

Initial Set of Prioritized Strategies Associated with Step 6 of the Housing Strategic Plan

The table below lists the initial set of prioritized strategies for the Housing Strategic Plan. Prioritization efforts are still ongoing, and feedback on these draft Priority Strategies will be reflected in the final version of the Housing Strategic Plan. These strategies are designed to address the Greatest Challenges, produce meaningful outcomes, and expand housing choice in Fort Collins across the entire spectrum of housing preference and need.

Review the list of strategies below and consider the following questions: What feedback do you have on this refined set of strategies? What strategies are critical path, i.e., should be done first? What additional clarification would be helpful for the final plan? Share your feedback with us on our [Comment Form](#) or head over to fcgov.com/housing for more information.

Initial Set of Prioritized Strategies	Brief Description	Anticipated Outcome	Alignment with Community Recommendations (Draft) ¹
<p>GC #1. Price escalation impacts everyone, and disproportionately impacts BIPOC [Black, Indigenous and People of Color] and low-income households.</p> <p><i>Vision Alignment: The following strategies primarily address the "everyone" (i.e., equity) component of the Vision.</i></p>			
1 *²Assess displacement and gentrification risk.	Map that illustrates the threat of displacement and gentrification at the neighborhood level	Improve housing equity, housing stability, and preservation	<ul style="list-style-type: none"> While the community did not directly reference this, there were multiple references to no longer being able to afford to live in Fort Collins.
2 Promote inclusivity, housing diversity, and affordability as community values.	Prioritize practices that include storytelling and culturally appropriate engagement with a broad range of communities, especially those that are considered historically marginalized and underrepresented. Engagement should focus on issues related to density, structural racism, the need for and myths about affordable housing, etc.	Improve housing equity and increase housing choice	<ul style="list-style-type: none"> Combat stigmas associated with affordable housing Build community-wide support for doing things differently
3 Implement the 2020 Analysis of Fair Housing Choice Action Steps.	(1) Strengthen fair housing information, educational and training opportunities. (2) Improve the housing environment for people with disabilities. (3) Support efforts to improve residents' establishment and building of credit. (4) Support programs, projects, and organizations that improve housing access and affordability. (5) Continue to pursue infrastructure and public amenity equity. (6) Pursue public engagement activities to inform Land Use Code and policy updates through Home 2 Health.	Improve housing equity and access to opportunity	<ul style="list-style-type: none"> Focus financial support on lowest income residents Ensure all neighborhoods have access to amenities Increase equity in existing programs and services
<p>GC #2. There aren't enough affordable places available for people to rent or purchase, or what is available and affordable isn't the kind of housing people need.</p> <p><i>Vision Alignment: The following strategies drive forward affordable, healthy, stable housing for all by increasing housing choice across the entire housing spectrum.</i></p>			
4 Implementation, tracking, and assessment of housing strategies.	Regularly assess existing housing policies and programs to ensure they are effective, equitable, and aligned with vision. Develop real-time, accessible, and performance-based data that evaluates the performance of these strategies and their progress toward the vision.	Increase/monitor effectiveness of all strategies	<ul style="list-style-type: none"> Increase equity in existing programs and services Consult with BIPOC and low-income households on housing policy and programs

¹ Staff is continuing to analyze the community engagement feedback and how it supports the prioritized strategies; this section will continue to evolve.

² * Indicates Council Ad Hoc Committee quick(er) win

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5 Advocate for housing-related legislation at state and federal levels.	Possible focus areas: monitor and support state level renter protection legislation, advocate for additional housing funding, explore eviction protections and the option of pausing evictions in times of crisis.	Varied (e.g., renter protections, funding options) including housing stability and preservation	<ul style="list-style-type: none"> Advocate for limits on rent prices and/or annual rent increases Provide emergency gap funding to prevent eviction
6 Visitability policy.	Allows easy visitation by mobility impaired residents in a portion/percentage of units in new housing developments.	Improve accessibility	<ul style="list-style-type: none"> N/A
7 Remove barriers to the development of Accessory Dwelling Units.	Remove Land Use Code barriers and create more incentives for revamping existing housing/neighborhoods	Diversify housing options / Increase housing choice	<ul style="list-style-type: none"> Explore new housing types, including tiny homes and cooperative housing Relax restrictions in the Land Use Code to make it easier for developers to build new homes
8 *Extend the city's affordability term.	The City's current affordability term for projects receiving City funding or incentives is 20 years but many cities use longer terms, commonly 30 up to 60 years, to keep inventory affordable for longer.	Increase stability & preservation of affordable rental/owner options	<ul style="list-style-type: none"> N/A
9 *Off-cycle appropriation to advance Phase One of the Land Use Code (LUC) Audit.	Defines additional housing types; creates opportunity to increase overall supply; recalibrates incentives for affordable housing production; identifies opportunities to add to existing incentives; refines and simplifies development processes	Diversify housing options / Increase housing choice	<ul style="list-style-type: none"> Explore opportunities to limit fees associated with housing Remove or relax regulations that limit creative reuse of existing homes.
<p>GC #3. The City does have some tools to encourage affordable housing, but the current amount of funding and incentives are not enough to meet our goals. <i>Vision Alignment: The following strategies primarily address the affordability component of the Vision.</i></p>			
10 Refine local affordable housing goal.	Set more specific housing goals by income level so that it is easier to track progress and communicate our housing goals to developers.	Improve targeting of housing investments	<ul style="list-style-type: none"> Incentivize developers to build affordable housing
11 Create a new dedicated revenue stream to fund the Affordable Housing Fund.	Create a fee or tax that generates money for the Affordable Housing Fund. This would allow the City to support additional affordable housing development and rehabilitation.	Increase supply and preservation of affordable rental/owner housing	<ul style="list-style-type: none"> Incentivize developers to build affordable housing
12 Expand partnership(s) with local Community Development Financial Institution (CDFI) to offer gap financing and low-cost loan pool for affordable housing development.	A loan pool and gap financing for affordable housing projects that need additional financial support to be viable	Increase supply of affordable rental/owner housing	<ul style="list-style-type: none"> Incentivize developers to build affordable housing

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13 *Recalibrate existing incentives to reflect current market conditions (existing incentives include fee waivers, fee deferral, height bonus, density bonus, reduced landscaping, priority processing).	Alter incentives for affordable housing development so developers are motivated to use them based on market conditions	Increase supply of affordable rental/owner housing	<ul style="list-style-type: none"> Incentivize developers to build affordable housing
14 *Create additional development incentives for affordable housing.	Add more incentives to develop affordable housing in the Land Use Code so that we can increase the supply of affordable housing	Increase supply of affordable rental/owner housing	<ul style="list-style-type: none"> Incentivize developers to build affordable housing
GC #4. Job growth continues to outpace housing growth.			
<i>Vision Alignment: The following strategies increase housing for all by removing barriers to development and increasing housing options.</i>			
15 Explore/address financing barriers to missing middle development.	Collaborate with developers to understand financing barriers for missing middle projects and consider partnerships with financial institutions to address these barriers	Diversify housing options / Increase housing choice	<ul style="list-style-type: none"> Incentivize developers to build affordable housing Relax restrictions in the Land Use Code to make it easier for developers to build new homes
16 Remove barriers to allowed densities through code revisions.	Revisit or remove barriers in code that limit the number of multifamily units, have square footage requirements for secondary or non-residential buildings and height limitations restricting the ability to maximize compact sites using tuck-under parking	Diversify housing options / Increase housing choice	<ul style="list-style-type: none"> Explore new housing types, including tiny homes and cooperative housing Build more duplexes and small multifamily units Remove or relax regulations that limit creative reuse of existing homes Relax restrictions in the Land Use Code to make it easier for developers to build new homes
GC #5. Housing is expensive to build, and the cost of building new housing will likely continue to increase over time.			
<i>Vision Alignment: The following strategies primarily address the affordability component of the Vision.</i>			
17 Reconsider affordable housing requirements/funding as part of metro districts.	Consider requirement that Metropolitan Districts containing housing must provide affordable housing	Increase supply of affordable rental/owner housing	<ul style="list-style-type: none"> Incentivize developers to build affordable housing
18 Increase awareness & opportunities for collaboration across water districts and other regional partners around the challenges with water costs and housing.	Fort Collins has multiple water providers and the cost of water is different in each district. This collaboration could result in more consistent water prices across districts.	Improve affordability and housing diversity	<ul style="list-style-type: none"> Incentivize developers to build affordable housing

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19 Bolster city land bank activity by allocating additional funding to the program (contingent on adopting additional revenue stream policy).	The Land Bank program sets aside land for affordable housing development. This would allow the City to purchase more land to add to the Land Bank.	Increase supply of affordable rental/owner housing	<ul style="list-style-type: none"> Incentivize developers to build affordable housing
<p>GC #7. Housing policies have not consistently addressed housing stability and healthy housing, especially for people who rent.</p> <p><i>Vision Alignment: The following strategies primarily address the health and stability components of the Vision.</i></p>			
20 Explore the option of a mandated rental license/registry program for long-term rentals and pair with best practice rental regulations.	Can result in landlord education (fair housing or other), standardized lease agreements in English and Spanish, application fee reasonableness requirements, and health & safety rental inspections.	Improve renter protections, housing quality, housing stability and landlord access to information	<ul style="list-style-type: none"> Explore rental licensing to promote safe and healthy housing Increase equity in existing programs and services
21 Explore revisions to occupancy limits and family definitions.	Occupancy limits and narrow family definitions often create unintended constraints on housing choice and options, including cooperative housing opportunities for seniors and people with disabilities desiring to live with unrelated adults in a single family home setting.	Diversify housing options / Increase housing choice	<ul style="list-style-type: none"> Remove or relax occupancy restrictions Increase equity in existing programs and services
22 Public Sector Right of First Refusal for Affordable Developments.	Typically requires owners of affordable housing to notify the public sector of intent to sell or redevelop property and allow period of potential purchase by public sector or non-profit partner.	Preserve current supply of affordable rental housing	<ul style="list-style-type: none"> Bolster nonprofits providing “housing first” models of support Focus financial support on lowest income residents
23 Tenant right of first refusal for cooperative ownership of multifamily or manufactured housing community.	Laws that give tenants the right to purchase a rental unit or complex (including a manufactured housing community) before the owner puts it on the market or accepts an offer from another potential buyer.	Increase stability and housing options for renters and manufactured housing residents and preservation of affordable housing	<ul style="list-style-type: none"> Explore opportunities for resident-owned manufactured housing communities. Explore new housing types, including tiny homes and cooperative housing
24 Support community organizing efforts in manufactured home communities and access to resident rights information.	Continue and expand existing efforts to work with residents and nonprofit community partners to address the critical need for programs focused on manufactured housing livability and safety, preservation of these as an affordable housing option, and equitable access to City resources in historically underserved neighborhoods and populations.	Increase stability and housing options for manufactured housing residents	<ul style="list-style-type: none"> Explore opportunities for resident-owned manufactured housing communities. Preserve manufactured housing communities.

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25 *Foreclosure and eviction prevention and legal representation.	Provides assistance with mortgage debt restructuring and mortgage and/or utilities payments to avoid foreclosure; short-term emergency rent and utilities assistance for renters. CARES Act funding is currently dedicated to a legal defense fund for renters but additional resources are needed.	Increase stability for vulnerable renters and owners	<ul style="list-style-type: none"> • Provide emergency gap funding to prevent eviction • Increase equity in existing programs and services
26 Small landlord incentives.	Incentivize small landlords to keep units affordable for a period of time in exchange for subsidized rehabilitation or tax or fee waivers.	Increase affordable rentals, housing stability and preservation, and improve condition	<ul style="list-style-type: none"> • Advocate for limits on rent prices and/or annual rent increases • Explore rental licensing to promote safe and healthy housing
Aligning the Plan with Related Efforts			
Continue the City's ongoing efforts to implement recommendations from current housing-related studies and other City efforts. (LUC Audit, Fair Housing Analysis, Homeward 2020, 2015-2019 Affordable Housing Strategic Plan)	This work acknowledges that continuing the City's existing efforts (as will be noted in the full plan chapter) is critical for achieving the City's goals and achieving the vision. This includes continuing to prioritize direct funding to the lowest-income residents.	Diversify housing options, increase housing choice, increase equity, solutions to end homelessness, preservation of affordable housing	<ul style="list-style-type: none"> • Focus financial support on lowest income residents • Bolster nonprofits providing supportive housing services • Preserve manufactured housing communities • Bolster nonprofits providing "housing first" models of support • Provide emergency gap funding to prevent eviction
Continue to align housing work with other departmental plans and programs to leverage more funding resources and achieve citywide goals that advance the triple bottom line of economic, environmental, and social sustainability (could include citywide disparity study).	As housing impacts every aspect of the community, integrating this work across the triple bottom line to leverage funds, reduce redundancies, and align toward multiple city goals is critical to success.	Citywide alignment	<ul style="list-style-type: none"> • Build community-wide support for doing things differently • Seek out innovative ideas from the community and peer cities • Increase equity in existing programs and services