

WINTER PARK TOWN COUNCIL WORKSHOP

Winter Park Town Hall - 50 Vasquez Road

Tuesday, August 21, 2018 – Following Regular Council Meeting

Lunch will be provided.



WORKSHOP AGENDA

1. Attainable Housing (9:30 a.m. – 11:30 a.m.)
2. Lunch (11:30 a.m. - 12:30 p.m.)
3. CIRSA Training (12:30 p.m. – 2:00 p.m.)

Mission

To strengthen the social and economic well-being of our community by providing safe, attainable housing to our residents and our workforce.

Vision

The Town of Winter Park's attainable housing program is committed to:

- Helping to build an inclusive and diverse Winter Park.
- Enhancing the economic sustainability of our community by providing adequate housing for at least thirty percent (30%) of our local workforce.
- Ensuring that there is an adequate supply of housing available to seasonal workers.
- Protecting and preserving our existing stock of attainable housing.
- Providing comprehensive and innovative leadership to our clients and to our partners.
- Encouraging community awareness in all new construction projects and redevelopments.

1. Services for Homeowners, Potential Homeowners and those Transitioning between Housing Choices

One of the key components to building a vibrant, sustainable community is providing an opportunity for the local workforce to become invested in the Town through homeownership. It is documented and understood that the cost of buying and maintaining a home is far beyond the resources of the vast majority of our local workforce. In providing services for homeowners (and potential homeowners) the Town will provide for a range of housing options to meet our current and future demands.

1-1) Goal – Create attainable housing opportunities in vibrant, accessible neighborhoods.

The goal of attainable housing is not to simply put a roof over someone's head. Successful housing projects in Winter Park should integrate into the community and should encourage a sense of connectivity with surrounding neighborhoods and the rest of the Town. To meet this goal, the Town will encourage developers to provide a range of housing. The Town will also utilize its own resources to create quality attainable housing.

1-2) Goal – Identify and utilize financial and educational resources available for potential homeowners and/or new homeowners.

Homeownership needs to be sustainable. To help people acquire and stay in attainable housing the Town will provide homeowners with access to a wide range of financial assistance and educational programs.

1-3) Goal – Provide opportunities for people to transition between different attainable housing choices.

As people's lives change, their housing needs change. The Town should create policies and opportunities that will help people transition through various types of housing.

1-4) Goal – Ensure that current workforce housing remains a viable and accessible housing option in the future.

In order to maintain the viability of its attainable housing program, the Town will establish policies and practices that ensure properties are maintained in a quality state and that properties remain dedicated to the provision of attainable housing.

2. **Services for Renters and Seasonal Employees**

Rental housing plays a vital role in providing housing for seasonal workers. It also provides needed housing for people who are hoping to eventually move into home ownership and for those who would prefer to rent. To meet the housing needs of these populations, the Town must take steps to significantly increase the rental opportunities that are available.

2-1) Goal – Ensure that members of the Town’s workforce have access to quality attainable rental properties.

Rental properties are often the best way to provide housing to the lower-income members of our workforce. It is incumbent upon the Town to promote the marketing of existing rental properties and the development of new rental properties that will not only provide needed housing for the local workforce, but will enhance the surrounding neighborhoods while providing for the quality of life that our citizens deserve.

2-2) Goal – Develop quality attainable rental projects that can serve as a model for future projects.

Providing quality rental units to low- and middle-income members of our workforce will require community investment. It is the goal of the Town that any Town-owned rental projects focus on sustainability by incorporating the very best design, construction and management practices.

2-3) Goal – Identify and utilize financial and educational resources to help renters maintain an attainable residence.

The Town will help renters to understand their rights and responsibilities as renters. The Town will also provide the assistance necessary to enable renters to take advantage of programs providing economic support.

3. **Services for Housing Providers, Developers, Local Businesses and Employers**

A comprehensive housing plan must utilize private development as a key component of providing attainable housing. Whether this housing is provided by local business owners, property developers or individual homeowners, the Town needs to provide the support and encouragement necessary to make their attainable housing projects viable.

3-1) Goal - Encourage the private development of attainable housing.

The Town must take steps to ensure that private development plays an active role in the creation of attainable housing. The Town will use regulations, incentives and education to promote private development of attainable housing that will help the Town catch up with the current need and keep up with future needs.

3-2) Goal – Foster a sense of partnership and cooperation between the Town and housing providers.

To meet its housing needs, the Town must have the support of the private development community. The Town must leverage its resources to create effective partnerships with private developers and local employers that can help with the provision of attainable housing.

3-3) Goal – Furnish housing providers with the necessary resources to make the development of attainable housing economically viable.

There are many private developers who are interested in creating attainable housing; however, they often need support in order for their projects to be financially viable. The Town will work to provide private developers and local employers with access to the financial and knowledge based resources necessary for the effective development of attainable housing.

4. Services for Citizens

Attainable housing decisions must serve the needs and desires of all the members of the community along with the needs of those seeking housing. A successful housing program will utilize the tools of thoughtful, efficient governance in order to meet its goals.

4-1) Goal – Ensure that all housing projects are developed to create a sense of community.

Too often, attainable housing projects fail to consider the impacts that they have on the community. The Town will strive to ensure that future projects maximize community benefits while minimizing potential negative impacts.

4-2) Goal – Promote community involvement in attainable housing decisions.

The residents of Winter Park represent an invaluable resource for the Town as it establishes its housing priorities and policies. In order to maximize the potential for successful projects, the Town will communicate with and listen to its citizens. The Town will also communicate with other Grand County governments and authorities to avoid unnecessary redundancies.

4-3) Goal – Promote sound fiscal judgment in department decisions.

Now more than ever, citizens expect efficiency and transparency when the Town invests their limited resources. To maximize the benefits that residents receive, the Town will ensure that public resources are used efficiently, effectively, and accountably to benefit those who need them most.

4-4) Goal - Create a clear and understandable vision for the attainable housing program.

Among the most common causes for the failure of attainable housing projects are limited or confusing goals and policies. The Town's policies and actions will be cohesive, easy to understand and easy to implement.

TOOLS

Policy and Planning

Community Investment

Partnerships

<u>Action</u>	<u>Estimated Cost</u>	<u>Goals Met</u>	<u>Timeline</u>	<u>Priority</u>	<u>Tools</u>
Provide guidance and assistance in the transition of existing Hideaway Junction homes to new owners.		1-2; 1-3; 4-1; 4-3	ongoing		
	Although Hideaway Junction is a superb example of a successful workforce neighborhood, people do occasionally need to move-on and sell their HJ homes. In order to ensure the continued viability of these homes as workforce housing the Town will need to provide marketing, applicant selection and closing assistance.				
Ensure that existing Hideaway Junction homes remain a viable option for affordable housing		1-3; 4-1; 4-2	ongoing		
	The original homes in the Hideaway Junction neighborhood are now over ten years old. As the homes age, maintenance costs will become a greater burden on the continued affordability of the properties. The Town should adopt policies that address the costs of maintenance, the costs of capital improvements and the need to provide financial assistance to both homeowners and home buyers.				
Utilize the remaining space in the Hideaway Junction Project to provide quality homes		1-1; 4-1; 4-2; 4-3	18 months per phase		
	The people of Winter Park view Hideaway Junction as an important and beneficial part of our town. It is important that the Town continues to develop the site in a manner that will utilize design and construction practices that enhance the sense of neighborhood and community while still providing quality housing at an affordable price.				
Explore and analyze sources of funding to ease financial burden on individual owners		1-2; 1-3; 4-2; 4-3; 4-4	ongoing		
	The Town is committed to providing the resources necessary to create a vibrant workforce housing program; however, to maximize the effectiveness of the program the Town should take advantage of alternative funding sources including state and federal grants as well as private and non-profit sources of funding.				
Examine the effectiveness of low interest loan funds to assist with needed maintenance or to assist with down-payments		1-2; 1-3; 4-1; 4-3	3 months / ongoing		
	Many low-income households are precluded from home ownership simply because they cannot come up with the large amount of money needed for a down payment or money needed when a large scale maintenance problem occurs. To alleviate these problems the Town, in cooperation with its partners, should examine establishing affordable sources of funding that can be utilized by homeowners to meet these needs.				

Establish an annexation policy that incorporates attainable housing requirements		1-1; 2-1; 3-1; 3-2; 4-1; 4-3; 4-4	5 months		
	Having property annexed into the Town of Winter Park confers multiple benefits upon the owners of the property. It also creates a need for more members of the local workforce. The Town will consider establishing policies that leverage the opportunities presented by annexations to further the production of workforce housing.				
Evaluate the housing fee and waiver programs		1-1; 2-1; 3-1; 3-2; 3-3; 4-3; 4-4	3 months		
	The Town's current housing fee structure may not accurately reflect the demand created by the development, while the waiver policies do not accurately account for those workforce housing units that are created as part of the development. The Town should consider updating its fee and waiver policies so that they take into account the actual need for workforce housing that is created by any new development.				
Establish guidelines for selection of housing applicants		1-1; 2-1; 4-1; 4-2; 4-3; 4-4	2 months		
	The demand for attainable housing in Winter Park far out-strips the supply. As a result, when housing opportunities do occur, there tend to be many more applicants than there are units available. The Town should create selection guidelines to ensure that those applicants who are most deserving of housing opportunities are selected to take advantage of the opportunities offered.				
Create and maintain an informative useful web presence		1-2; 2-3; 3-3; 4-2; 4-4	2 month / ongoing		
	An effective web presence is necessary for any program's success. The Town needs to develop an attainable housing website that is informative, interactive and easy to navigate.				
Establish a community outreach program		1-2; 2-3; 3-3; 4-1; 4-2; 4-4	2 months / ongoing		
	The success of the Town's housing programs will rely upon the support and cooperation of the local residents. The Town will work on developing a multi-modal outreach program that uses tools including public meetings, local media outlets and direct communications to keep our citizens informed and involved.				
Utilize Town owned properties to provide a mix of affordable housing		1-1; 2-1; 2-2; 3-2; 3-3; 4-1; 4-2; 4-3; 4-4	Project specific		
	The Town owns numerous parcels of land located throughout Winter Park. These parcels represent a significant investment in attainable housing. The Town should analyze each parcel and determine its best use in providing for the range of attainable housing needed.				

Identify and examine additional parcels for possible acquisition by the Town		1-1; 2-1; 2-2; 4-1; 4-3; 4-4	ongoing		
	The Town's previous acquisition of vacant land has allowed the Town to leverage its position with developers and financial institutions to provide housing and other desired developments. The Town should continue to identify desirable properties and determine if it is prudent to acquire any of the parcels.				
Work with local employers to expand employer assisted housing programs		1-1; 2-1; 3-1; 3-2; 3-3; 4-1; 4-2	ongoing		
	Given the high cost of resort real estate, it has become a common practice in resort communities for businesses to take steps to provide housing for their employees. The Town will work with local employers to acquire or develop employee housing. The Town will also provide support to employers in establishing administrative policies.				
Explore and analyze alternative sources of funding for Town owned or developed projects		1-2; 4-1; 4-3	Project specific		
	There are numerous government agencies, industry groups and non-profits that provide financial assistance for attainable housing. The Town should identify these sources and apply for funding or assistance where appropriate.				
Establish management program for Sitzmark South Apartments		2-1; 2-2; 2-3; 4-1; 4-3; 4-4	2 months		
	The Town is taking on unprecedented responsibilities with the construction of the Sitzmark South Apartments. To ensure the smooth and efficient operation of this project, the Town needs to create a detailed management plan that provides guidelines for responding to tenant issues and maintenance issues.				
Establish economic plan for Sitzmark South Apartments		2-1; 2-2; 2-3; 4-3; 4-4	2 month		
	The Sitzmark South apartments are a considerable financial investment for the Town. The Town should protect this investment by establishing clear and sustainable financial, pricing and accounting practices.				
Evaluate the need for an inclusionary zoning program		1-1; 2-1; 3-1; 3-2; 3-3; 4-1; 4-3; 4-4	5 months		
	When new residences are constructed in Winter Park, they create a need for more members of the local workforce. The Town should explore the effectiveness of off-setting this increased demand for workforce housing with policies that require any new residential developments to provide housing for the number of new local workers that are generated by the development.				
Evaluate the need for a commercial linkage program		1-1; 2-1; 3-1; 3-2; 3-3; 4-1; 4-3; 4-4	5 months		
	In order to meet the Town's housing goals, not only do we need to catch up with demand; we need to keep up with new demand. The Town should examine whether it would be economically viable to establish a commercial linkage program that requires developers of commercial real estate to provide housing to meet the needs of the workers required to staff the new businesses.				

Establish enforcement procedures for covenant controlled properties		1-3; 4-1; 4-3; 4-4	Project specific		
	The Town is currently beneficiary on several deed restricted properties. As we move forward, the Town will become responsible for enforcing a significantly larger number of covenants. The Town will need to establish policies and practices that provide for regular monitoring of all tenants and residents for compliance with the restrictive covenants. The Town will also need to establish a protocol for addressing those residents who are not in compliance with the covenants.				
Update incentive programs		1-1; 2-1; 3-1; 3-2; 3-3; 4-3; 4-4	3 months		
	The Town currently grants incentive payments of up to \$10,000 to help with the construction of workforce housing. The effectiveness of this program should be analyzed and the Town should make any necessary changes to the amount of the incentives, the operations of the program and the requirements of the program.				
Coordinate with water districts on tap fees		1-2; 2-3; 3-3; 4-3	ongoing		
	The Town will continue to work closely with Winter Park Water & Sanitation and with Grand County Water & Sanitation District No. 1 to ensure that tap fees and user fees do not create an overwhelming burden to the affordability of units.				
Establish guidelines for eligible capital improvements		1-3; 4-3; 4-4	2 months		
	One of the keys to maintaining affordability is limiting appreciation of deed restricted units. However, there are times when homeowners complete capital improvements that are either necessary for maintaining affordability or the improvements enhance affordability. The Town needs to create clear guidelines that allow homeowners to recoup their investments in these types of improvements.				
Review and update restrictive workforce/affordable housing covenants		1-3; 4-1; 4-3; 4-4	3 months		
	Attainable properties that are incorporated into the Town's inventory are protected with restrictive covenants designating the Town as beneficiary of the covenants. These covenants should be reviewed and updated to ensure that the Town has ample enforcement protections and to ensure that the covenants adequately protect the affordability of the units.				
Create effective regulations relating to condominium construction		1-1; 3-1; 3-2; 3-3; 4-1; 4-3; 4-4	3 months		
	Many attainable housing projects have been derailed because of the inefficiencies of building condominiums under the state's Construction Defect Action Reform Act ("CDARA"). The Town should examine possible local reforms to CDARA and implement them where necessary.				

Create effective regulations governing homeowners associations		1-1; 1-2; 1-3; 3-1; 3-2; 4-1; 4-2; 4-3; 4-4	3 months		
	Whenever attainable housing units are built in a mixed project with market rate units, there may be situations where the HOA regulations place such a burden on the attainable unit that it becomes unaffordable to the local workforce. To protect its interest in these units, the Town should examine policies that may protect attainable unit owners against over-burdensome HOA regulations.				
Monitor county, state and federal legislation		1-2; 2-3; 3-3; 4-3	ongoing		
	State and federal regulations play a very important role in determining how attainable housing projects are funded and managed. It is important for the Town to keep up to date on legislation that impacts what we are doing in Winter Park.				
Monitor local workforce data and local housing trends		1-1; 2-1; 4-1; 4-3; 4-4	ongoing		
	As the Town of Winter Park continues to grow, the needs and requirements for attainable housing will evolve and change. In order to efficiently direct the Town's efforts, we will need to stay informed about any changes in the local workforce or in the local housing market.				
Identify and coordinate with other housing partners		1-2; 2-3; 3-2; 3-3; 4-3; 4-4	ongoing		
	There are many different entities working on attainable housing. These include government entities, trade-groups and non-profits. The Town should investigate the benefits of coordinating with partners on attainable housing projects.				
Host homebuyer education classes		1-2; 2-3; 4-2	2 month / ongoing		
	In order to have a successful attainable housing project, the Town needs to do more than simply put people in housing; the Town needs to help these people stay in the housing. One way to help people stay in housing is to provide needed educational opportunities dealing with financial management and basic home maintenance. The Town should look into the effectiveness of hosting such classes.				
Provide support to Miller's Inn and Hideaway Junction HOAs, as well as any future attainable housing HOAs.		1-3; 4-1; 4-2; 4-3	1 month / ongoing		
	The prudent management of the homeowners associations that control the Town's attainable properties is necessary to ensure the properties remain affordable and in good condition. The Town should examine the necessity of providing administrative and/or financial support to these HOAs.				
Create a viable accessory dwelling unit program.		2-1; 2-2; 3-1; 3-2; 3-3; 4-1; 4-4	complete		
	A properly designed accessory dwelling unit program can provide significant return to the Town by encouraging the private development of affordable long-term rentals, by helping the Town to monitor and control short-term rentals (VRBO, etc.) and by insuring that the Town can maintain neighborhood functionality and desirability.				