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: <u>urbanityadvisors.com</u>

In collaboration with...

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



The Team



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Tim Reinen Reinen Consultants

Willa Williford Williford, LLC

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Existing Conditions

Stakeholder Interviews

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

Stakeholder Interviews

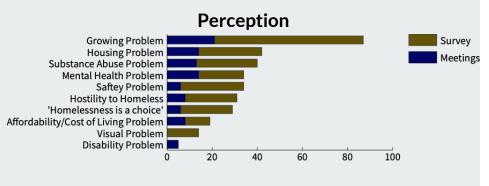
Findings

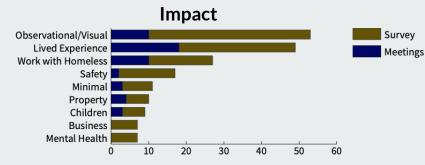
Weaknesses **Strengths** Siloed conditions Passion for change Strong skills and expertise Poor coordination Northern Colorado Gaps & Duplication in Continuum of Care services Great ideas in Motion Lack of quality engagement **High Plains Housing** of those experiencing homelessness Development Corp. 665 Units in Pipeline **Opportunities Threats** City-County Partnership Lack of County-wide Desire to coordinate approach Territorial behavior Desire to engage community **United Way of Weld County** Passive-aggressive behavior System-Level NIMBY-ism Coordination (Collective Impact Leadership)

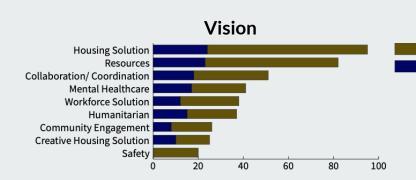
Community Voice

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		





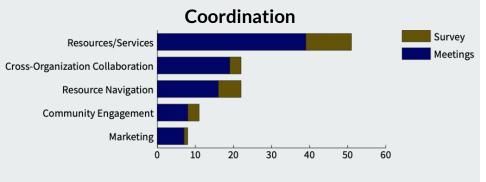


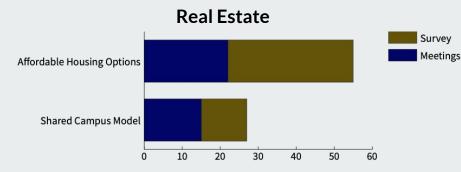


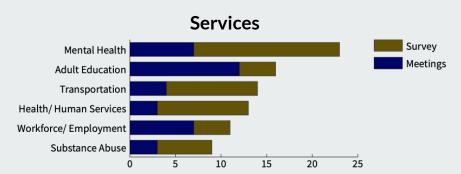
[The Why] Community Perception, Impact, & Visions

Session 1 February







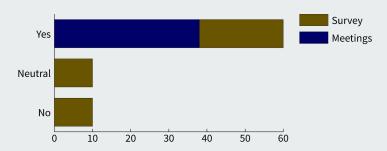


[The How] We Move Forward

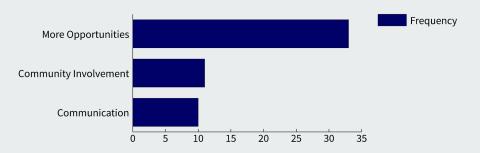
Session 2 April



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.
- Conduct a housing needs assessment.
- 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 <u>Equity</u>

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	Metro Area Continuum of Care for the Homeless	2006	8,000+ Households Receive rental assistance
Coatesville, PA	Homelessness and Unemployment in Coatesville Collective	2021	Received \$225k Grant for exploring Collective Impact
Los Angeles, CA	Home for Good	2010	 2 successful ballot initiatives Encampment to Home Program 93% remain housed

Solutions through 'Real Estate'

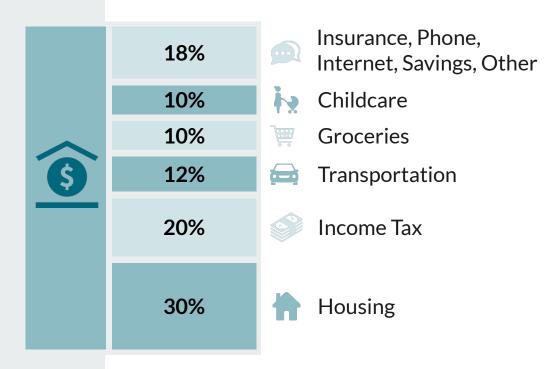
Recommendations:

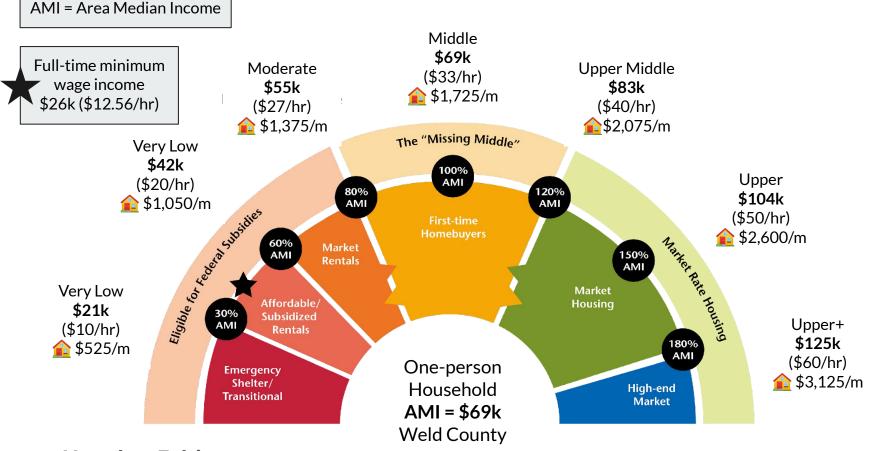
- 2. Conduct a Housing Needs Assessment
- (Collective Impact Forming the Common Agenda & Establishing Shared Measurement)
 - Quantifies the number of housing units and types needed in the local market with regard to economics, demographics, and current supply. Affordable housing inventory of multiple 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.

What is affordable housing?

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

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





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
 - o 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 <u>temporary</u> 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

User-Friendly Resource Guide

Current resource lists in Greeley are too extensive, difficult to navigate, inconsistent, not up to date and hard to find.

Fort Collins Homeless Resource Guide

- 2 pages,
- categorized by service types (shelters, meals, warming centers, healthcare, employment, etc.)

9 Murphy Center for Hope 242 Conifer Street, Fort Collins, CO 80524 970-494-9940

Outdoor day shelter Mon.-Sun. 8am-5pm In need of support? Murphy Center, operated by Homeward

Alliance, is a great place to start,

Multi-areacy resource center and one-ston-shop of services Day Shelter and connection to 20 on-site partner agencies and sanires including hosic needs (showers mail laundry computers lockers, food and gear), on-site mental health and substance use housing pavigation, medical and dental referrals. Re-Entry for parolees, shelter diversion, senior services, bike repair, veterinary care and pet food. English and Spanish speaking staff, Language Link for other language needs.

12 Catholic Charities 460 Linden Center Drive 970-484-5010

Extended stay orogram available for men, women, veterans and families Emergency overflow beds available for women and families. All guests able to stay 24/7, meals served to all Bus Routes: 8 and 81

15 Fort Collins Resona Mission 316 Jefferson Street

Available bed lottery 7 days a week at Murphy Center, 3-4pm, sign-up for the lettery at Murphy Center from 8am-2pm daily, extended space available in winter, providing space for all who want to sleep inside. Nightly check-in starts at 5om, all meals provided for guests staying long term guests. Bus Routes: 5, 14, 8 and 81

33 Family Housing Network 1606 South Lemay Avenue, Suite 103 970-484-3342

Questight shelter day renter and case management for families with dren; Overnight Shelter hosted in area faith communities: Call for an intake appointment Family Day Contar

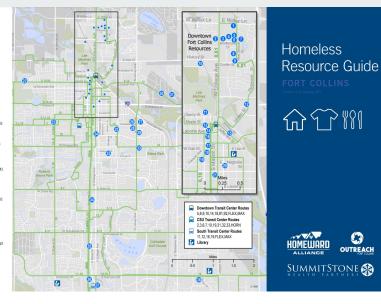
Mon.-Sat.: overnight shelter in area faith communities, call 970-484-3342

33 Family Housing Network

1606 South Lemay Avenue, Suite 103 970-484-3342 Family day shelter 7 days a week call 970-484-3342 for an intake

9 Murphy Center for Hope 970-494-9940

8-10am Mon.-Sun. 8am-12pm



Non.-Thu. 9.30am-4.30pm, ro walk-ins Bus Routes MXX

Christ Clinic

25 Family Medicine Cente Nedicaid and CICP; appoi

3, 4 Realth District of Norther Larimer County/Dental Clinic 129, 292 Bristlecore Drive 970-224-5299

Proscription assistance, be advanced care plannin Committees Health Bustners, Etc. Bus Routes Rand RT 51 primer County Health Ben

Low or no cost STI testing and beatment, birth control, annual Non.-Fri. Sam-4:30pm, call for walk

Bus Routes: 8 and 83 25 Northern Colorado Health Network Mental health/substance use disc

27 SammitStone Health Parts 24/7 Walk-In Crisis Services

Montal health crisis center; open 2

SE IN SECURE AND ADDRESS OF THE PARTY OF Hospital, ER, lab, x-ray, open 24 hours

(Continued) Subconstitution services, PEP/In-PEP support, behavioral health counseling, Ove provention and Nalocone resource condums and other barriers

Bus Routes: 18 and MAX SIB testing contrarection fami Open Mox.-Set., call for hours Bus Routes 2, 3, 31, 32 and The I

EMPLOYMENT Mon.-Set., 5:30em Bus Boutes 14

Bus Boutes 14

Mental health/subs

Non-Fri Sam-ton by: 17 Larimer County Workfor

Family Services (Homeword Allians 978-829-0583 Family food, cirthing and facture. Min Fil San San-Bus Routes: 10, MAX and Day 25 Kid's Closet (First Units

36 MTS Mobile Staffing 4619 S Nason St, Unit CS 970-223-5904 Nork available first come Bus Routes: MAX

> DUDI IC DENEGITO 6 Department of Human Services

FOOD ASSISTANCE 8 Food Bank for Larkeer Count

Bus Routes & and 81

3901 S Mason Street 970-207-4472

Bus Boutes MAX

CLOTHING/GEAR

8:15am-4pm (closed for lunc

Mon -Fri sign ups start at & Pay-what-sou-can call/Abbustee Bus Routes: 8 and 81 Bus Routes: Deventown Transit Cen VETERAN SERVICES

34 Back Home Program, Volunteers of America 116 West Harvard Street, #4 978-999-5877 Harvard Street Man "Eri Sa Cheyenne WMC

Bus Routes: 8 and 81

242 Canifer Street 978-894-9940

Dedicated Navigator Program

Morphy Croter 242 Canifer Street Call for appointment Bus Routes: 8 and 81 Lacimer County Veteran Services Nos-fri 8-30am-4-30om

10 Family Centec(La Famili Northern Colorado Veteran

Resource Center 970-888-6245 and Larimer County Lidening advocacy resour

OTHER RESOURCES

32 Crossraads Safehease

Bus Routes: 8 and 81 2 Fort Collins Bike Co-Do

Family resource center one programming for youth Mon.-Fri. Sam-4pm 18 Colorado Legal Service Bus Routes: 9, 10, 33 and 92 Mckinner Tests Educational free legal support: must qualif Tues, & Thu, Sam-Sper

For children and routh who as Nos.-Fri. 7.30am-4.30om

Mos -Fri Ram-Som- by appointment

Bus Rudes-R and R

Mos.-Fri. 7.30am-Som

11 21 Matthews House

531 South College Avenue 978-472-0609

Transit Center

16 Larimer County Justice

Until They're Home Nos.-Fri. Barn-4-38pm Rus Routes MEX and Downtow

7 Neighbor to Neighbor 1550 Blue Sprace Drive 978-484-7458

2:1:1 Call 2-1-1 and talk with comeons

Downtown and North Fort Callin

Sexual assault advocacy ar

Bus Routes: 6, 12, 16 and 19, MA

Apply for benefits, mame changes.

16 Carial Caracity Office

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

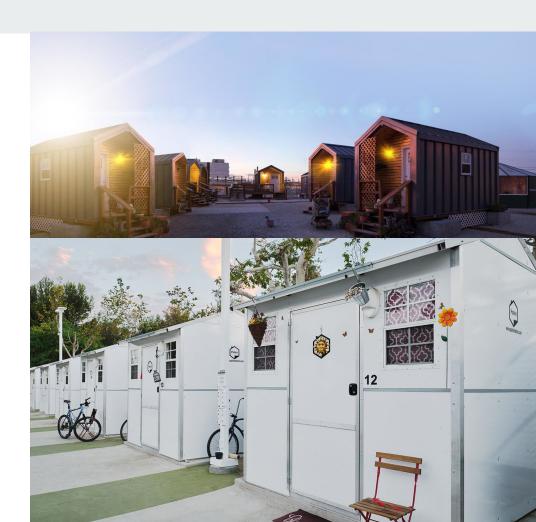
Safe parking provides a safe, legal place to sleep and provides stability for people on their path toward more permanent housing.

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

