

REIMAGINING HOUSING SOLUTIONS

EQUIPPING COLORADO'S LOCAL LEADERS TO ADDRESS HOUSING DEMANDS

Session 5: July 8, 2022

Public Will Building and Innovative Public/Private Partnerships



Agenda

12:00 — Welcome, Introductions, & Zoom Poll

Jenn Lopez, Project Moxie

12:15 — Community Engagement 101

Matt Lynn, Project Moxie

12:35 — Housing Insights From The 2022 Pulse Poll

Kyle Rojas Legleiter, Colorado Health Foundation

12:55 — Case Study: Ponderosa Community Stabilization

Crystal Launder, City of Boulder

1:15 — Panel Discussion and Q&A



The following organizations are sponsoring the ***Reimagining Housing Solutions*** series, offering time, talent, and direct input on series subject matter.

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Series Overview

March 4 — *Housing Markets in 2022*

April 1 — *Developing Community Housing Strategies*

May 6 — *The Role of Housing Policy and Land Use in Housing Strategy*

June 3 — *Housing Stability and Preventing/Addressing Homelessness*

July 8 — *Public Will Building and Innovative Public/Private Partnerships*

August 5 — *Building and Preserving Inventory*



Program Logistics & Housekeeping

Attend all sessions in the series if possible:

March 4, April 1, May 6, June 3, July 8, August 5

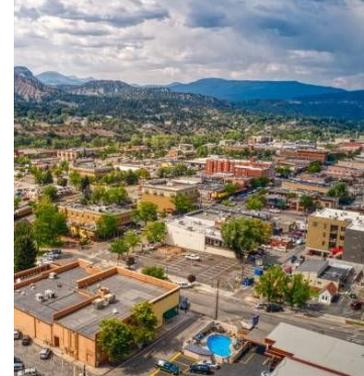
12:00pm to 2:00pm MT via Zoom

- If you registered, you'll receive an invitation email from Zoom for the final **August session** sometime next week. This link will allow you to add the session to your calendar.
- Each session is recorded and posted on the Colorado Health Foundation website and will be shared in a follow-up email.
- **Submit questions using the Q&A function.** These will be answered throughout the session, and some will be flagged for the end of the session to answered live by our panel.



Zoom Polling

Take a minute to answer the Zoom poll questions about your experience with community engagement.



What do we mean by “community engagement?”

As it relates to housing projects, community engagement is the process by which developers, lead stakeholders, and local governments solicit feedback from and **listen** to those who stand to be most affected by the proposed project or initiative in order to ensure that it meets the true needs and desires of the community.



Why do we do community engagement?

When done right, community engagement builds public will, makes projects stronger, facilitates equity, and engenders trust. Counterintuitively, it also helps projects move more quickly because it decreases the likelihood of derailment or delays that may occur when a project forges ahead with little to no input.



Best Practices: Community Engagement Done Right



- Start early in the process
- Engage the most affected communities, as well as those who have been historically marginalized from power & decision-making processes (often there is significant overlap here)
- Leverage organizations already doing on-the-ground work
- Clearly communicate how input will be used
- Work to ensure equitable access to a seat at the table
- Be honest about your limitations, competing needs/perspectives, and be prepared to address suggestions that ultimately were not implemented
- Stick to a messaging strategy



Start early in the process

- The fewer things related to the project that are set “in stone,” the more agile you can be as concerns and alternative solutions/perspectives are brought to the table.
- Engaging the most affected community members from the start decreases the likelihood that a project will get held up down the road due to political opposition, community pushback, or even legal action.
- Starting the process early signals that you see community input as an asset and a critical part of your process.



Engage those most affected

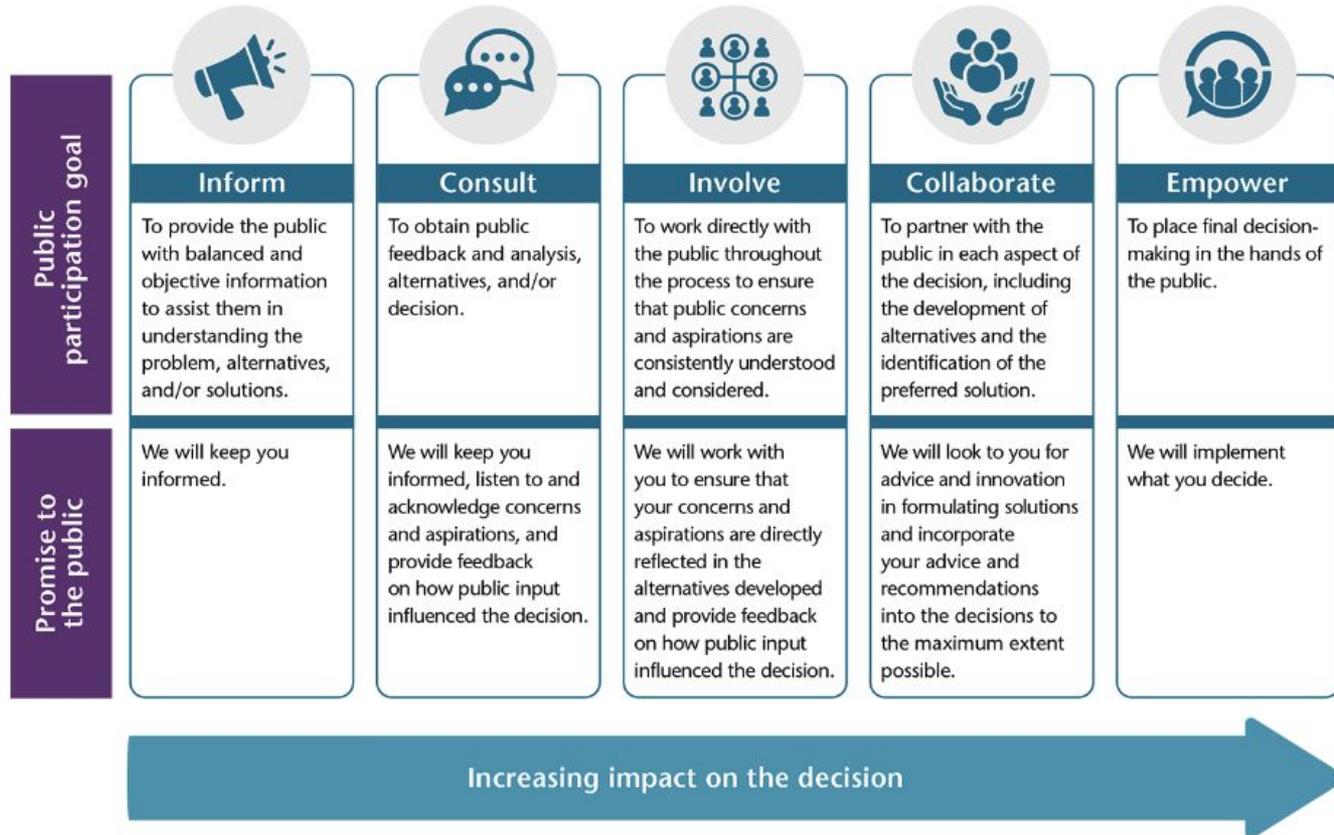
- When it comes to housing, those who will be **most affected** by the project will often be those who have been **historically marginalized and excluded** from power and the decision-making process.
- Research shows that engagement efforts tend to address the needs of older, whiter and wealthier residents.
- **Be intentional** about engaging those impacted by discrimination, displacement, and gentrification.
- Be aware that marginalized populations often face barriers to public participation and may rightly mistrust government and other systems of power.



Leverage organizations already doing the work

- When identifying your stakeholder list, consider what organizations or groups may already have inroads to the populations you are trying to reach.
- Approach these organizations humbly with a willingness to **listen and learn** about how to best engage the communities they work with.
- Bear in mind that many nonprofits are filled with underpaid and overworked people with big hearts. Whenever possible, do not place the burden of doing community engagement onto them, unless they have ample capacity and you are willing to fund them appropriately for their time and expertise.

Clearly communicate how input will be used



*International Association
for Public Participation
(IAP2)'s **Public
Participation Spectrum***

*Source: Colorado Housing
and Finance Authority
(CHFA) — Colorado
Affordable Housing
Developer's Guide*



Work to ensure equitable access to a seat at the table

- As you are doing the work of identifying those to engage, **determine the best method or methods of outreach.** Some questions to consider:
 - Will meetings be in-person, virtual, or both?
 - Will there be translation services provided?
 - Is the time of the meeting(s) appropriate?
 - Will you use online surveys, paper surveys administered by volunteers, both?
 - Are there multiple ways for people to submit feedback?
 - **How can we work to overcome barriers to participation and ensure that everyone feels valued, welcomed, and heard?**

Key Reasons For Non-Participation

SOURCE: [Groundwork USA, Best Practices For Meaningful Community Engagement](#)

- Lack of knowledge of the political system
- Previous negative community engagement experience
- Historical patterns of municipal decisions not reflecting community input, broken promises made by political candidates, or both, resulting in reinforced distrust of government and institutions
- Economic barriers; needing to focus on basic needs of self and family
- Not seeing one's own culture or identity reflected in meeting format or content
- Fear of being judged, unsafe, or unwelcome
- Transportation barriers
- Childcare needs
- Spiritual beliefs and practices
- Immigration status
- Meeting time or date does not consider work schedules, religious holidays, meal times, or other family needs



Be honest about your limitations, competing needs/perspectives, and be prepared to address suggestions that ultimately were not implemented

- You may have constrained resources, legal obligations, and other barriers that place boundaries on how input can be used, what ideas are on or off the table. As much as you are able, be honest about these constraints, and how they will guide your engagement process.
- Also, be prepared to **repeat back the feedback you heard**, especially that which you heard but were not able to implement.



Stick to a messaging strategy

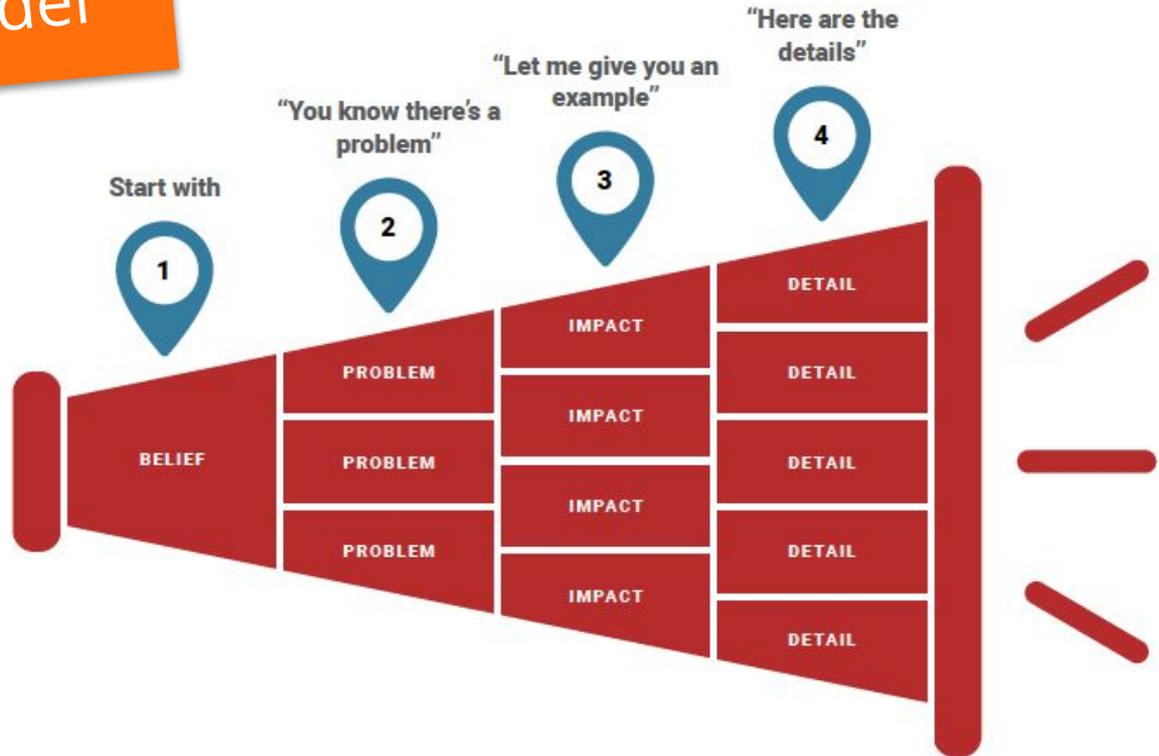
- As your project takes shape, identify potential objections or conflicts that might be countered with effective messaging. When it comes to housing, the same objections tend to rise up across communities. It is rare for a development of any type to not meet some opposition.
- Project leaders and partnering organizations should develop a shared messaging framework early on—essentially a menu of talking points that promotes a shared vernacular.
- Start with shared values and beliefs and work toward specifics from there.
- **Know you will not please or convince everyone.**

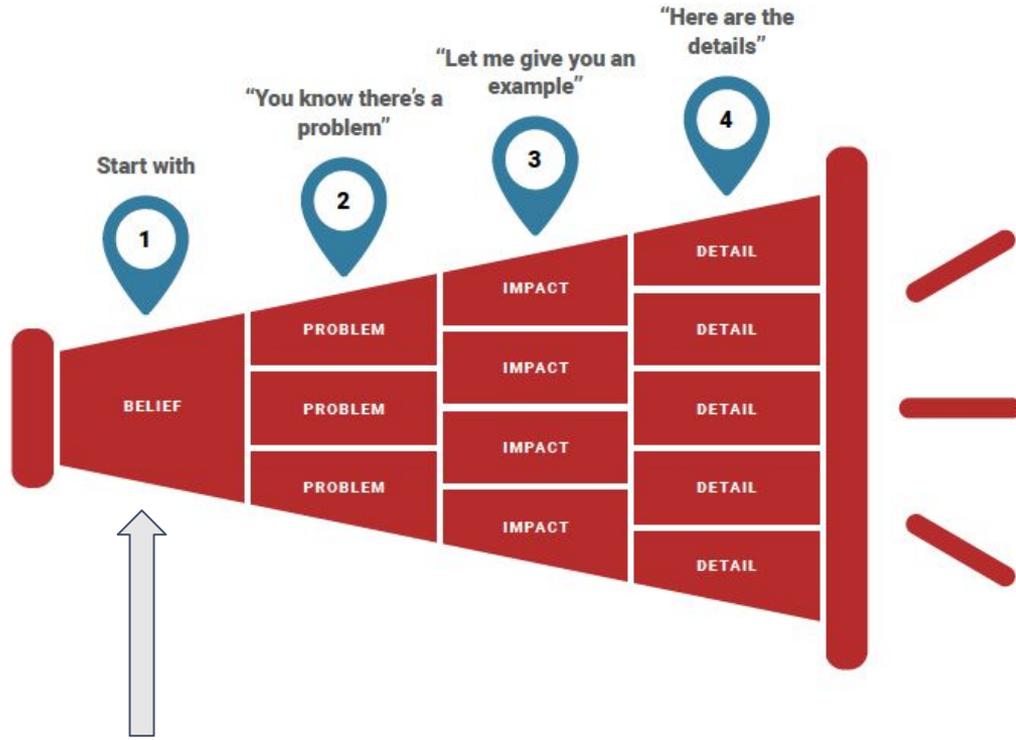
The "Minute Message" Model



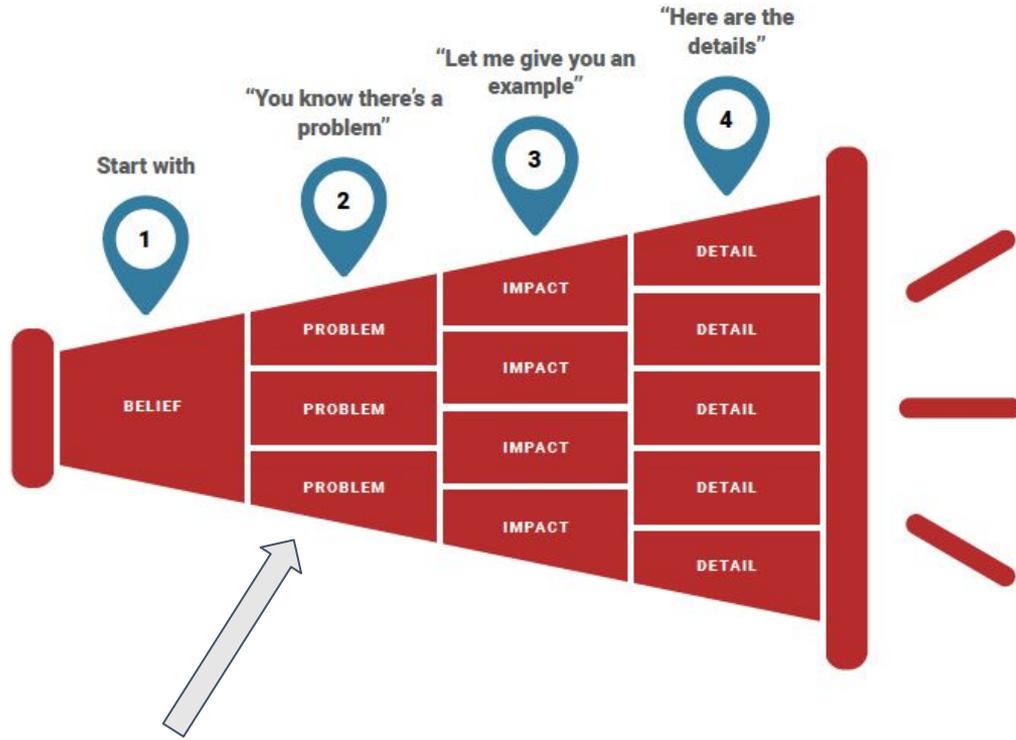
Housing Colorado

SOURCE: Housing Colorado's *The Essential Foundation: How to Talk to Coloradans About Housing*

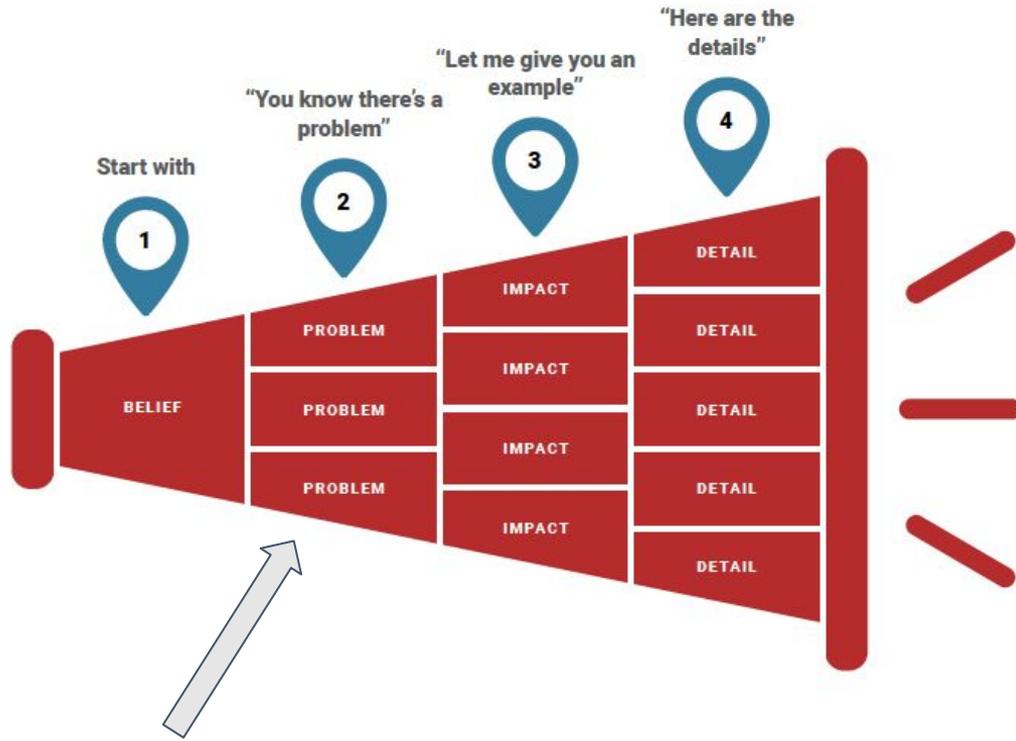




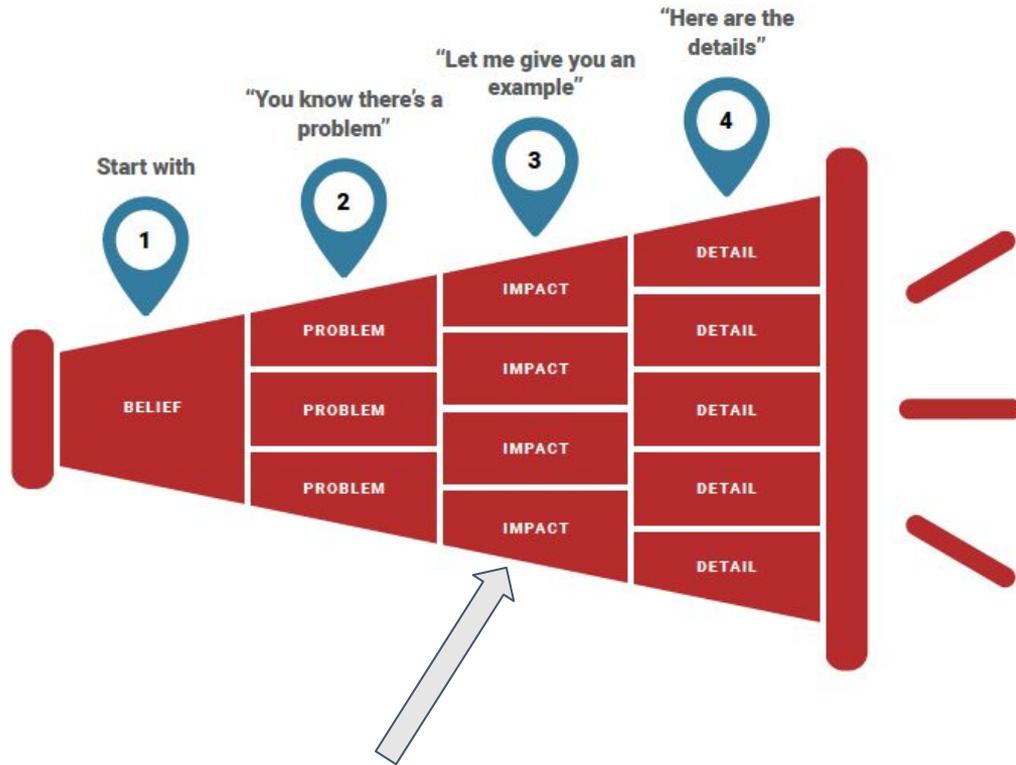
Belief Statement: Everyone needs a safe, stable place to call home to realize their potential. We must ensure everyone in our community has fair access to a place to call home.



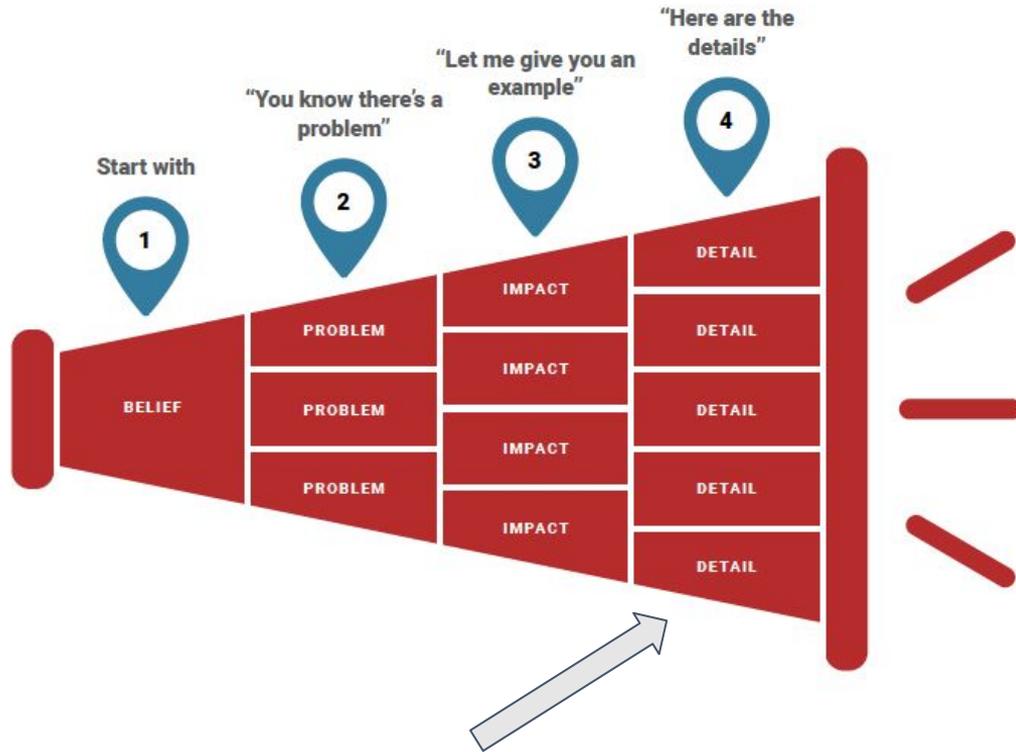
Problem Message: The high cost of housing is dragging down the local economy. Stabilizing the cost of housing will mean more revenue for local businesses, a stronger tax base, and a more vibrant economic future that benefits everyone.



Problem Message: It's time to right the historical wrongs of redlining and racist housing policies. For many Coloradans, home ownership is a primary means of building wealth. Yet, generations of Black, Indigenous, and other People of Color have been systematically shut out of paths to home ownership.



Impact Message: Paul was unhoused for 8 years before he found a permanent supportive housing community. After living in supportive housing for two years, he's found a community of peers and a sense of stability he never had on while living on the streets. He's working on a GED program, and volunteering with a local nonprofit every week.



Detail Message: Permanent supportive housing like that which is being proposed will help our most vulnerable community members to access a safe, stable place to call home to realize their potential by providing case management, onsite services, and built-in community to ensure residents have the opportunity to thrive.

How is community engagement work funded?

- Local government
- Foundations
- Developer or sponsor

Oftentimes, community engagement is underfunded or not funded at all. We need to be intentional about adding this critical work as a soft cost to project budgets.

Resources & Further Reading

- [CHFA Developer Guide Chapter 4: Engaging The Community](#)
- Housing Colorado's *The Essential Foundation: How to Talk to Coloradans About Housing* (PDF available by request from Housing Colorado)
- [HUD Exchange: NIMBY Assessment & Decision Tree Tool](#)
- [Local Housing Solutions: Engaging the community in the development of a local housing strategy](#)
- [Groundwork USA, Best Practices For Meaningful Community Engagement](#)



Kyle Rojas Legleiter
Senior Director of Policy
The Colorado Health Foundation

Housing Insights From The 2022 Pulse Poll

The Colorado Health Foundation Poll

2022 Findings



Methodology: The Pulse Poll

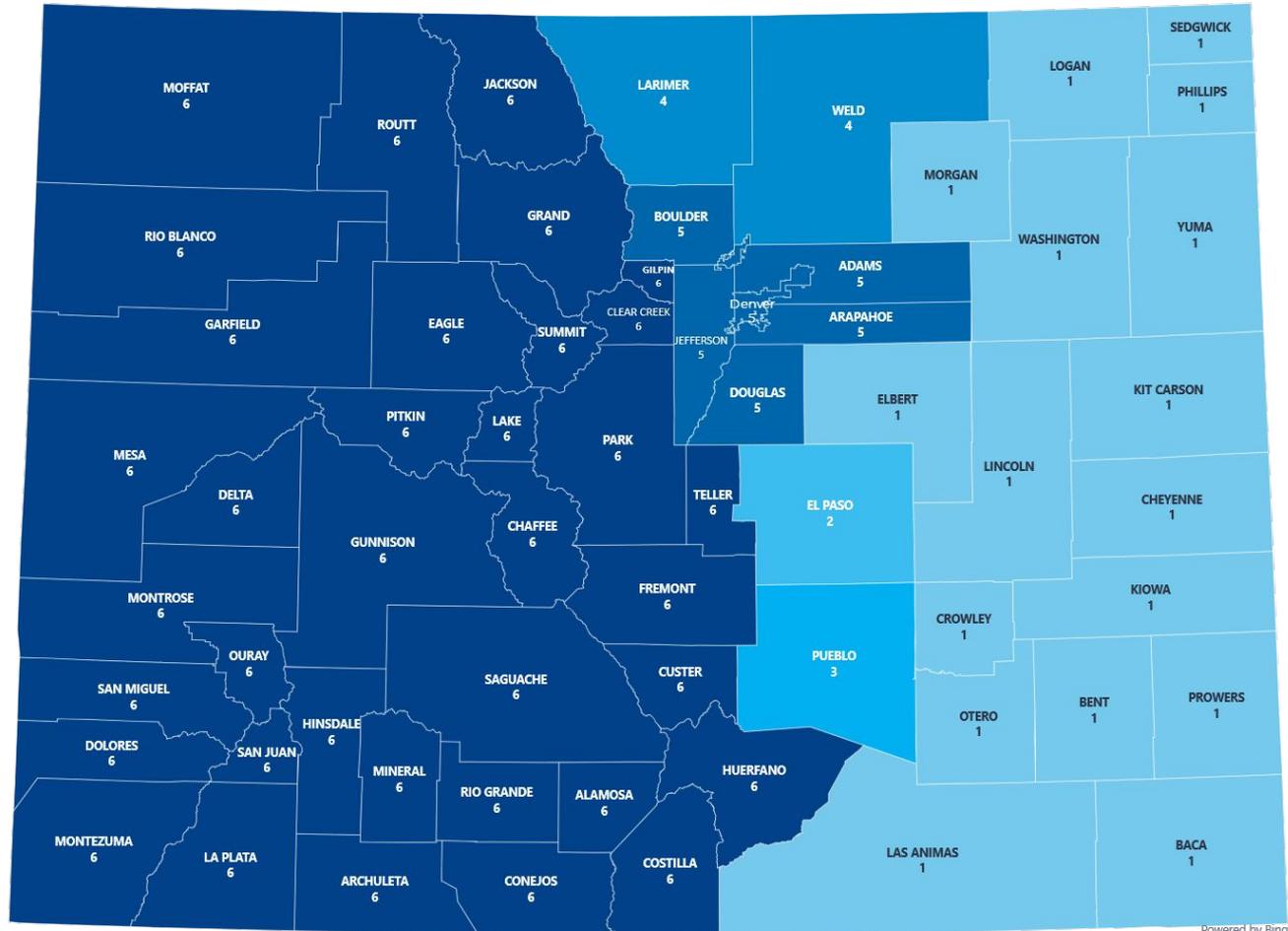
(Not All Results Will Sum to 100% Due to Rounding)

Dates	April 5-26, 2022
Research Team	FM3 Research (D) and New Bridge Strategy (R)
Survey Type	Dual-mode Phone and Online Survey of Adult Coloradans
Total Interviews	2,985 Coloradans including oversamples of Black/African American, Native American/Indigenous, and Asian American and Pacific Islander Coloradans, as well as residents of Pueblo County
Margin of Sampling Error	±2.2% at the 95% Confidence Level
Contact Methods	 Telephone Calls  Email Invitations  Text Invitations  Postcard Invitations
Data Collection Modes	 Telephone Interviews  Online Interviews
Languages	English and Spanish



Colorado Region Map

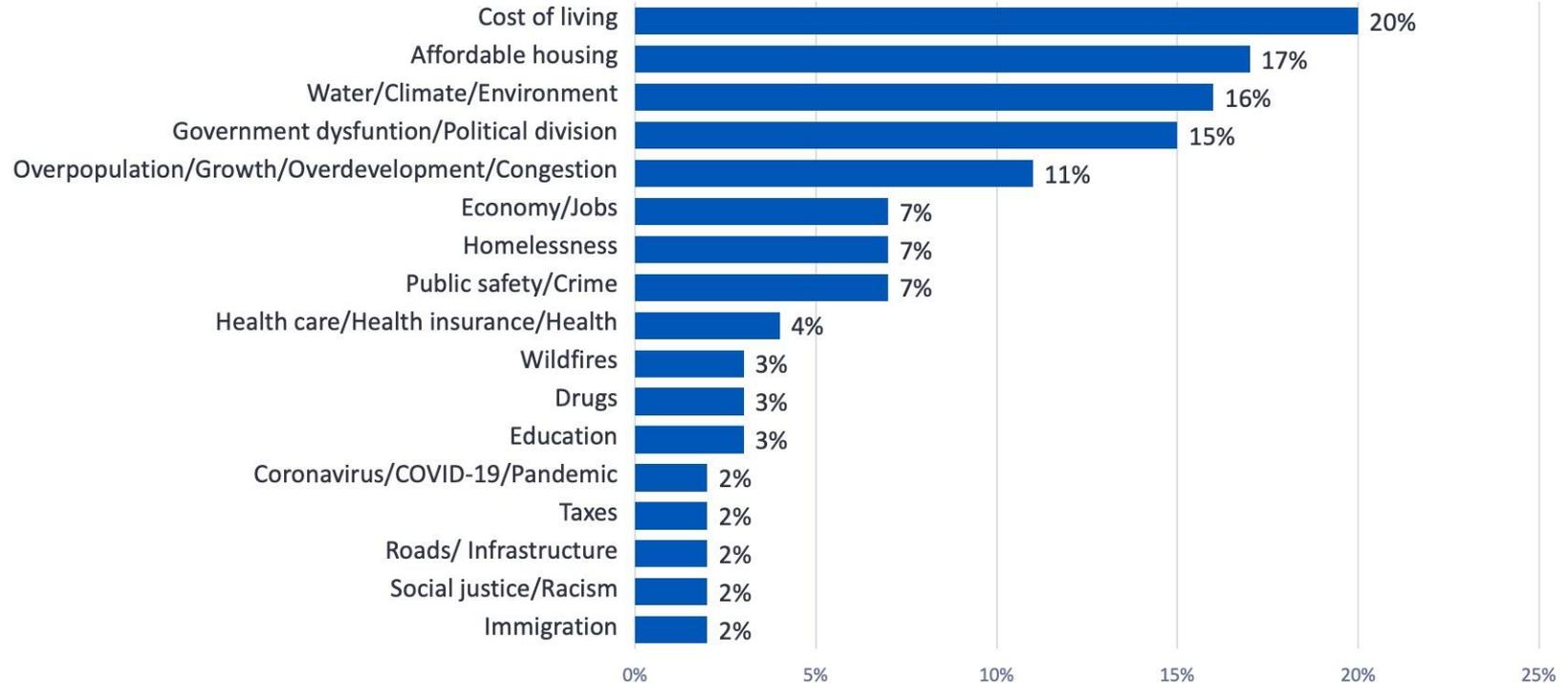
Eastern Plains (1)	3%
El Paso (2)	13%
Pueblo (3)	3%
Larimer Weld (4)	11%
Denver Metro (5)	56%
Western Slope (6)	14%



Cost of living, affordable housing and environmental concerns are seen as the top issues facing Colorado.

Q13. In a few words of your own, what is the most important issue facing Colorado right now?

(Open-ended)



Concern about the cost of living has increased, while concern about COVID has fallen.

Q13. In a few words of your own, what is the most important issue facing Colorado right now?

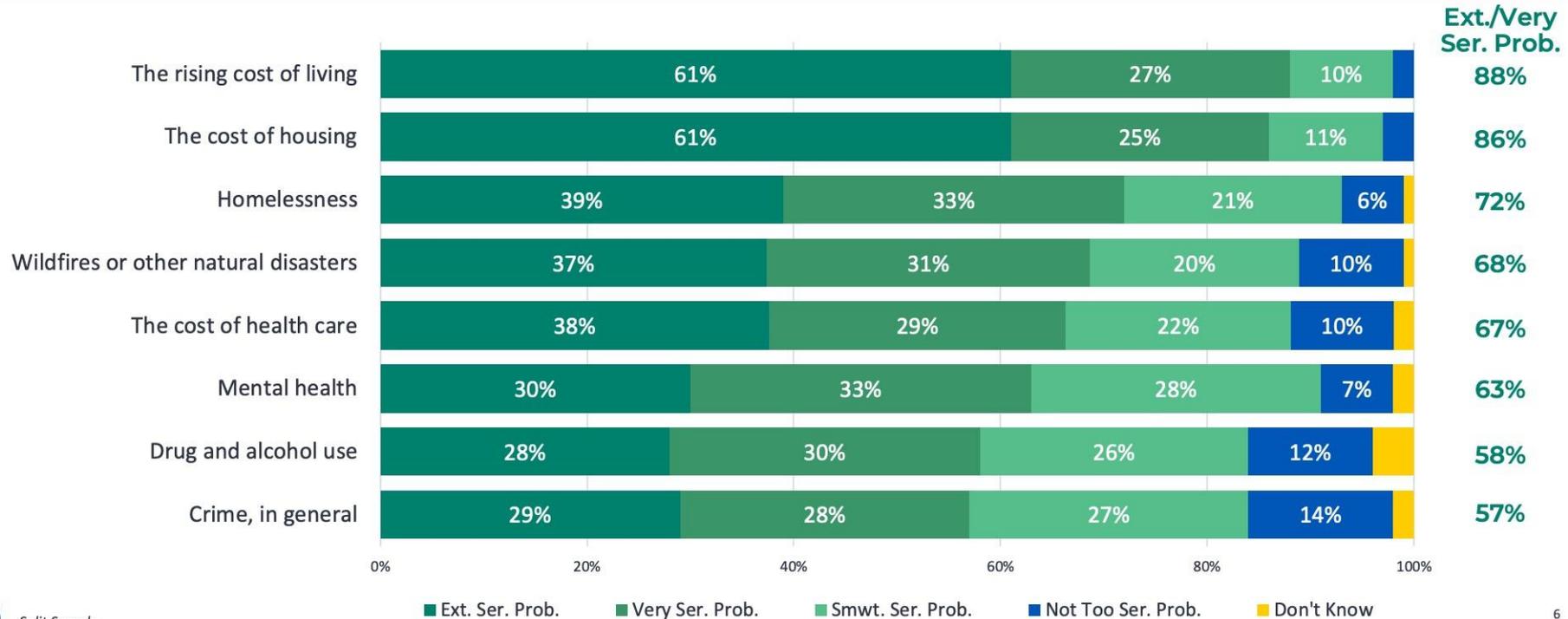
(Open-ended)

Issue	2020	2021	2022	Difference (2020-2022)
Cost of living	10%	7%	20%	+13%
Water/Wildfires/Climate change/Environment	13%	20%	21%	+8%
Cost of housing/Affordable housing	--	10%	17%	+7%
Traffic/Overpopulation/Infrastructure	6%	19%	13%	+7%
Public safety/Crime/Drugs	4%	5%	10%	+6%
Immigration	--	1%	2%	+1%
Homelessness	--	6%	7%	+1%
Education	4%	3%	3%	-1%
Social justice/Racism/Police issues	5%	2%	2%	-3%
Health care/Health insurance/Health	8%	4%	4%	-4%
Government dysfunction/Political division/Government/Politics	19%	14%	15%	-4%
Economy/Jobs/Taxes	13%	12%	9%	-4%
Coronavirus/COVID-19/Pandemic	26%	14%	2%	-24%



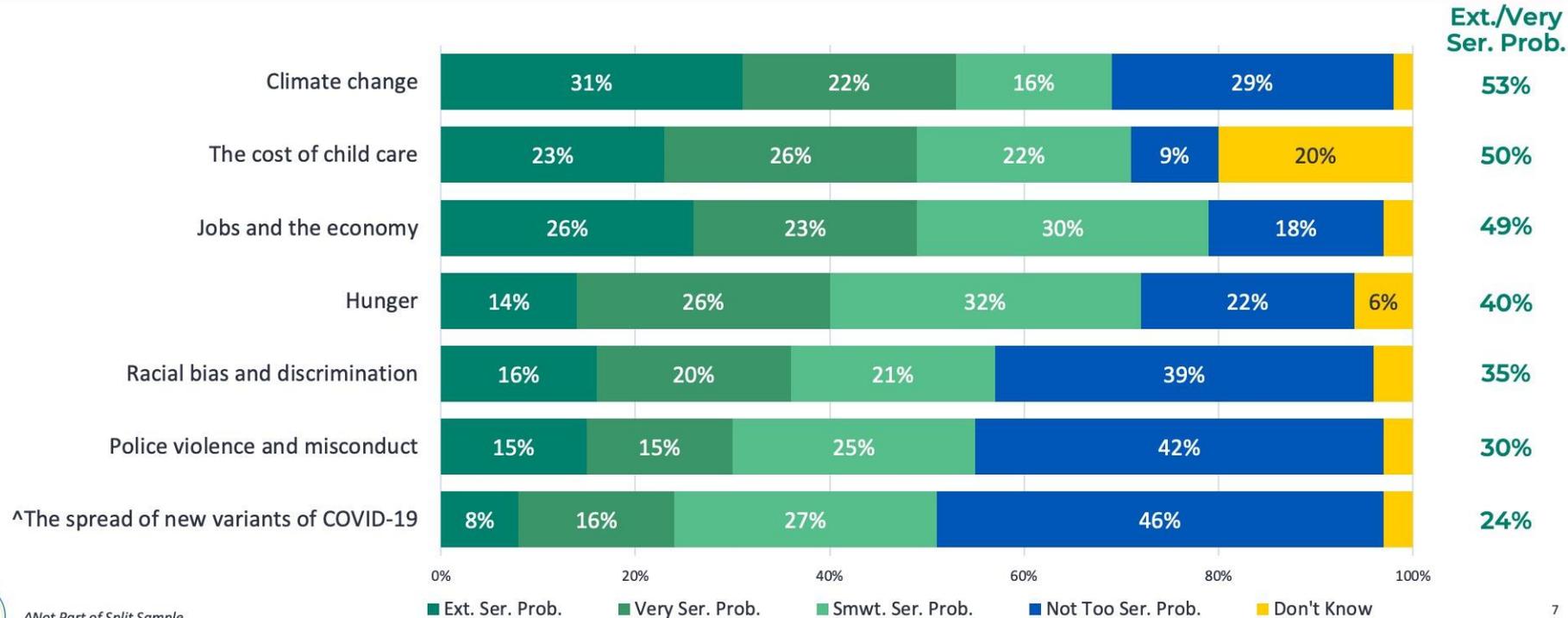
The rising cost of living and the cost of housing are the most acute concerns.

Q14. I'd like to read you some problems facing Colorado that people have mentioned. Please tell me whether you think it is an extremely serious problem, a very serious problem, somewhat serious problem, or not too serious a problem in Colorado.



The spread of new COVID variants is rated the least serious problem facing the state.

Q14. I'd like to read you some problems facing Colorado that people have mentioned. Please tell me whether you think it is an extremely serious problem, a very serious problem, somewhat serious problem, or not too serious a problem in Colorado.



Crime and the cost of living have increased most as concerns; concern about racial bias and discrimination has declined the most.

Q14 b-j, l-o. I'd like to read you some problems facing Colorado that people have mentioned. Please tell me whether you think it is an extremely serious problem, a very serious problem, somewhat serious problem, or not too serious a problem in Colorado.

(% Extremely/Very Serious Problem)

Problem	2020	2021	2022	Difference (2021-2022)
Crime, in general	--	41%	57%	+16%
*The rising cost of living	63%	73%	88%	+15%
Drug and alcohol use	45%	50%	58%	+8%
The cost of child care	--	44%	50%	+6%
Jobs and the economy	63%	44%	49%	+5%
The cost of housing	67%	82%	86%	+4%
The cost of health care	--	65%	67%	+2%
Climate change	44%	52%	53%	+1%
Homelessness	67%	72%	72%	0%
Mental health	55%	63%	63%	0%
Hunger	39%	41%	40%	-1%
Police violence and misconduct	38%	32%	30%	-2%
Racial bias and discrimination	42%	43%	35%	-8%

Split Sample, *Wording Slightly Different in 2022



The cost of living is rated the top problem in every region of the state.

Q14. I'd like to read you some problems facing Colorado that people have mentioned. Please tell me whether you think it is an extremely serious problem, a very serious problem, somewhat serious problem, or not too serious a problem in Colorado.

(% Extremely/Very Serious Problem)

Problem	All	Region					
		Eastern Plains	El Paso	Pueblo	Larimer/Weld	Denver Metro	Western Slope
The rising cost of living	88%	78%	89%	85%	86%	90%	86%
The cost of housing	86%	68%	89%	78%	87%	88%	81%
Homelessness	72%	66%	72%	82%	67%	77%	49%
Wildfires or other natural disasters	68%	61%	60%	67%	76%	70%	64%
The cost of health care	67%	58%	68%	70%	73%	65%	68%
Mental health	63%	44%	61%	59%	63%	65%	59%
Drug and alcohol use	58%	74%	58%	71%	56%	57%	57%
Crime, in general	57%	60%	59%	72%	46%	59%	49%
Climate change	53%	40%	48%	37%	52%	58%	45%
The cost of child care	50%	36%	46%	44%	49%	53%	44%
Jobs and the economy	49%	68%	54%	64%	45%	44%	60%
Hunger	40%	32%	35%	40%	37%	45%	33%
Racial bias and discrimination	35%	21%	25%	23%	30%	40%	33%
Police violence and misconduct	30%	38%	24%	32%	27%	32%	25%
^The spread of new variants of COVID-19	24%	22%	23%	22%	26%	25%	18%

^Not Part of Split Sample



The cost of living and cost of housing are seen as top-tier problems across racial and ethnic groups.

Q14. I'd like to read you some problems facing Colorado that people have mentioned. Please tell me whether you think it is an extremely serious problem, a very serious problem, somewhat serious problem, or not too serious a problem in Colorado.

(% Extremely/Very Serious Problem)

Problem	All	Race/Ethnicity						
		Asian/ Pacific Islander	Black/ African American	Hispanic/ Latino	Native American/ Indigenous	White	Multi- racial	All People of Color
The rising cost of living	88%	93%	76%	96%	73%	86%	91%	93%
The cost of housing	86%	92%	84%	94%	86%	85%	87%	91%
Homelessness	72%	72%	76%	74%	82%	70%	66%	75%
Wildfires or other natural disasters	68%	80%	61%	68%	70%	71%	60%	63%
The cost of health care	67%	80%	50%	65%	74%	67%	59%	67%
Mental health	63%	53%	65%	67%	81%	62%	67%	64%
Drug and alcohol use	58%	56%	58%	68%	51%	56%	49%	59%
Crime, in general	57%	56%	53%	60%	65%	55%	43%	58%
Climate change	53%	73%	46%	57%	66%	52%	61%	61%
The cost of child care	50%	62%	53%	55%	46%	49%	59%	56%
Jobs and the economy	49%	50%	44%	54%	50%	47%	55%	54%
Hunger	40%	22%	47%	47%	59%	39%	43%	44%
Racial bias and discrimination	35%	43%	49%	41%	64%	32%	54%	44%
Police violence and misconduct	30%	25%	68%	38%	68%	27%	29%	36%
^The spread of new variants of COVID-19	24%	39%	36%	34%	37%	20%	27%	32%

^NOT PART OF SPLIT SAMPLE



Even the most affluent Coloradans see the cost of living and housing as the top concerns.

Q14. I'd like to read you some problems facing Colorado that people have mentioned. Please tell me whether you think it is an extremely serious problem, a very serious problem, somewhat serious problem, or not too serious a problem in Colorado.

(% Extremely/Very Serious Problem)

Problem	All	Household Income				
		<\$30,000	\$30,000-\$50,000	\$50,000-\$75,000	\$75,000-\$100,000	\$100,000+
The rising cost of living	88%	95%	93%	93%	87%	83%
The cost of housing	86%	93%	89%	88%	89%	82%
Homelessness	72%	70%	78%	68%	84%	69%
Wildfires or other natural disasters	68%	72%	71%	66%	68%	72%
The cost of health care	67%	72%	73%	68%	68%	66%
Mental health	63%	65%	66%	61%	69%	61%
Drug and alcohol use	58%	64%	66%	62%	53%	55%
Crime, in general	57%	57%	52%	58%	57%	55%
Climate change	53%	57%	65%	44%	48%	59%
The cost of child care	50%	57%	57%	42%	51%	49%
Jobs and the economy	49%	63%	48%	49%	54%	35%
Hunger	40%	53%	44%	43%	42%	32%
Racial bias and discrimination	35%	46%	35%	31%	39%	33%
Police violence and misconduct	30%	46%	38%	28%	24%	26%
^The spread of new variants of COVID-19	24%	34%	26%	20%	23%	19%

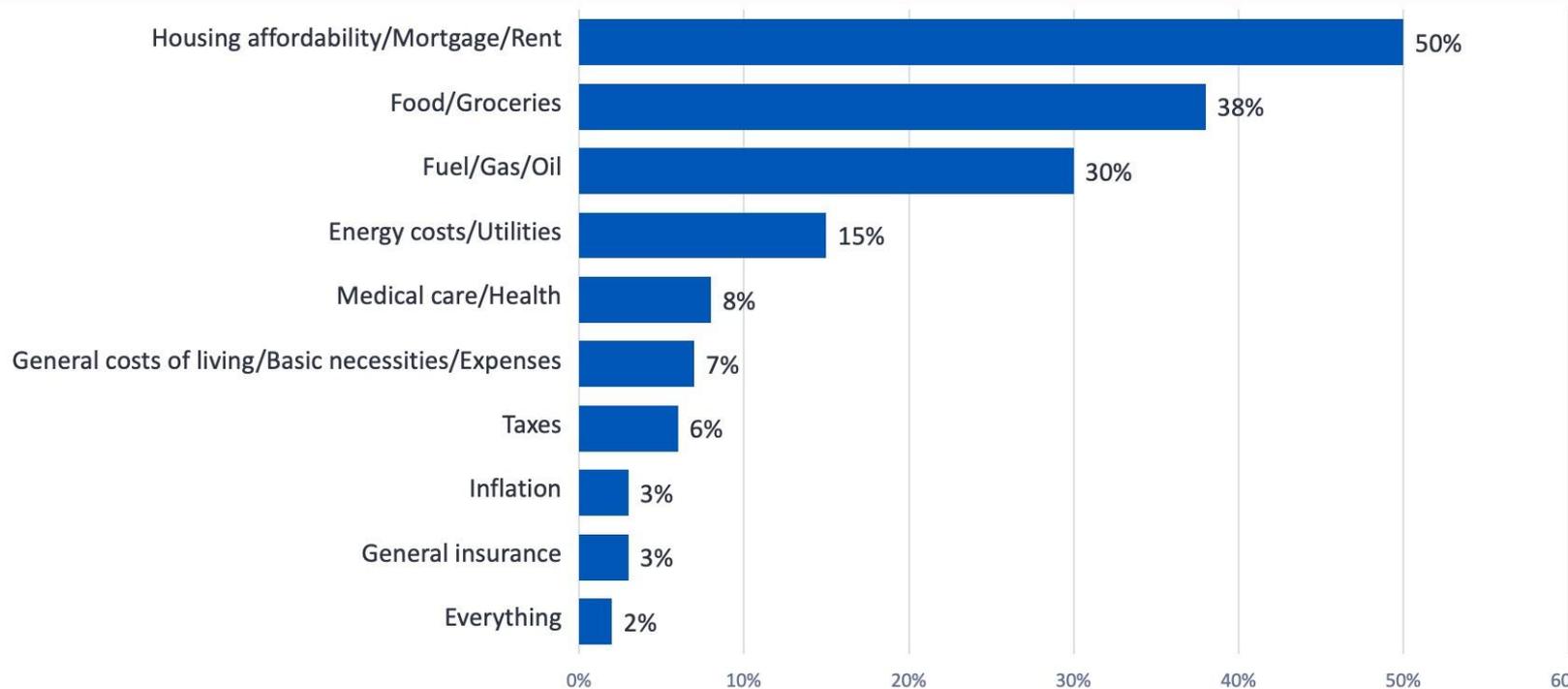
^Not Part of Split Sample



Coloradans point to housing affordability, food costs and gas prices as the most-concerning examples of cost-of-living increases.

Q18. When you think about the cost of living in Colorado, which specific expenses are most concerning for you and other members of your household?

(Open-ended; Responses 2% and Above Shown)



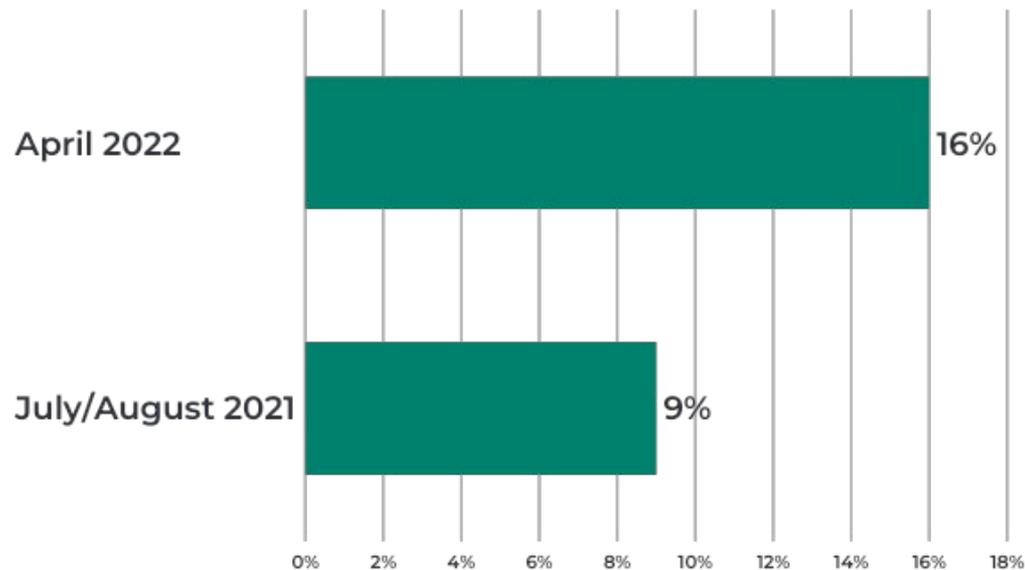
Unlike prior years, a clear plurality of Coloradans indicate that they are worse off financially than a year ago.

Q17. Would you say you are better off, or worse off financially than you were a year ago, or is your financial situation about the same?



Coloradans have increasingly skipped meals in the last 12 months.

Q23a. In the last 12 months, have you experienced any of the following: Skipped meals because you couldn't afford food
(% Yes)

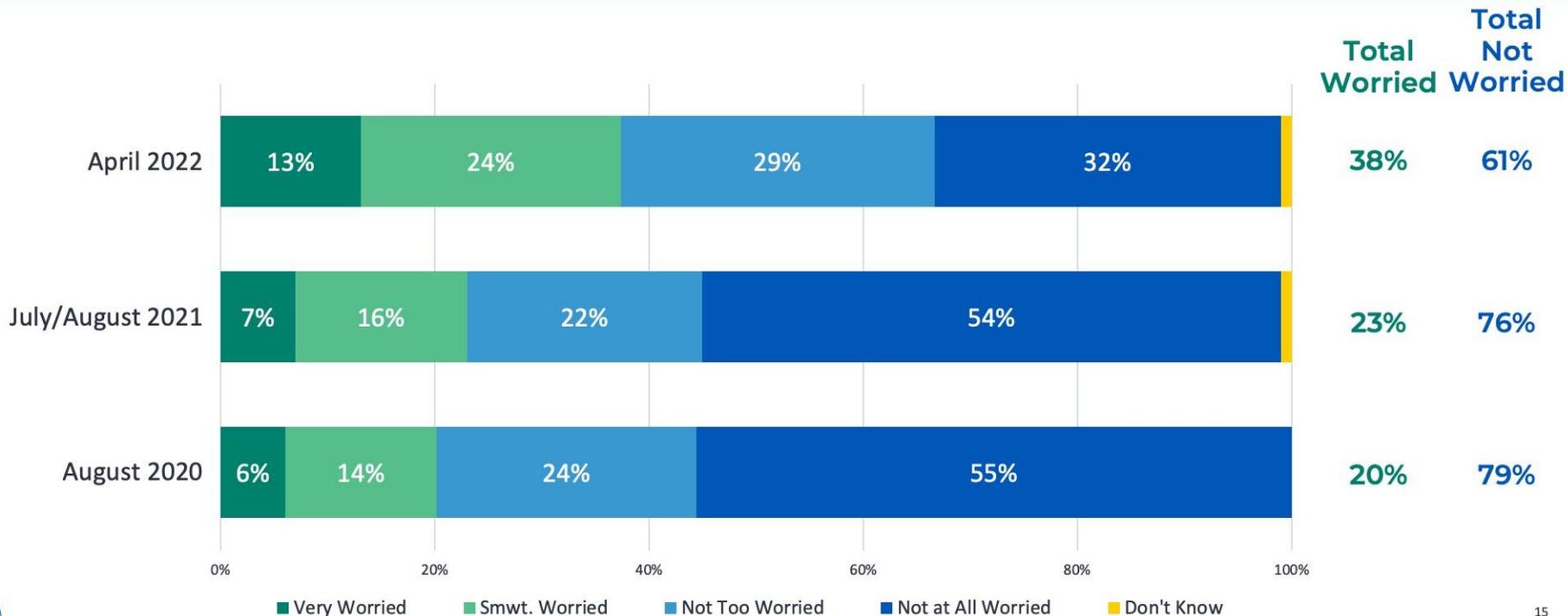


Demographic Group	%
All	16%
Household Income	
<\$30,000	38%
\$30,000-\$50,000	27%
\$50,000-\$75,000	24%
\$75,000-\$100,000	13%
\$100,000+	4%
Race/Ethnicity	
Asian/Pacific Islander	19%
Black/African American	16%
Hispanic/Latino	22%
Native American/Indigenous	39%
White	13%
Multiracial	21%
<i>All People of Color</i>	22%



Looking forward, nearly two in five worry about affording food, a notable increase since 2021.

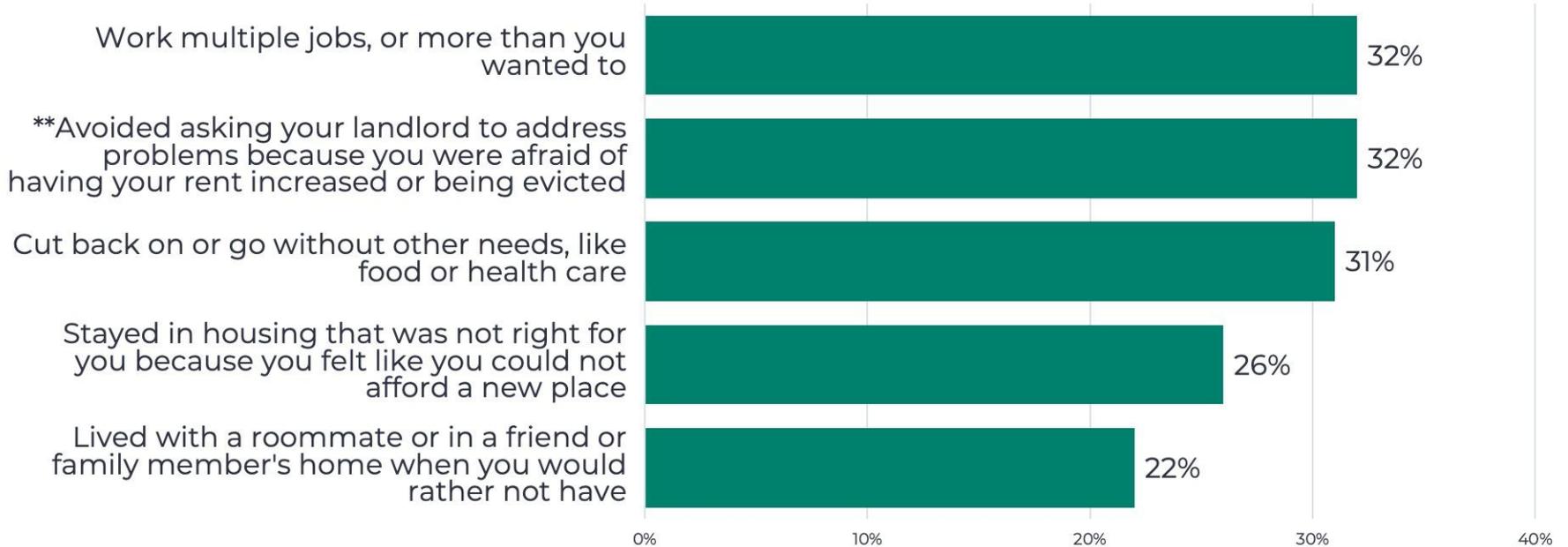
Q21. Thinking ahead over the next year, how worried are you that you might not always be able to afford enough food to feed yourself and your family:



One-third have worked more than they wanted, avoided asking their landlord to address problems and cut back on basic needs in order to afford housing.

Q27. In order to pay your rent or your mortgage in the last year, have you had to do any of the following:

(% Yes)



**Asked of Renters Only, n=793

Renters are more likely to have had to make difficult choices to afford their housing than homeowners.

Q27. In order to pay your rent or your mortgage in the last year, have you had to do any of the following:

(% Yes)

Experience	All	Residence	
		Homeowners	Renters
Work multiple jobs, or more than you wanted to	32%	24%	48%
**Avoided asking your landlord to address problems because you were afraid of having your rent increased or being evicted	32%	--	32%
Cut back on or go without other needs, like food or health care	31%	22%	49%
Stayed in housing that was not right for you because you felt like you could not afford a new place	26%	13%	52%
Lived with a roommate or in a friend or family member's home when you would rather not have	22%	10%	44%

**Asked of Renters Only, n=793



These experiences are more frequent among low-income Coloradans.

Q27. In order to pay your rent or your mortgage in the last year, have you had to do any of the following:

(% Yes)

Experience	All	Household Income				
		<\$30,000	\$30,000-\$50,000	\$50,000-\$75,000	\$75,000-\$100,000	\$100,000+
Work multiple jobs, or more than you wanted to	32%	40%	45%	46%	34%	23%
**Avoided asking your landlord to address problems because you were afraid of having your rent increased or being evicted	32%	49%	29%	35%	23%	21%
Cut back on or go without other needs, like food or health care	31%	55%	45%	42%	32%	16%
Stayed in housing that was not right for you because you felt like you could not afford a new place	26%	47%	36%	39%	19%	15%
Lived with a roommate or in a friend or family member's home when you would rather not have	22%	40%	35%	29%	22%	12%

**Asked of Renters Only, n=793



Coloradans of color are more likely to report having worked multiple jobs in order to afford housing than are white Coloradans.

Q27. In order to pay your rent or your mortgage in the last year, have you had to do any of the following:

(% Yes)

Experience	All	Race/Ethnicity						
		Asian/ Pacific Islander	Black/ African American	Hispanic/ Latino	Native American/ Indigenous	White	Multi-ra cial	All People of Color
Work multiple jobs, or more than you wanted to	32%	45%	41%	34%	51%	29%	40%	37%
**Avoided asking your landlord to address problems because you were afraid of having your rent increased or being evicted	32%	15%	34%	38%	52%	33%	36%	32%
Cut back on or go without other needs, like food or health care	31%	36%	28%	41%	60%	27%	41%	39%
Stayed in housing that was not right for you because you felt like you could not afford a new place	26%	32%	23%	34%	50%	24%	38%	31%
Lived with a roommate or in a friend or family member's home when you would rather not have	22%	36%	24%	34%	38%	20%	36%	29%

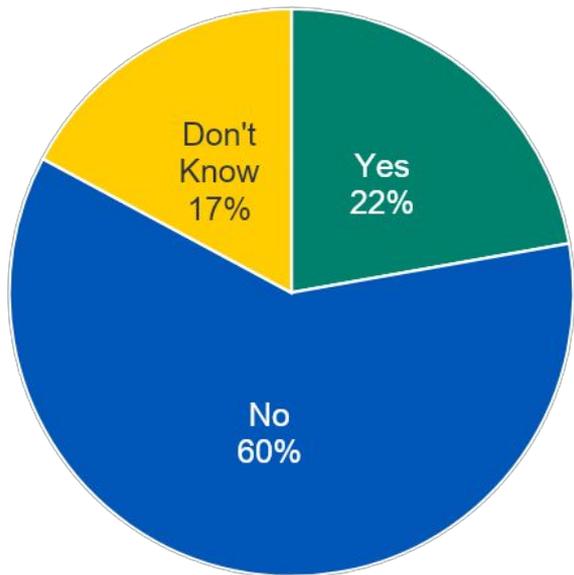
**Asked of Renters Only, n=793



About one in five Coloradans know someone who has been treated unfairly on the basis of race or ethnicity when seeking housing.

Q16a. Please tell me whether you - or someone you know - has been treated unfairly in any of the following situations here in Colorado as a result of their race or ethnicity: When trying to rent or purchase a place to live.

(% Yes)

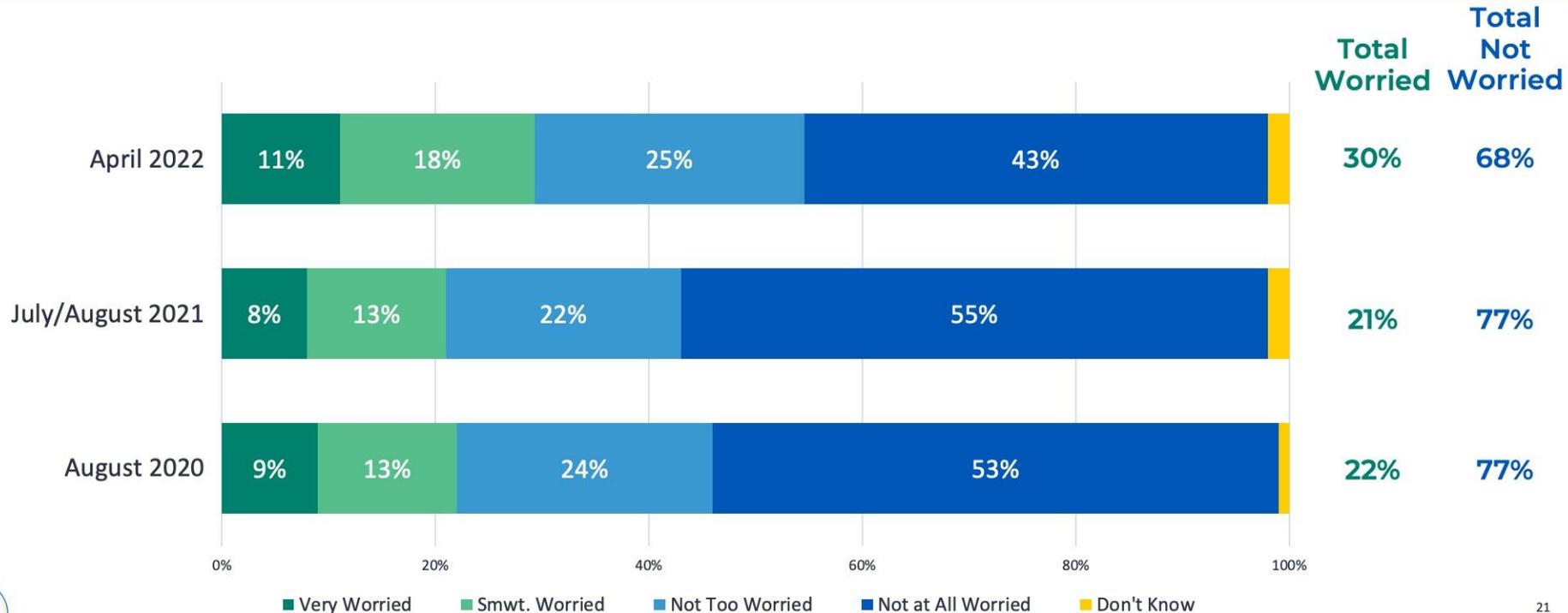


Demographic Group	Total Experienced
All	22%
Race/Ethnicity	
Asian/Pacific Islander	23%
Black/African American	36%
Hispanic/Latino	33%
Native American/Indigenous	55%
White	19%
Multiracial	35%
All People of Color	31%



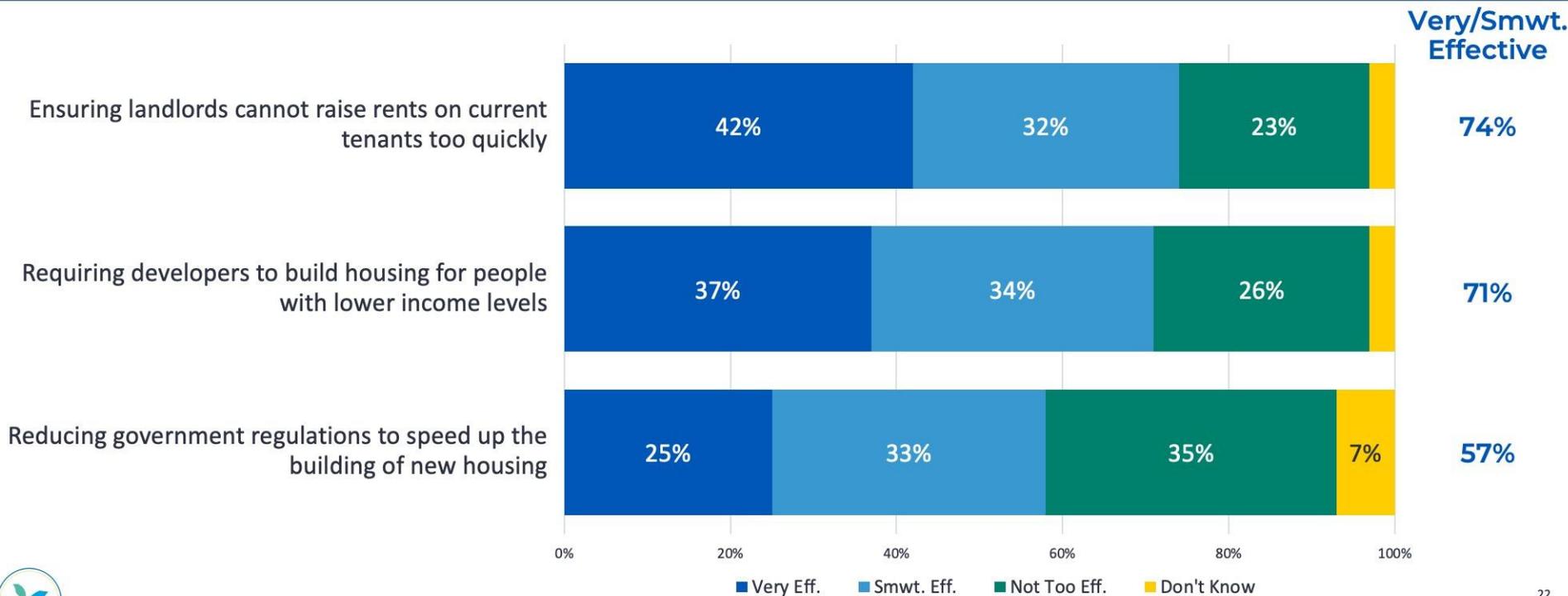
Nearly one-third are worried about losing their home because they can't afford the rent or mortgage in the next year.

Q19. Thinking ahead over the next year, how worried are you that you might lose your home because you can't afford the monthly rent or mortgage:



Coloradans view ensuring landlords can't raise rents too quickly and requiring developers to build housing for people with lower incomes as effective solutions.

Q28. Here are some actions that some people say will make housing more affordable for people who live in Colorado. Please tell me how effective you think it will be in making housing more affordable: very effective, somewhat effective, or not too effective.



Majorities across the state say these proposals would be effective in making housing more affordable.

Q28. Here are some actions that some people say will make housing more affordable for people who live in Colorado. Please tell me how effective you think it will be in making housing more affordable: very effective, somewhat effective, or not too effective.

(% Very/Somewhat Effective)

Proposals	All	Region					
		Eastern Plains	El Paso	Pueblo	Larimer Weld	Denver Metro	Western Slope
Ensuring landlords cannot raise rents on current tenants too quickly	74%	61%	76%	71%	76%	75%	71%
Requiring developers to build housing for people with lower income levels	71%	54%	69%	60%	74%	74%	65%
Reducing government regulations to speed up the building of new housing	57%	60%	49%	62%	57%	57%	66%



There is less partisan division around reducing regulation to speed up housing development.

Q28. Here are some actions that some people say will make housing more affordable for people who live in Colorado. Please tell me how effective you think it will be in making housing more affordable: very effective, somewhat effective, or not too effective.

(% Very/Somewhat Effective)

Proposal	All	Party			Dem-Rep. Diff.
		Democrats	Independents	Republicans	
Ensuring landlords cannot raise rents on current tenants too quickly	74%	87%	74%	64%	+23%
Requiring developers to build housing for people with lower income levels	71%	89%	71%	55%	+34%
Reducing government regulations to speed up the building of new housing	57%	58%	56%	62%	-4%



Most homeowners and renters say these strategies would be effective, although renters are more likely to hold this view.

Q28. Here are some actions that some people say will make housing more affordable for people who live in Colorado. Please tell me how effective you think it will be in making housing more affordable: very effective, somewhat effective, or not too effective.

(% Very/Somewhat Effective)

Proposal	All	Residence	
		Homeowners	Renters
Ensuring landlords cannot raise rents on current tenants too quickly	74%	69%	85%
Requiring developers to build housing for people with lower income levels	71%	68%	78%
Reducing government regulations to speed up the building of new housing	57%	56%	61%



Asian American and Pacific Islander Coloradans are especially likely to view these approaches to housing affordability as effective.

Q28. Here are some actions that some people say will make housing more affordable for people who live in Colorado. Please tell me how effective you think it will be in making housing more affordable: very effective, somewhat effective, or not too effective.

(% Very/Somewhat Effective)

Proposal	All	Race/Ethnicity						
		Asian/ Pacific Islander	Black/ African American	Hispanic/ Latino	Native American/ Indigenous	White	Multi-r acial	All People of Color
Ensuring landlords cannot raise rents on current tenants too quickly	74%	86%	68%	78%	66%	75%	83%	78%
Requiring developers to build housing for people with lower income levels	71%	80%	75%	76%	62%	71%	76%	74%
Reducing government regulations to speed up the building of new housing	57%	70%	61%	56%	50%	57%	55%	57%

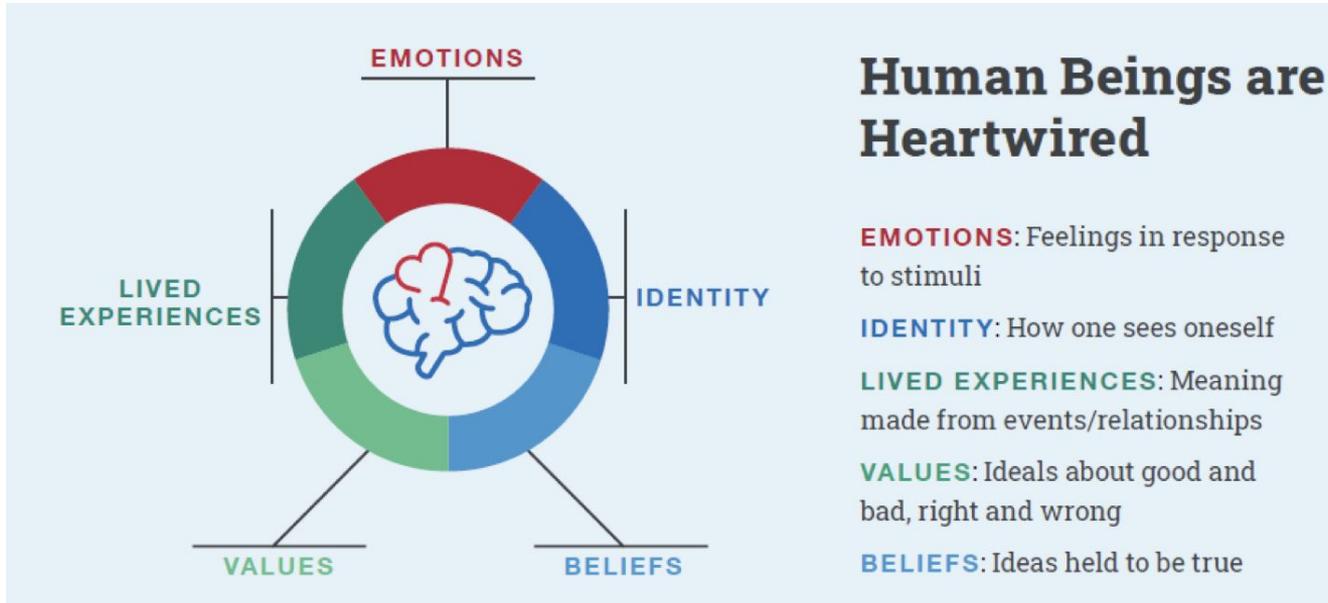




Understanding the why behind what we hear in Pulse

Insights from deeper qualitative research

What shapes people's opinions about housing policy solutions?



What shapes Coloradans' mindsets about housing policies?

Reliance on personal experiences when considering problems and solutions

- This can lead to the misconception that other people's experiences are just like our own

Skepticism and a sense of intractability

- Includes skepticism of government's ability to "solve" challenges like homelessness

Sympathy for "small" businesses- including "mom and pop" landlords

- Can lead to negative attitudes toward policies we fear may harm such businesses

Belief in personal responsibility and agency

- The belief that adults are in the driver's seat of their own life can make some of us resistant to messages that portray adults as powerless to change their circumstances



Recommendations for communicating about housing policy

Avoid insider language

- Using technical jargon that's different from what we see and hear in our day-to-day lives makes it difficult for us to connect with people emotionally

Present problems and solutions together

- Combining a concise problem statement with a tangible solution helps audiences to form a chain of reasoning that links the two together

Use the stories of real Coloradans to make your case

- People understand the world through stories. Journey stories told by someone who changed their mind about a policy are especially persuasive to conflicted audiences

Describe the people who are impacted by policy in contribution frames

- Discuss how the people who will benefit from a policy enrich and contribute to our communities- not just in terms of their needs and challenges



CONTACT US

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Crystal Launder
Housing Senior Project Manager
City of Boulder

Case Study: Ponderosa Community Stabilization

OVERVIEW

- Why manufactured housing matters
- Comprehensive plan policy
- Preservation challenges
- Ponderosa case study
- Funding: Ponderosa and statewide



WHY MANUFACTURED HOUSING MATTERS

Benefits to Community

- Often the only opportunity for homeowners for low-to-moderate-income households
- Workforce housing
- Pockets of diversity



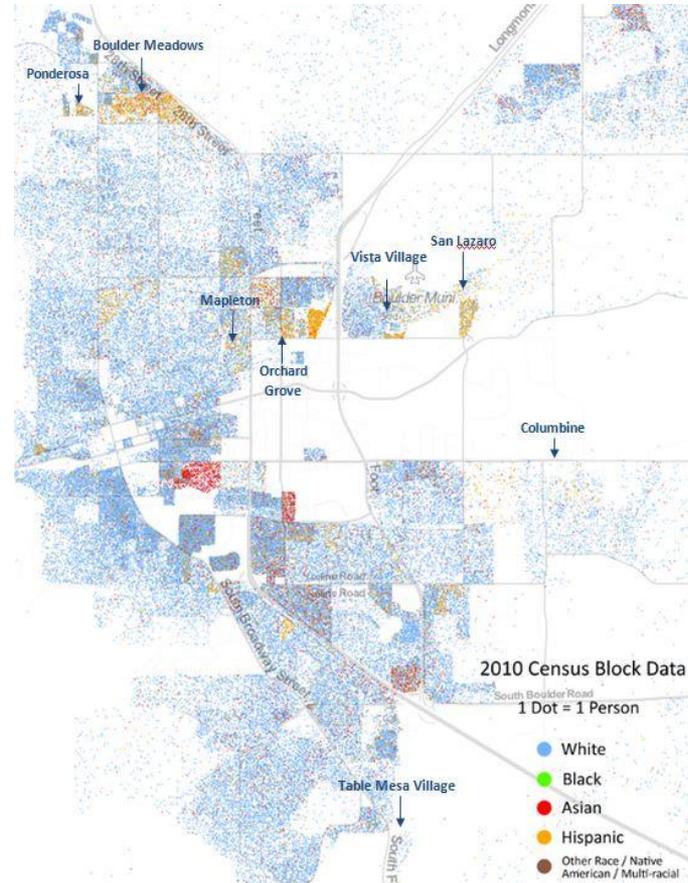
Benefits to Homeowners

- Typically, largest asset of owner
- Most affordable market-rate homeownership option
- Detached
- Some yard space
- Accommodates aging in place
- Sense of community

POCKETS OF DIVERSITY

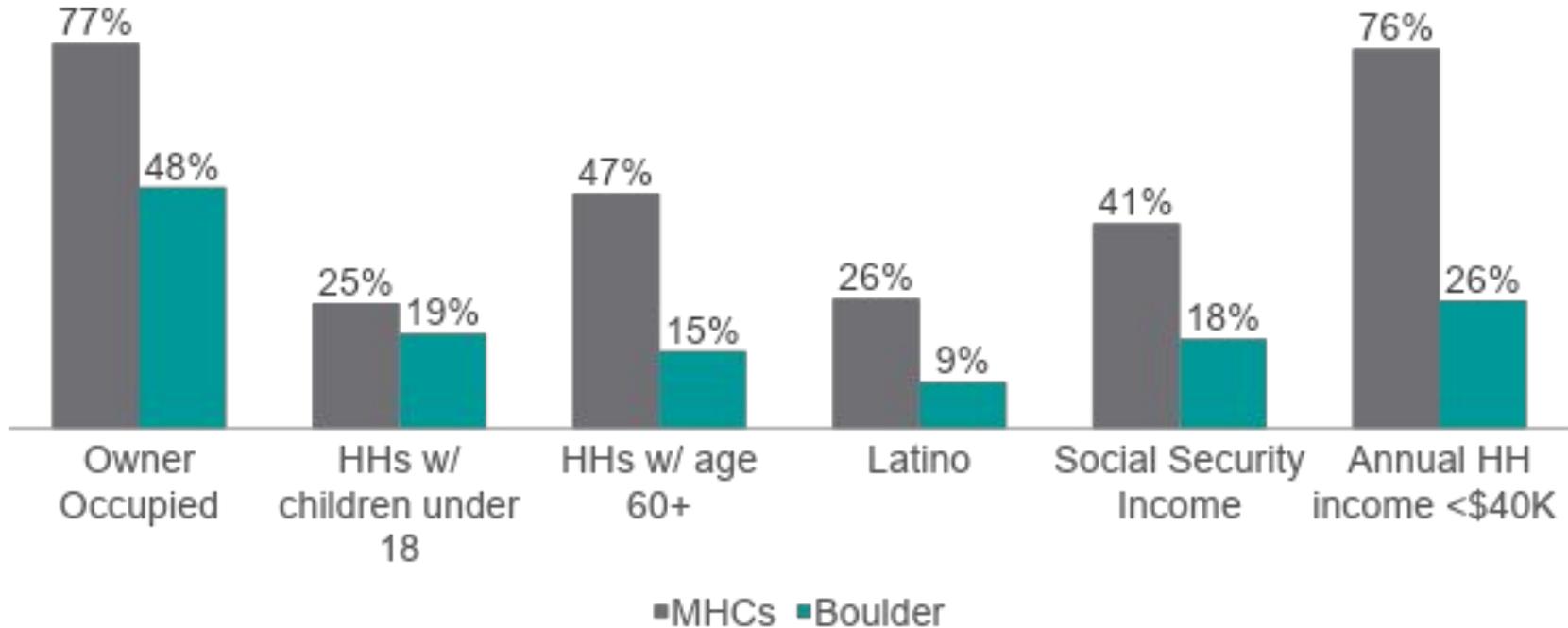
“... The city and county will support inclusion of racial, ethnic, socioeconomic, and cultural diversity into physical, social, cultural and economic environments...”

-Community Well-being and Safety Policy
8.05. Diversity
Boulder Valley Comprehensive Plan



Weldon Cooper Center Racial Dot Map

MANUFACTURED HOME COMMUNITY SURVEY (BOULDER AFFORDABLE HOUSING RESEARCH INITIATIVE – BAHRI)



COMPREHENSIVE PLAN POLICY: MANUFACTURED HOUSING

- **Preserve** existing manufactured home communities (MHCs)
- **Develop** new MHCs
- Increase **resident-owned communities**
- Reduce/eliminate **health + safety issues**
- **Re-house** displaced households



PRESERVATION CHALLENGES

- Vulnerability to natural disaster
- Urban growth and rising land values
- Infrastructure: aging and under-investment
- Rising pad rents
- Home replacement challenges
- Housing safety and quality
- Coercive management practices



PONDEROSA CASE STUDY: NORTH BOULDER: THEN & NOW



PONDEROSA BACKGROUND

- Boulder County enclave
- Began mid-1950s
- Water contamination: late 1970s
- Connects to city water & sewer: 1984
- Mobile home sites: 68
- 2/3 of households below 30% AMI
- Diverse (language, ethnicity, age, etc.)

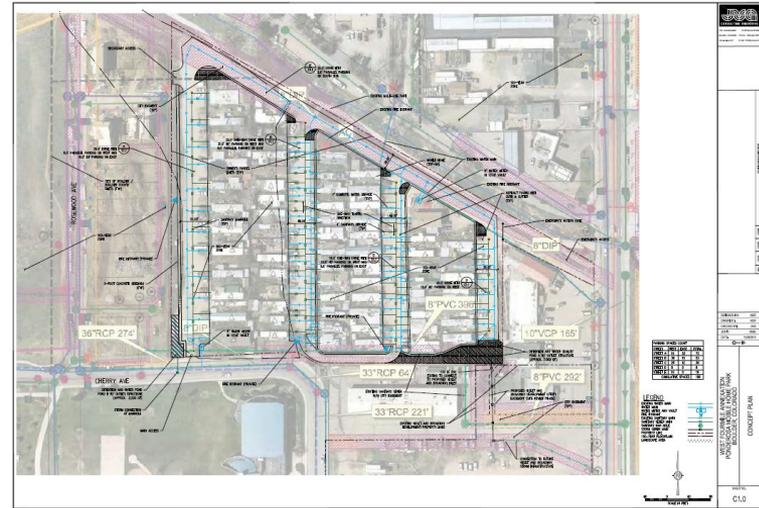


2015: CDBG-DR RESILIENCE PLANNING GRANT

Community Engagement



Infrastructure Cost Estimate



2016: GOALS & DRIVERS ANALYSIS

Criteria	Do Nothing	Apartments	Small Homes
Minimize disruption to residents	Green	Red	Yellow
Minimize displacement	Green	Red	Green
Improve resilience	Red	Green	Green
Improve health and safety	Red	Green	Green
Retain affordability	Yellow	Yellow	Green
Create certainty for future	Red	Yellow	Green
Annex	Red	Green	Green
Long-term investment in property	Red	Green	Green
Stabilize/improve utilities	Red	Green	Green
Leverage disaster recovery funding	Red	Green	Green
Minimize cost, maximize investment	Green	Yellow	Yellow

MINIMIZE DISPLACEMENT: MAJOR DRIVER

1. Minimize disruption
2. Minimize displacement
3. Resilience
4. Health and safety
5. Affordability
6. Certainty for the future
7. Annex
8. Long-term investment in property
9. Stabilize/improve utilities
10. Leverage Disaster Recovery funding
11. Minimize cost, maximize investment

RESOLUTION 1217

A RESOLUTION FOR THE PURPOSE OF ENSURING THE LONG-TERM SUSTAINABILITY, RESILIENCE AND PERMANENT AFFORDABILITY OF THE PONDEROSA MOBILE HOME PARK.

The acquisition, annexation and improvements to the Ponderosa Mobile Home Park, located at 4475 Highway in Boulder, is consistent with the Boulder Valley Comprehensive Plan. The City Manager is hereby directed to pursue a path forward in coordination with the residents of the Ponderosa Mobile Home Park to protect the health and life safety of the community, enable permanent affordability, promote sustainability and resiliency, and ensure minimal resident displacement.

ADOPTED this 17th day of October 2017.

Suzanne Jones, Mayor

PONDEROSA PROJECT GOALS

- Minimize displacement
- Preserve long-term affordability
- Replace outdated infrastructure
- Reduce flood risk
- Introduce new energy-efficient affordable housing options
- Annex into city





Victor Lemos



Cesar Lopez



Charissa Poteet



Tina Boguhn



Karen Campbell



Ed Zick



Saul Cardona

MINIMIZE DISPLACEMENT: ENGAGEMENT

- 22 Resident Leadership Committee (RLC)
- 2 Community Connectors
- 10 Q & A meetings
- 10 Community workshops
- Many 1:1 meetings
- Resident guide, newsletters, signs
- Text notices and updates
- Posted notices
- Community signage
- [Community Website](#)



MINIMIZE DISPLACEMENT: SITE PLAN & PHASING

Phase I

- Use existing streets
- 12 homes on vacant west strip



Ultimate Phase

- All streets, community amenities
- No deadline to complete



MINIMIZE DISPLACEMENT: HOME SPACING

Issue: Many homes are too close.

Fire Safety Separation = 15 feet

1925 Separation requirement = 6 feet

 = 0 – 6 feet

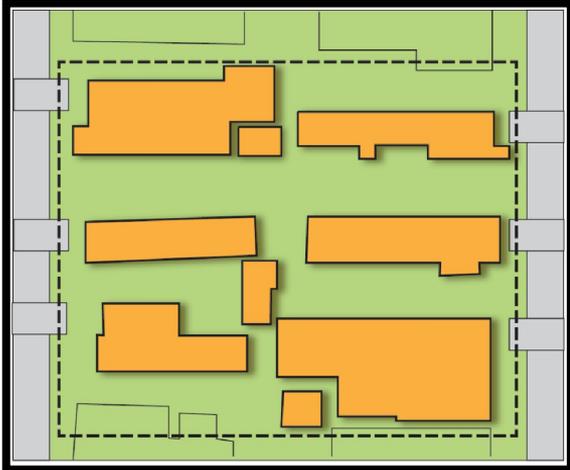
 = 6 – 10 feet



MINIMIZE DISPLACEMENT: MODULAR HOUSING

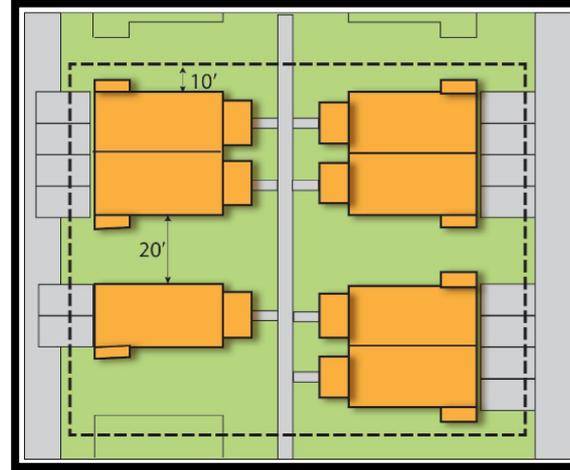
Existing conditions: study area

- 6 homes, 68 total homes in Ponderosa
- Average home size: 900 square feet
- Open space: 59%



Path forward: study area

- 7 homes, 73 homes in Ponderosa
- Average Home Size: 1,200 square feet
- Open space: 68%





Phase I Infrastructure Complete

Phase I Housing has begun



After Phase I, as home sites become available, on a voluntary basis, Habitat homes can be built.





MINIMIZE DISPLACEMENT: AFFORDABILITY

- Home prices for Ponderosa residents: 60% AMI
- Housing costs: 30% of Income
 - Mortgage, taxes, insurance, HOA fee
 - Affordability mechanism: 2nd mortgage



MINIMIZE DISPLACEMENT: MOBILE HOMES

Annexation: mobile homes “legally nonconforming”, may remain indefinitely.

Pad rents (\$530/mo currently) stabilized, lesser of AMI or CPI change but may not increase more than 3.5% annually.

NEW FUNDING OPPORTUNITIES

Ponderosa

- **\$4.2M** Community Development Block Grant – Disaster Recovery funds (property purchase)
- **\$1M** Health Equity Funds, local sugary beverage tax (water infrastructure costs)
- Pad rent revenue/property income
- Local affordable housing funding (sales tax, impact fees, inclusionary housing, etc.)

Your Community:

New state funding (Senate Bill 22-160)

- Mobile Home Park Resident Empowerment Loan and Grant Program
- **\$35M**
- Revolving loan fund and grants
- Organizing, community purchase, capital improvements, pad rent stabilization, legal services, assess physical condition of park prior to purchase, etc.



Panel Discussion and Q&A