

Housing Element

"Access to affordable housing for the families that are the backbone of our economy is essential to reducing labor turnover, ensuring family stability and enhancing the quality of life of our community."

- Mindy Klowden, executive director of the Colorado Affordable Housing Partnership.

Vision: Provide for the diverse housing needs of all residents, workers, and guests in the County.

INTRODUCTION

Residential housing in the County can be generally characterized as one of two types—1) market rate housing or 2) “deed-restricted” housing. Market rate housing composes the majority of the housing in the County and refers to units that are sold on the free-market with no restrictions in terms of occupancy, rate of appreciation or resale value. Deed-restricted housing refers to housing for local residents or employees, and has some type of restriction attached to: occupancy standards, appreciation or resale value of the unit (i.e. affordable housing) or incomes. Therefore, the Housing Element is divided into two main sections: market rate housing and local resident / affordable workforce housing.

Amending the Housing Element in the 2009 edition of the Plan built on the foundation contained in the 2003 edition of the Plan. Much of the information contained in the 2003 edition of the Plan was still relevant and pertinent to conditions in 2009. Nevertheless, the Housing Element’s primary focus and intentions remain to provide a framework to address the undersupply of housing for local residents on a countywide basis. Since adoption of the Countywide Comprehensive Plan in 2003 there has been a steady and growing awareness of the importance to provide for or advance local resident / affordable workforce housing throughout the entire community. The landscape affecting market rate or local resident / affordable workforce housing in our community is always changing, and provides many challenges that need to be addressed.

Basin Master Plans: The basin master plans (i.e. Lower Blue, Snake River, Ten Mile and Upper Blue Basin) should be referenced for more background information on local resident and affordable workforce housing. Each basin master plan: elaborates on the existing inventory of local resident housing, identifies the location of potential affordable workforce housing sites, contains accompanying “guidelines” for those locations and specific affordable workforce housing policies/actions. The methodology and site suitability analyses used to determine the potential locations for affordable workforce housing in each basin is also described.

HOUSEHOLD CHARACTERISTICS

The following identifies and describes some of the general characteristics of households in the entire County. An initial review of the more significant household characteristics, and possible trends, is important to consider before further discussion and examination of market-rate or local resident / affordable workforce housing in the County.

Homeownership: According to the 2000 Census, the homeownership rate in the County was about 59 percent, increasing 11 percentage points since 1990. However, the ownership rate remains low compared to the state of Colorado as a whole (67%).

Household Make-Up: The majority of the County households are comprised of families. Couples, couples with children, and single parents with children make up about 62 percent of all households. Adults living alone or with unrelated roommates constitute 20 percent and 13 percent of County households, respectively.

Since the year 2000, the number of family households has increased (from 55% in 2000 to 62% in 2007), and the number of adults living alone or with unrelated roommates has decreased (from 41% in 2000 to 33% in 2007). (Source: 2007 Summit County Housing Demand Analysis).

Children: About 26.2 percent of owner households and 9 percent of renter households in the County have children. Persons residing in the Lower Blue Basin (25.1%) and the Snake River Basin (20.1%) are more likely to have children in their household than those residing in the Upper Blue Basin (18%) and Ten Mile Basin (15.3%). Of the total households, a relatively higher percentage of renter households are more likely to have children/more children (21.3 percent) within the next couple of years, compared to 14.4 percent of owner household (Source: 2005 Summit County Housing Needs Assessment).

Average Household Size: The State Demography Office estimates that the average household size in the County is approximately 2.44 persons per household (ownership households have a slightly higher average than renter households). This represents a slight decrease in household size since the 2000 U.S. Census, when the average household size was determined to be approximately 2.48 persons per household (Source: 2005 Summit County Housing Needs Assessment).

Length of Residency: According to the 2005 Summit County Housing Needs Assessment, about 44.6 percent of the permanent residents have lived in the County for 10 or more years (including about 55.2 percent of owners and 27.1 percent of renters).

Household Income and Distribution: The majority of local homeowners make between \$35,000 - \$150,000 annually. In 2008, the median household income for a four-person household in the County was \$81,300, as determined by the U.S. Department of Housing and Urban Development. This represents a 6.8 percent increase in the median household income for a four-person household since 2004 (\$76,100). Income distributions show that about 22.6 percent of renter households earn less than \$30,000 per year, compared to only about 6.4 percent of owner households. In general, a higher percentage of owner households earn over \$80,000 per year than renter households.

Other Resident Characteristics:

- **Median Age:** According to the 2000 U.S. Census, the County's permanent resident population is young, with a median age of 30.8 years, compared to the state median age of 32.5 years. The State Demographer projects that the County's median age will increase to 37.5 in 2010 and 42.9 in 2020, indicative of an aging population.
- **Level of Education:** Census data indicates a highly educated permanent resident population. As of 2000, nearly 50 percent of persons, age 25+, had a bachelor's degree or higher. In comparison, 32.7 percent and 24.4 percent of persons age 25+ in the state and country respectively had a bachelor's degree or higher.
- **Mean Travel Time to Work:** In the County, mean travel time to work (in minutes), for workers 16+ in 2000 was 16.9 minutes, compared to 24.3 minutes for the state and 25.5 minutes for the country.
- **Increase in Diversity:** An increase in ethnic diversity in the entire region is also evident per the 2000 Census data. The change in total non-white population in the County (Hispanic or Latino) increased 9.8 percent from 1990 – 2000. Between 1990 and 2000 Hispanics (any race) increased 613.9 percent, or 1,983 residents. Nearly 50 percent of Hispanics ranged from ages 20 to 34. Ethnic diversification of the permanent resident population is expected to continue, which will influence the demographic make-up of the County.

MARKET RATE HOUSING

Housing Stock: As shown in Table 1, overall, as of July 1, 2008, there were approximately 27,938 housing units built in the County (including both the unincorporated areas and the incorporated towns). The majority of the County's housing stock (53%) is located in unincorporated areas. Within the "unincorporated" areas of the County, the Snake River Basin contains the most housing units (21.5%), followed by the Upper Blue Basin (12.2%). Of the towns, the Town of Breckenridge has the most

housing stock (22.9%).

Interestingly, when looking at the entire County (both incorporated and unincorporated areas) there are significantly more residential units built in the Upper Blue Basin than the other three basins. There are approximately 10,455 housing units built in the Upper Blue Basin, which is more than twice the number of units built in the Lower Blue or Ten Mile basins, and over 3,000 units more than exist in the Snake River Basin. Furthermore, the Upper Blue Basin has the most remaining development potential among the four basins (nearly 40% of the units permitted within the entire County).

Area	Number Total Housing Units	Occupied Housing Units	Percent Occupied Year-Round	Housing Units Vacant / Not Permanently Occupied	Percent Not Permanently Occupied
Town of Breckenridge	6,394	1,639	25.63 %	4,755	74.37 %
Town of Blue River	660	320	48.47 %	340	51.53 %
Town of Dillon	1,244	354	28.42 %	890	71.58 %
Town of Frisco	2,982	1,062	35.61 %	1,920	64.39 %
Town of Montezuma	45	24	52.38 %	21	47.62 %
Town of Silverthorne	1,813	1,216	67.08 %	597	32.92 %
Unincorporated Areas	14,800	5,318	35.93 %	9,482	64.07 %
Summit County	27,938	10,013	35.84 %	17,925	64.16 %

Source: 2008 Summit County Planning Department Build-Out Analysis; State Demography Office 2007 Occupancy Estimates.

Incorporated = 47%	Unincorporated = 53%
Breckenridge = 22.9 %	Lower Blue Basin = 12.6%
Frisco = 10.7 %	Snake River Basin = 21.5%
Silverthorne = 6.5 %	Ten Mile Basin = 6.7%
Dillon = 4.5 %	Upper Blue Basin = 12.2%
Blue River = 2.4 %	
Montezuma = 0.2 %	

Source: Summit County Planning Department, 2008.

Housing Types: There are approximately 14,800 units built in unincorporated portions of the County, of which approximately 8,973 (61%) of those are multifamily units (i.e. condominiums and townhomes). The remaining 39 percent of the housing units in the unincorporated areas of the County are single-family residences and duplexes. It appears that this ratio of multifamily units to single family and duplex units may be shifting. Within the past few years, approximately 60 – 65 percent of the new housing units constructed each year have been predominately single-family residences. Moreover, the County build-out analysis indicates that approximately 57 percent of the remaining units to be built in unincorporated portions of the County are single-family residences or duplexes, while only 43 percent are permitted for multifamily units.

Growth Rates and Projected Build-Out: It is estimated that the realistic build-out for the County is approximately 37,600 units, which means that the County is approximately 75 percent built-out (including both the unincorporated areas and the incorporated towns). Although, it is important to acknowledge that build-out is not necessarily a fixed or static number. An analysis of growth rates over the past five years (2002 - 2007) reveals that, on average, the number of residential housing units built in the entire County has increased approximately 1.4 percent per year, with an average of 380 new housing units constructed each year. At the same rate of growth, there would be approximately 28,794 residential

units in the County by the year 2010, 32,594 units by 2020, and 36,394 units by 2030. These represent respective build-out percentages of approximately 77 percent in 2010, 87 percent in 2020, and 97 percent in 2030.

In consideration of the above, if realistic build-out is achieved, there would be no more than 37,600 housing units the County, with approximately 20,700 housing units in the unincorporated areas and approximately 16,900 units within the incorporated towns.

Land Use Implications on Housing Supply: Approximately 86 percent of the County is protected as open space (i.e. lands under federal or state ownership or purchased for open space protection). Thus, less than 15 percent of the County's land area is within private ownership and available for the development of housing. The limited land supply contributes to the increased cost of land, which acts as a major impediment to the development of housing affordable to local residents and employees. With limited potential for future development on vacant lands in the County and pending build-out, future development efforts will likely be focused more on redevelopment of existing properties, upgrades and infill rather than the creation of new development projects in currently undeveloped areas of the County.

Occupancy Rates and Second Homes: As of 2008, there were nearly as many housing units in the County (27,938) as there were permanent residents (28,611) (Source: State Demography Office - July 2007 population estimates). Thus, on the surface it would appear that there is a huge surplus of housing units (given than on average 2.44 people reside in one housing unit). However, because of the dynamics of the County's resort community, the accessibility to the County's housing supply is limited by factors such as: second homeownership and use for short-term rentals; and escalating housing costs in relation to local wage increases.

It is estimated that approximately 64 percent of the housing in the County is owned by second homeowners. Some of these housing units are rented when not being utilized by the owner and some are not in the rental pool. However, the vast majority of rental units are only available as short-term rentals for visitors. Thus, nearly two thirds of the housing inventory is not available to permanent residents. As shown in Table 1 above, the ratio of permanently occupied housing units to vacant units (i.e. second homes) varies based on location within the County. As of 2008, the Town of Breckenridge contained the lowest percentage of permanently occupied homes (approximately 25%), while the Town of Silverthorne contains the highest percentage (approximately 67% permanently occupied homes).

According to a 2006 NWCCOG study titled "Transitions in Mountain Communities: Resort Economics and Their Secondary Effects", of the counties that compose the Colorado Rural Resort Region (Eagle, Grand, Pitkin, Summit, Routt, Lake and Jackson), Summit County has the highest percentage of homes owned by second homeowners, followed closely by Grand County. Moreover, in Summit County second homeowners spend an average of 68 days a year at their properties (the highest annual average in the region), and the top four reasons second homeowners purchased their properties include:

1. Recreational amenities
2. Proximity to ski resort
3. Intend to vacation here for years
4. Scenery/surroundings.

The 2003 Northwest Colorado Council of Governments (NWCCOG) study titled, "The Social and Economic Effects of Second Homes" identifies that the construction and growth of second homes in the Colorado Rural Resort Region is going to continue to "greatly" increase, primarily as a result of more Baby Boomers coming into retirement. Therefore, according to this study, it can be expected that Summit County is going to continue to experience a significant increase in second homes (and second

homeowners).

Effect of Second Homes on Local Economy and Housing Supply: Second homes have a substantial impact on the County's economy, with a number of jobs created due to the construction, marketing, financing, maintenance and operation of second homes. Additionally, second homeowners pay property taxes, as well as utility, security and insurance costs. According to the 2003 NWCCOG study, second home construction and spending is estimated to be the largest economic driver in the Colorado Rural Resort Region, supporting approximately 38 percent of all jobs. In comparison, winter tourism, including skiing, is identified as the second largest economic driver, supporting approximately 27 percent of total jobs.

While second homes are a large economic driver in the County, they also impact the social fabric and long-term sustainability of the community by significantly reducing the housing inventory available for local residents. Second homes dominate the housing market in the County, limiting the housing stock that is available to local workers. This is primarily caused by inflated real estate prices that are unaffordable for local residents. Thus, as the number of second homes in the County increases a dilemma is created. Second homes generate the need for more workers, but the rise in property values and subsequent housing costs make it difficult for the workers to live within a reasonable distance of their place-of-work.

Occupancy Targets: In light of the above occupancy and second home information, an interesting scenario could be conjectured. That scenario would be an increase in more second homes and a decrease in permanently occupied homes in the County. This could be fueled by local residents selling their properties to owners who are in all likelihood going to be a second homeowner, due to existing market conditions and prices. Underlying assumptions to this scenario are that the more second homes there are in the County, the fewer permanent residents there would be, in addition to out-migration of existing local residents. Such trends could be problematic to the community's vitality, health and ultimately its sustainability.

The impacts permanent residents have on a community are intangible, and hard to quantify and measure. However, maintaining and enhancing the number of permanent residents is viewed as critical to sustaining primarily the "social" and "economic" fabric of the entire community. Local residents make our community function, are responsible for many of our entrepreneurial businesses in the community, and obviously meet many of the local employment demands or needs. Local residents contribute significantly to the identity of the community and make the County a more meaningful place to live. Perhaps this notion is best embodied by the quote often heard, "it takes real people to make a real community". It is these real people residing in the community that volunteer at community events and serve on local boards or advisory committees.

Inversely, one can look to other resort communities, similar to Summit County, to better understand some of the negative social and economic consequences that result from having significantly more second homes than permanently occupied homes. One social consequence of significant second home ownership being "dark neighborhoods", as second home residences often remain vacant for extended periods of time or serve as retreats for a couple weeks a year for owners, extended family, friends or renters. Examples of some of the possible economic consequences of significant second home ownership to the community include: difficulty in retaining employees, not enough employees to fill needed jobs to service the community, and increased traffic congestion from large number of in-commuters.

Therefore, in the spirit of community social and economic sustainability or vitality, it is felt the County should strive to maintain, as well as increase, its permanent resident population base. Although not an exact science, a simple target would be to reduce the current ratio of 64 percent second homes / 36

percent permanently occupied homes, to a ratio of 60 percent second homes / 40 percent permanently occupied homes. However, if second home trends continue, at a minimum the County should try to maintain a ratio of no more than 70 percent second homes and 30 percent permanently occupied homes. In recognizing these targets, the County should continue to monitor the occupancy rates and attempt to increase the number of homes occupied by permanent residents. Such strategies to work toward this are outlined in the Local Resident Housing section of this Housing Element.

Housing Costs and Significant Housing Trends: The County’s many amenities have made it an attractive location to live or own a second home. As a result, home market values in the County have been increasing at rates that far exceed the national average, resulting in a widening gap between local incomes and housing prices. Following are some notable housing trends identified in the 2007 Summit County Housing Demand Analysis, which further illustrate the growing gap between home prices and local incomes:

- The median home price of single-family homes in 1999 (\$317,500) was about 491 percent higher than the median household income (\$64,600). The median price of a single-family home in 2007 (\$670,300) was about 851 percent higher than the median household income (\$78,800). Households can typically afford to purchase homes priced between about 300 and 400 percent higher than their household income, depending on the size of their down payment and other factors.
- Availability of lower-priced homes on the market is declining.
- Realtors supported the statistic that homes priced under \$300,000 are scarce on the market, yet are the price points at which most locals can qualify and are looking to buy. First-time homebuyers moving into the area who can only qualify for \$250,000 to \$400,000 have few choices - typically small two-bedroom units in disrepair with high renovation costs. Second homeowners compete directly with locals to purchase these units. In other words, for-sale homes in the County are beyond the reach of locally employed residents.

QuickStats: Escalating Real Estate Prices & Changes in Local Incomes

- Median household income (4 person household at 100% AMI) in the county increased by 6.8% between 2004 (\$76,100) and 2008 (\$81,300).
- The average price of a single-family home increased by 100.3% between 2004 (\$417,803) and 2008 (\$836,780).
- The average price of all homes sold increased by 98.8% between 2004 (\$338,192) and 2008 (\$672,400).
- The income to qualify for a mortgage (given 30% debt ratio, 6% interest rate, 90% Loan-To-Value (LTV), and no other debt) increased approximately 83 percent from 2004 to 2008. Qualifying income in 2004 was \$86,994 annual; qualifying income in 2008 was \$159,129 annual.
- The average real estate transaction price in 2008 was \$585,841; in 2007 was \$509,693; and in 2006 was \$448,367.

Sources: Summit Combined Housing Authority, 2008 and Land Title Guarantee Company

House Size: As the County approaches build-out the sizes of residential structures appear to be getting progressively larger. Consistent with national trends, home size in the County has increased over time, as demonstrated in the following table.

Table 3. Unincorporated Summit County – Median Square Footages by Residential Unit Type (Garages Not Included)			
	Single Family Residences (SFRs)	Duplex, Triplex, Townhomes	Condominiums
Decade	Median Sq. Ft. / Size	Median Sq. Ft. / Size	Median Sq. Ft. / Size
Pre 1970s	1,321	952	432
1970's	2,000	1,364	927
1980's	2,485	1,538	994
1990's	2,964	1,822	921
2000's	3,625	2,013	967
% Increase (Pre 1970s – 2000's)	174%	111%	124%

Source: Summit County Planning Department 2008, Suzanne Auer.

Overall, the median size of all residential structures in the County has increased noticeably since the 1970s. The countywide median size of SFRs built in the 1970's was 2,000 sq. ft. In comparison, the countywide median size of SFRs built between the years of 2000 and 2007 is 3,625 sq. ft. Moreover, a large percentage of the County's housing stock that contains the highest square footage are owned by second homeowners. Some of the reasons to believe building larger scale homes in the County will continue or increase include:

- There seems to be a large number of people wanting more living space or individuals who can afford to build what they want.
- The housing market in the County caters to higher-end, upscale houses and second homes.
- As residential build-out approaches, land and housing prices continue to rise in the County, resulting in developers or builders wanting to fully utilize allowable square footage and density in order to maximize return on investment. When this trend is combined with the growing desire for larger scale homes, new housing is increasingly "bigfooting" lots and consuming airspace. Developers or builders are likely to look to maximize their allowable square footage to build in the context of the shifting trends toward: teardowns, scrape and builds, upgrades, redevelopments or infill.

These possible trends bring some interesting issues to light, such as: the potential impact of larger homes on community character; the increased consumption of natural resources and land supply; and the increased displacement of local residents and workers who can not afford to purchase these larger homes. In consideration of these issues, trends and their potential implications on the greater interest of the entire community, in 2008 an amendment to the County's Transferable Development Rights (TDR) program regulations was explored per the Board of County Commissioners ("Board") direction. The directive was to research and discuss establishing a baseline allowable structure size within the County for single family homes. The project involved an evaluation of options, appropriate thresholds, and potential mitigation measures to offset the impacts of larger homes (e.g., TDRs). As of 2009, to enable more research, closure has not been brought to the project.

Demand for Senior Housing: Although there are proportionately few seniors in the County compared to urban areas or rural communities in warmer climates, seniors are a fast-growing segment of the County's population. Growth has continued in the County, with the rate of growth in the senior population out pacing the population as a whole. According to the 2007 Summit County Housing Demand Analysis conducted by RRC Associated, Inc., currently, approximately 7.1 percent of the County's households are 65 or older, up from 5.3 percent in 2000. This equates to a current countywide total of 820 senior households, with approximately one-third living the Snake River Basin. Forecasts indicate that, by 2012, the County will be home to 400 additional senior households bringing the County's total to 1,220.

LOCAL RESIDENT / AFFORDABLE WORKFORCE HOUSING

“If we cannot provide housing for those that work in the county’s non-basic industries (retail, housing, utilities, public transportation, personal care, health, education, local government, finance, entertainment and social services), it will be difficult, and ultimately perhaps impossible to sustain our basic industry – tourism.”

– Summit Combined Housing Authority

Framework and Gravity of the Issue

The availability of affordable housing for local residents is a deepening concern and pressing issue in the entire community. A shortage of housing for the County’s local workforce (the backbone to our community) is posing a very significant threat to the economic vitality, community sustainability, spirit and character of the place many of us call “home”. Sustaining and creating an adequate supply of suitable and affordable housing options for local residents and employees is an enormous challenge, and of critical importance to recruiting and retaining working-class professionals, year-round service and seasonal resort workers. Regrettably, many challenges exist that continue to negatively affect the supply of affordable housing such as: a lack of land, continued or anticipated growth in permanent residents and jobs, escalating prices for market-rate homes, secondary effects of second homes, and the subsequent gap that is widening between the incomes of local residents and the overall cost of housing. Solutions and strategies to address these challenges, and to maintain or increase an adequate supply of local resident and affordable workforce housing in the County, are not straightforward or easy.

2008 Initiative

In response to the gravity of the affordable housing issue, in September 2008 the Board directed each basin planning commission and the Countywide Planning Commission to update their respective master plan. The purpose of the updates to the “basin” master plans was to identify properties in the unincorporated areas of the County that could potentially serve as sites to locate affordable workforce housing. The purpose of updating the 2003 edition of the Countywide Comprehensive Plan was to re-evaluate and amend the Housing Element to more thoroughly address affordable workforce housing (i.e. create or update applicable narrative, supporting vision, goals, policies/actions, sustainability measures and implementation strategies). The Board felt that updating master plans to identify potential affordable workforce housing sites was a project that should be immediately pursued because the results could have direct impacts to help to plan for or facilitate any potential affordable housing projects in the future.

Background: Guidance Provided per Section 3809 of the Land Use and Development Code

It is very important to note the provisions and standards the County already has in place to address and govern housing for the local workforce. Section 3809 (“Local Resident Housing”) of the Development Code provides regulations that facilitate the provision of a variety of affordable housing options for persons residing and working in the County. Section 3809 should be referenced regarding the specific details and guidelines (e.g., income limitations, occupancy standards and appropriate review criteria) applicable to the three categories/types of local resident housing that include: 1) affordable workforce housing, 2) accessory apartments and 3) on-site employee housing.

Per Chapter 15 of the Development Code, “Affordable Workforce Housing” is defined as follows:

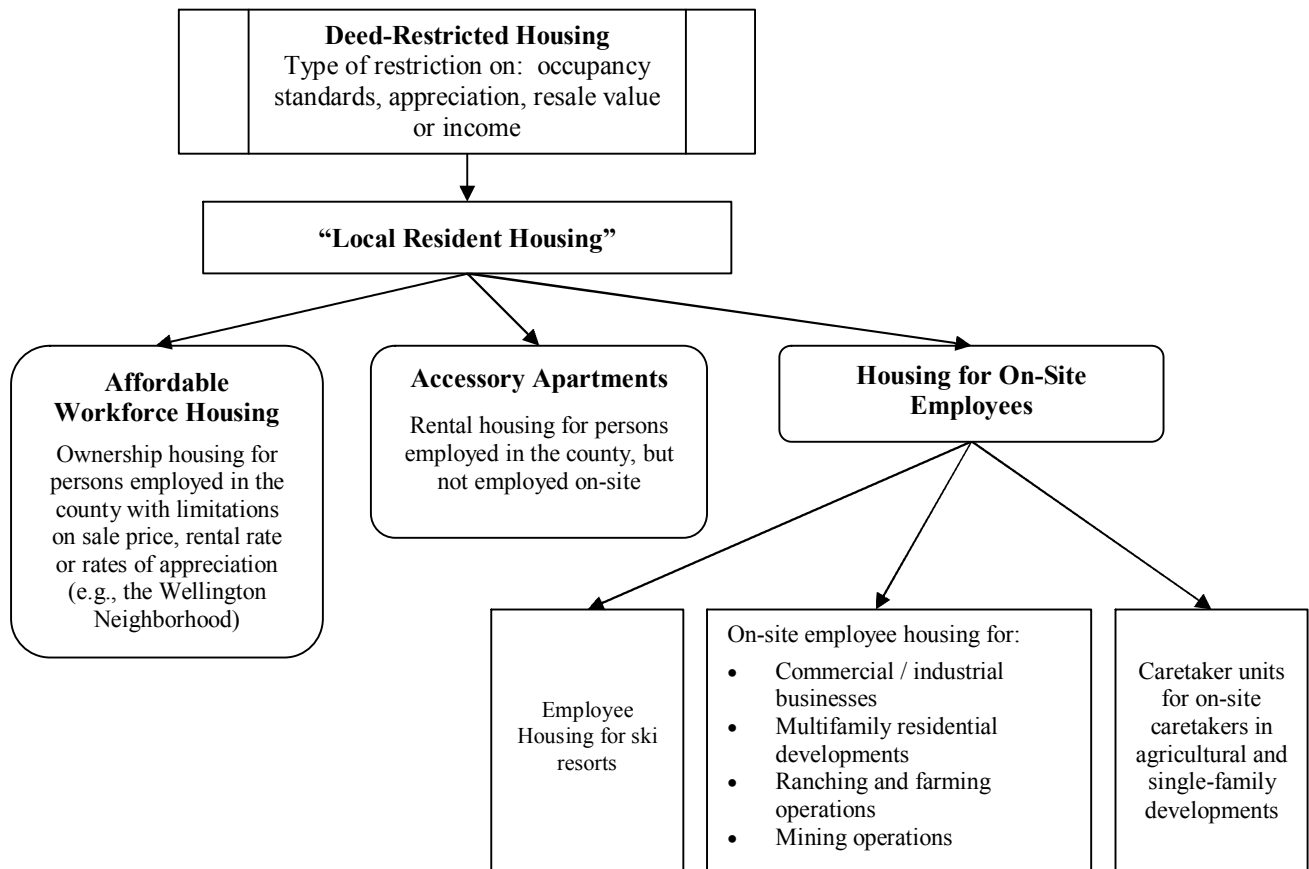
A dwelling unit that is restricted in perpetuity to occupancy by individuals meeting the income limitations and occupancy standards listed in the guidelines in Section 3809.02. Occupancy standards include requirements for primary residency and local employment. In order to qualify as an affordable workforce housing unit, the unit shall meet the criteria in Section 3809.02 et seq.

Section 3809 was significantly amended in 2008 to clarify and improve the regulations that controlled the various types of local resident housing. Specific issues addressed or codified through the adoption of the local resident housing regulations in 2008 included: consolidation of affordable and employee housing regulations into one comprehensive section, deed-restriction guidelines, density exemptions, minimum floor area requirements, diversity in affordable workforce developments, relaxed accessory apartment requirements and a streamlined accessory apartment review process.

TERMINOLOGY

Different terminology is used throughout the Local Resident / Affordable Workforce Housing section of the element to describe types of housing in the County. Figure 1 delineates the terminology used to describe the types of “local resident housing” in the County are categorized and recognized per the Land Use and Development Code (“Development Code”). The term “local resident housing” is used as a catchall phrase to address the different types of deed-restricted housing for local residents.

Figure 1. Housing Terminology



Key Factors and Trends Affecting Local Resident / Affordable Workforce Housing

“The prevailing trends indicate that the need for affordable housing will continue to grow.”
 -- Linda Venturoni, Venturoni Surveys & Research, Inc.

There are many dimensions to the local resident / affordable workforce housing issue. A breakdown and analysis of the more salient demographic, economic or socio-economic trends reveals that the demand and need for local resident / affordable workforce housing will continue to grow and become more serious. The following represents a summary of important considerations and trends, that when viewed together, portray the compelling reasons that are likely to exacerbate the demand and need for housing for our local workforce in the years to come.

Population Growth: From 2000 - 2007 the County grew approximately 20 percent in permanent residents (roughly 23,548 – 28,296), and growth is anticipated to continue. By 2020 the County permanent resident population is projected to be approximately 40,500, which would translate to an average percent increase in permanent residents of 2.2 – 2.9 percent per year.

Baby Boomers/Retirees: The largest single factor affecting the “demographic” trends in Colorado and the County is likely to be the aging of the “Baby Boomers” (those born between 1946 and 1964). Between 2000 and 2030 the populations over 65 in Colorado is forecasted to triple from 400,000 to 1.2 million. Many of the retirees in this cohort are characterized as “amenity seeking retirement migrants” and are expected to move to resort areas (such as Summit County). This cohort is wealthier and healthier than any other previous generation to retire and as such will demand increased services in the County.

Cost of Living: While the costs of goods and services in the County are generally comparable to national averages, the cost of housing far exceeds average housing prices in the nation. The table below compares housing costs in the County to the “Standard City” U.S.A. (based on mean costs in 160+ metro areas nationwide).

Table 4. Home Market Values				
Household Income \$58,000 - Homeowner: Family of Four Ownership: 3-bedroom unit; Condo or Townhome; 1,500 sq. ft.				
1998	2001	2004	% Increase 1998-2004	
\$ 263,100	\$ 339,300	\$ 337,900	43.6%	Summit County
\$ 81,900	\$ 85,600	\$ 96,700	18.1%	Standard City

Source: NWCCOG 2004 Cost of Living Study.

Between 1998 and 2004 the home market values in the County increased on average 43.6 percent. The corresponding percent increase for a Standard City was only 18 percent. Hence, real estate purchases in the County during this timeframe have proven to be a good investment. However, more employees will be squeezed out of free market housing if the housing cost trend continues to prevail, making owning a free market unit more and more unaffordable.

Job Growth: In the upcoming years it is forecasted the demand for labor in the County will be greater than the supply. The Department of Local Affairs estimated that in 2007 there were approximately 24,690 jobs in the County, and expected an increase to 29,158 in 2012 (an additional 4,468 jobs). These employees would generate demand for approximately 2,300 additional housing units. Other prognostications project the specific “Labor Force Shortage” in the County to be 10,291 by 2020. In this

regard, new jobs appear to be the primary driver of demand for housing in the County in the future.

A primary reason for the forecasted increase in job growth includes the expected economic effects as a result of Baby Boomers/retirees. Between 2010 and 2015 the number of persons leaving the labor force will exceed those entering. Moreover, it is expected the income sources from the Baby Boomers will produce high employment multipliers in local economies since they are largely spent on good and services.

“The key thing or the thing that you need to understand in a resort economy is that jobs grow much faster than population. That’s because the ownership of those residences [second homes] is increasingly affluent.”

-- Mick Ireland, Sopris Foundation; Nobody’s Home

Second Homes: The second home industry in the County has a significant impact on the local workforce and availability of local resident housing. Overall, construction of second homes generates jobs, which results in an additional demand for local resident / affordable workforce housing. According to the 2004 NWCCOG study “The Social and Economic Effects of Second Homes”:

- Second homes overall (construction and spending) account for 34 percent of the outside dollars coming into Eagle, Grand, Pitkin and Summit counties and represent the largest aggregate economic driver.
- Second homes have become a large and often dominant part of both the physical and economic landscape. Their development creates a demand for workers above that of the traditional tourist industry, especially in construction but also in their maintenance, operation and use. Compared to the average single property homeowner, the second homeowner spends five times as much on: lawn care, home security, pest control and house cleaning. As the demand for second homes increase, the demand for workers increases as well.
- The workers employed in the second home industry and their families require housing and a wide range of private and public community services, whose workers also have the same need.

A study titled “Job Generation in the Colorado Mountain Resort Economy: Second Homes and Other Economic Drivers in Eagle, Grand, Pitkin and Summit Counties” was prepared in June 2004 by Lloyd Levy Consulting with Hammer/Silfer/George Associates. The study presents the findings of an economic analysis of four resort counties (including Summit County) in an effort to understand the economic effects of second homes in these areas. Per the study, in Summit County second home construction is the second largest economic driver and associated spending generates approximately 5,779 jobs, or 27.6 percent of “Estimated Total Jobs”.

Other Considerations: There are other important variables, dimensions and trends to the local resident / affordable workforce housing issue that could be evaluated (e.g., growth in Front Range communities). A couple significant considerations and trends not discussed above include: 1) the widening gap between local incomes and housing prices and 2) land use. These topics have been discussed in more depth in the initial market-rate housing section of the Housing Element.

Inventory of Affordable Workforce and Employee Housing

Table 5 provides a snapshot of the total number of affordable workforce and employee housing units in the County as of October 2008. The summary represents units that have some type of “restriction” attached to them (i.e. sales prices, rate of appreciation or occupancy standards). The table is broken down by planning basin, with housing totals provided for both the unincorporated areas of the County and the respective towns.

Table 5. Inventory of Local Resident Housing in Summit County by Basin			
Prepared: October 2008 by Kate Berg			
Affordable Workforce and Employee Housing			
Basin	Existing Housing Units¹	Potential / Proposed Housing Units²	Total Housing Units (Existing & Potential / Proposed)
Lower Blue Basin			
Unincorporated Area	5	0	5
Town of Silverthorne	177	102	279
Totals	182	102	284
Snake River Basin			
Unincorporated Area	396	0	396
Town of Dillon	30	3	33
Totals	426	3	429
Ten Mile Basin			
Unincorporated Area	434	30	464
Town of Frisco	34	14	48
Totals	468	44	512
Upper Blue Basin			
Unincorporated Areas	46	0	46
Town of Breckenridge	679	513	1,192
Totals	725	513	1,238
Countywide Totals			
Unincorporated Areas	881	30	911
Incorporated Areas	920	632	1,552
Totals	1,801	662	2,463

Inventory of Local Resident Housing in Summit County by Basin			
Accessory Apartments & Caretakers Units			
Basin³	Accessory Apartments	Caretaker Units	Total
Lower Blue Basin			
Unincorporated Areas	16	0	16
Incorporated Areas	35	N/A	35
Snake River Basin			
Unincorporated Areas	24	2	26
Incorporated Areas	N/A	N/A	N/A
Ten Mile Basin			
Unincorporated Areas	7	0	7
Incorporated Areas	N/A	N/A	N/A
Upper Blue Basin			
Unincorporated Areas	52	8	60
Incorporated Areas	N/A	N/A	50
Countywide Totals			
Unincorporated Areas	99	10	109
Incorporated Areas	35	N/A	85
Totals	134	10	194

Source: Summit County Planning Department, 2008.

1. "Existing Housing Units" are housing units that have been built or are currently in the process of being built.
2. "Potential / Proposed Housing Units" are housing units that have been approved through a public review process, but

have not yet been built.

3. Some incorporated jurisdictions did not have information on accessory apartments readily available. The Town of Silverthorne refers to accessory apartments as “single apartments”. The Town of Breckenridge estimates that there are approximately 50 “accessory units” in town, including accessory apartments and caretaker units. The County’s inventory of caretaker units does not include caretaker units allowed as a use-by-right on A-1 zoned properties >35 acres (these have not gone through a County review process other than building permit review).

As of October 2008, there were approximately 1,800 existing affordable workforce and employee housing units built or in the process of being built in the entire County. Approximately 51 percent of these existing units (920 units) are located within the incorporated towns, and 49 percent (881 units) are located within the unincorporated areas of the County. Among the incorporated towns, the Town of Breckenridge contains the most affordable workforce and employee housing with approximately 680 units, followed by the Town of Silverthorne with 177 units, and the towns of Frisco and Dillon with 34 units and 30 units respectively. Within the unincorporated areas of the County, the majority of the existing housing units are located in the Snake River and Ten Mile basins. These are predominantly employee housing units provided within the Keystone and Copper Mountain Resort areas.

The inventory of affordable workforce and employee housing further illustrates that there are approximately 660 additional housing units that have been proposed and approved through a public review process, but have not yet been built. The majority of these units (78%) are planned within the Town of Breckenridge, with the remaining 22 percent planned within the towns of Silverthorne, Frisco, Dillon, and the Copper Mountain Resort area. There could be approximately 2,460 deed-restricted affordable workforce and employee housing units in the entire County following construction of these proposed housing units. When constructed, 50 percent of these units will be located within the Upper Blue basin (1,238 units), with the remaining 50 percent dispersed throughout the Ten Mile (512 units), Snake River (429 units) and Lower Blue basins (284 units).

Background: Understanding Area Median Income

Area Median Income (AMI) is probably the most important concept to understand when discussing local resident / affordable workforce housing and will be used throughout the rest of Housing Element (particularly in discussing projected needs, demands and targets). AMI is determined by the US Department of Housing and Urban Development (HUD), is adjusted on an annual basis, and varies based on household size and area. In the County in 2004, 100 percent AMI for a four-person family household was \$76,100. In 2008, 100 percent AMI for a four-person household was \$81,300. These AMIs represent the middle point (50th percentile) of all four-person household incomes in the entire County (i.e. half the four-person households make more and half the four-person households make less). According to RRC Associates, Inc., in 2005, 32 percent of the County’s households earned less than 80 percent of the AMI, 51 percent earned less than 100 percent AMI, and 65 percent earned less than 120 percent AMI.

The County and Summit Combined Housing Authority use the various AMIs as calculated by HUD to determine the maximum purchase price individuals or households can afford. In determining the maximum sales prices affordable to various AMI levels HUD typically uses a 7.5 percent interest rate over 30-years. The different AMIs imply the amount spent on rent or mortgage (excluding utilities) will not exceed 30 percent of the combined gross income of all household members.

The use of AMI is intended to: 1) reflect income limits based on the median family income for: very low, low, moderate, middle and upper middle-income levels, 2) permit comparison of income distributions of households between communities, and 3) help establish housing targets and thresholds for different housing efforts. Most communities establish income limits for the housing programs they administer based on the AMI for the area according to household size. The County has established guidelines for “affordability” based on AMI, and considers affordable units to be those priced and sold to households

earning 100 percent or less of AMI.

In general, the average sales price or rental rate of affordable units cannot exceed affordability limits for families and individuals at or below 100 percent of AMI. However, there are a couple exceptions to the 100 percent AMI threshold for affordable housing based on the scope of a project. Due to the use of AMI limits in relation to local resident / affordable workforce housing it is necessary to track it over time, and modify as needed, to gauge affordability limits for future local resident / affordable workforce housing.

Projected Needs & Demands

Previous Studies: Since 2001, studies have been conducted to identify and assess housing needs and demands in the County to help try to come to grips with the affordable housing issue and better plan for the future. From 2001 – 2008 there have been three specific studies conducted for the entire County, and other similar studies conducted for individual towns (e.g., Breckenridge and Silverthorne). The group contracted (by either the County, towns or Summit Combined Housing Authority) to undertake these studies has been RRC Associates, Inc. The following provides a synopsis of the result of studies conducted in 2001, 2005 and 2007 regarding needs and demands for the entire County.

2001 Summit County Housing Needs Assessment: The report identified a need for between 1,067 and 1,547 housing units for permanent residents in the entire County. Furthermore, the need for affordable housing was most critical in terms of home ownership. The report indicated that there was currently an adequate stock of rental units to meet various income brackets and needs in the County, with the exception of the very lowest income bracket.

2005 Summit County Housing Needs Assessment: The Summit Combined Housing Authority sponsored this needs assessment in order to update information from the 2001 Housing Needs Assessment. The report identified and quantified issues in the County as a whole and did not identify specific needs within each community or basin in the County. The update focused primarily on ownership housing; however an overview of changes in the rental market was provided. The estimated demand for housing units in the entire County between 2005 and 2010 was considerably higher than projected in 2001. The demand was between 3,400 and 3,924 units:

2005 Demand from:	Housing Units
In-Commuters	351 to 702
Overcrowding	182
Total 2005	533 to 884
New Jobs (2010)	2,867 to 3,040
Total	3,400 to 3,924

It was forecasted about 64 percent of the units demanded (2,169 to 2,503) would need to be priced for households earning 120 percent or less of the AMI, provided resident incomes remained at similar ratios as in 2000. Further, if current owner/renter ratios were to be maintained, about 51 percent of the households earning under 120 percent AMI would be renters (1,114 to 1,285 total) and 49 percent would be owners (1,055 to 1,218).

2007 Summit County Housing Demand Analysis: The demand analysis was undertaken by the Summit Combined Housing Authority and other participating local government partners in an effort to more effectively target local housing programs. The study built on the 2005 Housing Needs Assessment Update by providing additional information concerning housing trends and needs. However, the study

went further in terms of determining housing opportunities by identifying locations, types, preferences, amenities and price points that would be attractive and attainable in the County market. The estimated demand for housing units between 2007 and 2012 was considerably higher than projected in 2005:

Source of Demand	Ownership	Rental
Existing / Catch-Up Demand		
Renters Wanting to Buy	1,970	-
Homeowners Wanting New/Different Home	1,807	-
In Commuters Wanting to Live in Summit County	691	-
Forecasted / Keep-Up Demand		
New Jobs 2007-2012	888	1,418
Additional Senior Households 2007 – 2012	300	100
Total	5,656	1,518

The report and above table indicates that overall demand currently exists for approximately 4,468 additional housing units in the County. The analysis further states that, by 2012, new jobs and an increase in senior households will generate demand for roughly another 2,706 units, bringing the total to approximately 7,174 housing units (5,656 ownership and 1,518 rental). This estimate covers all income and price ranges, not just the demand for affordable units. Also, it includes only units that would be occupied as primary residences as the demand for vacation homes and accommodations was not considered. The housing demand broken down by AMI is as follows:

AMI	Max Purchase Price	Percent	Number
<= 30%	N/A	4.1	295
31% - 50%	N/A	6.5	466
51% - 80%	\$173,417	10.8	776
81% - 100%	\$241,922	23.4	1,677
101% - 120%	\$298,271	14.9	1,071
121% - 150%	\$383,794	17.6	1,262
151% - 180%	\$467,270	11.6	833
181+%	N/A	11	792
Total	-	100%	7,174

Per the table, 44.8 percent of the demand is for units priced at 100 percent AMI or less. Furthermore, the largest demand exists for homes priced within the 81 to 100 percent AMI range (23.4%), followed by the 121 to 150 percent AMI range (17.6%).

Future Housing Needs Assessments or Demand Analysis: An examination of the three different studies conducted for the entire County over the last seven years reveals that the forecasted housing needs and demands have change and increased notably. For a number of reasons, it is felt that the projected housing demands (particularly the 2007 Housing Demand Analysis) could use other assumptions to focus on different housing needs and unit types. For example, the estimated housing demand in 2007: 1) covers all income and price ranges, not just the demand for affordable workforce housing units; 2) includes 1,807 ownership housing units for homeowners who would like to purchase a new or different home; and 3) factors in senior households, which are not always part of the County's workforce. Thus, it is felt further analysis will be needed to refine a more “realistic” projected housing demand for the County.

Despite the methodology or assumptions used in the 2007 Housing Demand Analysis, even the most conservative estimate of projected housing demand points to a need for at least 2,500 additional

affordable workforce housing units beyond those currently existing and proposed. This is twice (2x) what the County currently has or is proposed as of October 2008. The 2007 Housing Demand Analysis underscores the need to continue proactively planning for local resident / affordable workforce housing in the County, while continuing to further refine the projected housing demand analysis. A refined housing demand analysis, prepared on a periodic basis (every 2-3 years), could continue to provide a more accurate projection and better understanding of the total number of local resident / affordable workforce housing units needed in the County. Furthermore, it would be beneficial if the study:

- Used a consultant that has a thorough or intimate knowledge of the community, and local housing trends or conditions.
- Involved stakeholders in the community to provide feedback on the content, assumptions and methodology used in the study to assure the results of the study are useful for planning future housing.

Rental Housing and Trends

As noted by the Summit Combined Housing Authority, our community offers challenges to attainable housing that larger population centers do not face. Our basic industry, tourism, requires a large number of seasonal workers as well as full time permanent workers. Thus the County has a need for all types of housing, from ownership to employee and short-term rental. As such, rental units play a supportive and important role in balancing housing that is affordable and suitable for different employment levels.

The patterns surrounding the vacancy rates of rental units fluctuate year to year and are difficult to predict (primarily due to the seasonal workforce). In 2005 it was estimated there were 4,593 renters in the County. In 2007 it was estimated there were 4,225 renters in the County. This represents a decrease of 369 renters between 2005 and 2007. The local population earning less than 80 percent AMI is the primary renter market. Many renters are cost-burdened as 87 percent earn less than 80 percent of the AMI. Data would suggest that it is very likely that competition for lower-priced rentals includes not only locals, but also Front Range and other Colorado residents that prefer to rent (rather than purchase) a unit for recreational use. Programs for providing rentals for households earning 80 percent or less of the AMI need to be considered. However, caution with restricted rental projects needs to be exercised given Colorado's recent regulations regarding rent controls.

The 2007 Summit County Housing Demand Analysis indicated the following rental housing trends:

- Average rents have increase about 10.6 percent between 1999 and 2007, from \$818 as of the 2000 Census to \$905 based on a 2007 household survey. Renter incomes increased 16.8 percent during the same time period, indicating that rental properties are becoming more affordable to residents.
- Vacancy rates in the first quarter of 2006 became extremely tight, with only 1.6 percent vacancy, but then increased to 7 percent in the third quarter of 2006 (as a result of seasonal workers). The rental housing situation does not appear to be as difficult as the for-sale market for local residents.
- Providing homeownership opportunities that substantially address the first-time homebuyer market should free up a sufficient number of existing rental units for the 12 percent of renters who want to continue to rent.
- Rental demand will grow in the future, however, with forecasted demand for approximately 1,400 units in the years to come fueled by new jobs.

Seasonal/Employee Housing

Businesses or agencies, such as the ski resorts, local retailers or restaurants, USFS and CDOT, all create a demand for temporary housing for a mix of different types of workers. Housing for seasonal workers for the ski resorts has not appeared to have been as much of a problem the past few years, given the

completion of seasonal housing projects in Keystone and Copper, and the rental vacancy rates in the County. It is estimated that seasonal workers in the County have fluctuated between about 3,300 and 3,600 since 1995. However, as the economy improves and demand for all types of seasonal workers increases, it is important to track this trend and ensure seasonal/employee housing needs continue to be met.

Accessory Apartments

Another important type of local resident housing is accessory apartments. An accessory apartment is a second, subordinate dwelling unit located on the same lot as a single family unit, which is incorporated into either the primary unit or a garage serving the primary unit, contains separate cooking facilities from the primary unit, and is relatively small in size (typically 900 – 1,000 sq. ft.). Accessory apartments provide a long-term rental option for local residents and can provide a source of revenue to the landowner. Criteria for approval of an accessory apartment are outlined in Section 3809.03 et seq. of the Development Code.

The 2003 edition of the Plan encouraged the provision of accessory apartments to provide for local resident housing. Moreover, the Plan recommended amending the Development Code to increase the percentage of homes in a subdivision that could have accessory apartments (at that point 10% of a subdivision was allowed to have accessory apartments). As a result, since 2003 the Development Code was amended three times to remove possible restrictions to facilitate the construction of accessory apartments. Specifically, the amendments: removed a cap on the percentage of homes in a subdivision that can have accessory apartments, modified size, spacing and noticing requirements, streamlined the permitting process, and created exemptions for historic structures. To date, these amendments have not appeared to have spurred or further encouraged the construction of accessory apartments.

Developing reasonable strategies to increase the stock of accessory apartments is difficult. In light of the Development Code amendments, issues that are currently relevant to increasing the stock of accessory apartments in the County include: 1) the number of non-permitted or illegal accessory apartments and 2) creating additional incentives. The County's inventory of accessory apartments does not include the large number of illegal accessory apartments (those that have not been approved or deed-restricted through the County). Strategies could be identified to further encourage property owners that do not currently have County approval (i.e. Class II Administrative Review) to get approval and a deed-restriction recorded against on the accessory unit. However, legalizing these accessory units will not necessarily increase the existing supply. Although one advantage to legalizing accessory units would be to record a deed-restriction on the property to ensure future use as an accessory apartment. To get more actual accessory units "built" a more realistic priority would be to provide true incentives, such as fee waivers.

Lastly, a sentiment that has been expressed by the building community is that the largest deterrent to constructing an accessory apartment is the cost associated with complying with the adopted building code requirements (i.e. fire resistive assembly/fire wall and sound attenuation standards). The costs associated with these additional requirements are actually very minimal when addressed in the initial site planning/new construction phases. However, the costs associated with fire resistive assembly and sound attenuation is more significant when done in conjunction with a remodel or renovation to existing construction. Thus, another possible incentive could be to explore incentives to provide to property owners or developers to incorporate accessory apartments in their initial site planning.

Commuting Patterns

If the population and job growth increase as expected, so will the pressure on housing for locals. Given the higher projected growth rate of jobs compared to the population, in-commuting is also projected to

increase. Commuting patterns are examined because the relationship between where employees live and where they work is closely related to housing demand. In other words, jobs create demand for employees, who in turn create demand for housing.

Per Department of Local Affairs estimates, approximately 17.5 percent of workers in the County commuted from outside the County in 2007 (whereas only about 6% of the County’s working residents commute out of the County for employment). This estimate showed a slight decrease in commuting since the 2000 census, which was 19.4 percent. However, if the number of jobs increases faster than local population through 2010, it is expected that a higher percentage of jobs will be filled by in-commuters (20%), where County residents will hold only about 80 percent of available jobs in 2012. According to the Summit Combined Housing Authority, several housing studies have determined that there are up to 5,656 individuals who want to live closer to their job in the County.

	2000	2007	2012
Total Summit County Workers	18,668	21,658	25,577
In-commuters	3,623	3,791	5,266
Percent In-commuting	19.4%	17.5%	20.6%
Resident workers	15,045	17,867	20,311

Source: US Census Bureau, Department of Local Affairs; 2007 Housing Demand Analysis (RRC Associates, Inc.)

Numerical Targets

A new concept incorporated into the 2009 Edition of the Housing Element is the creation of numerical targets. Numerical targets are meant to help guide and measure the County's progress towards meeting the adopted housing goals and policies/actions of the Housing Element. The targets identified below are based on and supplemented by information presented above for the year 2015.

Indicator/Measure	2015 Target
Affordable Workforce Housing	Increase the stock of affordable workforce housing throughout the entire County by at least 2,500 units . The demand for affordable workforce housing spans a wide range of income levels, which include: Low (30 – 50% AMI), Moderate (50 – 80% AMI), Middle (80 – 120% AMI), and Upper Middle (120 – 180% AMI). A significant portion of the units to be built should serve the needs of the low to moderate income levels.
Rentals	Increase the stock of rental units throughout the entire County by at least 1,400 units . Of these committed rental units, provide that 80 percent are reserved for lower income levels (80% AMI and less).
Accessory Apartments	Increase the stock of newly built accessory apartments throughout unincorporated portions of the County by at least 100 units .
Commuting Patterns	No more than 20 percent of the local workforce should commute from outside the County.

As mentioned above the Housing Element strongly recommends and prioritizes the need to refine a “housing demand analysis” for the County on a periodic basis (every 2-3 years). Based on an updated housing demand analysis, it would be expected the numerical 2015 housing targets would be modified accordingly.

OTHER IMPORTANT STRATEGIES & CONSIDERATIONS

Opportunities for Preservation and Redevelopment

One of the most important (and often overlooked) components of a successful affordable housing strategy is to retain the existing affordable workforce housing that is “affordable”. This is a critical first step in creating an effective overall housing strategy that aims to: 1) retain the local resident housing that the County currently has and ensure this housing is not lost; and 2) work toward meeting the identified housing needs by providing additional affordable workforce housing. However, it is unrealistic to think that when redevelopment occurs “no net loss” of existing local resident housing will always be achieved. Therefore, in regards to redevelopment efforts, it should be recognized 100 percent replacement of local resident housing may not be likely or feasible. However, to the extent possible, existing local resident housing in redevelopment projects should be retained, and the loss of any units that are not able to be replaced mitigated.

Summit Combined Housing Authority

Critical to the advocacy of local resident / affordable workforce housing in the community is the Summit Combined Housing Authority (“Housing Authority”). The mission of the Housing Authority is to: “build a stronger community by creating housing opportunities that help keep our neighbors living here.” The Housing Authority is a multi-jurisdictional, non-profit agency created under an Inter-Governmental Agreement, whose members include the towns of Breckenridge, Dillon, Frisco, Montezuma, Silverthorne and Summit County.

The Housing Authority takes on a range of important functions. It provides loans and services that help local families to secure a home (e.g., first-time homebuyer education, downpayment assistant programs, rehabilitation loans, administration of Department of Housing and Urban Development programs, and assistance with rent and real estate transactions). Additionally, the Housing Authority collaborates with private developers, local municipalities and the County to provide standardization and equity in the creation of workforce housing. Examples of the Housing Authority’s past projects include the Ophir Mountain condos/townhomes near the County Commons in Frisco and the Gibson Heights project off Reiling/French Creek Road in Breckenridge. The Housing Authority continues to be an vital partner in addressing challenges faced by its members such as: assessing demand, locating sources of funding to leverage 5A funds and impact fees, researching alternative methods to make housing attainable, and monitoring deed-restricted homes and neighborhoods.

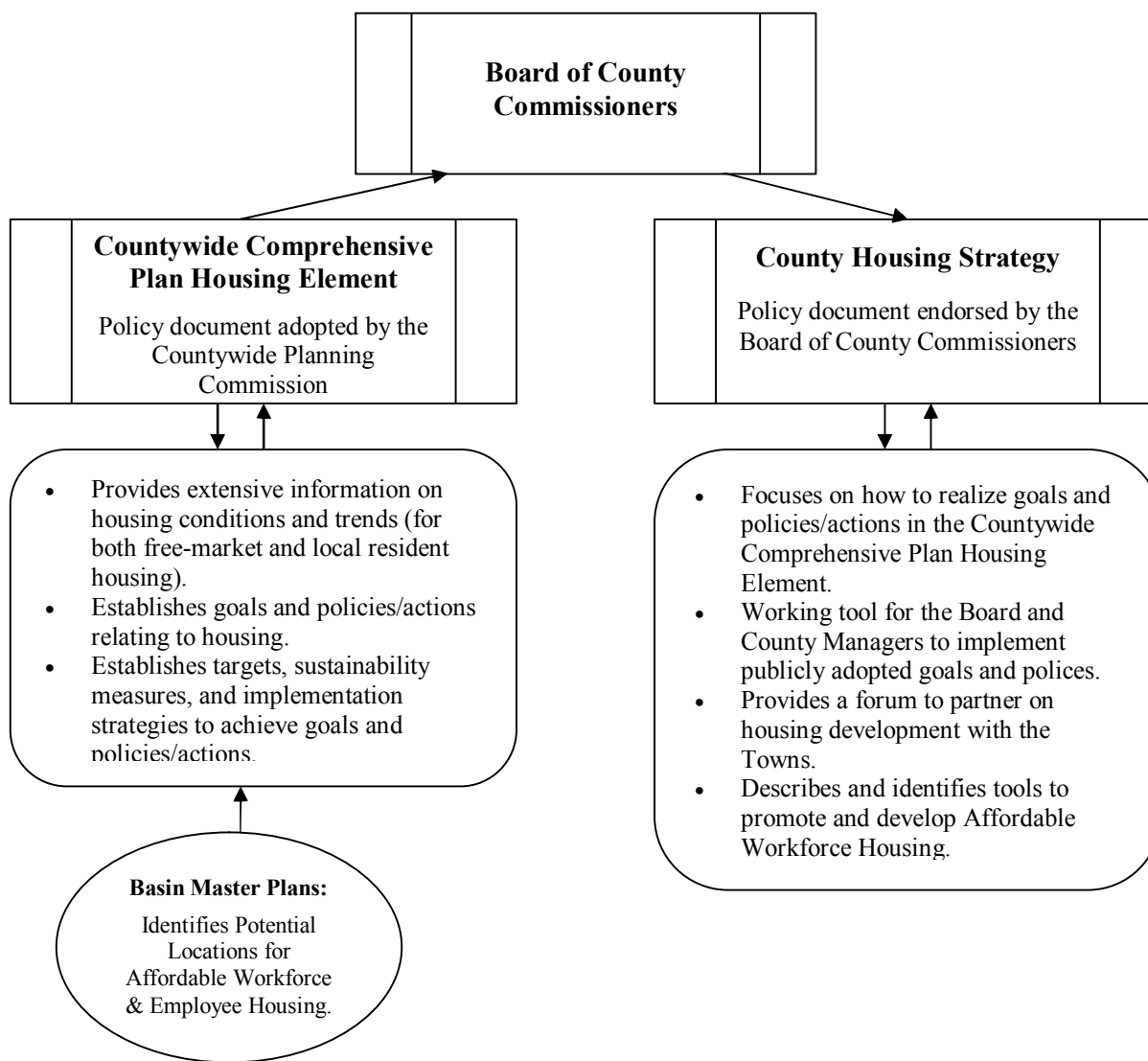
Summit County Housing Strategy

As of the 2009 edition of the Plan a “Summit County Housing Strategy” was in the process of being developed and finalized. The Housing Strategy represents a joint effort between the Summit Combined Housing Authority and the County. The Countywide Comprehensive Plan Housing Element and County Housing Strategy are intended to complement, rather than overlap each other. Figure 2 displays the different focus and roles the Housing Element and Housing Strategy are intended to serve.

Both the Countywide Comprehensive Plan Housing Element and Summit County Housing Strategy are “implemented” by the Board of County Commissioners. However, the Countywide Planning Commission adopts the Countywide Comprehensive Plan. In contrast, the Housing Strategy is not formally adopted, but is endorsed by the Board of County Commissioners and Housing Authority, therefore allowing it to be more dynamic and responsive to changes (i.e. modified on a more frequent basis).

Overall, the Countywide Comprehensive Plan Housing Element establishes a community framework to address both free market and local resident housing. The Housing Strategy is based on much of this framework and many of the goals and targets provided in the Countywide Comprehensive Plan Housing Element. While the Countywide Comprehensive Plan Housing Element can be characterized as a guidance document, the Housing Strategy can be characterized as much more of a “working tool” for the Board, county managers, Housing Authority and possibly towns to use to guide and coordinate efforts to develop housing that meets community needs.

Figure 2. Relationship and Focus of Countywide Comprehensive Plan Housing Element and Summit County Housing Strategy



Collaboration

The challenges facing the community to provide for and increase the housing for our local residents are truly countywide in scope. To achieve housing targets and increase the supply accessible to the local population will require a lot of: vision, hard work, dedication, and most importantly collaboration

between different entities, organizations and governments. Consequently, it is of critical importance for the County to continue to seek opportunities to partner to pool resources, leverage funds or develop joint strategies in undertaking projects to increase the supply of local resident housing. In the spirit of collaboration a first step could be to explore means to land bank properties that have been identified as potential sites for affordable workforce housing in respective basin master plans.

Opportunities for Affordable Workforce Housing in Towns

As already mentioned, basin master plans identify the specific locations that could potentially serve as sites to locate affordable workforce housing. These represent the best locations based on site suitability analyses and balancing criteria used to evaluate all properties in unincorporated portions of the County. For example, criteria used to evaluate sites included: proximity to employment centers, availability of necessary infrastructure and utilities, adequate access, access to mass transit, neighborhood compatibility, development constraints on the site and opportunities to create a quality residential community.

After conducting the exercise in each basin to locate potential sites for affordable workforce housing based on specific criteria, it is recognized by the County that there are many good opportunities to accommodate affordable workforce housing within the towns of Breckenridge, Dillon, Frisco and Silverthorne. In comparison to unincorporated portions of the County, properties within the towns are typically: within better proximity to employment centers, have the necessary infrastructure to accommodate higher residential densities or provide better opportunities for redevelopment and infill. Moreover, concentrating affordable workforce housing in respective towns is consistent with the Countywide Comprehensive Plan, and all basin master plans philosophy and goals of focusing development in existing urban areas and protecting rural, outlying areas of the basin from development. For these reasons, the County will continue to encourage the towns to plan for and accommodate affordable workforce housing.

Additional/Relevant Resources: *Venturoni Surveys & Research, Inc. (2008), Summit County Affordable Workforce Housing Open House; NWCCOG (2004), “Cost of Living Study”; NWCCOG (2004), “The Social and Economic Effects of Second Homes”; NWCCOG (2006), “Transition in Mountain Communities: Resort Economies and their Secondary Effects”; Summit County Planning Department, 2008.*

GOALS, POLICIES/ACTIONS

Evaluation of the 2003 Housing Element Goals and Policies/Actions: Significant progress was made to further many of the affordable housing goals and policies/actions contained in the Housing Element as part of the 2003 edition of the Plan. For example, passage of Referred Measure 5A (approved by voters in November 2006) implemented a key policy/action to pursue the establishment of an ongoing funding mechanism for affordable housing projects¹. Additionally, a number of policies/actions were implemented as a result of the amendments to the “Local Resident Housing” regulations in the Development Code in 2008. For example:

- Working with the Summit Combined Housing Authority to adopt/codify standard guidelines for deed-restricted units.
- Increasing the percentage of homes in a subdivision that can have accessory apartments as a means of increasing local housing stock.

¹ Measure 5A authorized a temporary sales and use tax of one eighth of one percent (.125%), and a development impact fee (“Impact Fee”) of two dollars or less per square foot of new construction to be used for affordable housing purposes for a period of ten years (January 1, 2007 – January 1, 2017).

Policies/actions that were clearly met or achieved were removed from the Plan in the update to the 2009 edition.

MARKET RATE HOUSING

Goal A. Summit County will have a mix of housing that supports visitors, second homeowners, and current and future local residents as their housing needs and conditions change over time.

Numerical Targets, Home Size and Senior Housing

- Policy/Action 1. Strive to reduce the current ratio of 64 percent second homes / 36 percent permanently occupied homes, to a ratio of 60 percent second homes / 40 percent permanently occupied homes in unincorporated areas of the County. In working to achieve this target, the County shall continue to monitor the ratio and strive to increase the number of homes occupied by permanent residents using the policies/actions and implementation strategies outlined in the Local Resident / Affordable Workforce Housing section of this Housing Element.
- Policy/Action 2. Work to bring closure to the baseline allowable structure size component of the County's Transferable Development Rights (TDR) program regulations. This includes an evaluation of: the appropriateness of a baseline allowable structure size; suitable thresholds; and potential mitigation measures for larger homes.
- Policy/Action 3. Closely monitor the trends and needs of the senior population and households in the event additional housing suitable for seniors is needed in the future (e.g., senior apartment buildings, assisted living facilities, retirement communities, skilled nursing home).

LOCAL RESIDENT / AFFORDABLE WORKFOCE HOUSING

Goal B. Maintain and ensure an adequate and diverse supply of local resident and affordable workforce housing in the County.

Density

- Policy/Action 1. Continue to allow deed-restricted affordable housing units, created in conjunction with an upzoning, to be exempted from the need to transfer in development rights..

Demand Analysis

- Policy/Action 2. The Summit Combined Housing Authority and/or Summit County shall endeavor to contract a qualified third-party consultant to complete or refine a housing demand analysis for the County on a periodic basis (every 2-3 years). The chosen consultant should be one that preferably has a thorough or intimate knowledge of the community, and local housing trends or conditions.
- The demand analysis should provide an accurate projection of the total number of additional affordable workforce housing or rental units needed in the County, and should provide information on topics such as: progress toward meeting 2015 housing targets; ownership and rental units being lost; in-commuter demand; the specific demand by basin; the demand for ownership units vs. rental units; the specific demand at each area median income (AMI) level; and the specific demand by unit type (i.e. single family or multi-family) and unit size (i.e. one-bedroom, two-

- bedroom, or three-bedroom).
- Stakeholders in the community should be involved in creating the study to provide feedback on the content, assumptions and methodology used to assure the results of the study are valuable for planning future housing.
- Explore alternative funding sources or partnership opportunities to assist in the funding of the study.

Rentals, Seasonal/Employee Housing and Accessory Apartments

Policy/Action 3. Conduct a thorough evaluation of rental housing, and needs for rental housing serving a wide range of income levels and household types. This could be achieved, for example, through: property conversion programs, public-private partnerships, tax-credit projects (when warranted), and a revolving loan fund to provide very low interest loans to property owners who convert existing seasonal housing into year-round affordable rental housing.

Policy/Action 4. Closely monitor the trends and needs for seasonal/employee housing and ensure their needs continue to be met.

Policy/Action 5. Develop strategies or incentives to encourage and help property owners who own non-permitted/illegal accessory apartments to seek County approval. For example, provide public outreach/education on the permit requirements for and benefits of constructing an accessory apartment.

Policy/Action 6. Create incentives to facilitate and spur the construction of additional accessory apartments in the County, such as:

- Exemptions or waivers from applicable fees if an accessory apartment is provided.
- Working jointly with water and sewer districts to reduce the cost of water and sewer tap fees.
- Revising building code requirements, procedures or fee structures that are unnecessary inhibitors to the development of accessory apartments.

Policy/Action 7. When appropriate and reasonable, the County should encourage applicants to incorporate accessory apartment's into their initial site planning and/or new construction phases.

Numerical Targets

Policy/Action 8. To increase the current percentage of the County's workforce that has access to affordable housing options and is housed in County, the County shall endeavor to meet the following housing and in-commuting targets by 2015:

- Affordable Workforce Housing:* Increase the stock of affordable workforce housing throughout the entire County by at least 2,500 units to span a range of income levels up to 180 percent AMI. A significant portion of the units to be built should serve the needs of the low to moderate income levels (30 – 50% AMI and 50 – 80% AMI).
- Rentals:* Increase the stock of rental units throughout the entire County by at least 1,400 units. Of these committed rental units, provide that 80 percent are reserved for lower income levels (80% AMI and less).
- Accessory Apartments:* Increase the stock of built accessory apartments throughout unincorporated portions of the County by at least 100 units.
- Commuting Patterns:* No more than 20 percent of the local workforce should commute from outside the County.

Policy/Action 9. Modify and continually update the housing targets based on updated housing demand analyses.

OTHER IMPORTANT STRATEGIES & CONSIDERATIONS

Preservation, Redevelopment and Financial Assistance Opportunities

- Policy/Action 10. Preserve the existing stock of affordable workforce housing in the County by maintaining its affordability, improving its condition, and preventing future deterioration and resident displacement. For example, in accordance with the Master Deed Restriction Guidelines in the Land Use and Development Code, continue to ensure that deed restrictions include language to protect the deed restriction from being released in the event of a foreclosure to the extent possible.
- Policy/Action 11. Identify and create reasonable strategies to preserve units that are now occupied by local residents or employees for continued occupancy as local resident housing into the future (e.g., acquisition and resale/rental, buying the right to impose deed restrictions or other methods that might be identified).
- Policy/Action 12. In redevelopment projects, analyze the net effect and impacts such project will have on the local resident housing situation. In light of this analysis, attempt to mitigate and offset impacts, to the extent possible, to prevent the loss of housing for local residents.
- Policy/Action 13. Work with the Summit Combined Housing Authority to maintain and expand their existing financial assistance programs which provide low interest loans for structural repair and maintenance of existing affordable workforce housing units (e.g., roof repair).

Design, Diversity, Resource Conservation & Energy Efficiency

- Policy/Action 14. Strongly encourage well designed, energy efficient housing units that will minimize operational energy consumption and maintenance costs of affordable workforce housing over time (e.g., passive heating and cooling).
- Policy/Action 15. Design employee and affordable housing that is compatible with the surrounding neighborhood, complements community character and is of good quality.
- Policy/Action 16. To the extent reasonable, affordable housing should be integrated into free-market housing and not segregated from it.
- Policy/Action 17. Affordable workforce housing developments should provide diversity, including:
- A range of housing prices for local residents (using the affordability mix set forth in the affordable workforce housing regulations in the Development Code).
 - A diverse mix of building types to create variety in architecture and diversity among residents (i.e. a mixture of detached single family homes, duplexes, townhouses, etc.).
 - A variety of home sizes, floor plans and bedroom configurations (i.e. 1-bedroom, 2-bedroom, and 3-bedroom units) to serve a diverse mix of households.
 - Variety in architecture by using different façade treatments on buildings with similar floor plans.
 - For development projects that include both market-rate residential units and deed-restricted affordable workforce housing units, the range of housing types and bedroom configurations for the affordable workforce housing units should be similar to the range of housing types and bedroom configurations for the market rate units in the development. In addition, the affordable workforce housing units

shall be constructed with building materials having a compatible exterior style to the market-rate units in the development.

- Policy/Action 18. To the extent practicable, promote the use of sustainable and local materials (e.g., beetle kill pine), and renewable energy technologies in affordable workforce housing.

Private Sector Development of Local Resident Housing - Regulatory Requirements and Incentives

- Policy/Action 19. Provide more local resident housing through a combination of regulatory requirements, incentives, and other strategies/programs/measures that are in the community's interest to increase the supply of affordable housing.

- Policy/Action 20. Explore the feasibility and potential effectiveness of adopting and implementing regulatory requirements to further encourage the provision of local resident housing within the County.

- Policy/Action 21. Encourage the provision of deed-restricted affordable housing units in negotiations for discretionary land use decisions, such as PUDs.

- Policy/Action 22. Revise development standards, procedures or fee structures that are unnecessary inhibitors to the free market development of local resident housing.

- Policy/Action 23. Enable or facilitate the development of affordable workforce housing through incentives that are in the community's interest, such as: land donation or deeply discounted land sales; supplying or subsidizing utility taps or fees and other infrastructure requirements; expedited development review, review fee waivers or funding assistance.

- Where incentives for local resident housing units are provided, require deed-restrictions or other mechanisms to ensure that the housing remains accessible as long term housing for local residents.

- Policy/Action 24. As part of an affordable workforce housing proposal, a range of strategies and incentives shall be thoroughly evaluated to determine what will be the most effective given the current circumstances (e.g., construction, land or infrastructure costs, AMI, interest rates, waived building fees, etc.). Market-rate density (density exempt from TDR requirements) may be allocated as part of an overall affordable workforce housing project to make the project economically viable. The amount of market-rate density allocated shall be negotiated on a project specific basis and shall not be a substantial or significant portion of the project.

- If an affordable workforce housing project permits market-rate density without the transfer of TDRs, such decision shall be determined by the appropriate review authority, in conjunction with any proposed development application, on a case-by-case basis.

Summit County Housing Strategy

- Policy/Action 25. Work with the Summit Combined Housing Authority (and possibly other jurisdictions) to develop and frequently update the Summit County Housing Strategy. Such Housing Strategy should:

- Not duplicate previous efforts or studies conducted by other jurisdictions.
- Address topics relevant to the shortage of local resident housing in the County, such as: matching identified housing goals and projected needs or demands with suitable properties; outlining strategies to best meet the range of identified needs

(in terms of the appropriate mixture of ownership units, rental units, various housing types and price points, etc.); and identifying financial resources and possible initiatives or incentives.

- Evaluate and prioritize objectives and strategies on a regular basis to determine if opportunities exist between the County and respective towns to effectively collaborate, and determine which strategies will be most effective to implement given the current circumstances (e.g., construction costs, AMI, interest rates, build-out, rental vacancies, job generation rates, in-commuter rates, etc.).

Collaboration & Partnerships

Policy/Action 26. Continue to work with the towns and Summit Combined Housing Authority to monitor and update the inventory of Local Resident Housing (i.e. affordable workforce and employee housing, accessory apartment and caretaker units) in the County on an annual or bi-annual basis (every 1-2 years).

Policy/Action 27. Seek opportunities to collaborate and develop strategies or implement programs to increase the supply of local resident housing.

Policy/Action 28. Work with the Summit Combined Housing Authority, towns, school district, adjacent counties, non-profit organizations, businesses and other appropriate entities in a coordinated and creative manner to facilitate and provide for local resident housing. For example:

- Acquire existing housing units through buy-downs and convert them to affordable workforce housing.
- “Homes on the move” program—where existing houses that an owner wishes to demolish are donated to a housing fund, moved to a new location, and used as affordable housing.

Policy/Action 29. Work with respective business communities to create or establish programs through which employers can help provide housing for their employees (e.g., Employer Assisted Housing).

Land Banking & Financing

Policy/Action 30. The County should explore partnerships to and/or individually pursue the land banking of properties that have been identified as potential sites for affordable workforce housing in respective basin master plans. For example, pursue USFS land trades/conveyances to acquire National Forest Systems lands that have been identified as potential locations for affordable workforce housing.

Policy/Action 31. The County shall continue to explore mechanisms to generate ongoing funding to support or initiate affordable workforce housing projects (e.g., countywide housing fund, real estate transfer assessment in PUDs, payment in-lieu programs, impact fees).

Policy/Action 32. The County shall continue to leverage financial resources through public/private/non-profit partnerships and joint ventures for County and community initiated projects.

SUSTAINABILITY MEASURES

“I think the question we are all grappling with is can we still make the dream of living in a small town, in a beautiful place in the mountains, a reality.”

-- Sopris Foundation, Nobody’s Home

To gauge progress on local resident or affordable housing issues in the future, three sustainability measures/performance targets were established in the Housing Element as part of the 2003 edition of the Plan. The specific performance targets centered on: 1) new affordable housing of different Area Median Income (AMI) ranges, 2) the percent of County workers commuting from homes outside the County, and 3) the number of permits issued for accessory apartments.

In updating the Housing Element as part of the 2009 edition of the Plan, the goals, policies/actions, sustainability measures/performance targets and implementation strategies contained in the 2003 edition of the Plan were evaluated. The following identifies the specific accomplishments or progress made between 2003 and 2008 to advance stated objectives or measures. Based on progress from 2003 – 2008 or changes in conditions, the performance targets were modified in the 2009 edition of the Housing Element. Moreover, one new performance target was added in the 2009 edition of the Plan to monitor rental housing.

New For-Sale Affordable Workforce Housing

The 2001 Summit Housing Needs Assessment identified the County’s greatest housing need to be providing available for-sale units at affordable housing rates. Based on the findings from the 2001 Housing Needs Assessment, the Housing Element in the 2003 edition of the Plan established the following performance target, which was intended to gauge the amount of affordable housing developed to meet future population growth demands, given existing trends at that time. The measure did not consider deficiencies that existed in the supply of affordable housing.

2003 Performance Targets for New Affordable Housing			
Income Level	% of All Ownership Households	Performance Target:	For-Sale Affordable Units Built 2003-2008
		Additional “Deed-Restricted” Units Needed to be Built Within Affordable Range for Income Level (2003-2008)	
51-80 % AMI	12.10 %	112	
81 – 100 % AMI	10.60 %	98	
101- 120 % AMI	11.00 %	102	
Total		312	

Evaluation of the 2003 Target: To determine how the County as a whole performed in terms of meeting this performance target, the following information on for-sale housing units built in the County from 2003-2008 at each of the three targeted income levels was compiled. A third column, which adds in an additional 574 for-sale affordable units that are “planned” or “proposed” but not yet constructed as of October 2008, was added. These “proposed” units have been reviewed and/or approved through a public review process, but have not yet been built.

Performance Targets for New Affordable Housing Units Built in Summit County (2003 - 2008)			
Income Level	Performance Target: Additional “Deed-Restricted” Units Needed to be Built Within Affordable Range for Income Level (2003-2008)	For-Sale Affordable Units Built 2003-2008	For-Sale Affordable Units Built & Proposed as of October 2008 (includes units approved through a public review process by not yet built)
51-80 % AMI	112	6	92
81 – 100 % AMI	98	67	381
101- 120 % AMI	102	175	349
Total	312	248	822

In summary, 312 new affordable housing units of different AMI ranges were targeted by 2008. From 2003-2008, a total of 248 for-sale affordable units were built in the entire County (both incorporated and unincorporated areas), which fell 64 units below the established target. Further evaluation of affordable units built in this timeframe reveals:

- There was a significant gap (106 units) in terms of providing for-sale units affordable to households earning 51 – 80 percent of the area median income (AMI).
- There was a notable gap (31 units) of providing or meeting the targeted number of units to be provided for households earning 81-100 percent AMI.
- The targeted number of units to be provided for households earning 101 – 120 percent AMI was exceeded by 73 units.

In addition to the 248 for-sale affordable units built from 2003 – 2008, there were 51 deed-restricted “employee housing” units built within the same timeframe. These “employee housing” units included both rental and ownership units that require occupancy by persons employed within the County, but do not contain limitations on sales price, rental rates, or rates of appreciation. Incorporating these 51 units results in a total of 299 “restricted” units constructed within the County from 2003 – 2008. It should be noted that, when the additional 574 for-sale affordable units that are currently “planned” or “proposed” within the County are incorporated into the totals, the results show that the County is on a path to significantly exceed the 2008 targeted goal of 312 units (by over 500 units). Almost all of these new units are planned to be within the Town of Breckenridge.

2009 Targets: The 2007 Housing Demand Analysis indicated that overall demand currently exists for approximately 4,468 additional housing units in the County. The analysis further states that, by 2012, new jobs and an increase in senior households will generate demand for roughly another 2,706 units, bringing the total to approximately 7,174 housing units (5,656 ownership and 1,518 rental). Despite the methodology or assumptions used in the 2007 Housing Demand Analysis, even the most conservative estimate of projected housing demand points to a need for at least 2,500 additional affordable workforce housing units beyond those currently existing and proposed.

Performance Targets for New Affordable Housing			
AMI Limits / Income Level	Percent by AMI	Performance Target: Additional “Deed-Restricted” Units Needed to be Built Within Affordable Range for Income Level	For-Sale Affordable Units Built 2009 - 2015
<= 30%	4.1	103	
31% - 50%	6.5	163	
51% - 80%	10.8	270	
81% - 100%	23.4	586	
101% - 120%	14.9	373	
121% - 150%	17.6	440	
151% - 180%	11.6	290	

Performance Targets for New Affordable Housing			
AMI Limits / Income Level	Percent by AMI	Performance Target: Additional "Deed-Restricted" Units Needed to be Built Within Affordable Range for Income Level	For-Sale Affordable Units Built 2009 - 2015
181+%	11	275	
Total	100%	2,500	

Source: Summit Combined Housing Authority, Summit County Planning Department and respective towns.

Rental Housing

It is anticipated the rental demand will grow in the future, fueled by new jobs. The local population earning less than 80 percent AMI is the primary renter market.

Performance Targets for New Rental Units		
AMI Limits / Income Level	Performance Target: Additional Rental Units Needed to be Built Within Affordable Range for Income Level	For-Sale Affordable Units Built 2009 - 2015
<=80 AMI	1,000	
>80 AMI	400	
Totals 2015	1,400	

Commuting Patterns

In 2002 it was estimated approximately 3,634 persons worked in the County but lived outside of the County. It was projected that although some of those commuters preferred to live in their existing communities, between 25 and 50 percent would, if provided the right housing opportunity, move to the County. The 2007 Housing Demand Analysis, prepared by RRC Associates, Inc., indicated that, per the State Demographer's estimates, in 2007 approximately 17.5 percent of workers in Summit County commuted in from a neighboring county. This estimate showed almost identical commuting patterns since 2000.

Performance Target: Percent of Summit County Workers Commuting from Homes Outside County					
Year	Total Employees	Locals	Out of State	Out of County Commuters	Percent Out of County Commuters (Not to Exceed 20%)
2000	18,678	15,044	348	3,286	17.6%
2007	21,658			3,791	17.5%
2010					
2015					20%

Source: Department of Local Affairs, Demography Section; Labor Section - Where People Work; RRC Associates, Inc.

Accessory Apartments

The 2003 edition of the Housing Element recommended that revisions occur to the accessory apartment provisions in the Development Code to remove restrictions to possibly facilitate the construction of accessory apartments. A performance measure was created to monitor how many new accessory apartments were constructed.

A total of 24 accessory apartments were approved by the County from 2003 through 2008, with an average of approximately 4 accessory apartments approved per year. Although 24 new accessory apartments were approved between 2003 and 2008, there was only a net increase of 7 accessory apartments in the County during this timeframe. This is because a number of accessory apartments have been lost from the County's inventory due to: 1) property owners choosing to remove their accessory

apartments (i.e. use the accessory apartment as additional living area) and subsequently revoking the accessory apartment approval, and 2) approved accessory apartments never being constructed and approvals subsequently expiring. These totals do not include the large number of illegal accessory apartments (those that are not approved by the County) that may exist throughout the County.

Performance Target: Summit County Conditional Use Permits Issued for Accessory Apartments		
Year	Total # of Conditional Use Permits Approved for Accessory Apartments	Cumulative Total in Unincorporated County*
2003	2	101
2004	1	102
2005	6	105
2006	2	106
2007	7	107
2008	6	108
2009		
2015 Target	124	208

* Factors affecting the cumulative total include both new accessory apartments approved each year, and accessory apartments that were removed or approvals revoked during the same time period.

Source: Summit County Planning Department case log, permits plus.

IMPLEMENTATION MEASURES

Evaluation of the 2003 Housing Element Implementation Measures: It appears there was substantial progress on 5 of the 7 Implementation Strategies contained in the Housing Element between 2003 and 2008. A brief synopsis of the measures or programs that furthered specific implementation measures contained in the 2003 edition of the Housing Element is as follows:

- Passage of Measure 5A in 2006 and Measure 1A in 2008 established an ongoing funding mechanism for affordable housing projects and Summit Combined Housing Authority.
- Amending the Development Code in 2008 to more thoroughly address affordable housing: increased the percentage of homes in a subdivision that can have accessory apartments; reviewed development standards and fee structures to determine if there are any unnecessary inhibitors to developing affordable housing; and established standard guidelines that projects must meet to qualify as affordable housing projects (i.e. the “Deed Restricted Guidelines”).
- With assistance from the Planning Department, the Summit Combined Housing Authority periodically monitors the use of deed-restricted employee housing units to ensure that employees are using them as intended.

2009 Edition of the Housing Element: Many of the policies/actions identified in this element propose some future work in order to achieve their successful implementation. The table below identifies specific strategies recommended to implement the Housing Element and work toward the numerical housing targets. Priorities are identified to give an indication of the current relative importance of a particular implementation strategy. These priorities are provided as guidelines only, and the actual policy/action in the narrative should be referenced to provide more specifics.

Housing Element Implementation Strategies			
Goal, Policy/Action	Project/Description	Timeframe	Priority
Market Rate Housing			
A.1	Strive to reduce the current ratio of 64 percent second homes / 36 percent permanently occupied homes, to a ratio of 60 percent second homes / 40 percent permanently occupied homes in unincorporated areas of the County. In working to achieve this target, the County shall continue to monitor the ratio and strive to increase the number of homes occupied by permanent residents using the policies/actions and implementation strategies outlined in the Local Resident / Affordable Workforce Housing section of this Housing Element.	Ongoing	High
A.2	Work to bring closure to the baseline allowable structure size component of the County’s Transferable Development Rights (TDR) program regulations. This includes an evaluation of: the appropriateness of a baseline allowable structure size; suitable thresholds; and potential mitigation measures for larger homes.	6 months – 1 year	Low
A.3	Closely monitor the trends and needs of the senior population and households in the event additional housing suitable for seniors is needed in the future (e.g., senior apartment buildings, assisted living facilities, retirement communities, skilled nursing home).	Ongoing	Low
Local Resident / Affordable Workforce Housing			
B.2	The Summit Combined Housing Authority and/or Summit County shall endeavor to contract a qualified third-party consultant to complete or refine a housing demand analysis for the County on a periodic basis	1-2 years	High

Housing Element Implementation Strategies			
Goal, Policy/Action	Project/Description	Timeframe	Priority
	(every 2-3 years). The chosen consultant should be one that preferably has a thorough or intimate knowledge of the community, and local housing trends or conditions.		
B.3	Conduct a thorough evaluation of rental housing, and needs for rental housing serving a wide range of income levels and household types. This could be achieved, for example, through: property conversion programs, public-private partnerships, tax-credit projects (when warranted), and a revolving loan fund to provide very low interest loans to property owners who convert existing seasonal housing into year-round affordable rental housing.	Ongoing	Medium
B.4	Closely monitor the trends and needs for seasonal/employee housing and ensure their needs continue to be met.	Ongoing	Medium
B.5, B.6, B.7	Create incentives to facilitate and spur the construction of additional accessory apartments in the County. For example, develop strategies or incentives to encourage and help property owners who own non-permitted/illegal accessory apartments to seek County approval; when appropriate and reasonable, the County should encourage applicants to incorporate accessory apartment's into their initial site planning and/or new construction phases.	Ongoing	High
B.8, B.9	The County shall endeavor to meet established "numerical targets" by 2015 to increase the current percentage of the County's workforce that has access to affordable housing options and is housed in County. Additionally, modify and continually update the housing targets based on updated housing demand analyses.	Ongoing	High
Other Important Strategies & Considerations			
B.11	Identify and create reasonable strategies to preserve units that are now occupied by local residents or employees for continued occupancy as local resident housing into the future (e.g., acquisition and resale/rental, buying the right to impose deed restrictions or other methods that might be identified).	Ongoing	Medium
B.19, B.20, B.23	Provide more local resident housing through a combination of regulatory requirements, incentives, and other strategies/programs/measures that are in the community's interest to increase the supply of affordable housing.	Ongoing	Medium
B.25	Work with the Summit Combined Housing Authority (and possibly other jurisdictions) to develop and frequently update the Summit County Housing Strategy.	6-months – ongoing	High
B.13, B.26, B.27, B.28, B.29, B.30, B.31, B.32	Seek opportunities to collaborate and develop strategies or implement programs to monitor and increase the supply of local resident housing.	Ongoing	High

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