



Homelessness & Housing in Greeley

What We Do to Move Forward

May 18th & 19th, 2022 | 6:00 PM - 7:30 PM



Scope of Work

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



About Us

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

More info at: urbanityadvisors.com

In collaboration with...

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



The Team



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How The Community Wants to Move Forward

What we learned from the 2nd meeting series



Community Voice

Community Conversations

- April 13th (Online)
 - **43 Participants** (74 Registered)
- April 14th (In Person)
 - **36 Participants** (55 Registered)

Online Survey

- **32 Participants**
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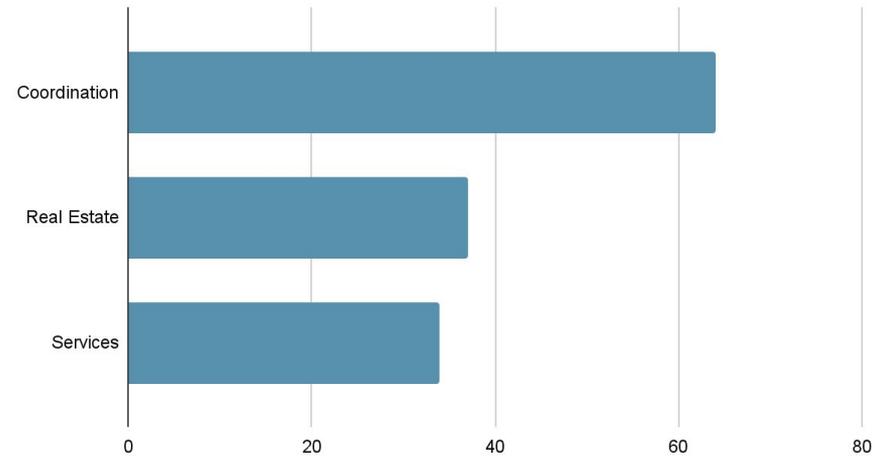


Community Voice

How We Move Forward

- *Coordination*
- *Real Estate*
- *Services*

How We Move Forward





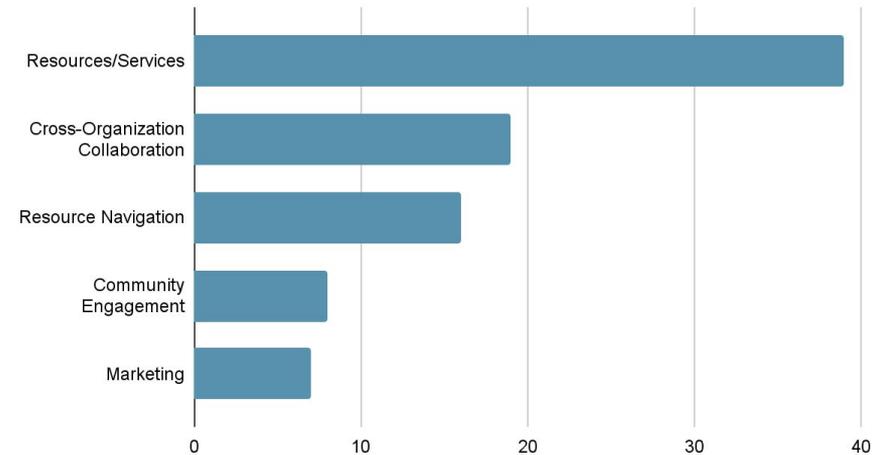
Coordination

Frequent Expressions

- *Resources/Services*
- *Cross-Organization Collaboration*
- *Resource Navigation*
- *Community Engagement*
- *Marketing/Communications*

“Resources are so scattered we need to be able bring them together to communicate better.”

Visions



“Communication is lacking. It would help knowing what people have to offer and getting more boots on the ground to spread the word of encouragement/resources.”

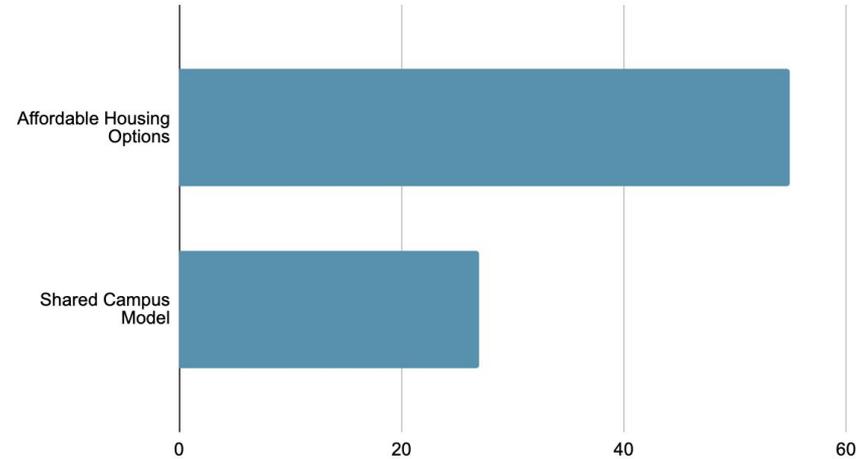
Real Estate

Frequent Expressions

- *Affordable Housing Options*
- *Shared Campus Model*

"We should explore different tiers of affordable housing"

Real Estate



"We need a place with all resources needed in one location - mental health services, food, rehabilitation, education, housing..."

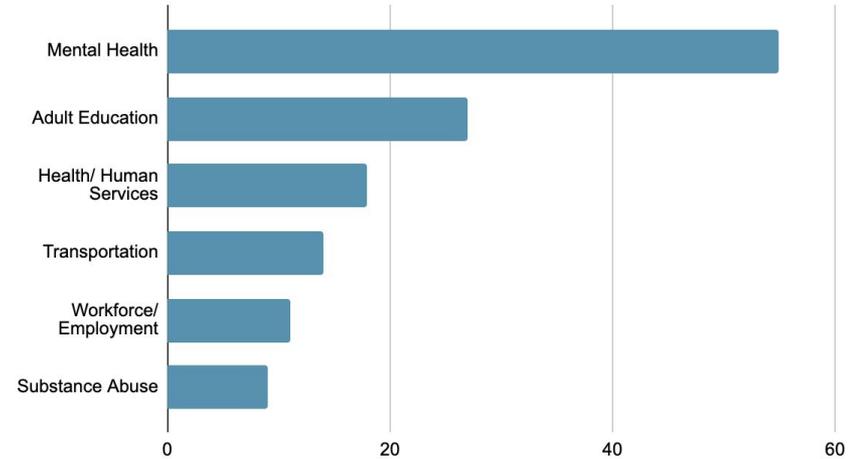
Services

Frequent Expressions

- *Mental Health*
- *Adult Education*
- *Health/Human Services*
- *Transportation*
- *Workforce/Employment*
- *Substance Abuse*

"We need solid mental health treatment and drug addiction programs."

Services



"There's lots of trauma with folks on the street. We need education across the board for community members and agencies."

Recommendations

The “What”



Solutions to 'Coordination'

Recommendations:

1. Collective Impact

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



Collective Impact

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





It starts with a common agenda

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



It establishes shared measurement

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



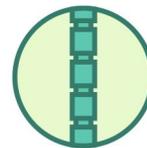
It fosters mutually reinforcing activities

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



It encourages continuous communications

That means building trust and strengthening relationships.



And it has a strong backbone

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

The Five Conditions of Collective Impact



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

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

- Backbone Options
 - Northern Colorado Continuum of Care
 - Working Group led by The City of Greeley?
 - The City of Greeley and/or Weld County
 - United Way of Weld County

Suggested Timeline: Immediate



The Collective Impact Backbone

Backbone Responsibilities:

1. Guiding vision and strategy
2. Supporting aligned activities
3. Establishing shared measurement practices
4. Cultivating community engagement and ownership
5. Advancing policy
6. Mobilizing resources

What the backbone does NOT do:

1. Does not set the group's agenda
2. Does not drive or independently determine the solutions
3. Does not receive all of the funding
4. Not self-appointed



Examples of Collective Impact Addressing Homelessness

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

Solutions through 'Real Estate'

Recommendations:

1. **Conduct a Housing Needs Assessment**

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

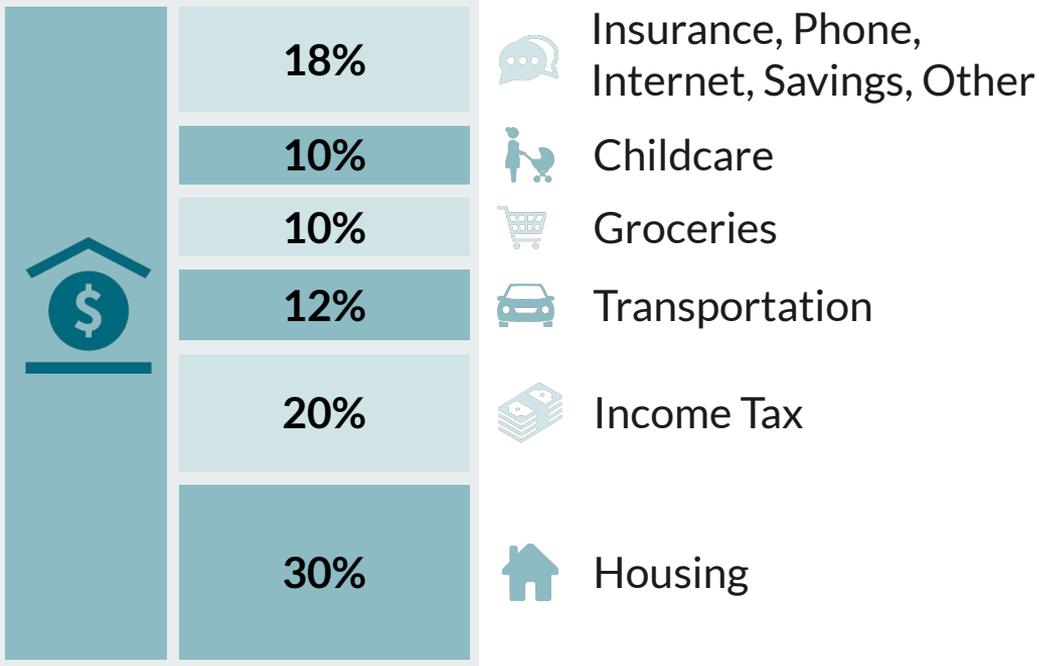
2. **Pursue pre-development research for service-based campus model approach**

- *Utilize **Collective Impact** to coordinate a multi-organizational (City, County, Housing Authority, Nonprofit, etc) campus to address homelessness and provide access to critical services such as housing, healthcare (mental, dental & physical), employment, substance abuse treatment, food, shelter, clothes, and even court proceedings. **This should consider collaboration with High Plains Housing Development** and its ongoing plans to develop a campus.*
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...But even with “affordable” housing, a typical Colorado family would have little left over to invest in the future

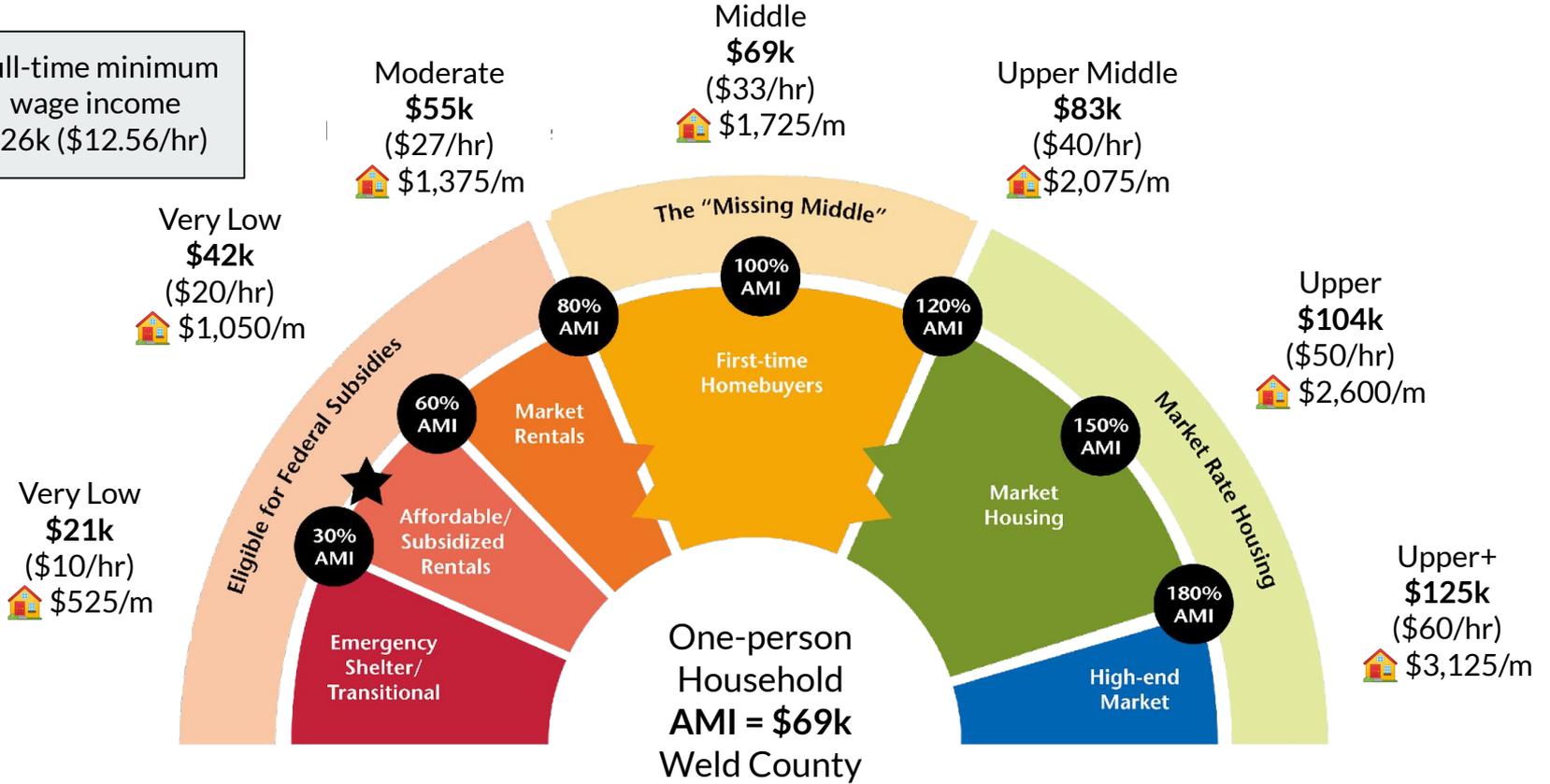
What is affordable housing?

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



AMI = Area Median Income

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



Housing Bridge

Source: Cappelli Consulting, Williford, LLC and CHFA



Service-based Campus Model

Potential service offerings

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



Preliminary Development Costs:

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

Annual Operating Costs:

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

Annual Services Costs:

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

Financial Example | Service-Based Campus | 50 unit campus

What's already in the works?

High Plains Housing Development

123 9th Ave

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



HIGH PLAINS HOUSING DEVELOPMENT CORPORATION

123 N. 9TH AVE, GREELEY COLORADO



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





Affordable Units in Greeley Housing Pipeline

655 Units

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

Solutions through 'Services'

Recommendations:

- 1. Establish a clear understanding of the risk and protective factors of homelessness (with Collective Impact)**
 - *An understanding of risk and protective factors will help identify gaps in current services available and build well-rounded solutions that include preventative measures.*
 - 2. Establish a user-friendly resource guide for organizations, housed and un-housed community (with Collective Impact)**
 - *Along with Collective Impact partners, establish a working group to create a resource guide for community members to access easily and a potential marketing campaign for reach.*
 - 3. Explore creative temporary solutions**
 - *Monitored camping villages and safe parking lot programs can serve as productive ways to meet challenges while more permanent solutions are in the works.*
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Homelessness Risk Factors

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

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

Adversity in childhood

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

Socioeconomic situation

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

Mental health problem

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

Addiction Problem

- Substance Abuse

Creative Solutions: Safe Outdoor Spaces

Example: [Colorado Village Collaborative](#)

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



Creative Solutions: Safe Parking

Example: [Colorado Safe Parking Initiative](#)

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



Creative Solutions: Tiny Homes

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





Community Conversation

Breakout Groups | 30 min | Lightly Facilitated

Questions for the Conversation:

- What do you think of the recommendations?
- Which recommendations should be the highest priority?
- How should the community be engaged moving forward?



Ground Rules

- Listen, respect, and assume good intentions of others
- Allow others to speak - Wait - Don't interrupt
- State your name when you speak
- Seek first to understand, not to be understood - Ask Questions
- This is a public conversation, not a debate
- Allow the facilitator to interrupt - for time and inclusion



Break the Ice!

Very quickly for time's sake! *15 seconds for each person*

1. Your name
2. Are you a good dancer?
3. How long have you lived in Weld County?