order to respond to the challenges surrounding workforce housing in the mountain community. The goal of the projects group was to develop a “business plan” for the delivery of workforce housing.

The “business plan” included the following elements:

1. Identification of vacant land parcels suitable for delivery of workforce housing.
2. Prioritization of parcels by short term (1 year out), medium term (1-3 years), long term (3-5 years or longer) or in progress (currently happening).
3. Analysis for each of the prioritized land parcel including potential number of units, partnership opportunities, utilities needed, and for sale versus for rent.

WHEN PRIORITIZING LAND FOR DEVELOPMENT IN THE SHORT TERM (1 YEAR) THE FOLLOWING WAS CONSIDERED:

- Identify immediately available land or town owned land which included developed, undeveloped and underdeveloped lands.

WHEN PRIORITIZING LAND FOR DEVELOPMENT IN THE MEDIUM TERM (1-3 YEARS), THE FOLLOWING WAS CONSIDERED:

- Identify lands suitable for annexation, and lands suitable for development as a partnership. Strategic partnerships with other governmental entities may include: Centura Health, Summit County, CDOT, School District, Sanitation District and Copper Mountain Resort.

WHEN PRIORITIZING LAND FOR DEVELOPMENT IN THE LONG TERM (3-5 YEARS), THE FOLLOWING WAS CONSIDERED:

- Land without utilities
- Large projects that require joint partnerships
- May need rezoning

NEXT STEPS CONTINUED:

- Evaluate town budget and explore other funding sources to acquire land outside of 5A money, use 5A money to build.
- Survey businesses to see if there is interest to create a Master lease/sale program – how to create a model to work with small businesses engagement.
- Include workforce housing units at all town sites.
- Manage sales/use tax collections and revenue streams to ensure the delivery of workforce housing remains a priority for the community.

**WORKFORCE HOUSING
STRATEGIC ANALYSIS**

IN PROGRESS

Development of the following properties is in progress

Mary Ruth Place on Galena Street - MAP ID 2

STATUS - Construction drawings, design underway, site plan refinements, sketch plan process underway

TARGET WORKER - Mix of TOF and Frisco-wide employees

WINDOW OF OPPORTUNITY / TIMELINE - Town Council goal to have completed in 2018, broke ground in 2018

COST / PUBLIC INVESTMENT - \$1.3M budgeted in 2017 with additional 5A money likely; admin/project oversight costs; potential to sell a free market unit for project capital; long term maintenance and operation costs if rental

LOT SIZE / POTENTIAL UNITS - 0.24 Acres (10,500 SF) 9 units proposed (Mary Ruth House + 8 new)

NOTES -Completion in 2018. Compass Homes as builder/NV5 as builders rep

RENT / SALE - Rental and/or sale - allows recovery of some funds, rental possible

SHORT TERM

Development of the following properties is a short-term (1-3 year) priority

Granite Street Property (Historic Park) - MAP ID 4

STATUS - 3 units (2 occupied by TOF, 1 not habitable), planning for this property could be coupled with master plan for First and Main and Historic Park

RENT / SALE - Sale

TARGET WORKER - Year Round Employees

WINDOW OF OPPORTUNITY / TIMELINE - 2018

COST / PUBLIC INVESTMENT - Units exist & served with utilities, upgrade needed

LOT SIZE / POTENTIAL UNITS - 0.252 Acres (10,976 SF) 4 units + density bonus

NOTES - RFP 2017/Build 2018. Potential Code Amendments

Town of Frisco Community Center - MAP ID 6

STATUS - No planning or analysis undertaken

TARGET WORKER - Year Round Employees

WINDOW OF OPPORTUNITY / TIMELINE - 2018

COST / PUBLIC INVESTMENT - TBD

LOT SIZE / POTENTIAL UNITS - 0.24 Acres (10,500 SF) 4 units + density bonus

NOTES - RFP 2017/Build 2018. Potential Code Amendments

RENT / SALE - Potential rental, condo, for sale

SHORT TERM

Development of the following properties is a short-term (1-3 year) priority

Sabatini Lot - MAP ID 7

STATUS - Vacant land. park on 3rd.

WINDOW OF OPPORTUNITY / TIMELINE - Open **RENT / SALE** - TBD

LOT SIZE / POTENTIAL UNITS - 0.48 Acres (21,000 SF) 8 units + density bonus. **TARGET WORKER** - TBD

PARTNERSHIP OPPORTUNITIES - Adjacent lot would like to design this year and break ground next year –would like to talk with Town about Sabatini lot and a block project, possibly create pocket

COST / PUBLIC INVESTMENT - Town of Frisco-owned land.

NOTES - RFP 2018/Build 2019

Frisco Tansit Center

NOTES - Add housing on-site on remainder parcels.

MEDIUM

Development of the following properties is a medium (3-5 year) priority

CDOT Property - MAP ID 5

STATUS - Ongoing discussions with CDOT underway, CDOT desires to gain CDOT employee units, willing to work with TOF as partner, possibly providing land. CDOT currently undertaking design and cost analysis. **RENT / SALE** - CDOT - rental, TOF-seasonal and other rental (could be condo sales)

WINDOW OF OPPORTUNITY / TIMELINE - TOF appears to be "first in line" with CDOT in discussions. CDOT is willing to work with the town to provide the land, allow town to build the project and provide number of units to CDOT. In spring 2017, CDOT seeking board approval to structure IGA with TOF. **TARGET WORKER** - Seasonal, year-round

LOT SIZE / POTENTIAL UNITS - 0.56 Acres (24,500 SF) **COST / PUBLIC INVESTMENT** - TBD (Land appraised at 1.8M in 2016), As contemplated, CDOT would provide land, Town builds (possibly with others?) and CDOT gets some units in return. **NOTES** - Charrette 2018, Feasibility matrix, site plan/site study Possible to build a variety of scenarios. Parking requirements tend to limit number of units. Potential Code Amendments

Walmart

NOTES - Speaking to Walmart about land to the south of the current building

MEDIUM

Development of the following properties is a medium (3-5 year) priority

Old Medical Center

STATUS - Open to discussion Possible Partnership.

NOTES - Feasibility matrix, site plan, site visit, Charrette 2018. Planning requirements may limit site coverage. Potential code amendments.

First and Main Building (medium to long-term priority) - MAP ID 3

STATUS - Master plan to be developed for Historic Park and First & Main in 2018

TARGET WORKER - Mixed Use /Apartments

WINDOW OF OPPORTUNITY / TIMELINE - Open

COST / PUBLIC INVESTMENT - \$1.2M purchase agreement underway, 2031 payoff, presently owe \$1,024,000

LOT SIZE / POTENTIAL UNITS -0.197 (8,572 SF) 3 units + density bonus

NOTES - Disposition Planning 2018 Town in the process of purchasing building and land. Currently 2 apartments, abuts Town Alley. Joint venture with private developer

RENT / SALE - Rent

LONG TERM

Development of the following properties is a long-term (5-10 year) priority

South of Summit High School

STATUS - Possible partnership,

PARTNERSHIP OPPORTUNITIES - School District

LOT SIZE / POTENTIAL UNITS - 13 acres.

NOTES - Joint venture opportunity. Identify joint venture opportunity.

Sewer District Property

STATUS - Possible partnership?

NOTES - Feasibility matrix, site plan, site visit, joint venture.

Peninsula Recreation Area (PRA)

NOTES - Identify location of possible units on the property .

LONG TERM

Development of the following properties is a long-term (5-10 year) priority

Lake Hill - MAP ID 1

STATUS - Master plan complete, no entitlements yet. County has invested in master plan process, acquired land.

WINDOW OF OPPORTUNITY / TIMELINE - Multi-phase, 10-20 year project.

LOT SIZE / POTENTIAL UNITS - 45± acres. 436 units proposed.

RENT / SALE - Both, many unit types - SFD, Duplex, Multi-family.

TARGET WORKER - Wide variety of AMI's, year-round

COST / PUBLIC INVESTMENT - Provide water service; attain water rights from county, possible cost of any financial or in-kind contributions such as reduced or waived tap fees.

NOTES - County requesting water service. Considerations for TOF include seeking additional water rights from county, preference to Frisco employees for # of units, other; traffic impact analysis involvement, transportation improvements. Possibility for annexation petition in future. Town should involve itself in entitlement hearings. Will public infrastructure meet town standards? Phasing plan to be coupled with transportation upgrades.

Pioneer Park

STATUS - Town owned land - Zone as Park, wetlands? Would have to go to vote.

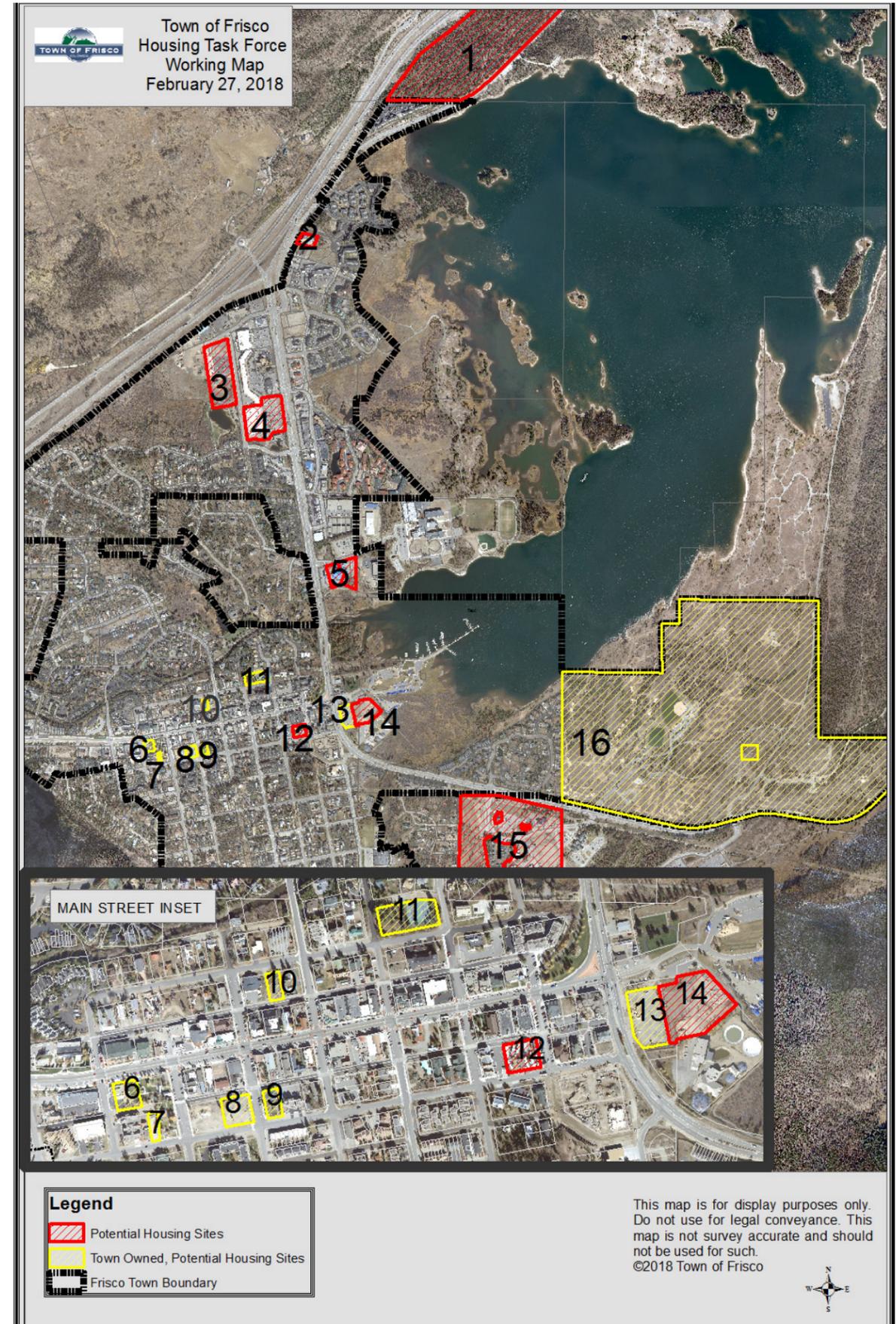
NOTES - Feasibility Matrix/Site Plan/Site Visit.

B1 Lot - Corner of Summit and Main

NOTES - Suggested land uses to be developed with update of Marina Masterplan 2018.

Excess / unused right of way

NOTES - Identify all parcels suitable for abandonment, reuse for housing.





CHARRETTE PARTICIPANTS

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Studio Completiva

Chris Jahn
Davis Urban

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Norris Design

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Norris Design

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tc3 Architects

Nicole Bleriot, Summit County
Housing Director

Jason Dietz, SCHA Executive
Director

Staff in attendance: Randy
Ready, Town Manager,
Joyce Allgaier, Comm. Dev. Di-
rector, Bill Gibson, Comm. Dev.
Asst. Director, Brodie Boilard,
Executive Assistant

WORKFORCE HOUSING CHARRETTE

The Projects group created the “business plan” and then decided the best way to move forward was having a charrette. The goal was to create a vision for affordable housing in downtown Frisco on Town owned sites by working together with industry affordable housing experts to create unique solutions that fit with the character of downtown and that are executable.

Day of charrette goals:

- Develop a program and yield for each site
- Develop complementary uses across town owned sites
- Build an understanding of the site for future study of financing, cost and phasing

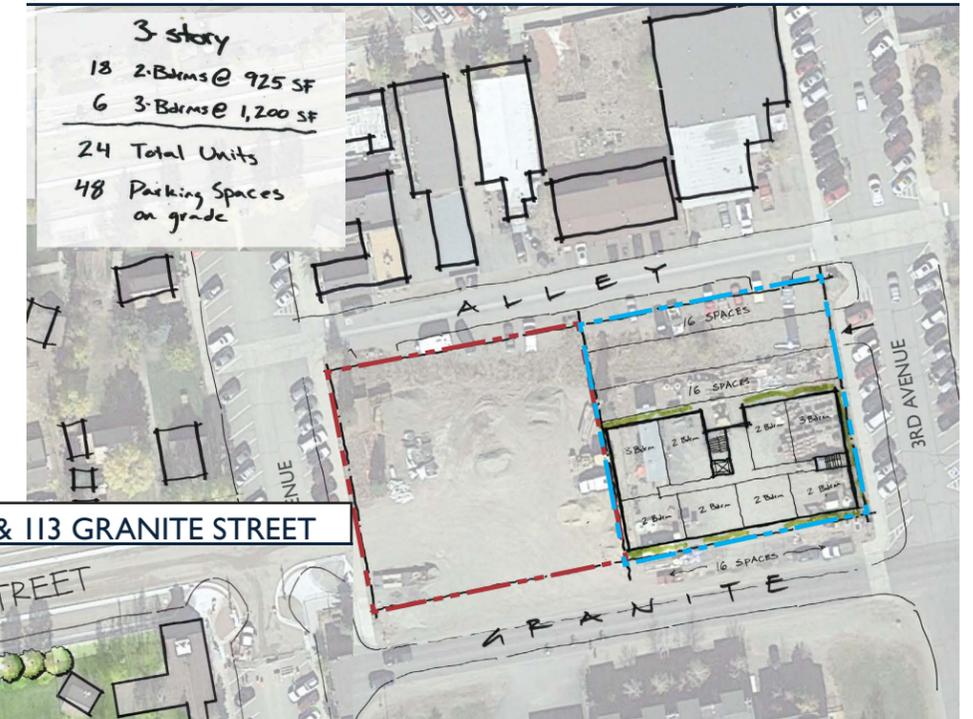


In the morning the group broke into 3 teams and were given a study site (Sabatini Lot, Sabatini Lot and Old Community Center, 1st and Main and 113 Granite St.) First the teams did a physical walk-through of respective study site. They then came back and developed sketches.

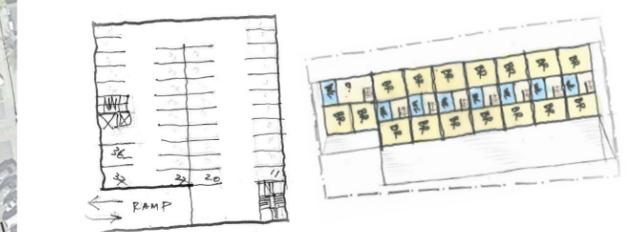


Mid-day each team “pinned up” to present concepts to the whole group. The teams discussed strengths, weaknesses, opportunities and challenges. The teams were challenged to describe how the sites work together, what is the variety of housing provided, and how do the sites completed each other uses integrated on each site.

SABATINI LOT



1ST AVE AND MAIN STREET & 113 GRANITE STREET



In the afternoon the teams refined sketches and programs for their respective site and at the end each team did a recap after observing the other teams sketches. Presenting priorities for site development.

OLD COMMUNITY CENTER



OLD COMMUNITY CENTER





Old Community Center at 3rd & Granite St.

RESULTS:

The identification of lands suitable for development included both vacant parcels and those immediately suitable for redevelopment. The discussions resulted in full day charrette session and development of a vision for development on the parcels best suited for immediate use within the Town. The properties looked at during the charrette were the Old Senior Center / Community Center property at 3rd Avenue and Granite Street, 113 Granite Street (adjacent to the Frisco Historic Park), the 1st & Main parcel, and the Sabatini Lot (looked at the Town owned portion and the potential to partner with the land owner of the other portion of land). The parcels that emerged as immediate priorities from the detailed charrette process included:

1. The Old Senior Center / Community Center property at 3rd Avenue and Granite Street
2. 113 Granite Street (adjacent to the Frisco Historic Park)

The Projects Group and staff per the direction of council created a draft Request for Proposals for Planning/Development Services for the Old Senior Center / Community Center property at 3rd Avenue and Granite Street and 113 Granite Street (adjacent to the Frisco Historic Park).

Direction given in the RFP included a variety of housing options for development on the two parcels and should be dependent upon the type, the creativity of the developer and the design for each project. The RFP recommended that proposals for each parcel refer to



1st & Main Property

the recommendations from the Charrette as community context was an essential element of the visioning for the properties. Proposals were asked for rental and/or owner-occupied dwelling units targeted at income levels averaging 100% of the AMI.

Town Council is reviewing the two submitted RFPs and is pending a vote in early April.

NEXT STEPS:

- Continue to have conversations with potential partners (CDOT, Centura, School District, County, Copper, and Sanitation District).
- Conceptual site analysis on potential private properties including; CDOT land on 7th and Granite, Centura Health Care land at old hospital location at Summit Boulevard and School Road, Summit County Transit Center, Sanitation District land on corner of Summit Boulevard and Marina Road, and the School District Middle School property.
- Explore all possible land acquisitions.



113 Granite Street Property

AFFORDABLE HOUSING OPTIONS

The Sabatini Lot, First and Main Street, 113 Granite Street, and Old Community Center were focal points of the Housing Task Force Design charette. The group focused on creating a wide variety of unit and parking options.



Sabatini Lot Property

WORKFORCE HOUSING

Priority	Property	Status	Window of Opportunity-Timeline	Lot size/Potential No. of Units	Partnership Opportunities
Medium - Long	First & Main Building	Master plan to be developed for Historic Park and First & Main in 2018	Open	0.197 (8,572 SF) 3 units + density bonus	
Long	South of Summit High School	Possible partnership, Town Manager in conversations with		13 acres	School District
Long	Sanitation District	Possible partnership			Sanitation District
Long	Lake Hill	Master plan complete, no entitlements yet. County has invested in master plan process, acquired land.	Multi-phase, 10-20 year project	"45± acres 436 units proposed"	
Other Potential Development Sites	County Commons				County
Other Potential Development Sites	Old Country Kitchen	Land Acquisition Potential			
Long	Pioneer Park	Town owned land - Zoned as Park, wetlands? Would have to go to vote.			
Long	Peninsula Recreation Area (PRA)				
Long	B1 Lot-Corner of Summit and Main	Possibly part of the Marina Master Plan?			
Long	Excess/unused right away				

STRATEGIC ANALYSIS

Rent/Sale	Target Worker	Cost/Public Investment	Additional Notes	Map ID2
rent	Mixed Use / Apartments	\$1.2M purchase agreement underway, 2031 payoff, presently owe \$1,024,000	Disposition Planning 2018 Town in the process of purchasing building and land. Currently 2 apartments, abuts Town Alley. Joint venture with private developer	3
			Joint venture opportunity. Identify joint venture opportunity.	
			Feasibility matrix, site plan, site visit, joint venture	
Both, many unit types - SFD, Duplex, Multi-fam	Wide variety of AMI's, year-round	Provide water service; attain water rights from county, possible cost of any financial or in-kind contributions such as reduced or waived tap fees	County requesting water service. Considerations for TOF include seeking additional water rights from county, preference to Frisco employees for # of units, other; traffic impact analysis involvement, transportation improvements. Possibility for annexation petition in future. Town should involve itself in entitlement hearings. Will public infrastructure meet town standards? Phasing plan to be coupled with transportation upgrades.	1
			Potential partnership with County.	
			Feasibility Matrix/Site Plan/Site Visit	
			Feasibility Matrix/Site Plan/Site Visit	
			Identify location of units on the property	
			Suggested land uses to be developed with update of Marina Masterplan 2018	
			Identify all parcels suitable for abandonment, reuse for housing	

WORKFORCE HOUSING

Priority	Property	Status	Window of Opportunity-Timeline	Lot size/Potential No. of Units	Partnership Opportunities
In Progress	Mary Ruth Place on Galena Street	Construction drawings, design underway, site plan refinements	Broke ground in 2018	0.24 Acres (10,500 SF) 9 units proposed (Mary Ruth House + 8 new)	
Short	113 Granite Street Property (Historic Park)	3 units (2 occupied by TOF, 1 not habitable), planning for this property could be coupled with master plan for First and Main and Historic Park	2018	0.252 Acres (10,976 SF) 4 units + density bonus	
Short	TOF Old Community Center 3rd & Granite	No planning or analysis undertaken	2018	0.24 Acres (10,500 SF) 4 units + density bonus	
Short (1-3 years)	Sabatini Lot	Vacant land	Open	0.48 Acres (21,000 SF) 8 units + density bonus	Adjacent lot would like to design this year and break ground in 2019 – approach on possible block project, possibly create pocket park on 3rd
Short	Frisco Transit Center				County
Medium (3-5 years)	CDOT Property	Ongoing discussions with CDOT underway, CDOT desires to gain CDOT employee units, willing to work with TOF as partner, possibly providing land. CDOT currently undertaking design and cost analysis	TOF appears to be "first in line" with CDOT in discussions. In spring 2017, CDOT seeking board approval to structure IGA with TOF	"0.56 Acres (24,500 SF) 9 units + density bonus 23 units proposed"	CDOT
Medium	Old Medical Center	Open to discussion Possible Partnership			Centura
Medium	Walmart	Will contact Walmart about land to the south of the current building			

STRATEGIC ANALYSIS

Rent/Sale	Target Worker	Cost/Public Investment	Additional Notes	Map ID2
Rental and/or sale -	Mix of TOF and Frisco-wide employees	\$1.3M budgeted in 2017 with additional 5A money likely; admin/project oversight costs; long term maintenance and operation costs if rental	Delivery in 2018. Summit Homes as builder/ NV5 as builders rep	2
Sale	Year Round Employees	Units exist & served with utilities, upgrade needed	RFP 2017/Build 2018 Potential Code Amendments	4
Potential rental, condo sales	Year Round Employees	TBD	RFP 2017/Build 2018 Potential Code Amendments	6
TBD	TBD	TOF-owned land	RFP 2018/Build 2019	7
			Add housing onsite on remainder parcels	
CDOT - rental, TOF-seasonal and other rental (could be condo sales)	Seasonal, year-round	TBD (Land appraised at 1.8M in 2016), As contemplated, CDOT would provide land, Town builds (possibly with others?) and CDOT gets some units in return.	Charrette 2018, Feasibility matrix , site plan/site study Possible to build a variety of scenarios. Parking requirements tend to limit number of units. Potential Code Amendments	5
			Feasibility matrix, site plan, site visit, Charrette 2018. Planning requirements may limit site coverage. Potential code amendments.	

SUMMIT COUNTY PERMANENT RESIDENT POPULATION

AREA	1970	1980	1990	2000	2010	2015
INCORPORATED						
Breckenridge	548	818	1,285	2,408	4,540	5,027
Blue River	8	230	440	685	849	911
Dillon	182	337	553	802	904	955
Frisco	471	1,221	1,601	2,443	2,683	2,927
Montezuma	--	--	60	42	65	71
Silverthorne	400	989	1,768	3,196	3,887	4,394
UNINCORPORATED						
Lower Blue River Basin	--	--	2,533	4,592	3,672	4,051
Snake River Basin	--	--	1,765	4,187	6,726	7,422
Ten Mile Basin	--	--	532	837	1,292	1,425
Upper Blue Basin	--	--	2,344	4,356	3,376	3,726
SUMMIT COUNTY TOTAL	2,665	8,848	12,881	23,548	27,994	30,299

1970-2010 population is based on U.S. Census data.

2015 population is based on estimates from the State Demographer.

Additional information is available through the Summit County Government website at: summitcountyco.gov/517/Permanent-Resident-Population.

HOUSEHOLDS BY AMI

AMI	OWNERS	RENTERS	TOTAL
<=30%	1%	9%	4%
30.1-60%	17%	35%	23%
60.1-80%	10%	12%	11%
80.1-100%	20%	25%	21%
100.1-120%	18%	8%	14%
120.1-150%	14%	7%	12%
150+	20%	4%	15%

TOTAL WORKFORCE HOUSING UNITS BY REGION: 2016

	COUNTY TOTAL	UPPER BLUE	SNAKE RIVER	LOWER BLUE	TEN MILE
OWNERSHIP	692	451	44	14	188
RENTAL	1,748	532	541	278	398
TOTAL NUMBER	2,446	983	585	292	586
TOTAL PERCENT	100	40	24	12	24

CATCH-UP AND KEEP-UP NEEDS 2016-2020

	COUNTY TOTAL	UPPER BLUE	SNAKE RIVER	LOWER BLUE	TEN MILE
CATCH-UP	659	124	170	113	249
KEEP-UP	1,025	375	170	175	310
TOTAL UNITS	1,684	499	340	288	559

All data from the 2016 Summit County Workforce Housing Demand Update.

Available at: <http://www.summithousing.us/wp-content/uploads/2015/03/SC-2016-Update-final.pdf>

ACKNOWLEDGEMENTS

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