



Homelessness & Housing in Greeley

June 14, 2022



Scope of Work

- Evaluate existing sources of information;
- Analyze what might be driving demand locally and regionally;
- Evaluate best practices;
- Provide opportunities for engagement and public involvement;
- Estimate development and ongoing operating costs;
- Outline financial feasibility, funding options, and key next steps.



About Us

- Formed in 2015
- Services:
 - Geographic Information Systems (GIS)
 - Community Engagement
 - Due Diligence and Project Management
 - Urban Planning and Development
 - Marketing and Branding
- Notable Clients:
 - Colorado Housing Finance Authority
 - Enterprise Community Partners
 - Rocky Mountain Communities
 - University of Colorado Anschutz
 - Urban Land Conservancy

More info at: urbanityadvisors.com

In collaboration with...

Cappelli Consulting, LLC | Reinen Consultants, LLC | Williford, LLC



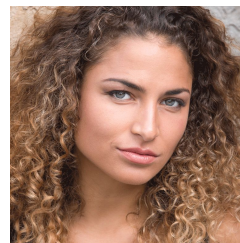
The Team



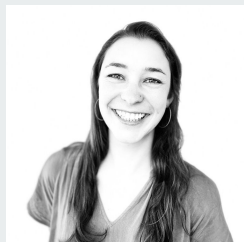
James Roy II
Founder



Briana Roy
Operations



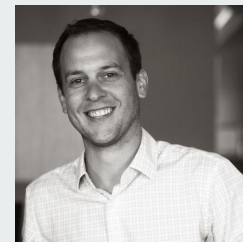
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Associate



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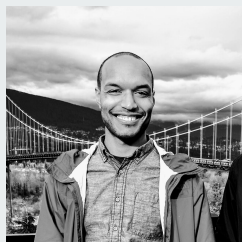


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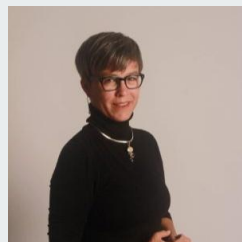


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Williford, LLC



Existing Conditions



Stakeholder Interviews

- 13 Stakeholders
- January 9th - February 17th
- SWOT Analysis





Stakeholder Interviews

Findings

Strengths	Weaknesses
<ul style="list-style-type: none">● Passion for change● Strong skills and expertise● Northern Colorado Continuum of Care● Great ideas in Motion<ul style="list-style-type: none">○ High Plains Housing Development Corp.○ 665 Units in Pipeline	<ul style="list-style-type: none">● Siloed conditions● Poor coordination● Gaps & Duplication in services● Lack of quality engagement of those experiencing homelessness
Opportunities	Threats
<ul style="list-style-type: none">● City-County Partnership● Desire to coordinate● Desire to engage community● United Way of Weld County<ul style="list-style-type: none">○ System-Level Coordination (Collective Impact Leadership)	<ul style="list-style-type: none">● Lack of County-wide approach● Territorial behavior● Passive-aggressive behavior● NIMBY-ism

Community Voice

Session 1 - *[The Why]* Community Perception, Impact, & Visions

February 16	Zoom	68 (110 registered)
February 17	Greeley Rec	39 (65 registered)
Survey 1	Online	72

Session 2 - *[The How]* We Move Forward

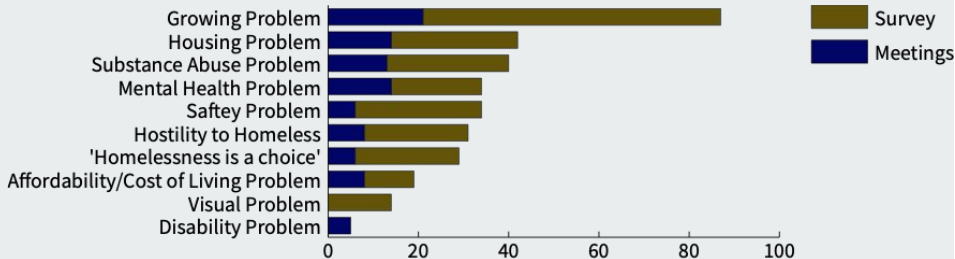
April 13	Zoom	43 (74 registered)
April 14	Greeley Rec	36 (55 registered)
Survey 2	Online	32

Session 3 - *[The What]* We Do to Move Forward

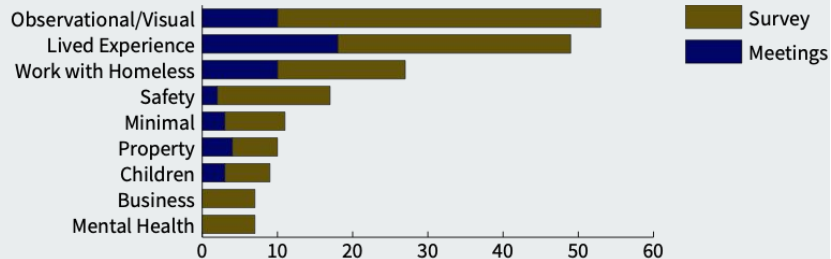
May 18	Greeley Rec	22 (32 registered)
May 19	Zoom	16 (29 registered)
Survey 3	Online	xx



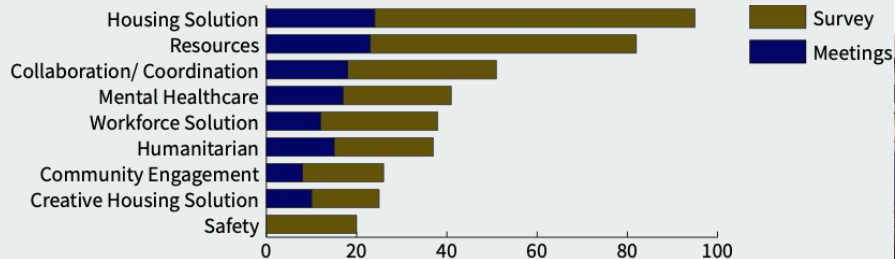
Perception



Impact



Vision

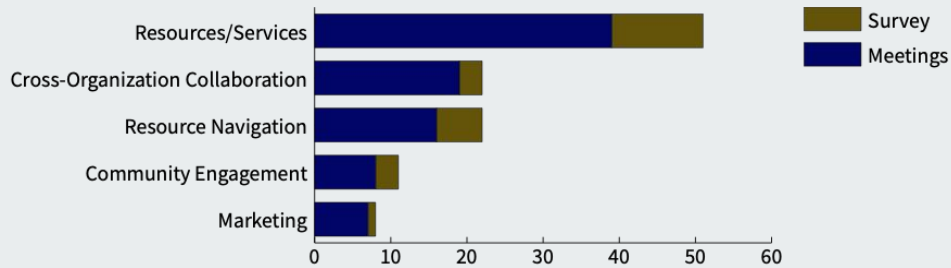


[The Why] Community Perception, Impact, & Visions

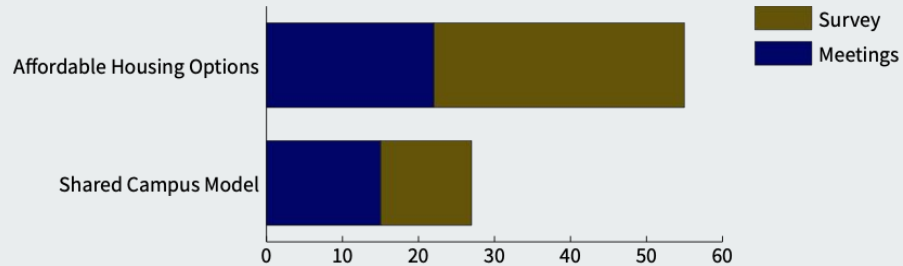
Session 1
February



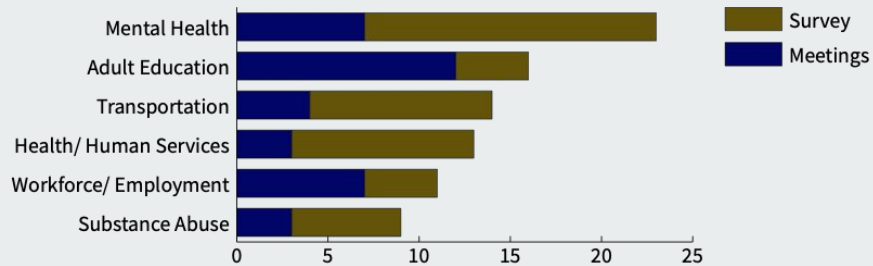
Coordination



Real Estate



Services

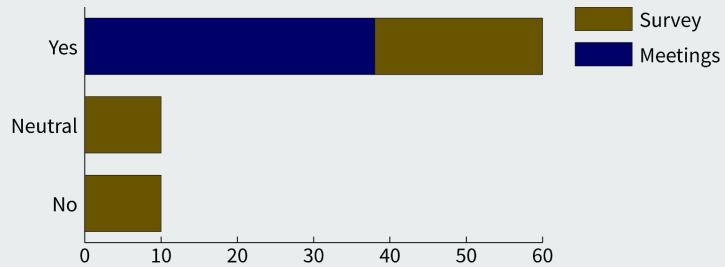


[The How] We Move Forward

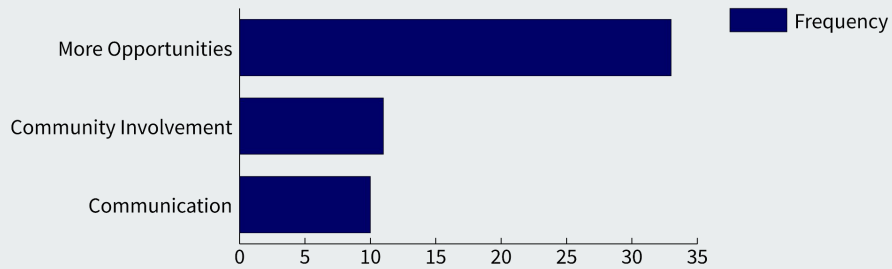
Session 2
April



Expressions of Support for Recommendations



How Should the Community be Engaged?



[The What] We Do to Move Forward

Session 3
May



Recommendations

The “What”

1. *Utilize the **Collective Impact Framework** to coordinate cross-organizational collaboration.*
 2. *Conduct a **housing needs assessment**.*
 3. *Pursue **pre-development research for a service-based campus model** approach.*
 4. *Establish a clear **understanding of the risk & protective factors of homelessness** (with collective impact).*
 5. *Establish a **user-friendly resource guide** for organizations, housed, and un-housed community members (with collective impact).*
 6. *Explore **creative temporary solutions**.*
-

Solutions to 'Coordination'

Recommendations:

1. Collective Impact

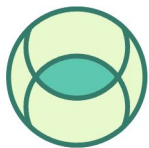
- *Utilize the Collective Impact Framework to address calls for better coordination.*



Collective Impact

Collective impact is a network of community members, organizations, and institutions who advance equity by learning together, aligning, and integrating their actions to achieve population and systems level change.





It starts with a common agenda

This means coming together to collectively define the problem and create a shared vision to solve it.



It establishes shared measurement

That means tracking progress in the same way, allowing for continuous learning and accountability.



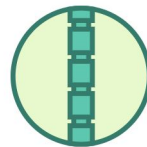
It fosters mutually reinforcing activities

That means integrating the participants' many different activities to maximize the end result.



It encourages continuous communications

That means building trust and strengthening relationships.



And it has a strong backbone

That means having a team dedicated to aligning and coordinating the work of the group.

The Five Conditions of Collective Impact



Recommendation: Utilize the Collective Impact Framework to address calls for better coordination.

Sub-recommendation: Build upon existing leadership and define a clear backbone entity

- Backbone Options
 - The City of Greeley and/or Weld County
 - Northern Colorado Continuum of Care
 - United Way of Weld County

Suggested Timeline: Immediate

Follow up steps:

1. Establish a committee composed of cross-sector leaders, decision makers, and community members.
2. Hire dedicated staff to support the initiative.
3. Form working groups of cross-sector partners around specific elements of the common agenda (*include currently or formerly homeless community members*).



Collective Impact Efforts Center Equity

Collaboratives can pursue equity through five strategies. Each strategy is important and should be woven into the implementation of the five conditions of Collective Impact.

1. Ground the work in *data and context*, and *target solutions*
2. Focus on *systems change*, in addition to *programs and services*
3. *Shift power* within the collaborative
4. *Listen to* and act with *community*
5. Build *equity leadership and accountability*



Examples of Collective Impact Addressing Homelessness

City / Area	Program Name	Launch	Result Highlights
Omaha, NE	<u>Metro Area Continuum of Care for the Homeless</u>	2006	<ul style="list-style-type: none">• 8,000+ Households Receive rental assistance
Coatesville, PA	<u>Homelessness and Unemployment in Coatesville Collective</u>	2021	<ul style="list-style-type: none">• Received \$225k Grant for exploring Collective Impact
Los Angeles, CA	<u>Home for Good</u>	2010	<ul style="list-style-type: none">• 2 successful ballot initiatives• Encampment to Home Program<ul style="list-style-type: none">○ 93% remain housed

Solutions through 'Real Estate'

Recommendations:

2. Conduct a Housing Needs Assessment

(Collective Impact - Forming the Common Agenda & Establishing Shared Measurement)

- Quantifies the number of housing units and types needed in the local market with regard to economics, demographics, and current supply. **Affordable housing inventory** of multiple income points may be needed to address wider problems.

3. Pursue pre-development research for service-based campus model approach

(Collective Impact - Fostering Mutually Reinforcing Activities)

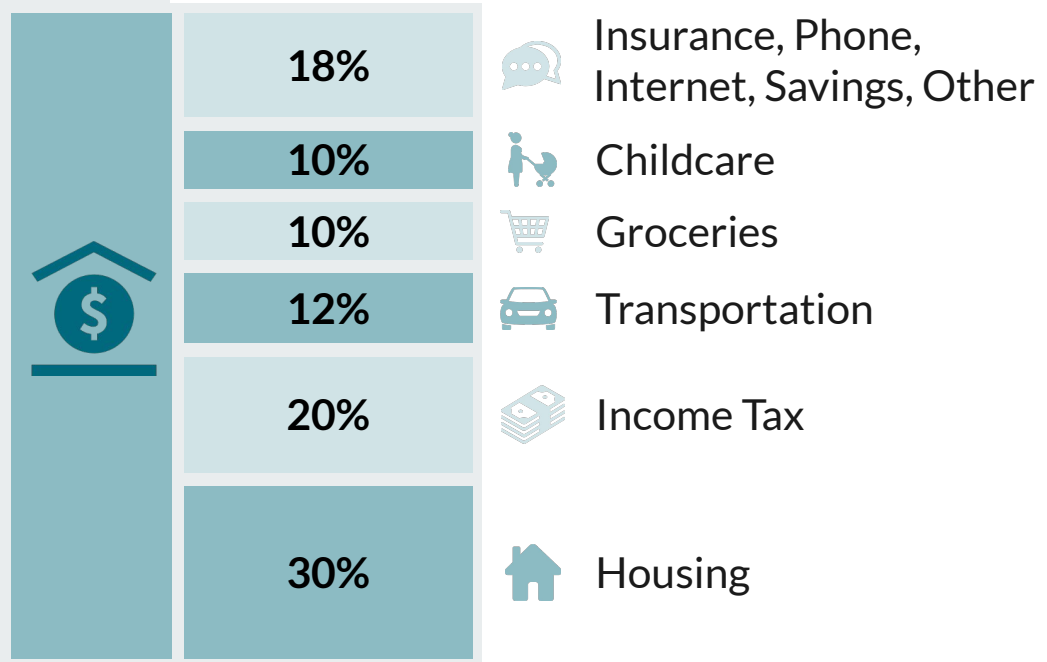
- Utilize **Collective Impact** to coordinate a multi-organizational (City, County, Housing Authority, Nonprofit, etc) campus to address homelessness and provide access to critical services such as housing, healthcare (mental, dental & physical), employment, substance abuse treatment, food, shelter, clothes, and even court proceedings. **This should consider collaboration with [High Plains Housing Development](#)** and its ongoing plans to develop a campus.



...But even with “affordable” housing, a typical Colorado family would have little left over to invest in the future

What is affordable housing?

“Affordable” housing means paying no more than 30% of gross income for rent/mortgage and utilities.



AMI = Area Median Income

★ Full-time minimum wage income
\$26k (\$12.56/hr)



Very Low
\$42k
(\$20/hr)
🏠 \$1,050/m

Moderate
\$55k
(\$27/hr)
🏠 \$1,375/m

Middle
\$69k
(\$33/hr)
🏠 \$1,725/m

Upper Middle
\$83k
(\$40/hr)
🏠 \$2,075/m

Upper
\$104k
(\$50/hr)
🏠 \$2,600/m

Very Low
\$21k
(\$10/hr)
🏠 \$525/m

Eligible for Federal Subsidies

30% AMI
Emergency Shelter/Transitional

★ 60% AMI
Affordable/Subsidized Rentals

80% AMI
Market Rentals

100% AMI
First-time Homebuyers

120% AMI
Market Housing

150% AMI
Market Rate Housing

180% AMI
High-end Market

One-person Household
AMI = \$69k
Weld County

Upper+
\$125k
(\$60/hr)
🏠 \$3,125/m

The "Missing Middle"

Housing Bridge

Source: Cappelli Consulting, Williford, LLC and CHFA



Service-based Campus Model

Potential service offerings

- Housing & shelter
- Healthcare (mental, dental & physical)
- Employment
- Substance abuse treatment
- Food
- Clothing
- Court proceeding assistance



Preliminary Development Costs:

Uses		Sources	
Acquisition	\$1.3M	Conventional Loan	\$5.2M
Site Improvements	\$4.5M	9% LIHTC	\$11.7M
Hard Costs @ \$250/SF	\$10.7M	DOH Grants	\$3.8M
Professional Fees	\$500k		
Construction Finance	\$1M		
Soft Costs	\$4.3M		
Developer Fee	\$2.5M		
Total	\$25.1M	Total	\$20.6M
Remaining Gap			\$4.4M

Financial Example | Service-Based Campus | 50 unit campus

Annual Operating Costs:

Annual Rental Income (inc. Vouchers)	\$650k
Vac Rate 7%	\$45k
Effective Gross Income (EGI)	\$600k
Operating Expenses	\$210k
Net Operating Income (NOI)	\$390k

Annual Services Costs:

Staffing Costs	\$200k
Program Costs	\$40k
Total Costs	\$240k

What's already in the works?

High Plains Housing Development

123 9th Ave

- Multi-Phase, Currently in Early Development
- 150 Housing Units
 - 60 Units Permanent Supportive Housing
 - 90 Units of Mixed Low Income Affordable Units
- 6.5 Acres
- 15,000 sqft Housing Navigation Center
- A Woman's Place Domestic Violence Shelter



HIGH PLAINS HOUSING DEVELOPMENT CORPORATION

123 N. 9TH AVE, GREELEY COLORADO



123 N. 9TH AVE, GREELEY COLORADO - CAMPUS SITE PLAN





Affordable Units in Greeley Housing Pipeline

(and surrounding areas)

686 Units

Project	Developer	Type of Housing	Units	Current Development Status
Immaculata Plaza II (merging with Immaculata Plaza I)	Archdiocese Housing	30% Low Income Senior Apartments	29	Pre-Development; Entitlement
Copper Platte (Greeley Mall Project)	Inland Group, Washington State	60% AMI for Families	224	Under Construction
Hope Springs	Habitat/Richmark/Commonwealth	Habitat single family Mixed Income	181	Pre-Development; Entitlement
123 Property	High Plains & Co-Developer	Supportive Housing/Multi-family Housing	150	Pre-Development
Brigit's Village Frederick	Blueline Development	Seniors (25%) & family housing (30%-50% AMI)	40	Pre-development; 2021 tax credit application not funded
Vincent Village Apartments Fort Lupton	Michael's Development	30%-80% family housing	72	Awarded tax credits in Round 1-2021

Solutions through 'Services'

Recommendations:

4. Establish a clear understanding of the risk and protective factors of homelessness

(Collective Impact - Forming the Common Agenda & Establishing Shared Measurement)

- *An understanding of risk and protective factors will help identify gaps in current services available and build well-rounded solutions that include preventative measures.*

5. Establish a user-friendly resource guide for organizations, housed and un-housed community

(Collective Impact - Encourage Continuous Communication & Fostering Mutually Reinforcing Activities)

- *Along with Collective Impact partners, establish a working group to create a resource guide for community members to access easily and a potential marketing campaign for reach.*

6. Explore creative temporary solutions

(Collective Impact - Fostering Mutually Reinforcing Activities)

- *Monitored camping villages and safe parking lot programs can serve as productive ways to meet challenges while more permanent solutions are in the works.*



Homelessness Risk Factors

Risk factors for homelessness in a nationally representative, population-based sample.

[Source: Risk Factors for Homelessness: Evidence From a Population-Based Study.](#)
[Katherine H. Shelton Ph.D.Pamela J. Taylor M.D.Adrian Bonner Ph.D.Marianne van den Bree Ph.D.](#)

Adversity in childhood

- Ever ran away
- Ordered out of home by parents
- Parental-caregiver neglect
- Foster care
- Biological father incarcerated
- Duration of welfare assistance before age 18

Socioeconomic situation

- Grade when person left school
- Economic difficulty in the past 12 months
- Currently employed

Mental health problem

- Ever diagnosed with depression
- Psychiatric hospitalization (past 5 years)

Addiction Problem

- Substance Abuse

Creative Solutions: Safe Outdoor Spaces

Example: [Colorado Village Collaborative](#)

Healthy, secure, staffed, resource and service-rich environments that provide an outdoor, individualized sheltering option for people experiencing unsheltered homelessness.





Creative Solutions: Safe Outdoor Spaces

Financial Implications

Example provided by:

[Colorado Village Collaborative](#)

Cost per tent between \$4,000 - \$4,500

45 SOS Tents and Site Set Up	Price Per Unit	Total Cost
Tents (45)	\$300	\$13,500
Tent Supplies, Heating & Cooling (45)	\$150	\$6,750
Management, Storage and Services Tent	\$30,000	\$30,000
Site Prep Overall per SOS (fencing, signage, banners, security camera etc.)	\$25,000	\$25,000
Electric	\$50,000	\$50,000
Wooden platforms	\$12,000	\$12,000
Site Design & Permitting	\$10,000	\$10,000
Community Engagement Specialist	\$15,000	\$15,000
Misc.	\$15,000	\$15,000
Total Tents and Site Set up		\$177,250

Creative Solutions: Safe Parking

Example: [Colorado Safe Parking Initiative](#)

Safe parking provides a safe, legal place to sleep and provides stability for people on their path toward more permanent housing.

Roughly \$150k annually



Creative Solutions: Tiny Homes

- Temporary “tiny homes”
- About 100 square feet each
- Contains electricity, heaters, fans and outlets but no water or sewer connections.
- Temporary residential environment that serves as an alternative sheltering solution intended to create additional access points into the housing continuum.





Creative Solutions: Tiny Homes

Colorado Village Collaborative

Around \$15,000 per unit



Pallet Shelter

Product	Starting Price
Shelter 64 (2-bed cabin)	\$6,995
Shelter 100 (4-bed cabin)	\$9,495
Bathroom (shared bathroom unit for village)	\$34,995
Services Office	\$8,995
Community Room (for meals and services)	\$36,995