

# Fort Collins City Council Work Session Agenda

6:00 p.m., Tuesday, March 25, 2025  
300 Laporte Avenue, Fort Collins, CO 80521

## NOTICE:

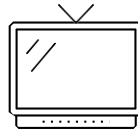
Work Sessions of the City Council are generally held on the 2nd and 4th Tuesdays of each month. Meetings are conducted in a hybrid format, however there is no public participation permitted in a work session.

City Council members may participate in this meeting via electronic means pursuant to their adopted policies and protocol.

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# City Council Work Session Agenda

**March 25, 2025 at 6:00 PM**

Jeni Arndt, Mayor  
Emily Francis, District 6, Mayor Pro Tem  
Susan Gutowsky, District 1  
Julie Pignataro, District 2  
Tricia Canonico, District 3  
Melanie Potyondy, District 4  
Kelly Ohlson, District 5

Council Information Center (CIC)  
300 Laporte Avenue, Fort Collins

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Carrie Daggett  
City Attorney

Kelly DiMartino  
City Manager

Delynn Coldiron  
City Clerk

## **CITY COUNCIL WORK SESSION 6:00 PM**

### **A) CALL MEETING TO ORDER**

### **B) ITEMS FOR DISCUSSION**

#### **1. Staff Report: Bike Park Feasibility Study Update**

The purpose of this staff report is to provide an update on the Bike Park Feasibility Study. The intent of this study is to determine whether a new, community-scale bike park facility is feasible, and if so, to bring clarity on the appropriate size, possible location(s), amenities and costs (capital and on-going maintenance). The study also researches regional and national bike park examples to understand desired features and amenities.

The study objectively evaluates several potential locations throughout the City, including the former Hughes Stadium site. The study is separate from the Hughes Civic Assembly process and will be completed and shared with Council before the completion of the Civic Assembly process to inform future decision making.

During the community engagement phase of the 2021 Park and Recreation Plan, ReCreate, a statistically valid survey was conducted in the winter of 2019 by mail, phone, and web to measure residents' needs across Fort Collins. The demographic makeup of the survey sample reflects the demographic makeup of the City as a whole. Results of the survey show mountain bike courses as a priority investment rating and is ranked eighth on the outdoor facility prioritized list.

#### **2. Council Priority: Operationalize City Resources to Build and Preserve Affordable Housing**

The purpose of this item is to update Council on progress made toward Council's Affordable Housing Priority, provide information on the impact of impact fees on Affordable Housing, and seek input on potential strategies to pursue. Staff will provide: 1) data on the state of housing in Fort Collins; 2) information on programs and strategies that have been implemented to positively impact Fort Collins' housing landscape; 3) information on efforts that staff are exploring or planning for implementation; and 4) ideas for strategies the City can explore in the future.



### 3. Accessory Dwelling Unit Discussion

The purpose of this item is to discuss the requirements of becoming an Accessory Dwelling Unit Supportive Community per House Bill 24-1152 (HB24-1152). HB24-1152 requires subject jurisdictions to permit Accessory Dwelling Units (ADUs) in zone districts where single-unit dwellings are permitted and on lots where a single-unit dwelling exists. Council adopted Ordinance No. 009, 2025 to amend the Land Use Code to comply with HB24-1152.

HB24-1152 creates a grant program for jurisdictions that qualify as an ADU Supportive Community. This grant program provides funding to offset the costs of constructing ADUs, providing technical assistance to persons converting or constructing ADUs, and/or waiving, reducing, or providing financial assistance for ADU associated fees and other costs for ADU Supportive Communities. To become an ADU Supportive Community, eligible jurisdictions must implement one of ten potential programs outlined in HB24-1125. The City has already implemented two of the ten potential eligible programs. Based on the potential impact of two potential programs, this Agenda Item Summary provides an overview of a fee waiver program and pre-approved ADU plans for consideration by Council.

#### **C) ANNOUNCEMENTS**

#### **D) ADJOURNMENT**

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*A solicitud, la Ciudad de Fort Collins proporcionará servicios de acceso a idiomas para personas que no dominan el idioma inglés, o ayudas y servicios auxiliares para personas con discapacidad, para que puedan acceder a los servicios, programas y actividades de la Ciudad. Para asistencia, llame al 970.221.6515 (V/TDD: Marque 711 para Relay Colorado). Por favor proporcione aviso previo. Las solicitudes de interpretación en una reunión deben realizarse antes del mediodía del día anterior.*

## **File Attachments for Item:**

### **1. Staff Report: Bike Park Feasibility Study Update**

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March 25, 2025

# WORK SESSION AGENDA ITEM SUMMARY

City Council



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## STAFF

Dean Klingner, Community Services Director  
Mike Calhoon, Parks Director  
Jill Wuertz, Senior Manager, Park Planning & Development  
Dave "DK" Kemp, Senior Trails Planner, Park Planning & Development

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## SUBJECT FOR DISCUSSION

**Staff Report: Bike Park Feasibility Study Update**

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## EXECUTIVE SUMMARY

The purpose of this staff report is to provide an update on the Bike Park Feasibility Study. The intent of this study is to determine whether a new, community-scale bike park facility is feasible, and if so, to bring clarity on the appropriate size, possible location(s), amenities and costs (capital and on-going maintenance). The study also researches regional and national bike park examples to understand desired features and amenities.

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## BACKGROUND / DISCUSSION

On August 20, 2024, Council appropriated \$70,000 from reserve Conservation Trust Funds to Park Planning & Development to conduct a community-scale bike park feasibility study as directed by Council at the July 11, 2024 Work Session. In December 2024, Park Planning & Development convened a group of representatives from local bicycle organizations to discuss the desired features & amenities of a bike park and to inform the production of a **Bike Park Precedent and Research Report (Attachment 1)**. This report, plus preliminary findings from the feasibility study will be coordinated with the Civic Assembly process to inform its process.

Nine locations within the City's Growth Management Area are being evaluated- please see **Attachment 2, Map of General Site Locations**. Due to the sensitive nature of potential property acquisition, the specific parcels under evaluation are confidential and will be provided to Council as a full report in May 2025.

## ATTACHMENTS

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1. Bike Park Precedent and Research Report
2. Map of General Site Locations
3. Presentation



# Fort Collins Bike Park Feasibility Study



Source: <https://wolflambdesign.com/valmont-bike-park>

## Bike Park Precedent and Research Report

January 2025



The project team looked at five bike parks regionally and nationally. An analysis was conducted to understand unique qualities for each and to identify lessons that could be applied to the future Fort Collins Bike Park. The team researched parks at a variety of scales.

The project team conducted virtual interviews with the City of Rogers, the Boise Parks and Recreation Department, and the Town of Berthoud in early December 2024.

*Note: See Bike Program Summary document for more information about the bike park zones, features, and amenities mentioned in this analysis document.*



Regional

Valmont Bike Park

Boulder, CO  
42 acres



**Source:** <https://wolflambdesign.com/valmont-bike-park>

Regional

Berthoud Bike Park

Berthoud, CO  
20 acres



**Source:** <https://www.reporterherald.com/2024/04/06/berthoud-bike-park-ramps-up/>

Regional

Ruby Hill Bike Park

Denver, CO  
7.5 acres



**Source:** <https://www.alpinebikeparks.com/project/ruby-hill-bike-park>

National

Railyard Bike Park

Rogers, AR  
6 acres



**Source:** <https://nwamotherlode.com/review-of-railyard-bike-park-in-rogers/>

National

J.A. and Kathryn Albertson Family Foundation Bike Park

Boise, ID  
42 acres



**Source:** <https://totallyboise.com/local-stories/articleid/173/the-new-boise-bike-park-is-open>



# Valmont Bike Park

Boulder, CO  
42 acres

Regional Example

- Skill Levels:** All skill levels
- Surfacing:** Natural (dirt)
- Elevation Change:** 78'
- Parking:** Yes, approximately 137 spots
- Park Hours:** 5 a.m. - 11 p.m. daily

## Bike Park Zones

Dirt Jumps	✓
Gravity/Slopestyle Jump Trails	✓
Pump Tracks	✓
Skills Trails	✓
Progressive Drop Zone Trail	
Flow Trails and XC Trails	✓
Dual Slalom	✓

## Additional Bike Features

- Permanent race event podium
- 4 total miles of bike trails
- 24 terrain park features
- Cyclo-cross features

## Land Use/Context

The Valmont Bike Park is located in the East Boulder neighborhood which is primarily industrial. There are some residential land uses to the west of the park. There is an adjacent dog park.

## Amenities

- Restrooms (ADA accessible, year-round)
- Drinking fountains (Seasonal)
- Bike racks
- Playground
- Picnic area
- Shelter
- Historic renovation of the Platt Farm House and plaza\*
- Safety and information signs
- Right of way improvements along two streets\*
- Children play area and mini tot track
- Plantings:
  - Irrigation
  - Landscaping and erosion controls
  - Over 250 trees planted
  - 340 Shrubs and native grasses

*\* Amenities that are adjacent to the park and not directly dedicated to the bike park*

## Access

- Trail Access:**
- There is a bike lane/shoulder along Valmont Road for an east/west bike connection to the park.
  - There are several off-street multi-use paths that enhance connections to the park including the Goose Creek Path, the Boulder Creek Path, and the Foothills Parkway Path.
- Public Transit:**
- The closest bus route includes a 1.1 mile walk to the park from the bus stop.
- Adjacent Streets:**
- The bike park is off of Valmont Road which is a busy arterial street.



Source: <https://wolflambdesign.com/valmont-bike-park>



Source: <https://wolflambdesign.com/valmont-bike-park>

## Unique Attributes

- Largest municipal park in North America
- Wide variety of additional amenities



Regional Example



**Source:** <https://www.reporterherald.com/2024/04/06/berthoud-bike-park-ramps-up/>



**Source:** <https://overlandmtb.org/wp-content/uploads/2024/03/berthoud-bike-park.png>

Unique Attributes

- Designed to provide regional draw

# Berthoud Bike Park

Berthoud, CO  
20 acres

- Skill Levels:** All skill levels
- Surfacing:** Natural (dirt) and paved (asphalt)
- Elevation Change:** Minimal
- Parking:** Yes, approximately 52 spots
- Park Hours:** Dawn to dusk daily (weather allowing)

## Bike Park Zones

Dirt Jumps	
Gravity/Slopestyle Jump Trails	✓
Pump Tracks	✓
Skills Trails	✓
Progressive Drop Zone Trail	
Flow Trails and XC Trails	
Dual Slalom	✓

## Additional Bike Features

- Kids bicycle playground

## Land Use/Context

The Berthoud Bike Park is adjacent to the Loveland Reservoir. There are residential neighborhoods to the south and east, and open spaces to the north and west. Highway 287 runs along the west side of the park.

## Amenities

- Restrooms (ADA accessible, year-round)
- Portable toilets
- Bike repair station
- Bike pump
- Water fountains

## Access

- Trail Access:**
  - Not currently connected to a larger trail system but there are plans to provide trail connections in the future.
- Public Transit:**
  - There is not good access via public transit.
- Adjacent Streets:**
  - Local streets connect to the bike park from the residential neighborhood to the south. Highway 287 runs adjacent to the park on the west side, which creates a significant barrier.



# Ruby Hill Bike Park

Denver, CO  
7.5 acres

Regional Example

- Skill Levels:** All skill levels
- Surfacing:** Natural (dirt)
- Elevation Change:** Approximately 45'
- Parking:** Yes, approximately 46 spots
- Park Hours:** Sunrise to sunset daily

## Bike Park Zones

Dirt Jumps	✓
Gravity/Slopestyle Jump Trails	✓
Pump Tracks	✓
Skills Trails	✓
Progressive Drop Zone Trail	
Flow Trails and XC Trails	✓
Dual Slalom	

## Additional Bike Features

- Additional 1.7 mile multi-use natural surface loop trail around perimeter of Ruby Hill Park

## Land Use/Context

The land use to the west and northwest of the park is residential. There are mixed uses to the south and northeast of the park. The South Platte River and the South Platte River Drive create a significant barrier on the east side of the park.

**Amenities** *Note - These amenities are all included within the larger Ruby Hill Park. While accessible by bike park users they are not dedicated amenities for the bike park.*

- Restrooms (about 300' away from the bike park near the baseball and softball fields)
- Baseball fields
- Softball fields
- Picnic areas
- Levitt Pavilion (which holds concerts)
- Playground
- Community gardens
- Shade structures

## Access

- Trail Access:**
- Ruby Hill Park connects to the South Platte River Trail, a multi-use City of Denver trail.
  - There is a bike lane along the north side of Ruby Hill Park and a buffered bike lane on the south side of the park.

- Public Transit:**
- There is not good access via public transit.

- Adjacent Streets:**
- The streets to the north and south of the park are arterial streets, both major roads designed for high-volume through traffic. South Platte River Drive is a collector street on the east side of the park, a low-to-moderate-capacity road. These bordering streets create high traffic stress routes to the park.



**Source:** <https://www.alpinebikeparks.com/project/ruby-hill-bike-park>



## Unique Attributes

- The bike park is part of Ruby Hill Park, an 80-acre park in Denver with several active and passive recreational amenities

**Source:** <https://americanrampcompany.com/projects/ruby-hill-bike-park-denver-co/>



National Example



**Source:** <https://nwamotherlode.com/review-of-railyard-bike-park-in-rogers>



**Source:** <https://americanrampcompany.com/projects/the-railyard-bike-park-rogers-ar/>

- Unique Attributes**
- The bike park utilizes recycled rail infrastructure, like a full-scale recycled rail car set on real railroad tracks.
  - One of the few bike parks in the country that is lit up at night.
  - Opened in 2016 as a natural surface park, paved the entire park in 2019 due to maintenance issues.

# Railyard Bike Park

Rogers, AR  
6 acres

- Skill Levels:** All skill levels
- Surfacing:** Paved (asphalt)
- Elevation Change:** 26'
- Parking:** Yes, approximately 79 spots
- Park Hours:** 6 a.m. - 10 p.m. daily

## Bike Park Zones

Dirt Jumps	✓
Gravity/Slopestyle Jump Trails	✓
Pump Tracks	✓
Skills Trails	✓
Progressive Drop Zone Trail	
Flow Trails and XC Trails	
Dual Slalom	

*Note - The dirt jumps are paved with prefabricated ramps.*

## Amenities

- Restrooms (seasonal)
- Doggie stations
- Drinking fountains
- Walking trail
- Parking
- Picnic tables
- Two-story pavilion (upper level able to be rented for events)

## Access

- Trail Access:**
- The bike park connects to the Railyard Loop which is a 15-mile loop trail that connects downtown Rogers to the Razorback Greenway and Uptown Rogers.
- Public Transit:**
- There is not good access via public transit.
- Adjacent Streets:**
- The bike park is on a local road.

## Additional Bike Features

- Kids area with a mini pump track and obstacle course
- Bike park lit up at night

## Land Use/Context

The bike park is adjacent to a low density residential neighborhood with low-income disadvantaged populations. There are commercial and industrial land uses to the north that are inaccessible due to a ravine. The trail system connects to Lake Atalanta Park which is a 236-acre park. There is an adjacent dog park.



# J.A. and Kathryn Albertson Family Foundation Bike Park

Boise, ID  
10 acres

National Example

- Skill Levels:** All skill levels
- Surfacing:** Paved (asphalt) and natural (dirt)
- Elevation Change:** 26'
- Parking:** Yes, approximately 18 spots. Overflow parking across the street
- Park Hours:** Sunrise to sunset daily (weather permitting)

## Bike Park Zones

Dirt Jumps	
Gravity/Slopestyle Jump Trails	✓
Pump Tracks	✓
Skills Trails	
Progressive Drop Zone Trail	
Flow Trails and XC Trails	✓
Dual Slalom	

## Amenities

*Note - These amenities are shared by the bike park and the adjacent dog park.*

- Shade structure
- Restrooms
- Drinking fountains
- Parking

## Access

- Trail Access:**
  - Access to the Ridge to Rivers Trail System.
- Public Transit:**
  - There is not good access via public transit.
- Adjacent Streets:**
  - The streets adjacent to the bike park are neighborhood residential streets, creating a low traffic stress way to get to the bike park.

## Additional Bike Features

- Designed to ensure that anyone using adaptive equipment can still ride throughout the entire park.

## Land Use/Context

Mixed uses surround the bike park. There is a hospital, senior center, residential areas, university buildings, are preserved open spaces. There is an adjacent dog park.



**Source:** <https://www.jkaf.org/stories/the-boise-bike-park-reinventing-outdoor-spaces-for-all/>



**Source:** <https://visitboise.com/meeting-place/j-a-and-kathryn-albertsons-family-foundation-bike-park/>

## Unique Attributes

- Land was originally part of the military reserve and served as an unspoken dog park
- Initial push back from nearby residents. Project team promised to do a post-occupancy survey before starting to host any events on-site



# Bike Park Zones

The project team reviewed current bike park standards, best practices, and precedents to evaluate the type of bike features that are commonly desired at a community-scale bike park. The following list of features provides an overview of these features including key design considerations and sizing recommendations.

## Dirt Jumps

These are comprised of rollers, tabletop jumps, gap jumps, step down and step up jumps, hip jumps, berms and ‘rhythm’ features. These are suited for both MTB and BMX.

**Design Considerations:**

- Separate Beginner, Intermediate and Advanced trails for progression
- Natural surface trails consist of custom clay/sand blend.
- Slope and Area Requirements
  - 1% - 3% optimal grade with steeper start hill/run-in
  - 60,000 SF area (400lf x 150lf) is adequate
- Design should incorporate various line options to provide a multitude of riding experiences
- Option to incorporate prefabricated jump lips to reduce maintenance
  - Pros and Cons depending on rider preference
- Natural surface construction allows for dirt jumps to evolve over time, providing new experiences for riders
  - Popular trails for volunteer maintenance engagement
- Characterized by tighter feature spacing, steeper lips and landings, requiring less slope/grade for speed generation

**Maintenance Considerations:**

- Higher maintenance requirements due to steeper trail treads and natural surface construction
  - Requires easy water access for maintenance
  - Option of incorporating soil stabilizer to reduce maintenance and increase longevity of finished tread surface

**Adaptive Considerations:**

- Beginner and intermediate dirt jump lines can be designed/built to accommodate adaptive cyclists via sufficient trail tread width and “rollable” features (no “gap” jumps)



Source: <https://www.redbull.com/se-en/matt-jones-rides-gorge-trails>

## Gravity/Slopestyle Jump Trails

These are comprised of rollers, drops, tabletop jumps, berms, and prefabricated ‘slopestyle’ riding features (wall rides, whale tails, ladder drops, etc). These are MTB oriented (less suited for BMX).

**Design Considerations:**

- Slope and Area Requirements
  - 3%-6% optimal trail grade
  - 100,000 SF area is adequate
- Beginner, Intermediate and Advanced trails for progression
- Natural surface trails consisting of custom clay/sand blend
  - Option to incorporate asphalt surfacing throughout, or on select features (berms, jump lips, etc) to reduce maintenance
  - Option to incorporate rock/paver armoring in higher impact areas (berms, drainage areas, etc) to reduce maintenance
- Characterized by more broadly spaced features optimized for higher speed riding experience, slightly steeper slope requirement for speed generation
- Trails should be separated with strategic points of convergence to allow for varied line options

**Maintenance Considerations:**

- Moderate maintenance requirements due to natural surface construction and higher speed usage
  - Required irrigation for maintenance and vegetation establishment between trails and on side slopes

**Adaptive Considerations:**

- Beginner and intermediate trails can be designed/built to accommodate adaptive cyclists via sufficient trail tread width and “rollable” features (no “gap” jumps)



Source: FlowRide Concepts

## Pump Tracks

These are comprised of rollers, berms and optional jump features. There is an option to incorporate prefabricated wall rides. These can accommodate Beginner, Intermediate and Advanced riders.

**Design Considerations:**

- Natural (clay/sand blend), Asphalt or Concrete surface options
  - Asphalt surface is most common in modern bike parks
  - Asphalt or Concrete surfacing allows for other recreational users (skateboards, scooters, etc)
- Slope and Area Requirements
  - Flat area required
  - Small pump track ~10,000 SF
  - Larger pump track ~25,000+ SF
- Typically includes sub-grade drainage system
- Suited for both MTB and BMX
- Optimal to have a separate Beginner or ‘Strider’ track for kids and novice riders to develop pump track skills
- Size and spacing of rollers and berms critical to a well-functioning pump track
- Minimum of 2 elevated staging/start areas for riders to rest and reset
- ‘Infield’ areas can be grass, turf or decorative gravel
  - Should deter riders from cutting between trails but safe for accidental falls

**Maintenance Considerations:**

- Paved pump tracks are preferable to minimize maintenance concerns

**Adaptive Considerations:**

- Can be designed/built to accommodate adaptive cyclists via sufficient trail tread width requirements



Source: <https://www.parksfdn.com/bikepumtrack>



## Skills Trails

Natural surface ‘singletrack’ trail built for technical skills progression. These are Comprised of features including rollers, berms, technical rock gardens, prefabricated ladder bridge features, ‘skinny’ log or bridge features, and XC singletrack trail built to replicate local trail characteristics. These are MTB oriented.

**Design Considerations:**

- Can be located on flat ground or sloped terrain
- Oriented in a loop or integrated into perimeter trails
- Beginner, Intermediate and Advanced trails for progression

**Maintenance Considerations:**

- Lower maintenance requirement

**Adaptive Considerations:**

- Can be designed/built to accommodate adaptive cyclists via sufficient trail tread width and skill feature (wood or rock) width requirements



Source: FlowRide Concepts



Source: <https://www.denverpost.com/2021/04/27/yard-mountain-bike-skills-park-fremont/>

## Progressive Drop Zone Trail

Natural surface trail built for drop skills progression. These are comprised of rollers, prefabricated or wooden drop features with progressive, varied heights. These are MTB oriented.

**Design Considerations:**

- Requires ~5% or greater grade
- Beginner, Intermediate and Advanced progression

**Maintenance Considerations:**

- Lower maintenance requirement

**Adaptive Considerations:**

- Can be designed/built to accommodate adaptive cyclists via sufficient trail tread width and “rollable” drop features



Source: FlowRide Concepts



Source: FlowRide Concepts

## Flow Trails and XC Trails

Natural surface trails built to replicate experience of area MTB trails. These are comprised of rolling contours, berms, tabletops, natural rock features.

**Design Considerations:**

- Flow Trails require sloped terrain
- XC Trails suitable for sloped or flat terrain
- Suited for Beginner, Intermediate and Advanced riders
- Offers more traditional MTB experience

**Maintenance Considerations:**

- Lower maintenance requirement

**Adaptive Considerations:**

- Can be designed/built to accommodate adaptive cyclists via sufficient trail tread width



Source: FlowRide Concepts



Source: <https://mtbzone-bikepark.com/en/willingen/trails/flow-trail>



# Dual Slalom

These are natural surface race tracks with dual, ‘mirrored’ trails for heads up racing. These are comprised of rollers, rhythm sections, jumps and berms. These are MTB oriented. Can accommodates beginner, intermediate and advanced riders. These features are essential to support collegiate level race events.

- Design Considerations:**
- 1,000+ LF minimal length
  - Requires minimum 3-4% grade

- Maintenance Considerations:**
- Higher maintenance requirements due to higher speeds and steeper bermed surfaces

- Adaptive Considerations:**
- Can be designed/built to accommodate adaptive cyclists via sufficient trail tread width



Source: FlowRide Concepts



Source: FlowRide Concepts

# criterium Training Course

A criterium race is a bicycle race of a specified number of laps on a closed course over public roads closed to normal traffic. Criterium training courses replicate the racing conditions for road bikers to train.

- Design Considerations:**
- Ideal lap on a training course ranges from .5 miles to 1.5 miles
  - Incorporate a closed-loop design with varied cornering angles to simulate real criterium conditions
  - Maintain a minimum width of 20’ to allow safe passing and group riding
  - Include small elevation changes (if possible) to challenge riders
  - Position barriers or buffers at high-speed corners and avoid sharp obstacles near track edges
  - Ensure a smooth, durable surface with good traction, such as asphalt or concrete

- Maintenance Considerations:**
- Inspect for cracks and surface damage regularly
  - Implement routine cleaning to remove debris, leaves, and gravel
  - Maintain clear directional and safety signs

- Adaptive Considerations:**
- Provide accessible entry points



Source: <https://www.trainerroad.com/blog/5-best-workouts-for-criterium-racers/>

# Cyclocross Course

A cyclocross training course is a designed or improvised track used to train for cyclocross racing, a type of off-road cycling competition. Cyclocross races are characterized by a mix of surfaces, including dirt, grass, gravel, sand, and even pavement, with obstacles that may require dismounting and carrying the bike.

- Design Considerations:**
- Include varied terrain for the cyclocross course, including grass, dirt, gravel, sand, or small sections of pavement to mimic race conditions
  - Utilize existing terrain features like hills, slopes, and wooded areas for authenticity
  - Include a mix of fast straightaways, technical turns, and challenging obstacles to provide variety
  - Aim for a la length between 1.4 to 2 miles
  - Consider including skill zones for participants to practice dismounting and re-mounting their bikes and to practice bike-handling drills
  - Ensure any barriers meet regulation height for competition practice, 15.75 inches maximum
  - Consider including run-ups, sand pits, stairs, and off-camber sections as obstacles

- Maintenance Considerations:**
- Maintain the terrain on the course by repairing ruts, ensuring proper drainage, and inspecting the obstacles for safety and functionality
  - Check for hazards and replace damaged course markers to enhance safety
  - Monitor wet or frozen areas to prevent damage and consider temporary closures when necessary

- Adaptive Considerations:**
- Provide accessible entry points



Source: <https://www.cxmagazine.com/faq-what-to-expect-cyclocross-course>



# Accessory Elements and Amenities

The project team identified the following accessory elements and amenities that are frequently included in community-scale bike park designs.

## Entry Plaza

- Safety Signage and Bike Park Map
- Bike rack
- Bike repair station
- Locking entry gate to control access (weather/seasonal closures)



**Source:** <https://americanrampcompany.com/projects/portland-or-gateway-green/>

## Spectator Areas

- Main spectator area with shade structure and picnic seating oriented with views overlooking bike park
  - Often located proximal to pump track and/or beginner trails
- Smaller 'satellite' spectator areas located within view shed of advanced jump trails and/or 'signature' features
  - Picnic table
  - Crusher fine surfacing



**Source:** <https://www.redbull.com/in-en/soderstrom-pump-track-racing>

## Access/Service Trails

- 10' wide crusher fine access trails for maintenance and emergency vehicle access



**Source:** <https://www.westminsterco.gov/ParksRecreation/ParksTrailsOpenSpace/OpenSpaceTrails>

## Shade Structure

- Minimum 20'xw20' shade structure with picnic tables



**Source:** <https://www.flickr.com/photos/bouldercolorado/albums/72157634244459549/>

## Maintenance/Equipment Storage Shed

- ~10'x20' shed for tool and equipment storage



**Source:** <https://www.coloradosheds.com/storage-sheds/royal-gorge-wood-shed/>

## Material Storage Area

- Proximal to Maintenance Shed
- Bays for dirt and material storage



**Source:** <https://www.hollyandsmith.com/portfolioproject/new-orleans-city-park-golf-course-maintenance-buildings>

## Bike Repair Station

- Bike tools, tire pump



**Source:** <https://www.duo-gard.com/bike-repair-stations-so-popular-duo-gard-expands-line-2/>

## Restroom Facility



**Source:** <https://romtec.com/large-restrooms/>

## Parking Area



**Source:** <https://www.stthomas.edu/visit-us/parking-transportation/>

## Overflow Parking



**Source:** <https://www.newbiggintowncouncil.gov.uk/events/overflow-car-parking-2/>

## Fencing and Landscaping

- Post and rail fencing around bike park perimeter to help control access
- Landscaping to be planted in non-riding zones to reduce erosion and enhance site aesthetics



**Source:** <https://wolflambdesign.com/valmont-bike-park>

## Pavilion



**Source:** <https://nwamotherlode.com/review-of-railyard-bike-park-in-rogers/OpenSpaceTrails>



# Maintenance

Regular maintenance is required for the successful operation and management of a safe bike park facility. Routine tasks include, but are not limited to:

- Monitoring of trail and feature conditions, reporting any issues
- Watering of natural surface trails (especially dirt jumps and slopestyle trails) During peak use
- Raking and re-compaction of impacted features and trail tread
- Clearing debris and loose aggregate from trail tread
- Inspecting and repairing hardware and decking on prefabricated and wooden structures
- Flow checking (riding trails) and revisions/improvements of trails and features
- Inspection and maintenance of signage

Annual maintenance budget is typically estimated at 5-10% of total construction cost. This can be reduced by utilizing hard surfacing (asphalt, concrete, etc.) and prefabricated riding features.

Regular maintenance can be conducted in various ways:

## Internal Staff

- Full time or Part time seasonal position responsible for managing bike park maintenance. Ideal candidate would be dependable local rider with experience building and maintaining a bike park
  - **Pros** – efficient internal management of maintenance process and procedures / reliable staff labor
  - **Cons** – lacks community engagement / effectiveness depends on skills and availability of staff

## Volunteers

- The City implements a comprehensive volunteer builder maintenance training program outlined in an Operations Plan and Memorandum of Understanding (MOU) with a local user/advocacy group
  - **Pros** – Community engagement can result in “ownership” of the park, empowering entire community of builders to take pride in upkeep of the bike park
  - **Cons** – requires significant planning, coordination and oversight by staff. Availability and dependability of volunteers is inconsistent and challenging. Effectiveness depends on skills and experience of volunteers / requires professional training for volunteers/leaders

## Contractor

- Professional bike park contractor would fulfill all maintenance requirements and procedures, logging maintenance activities with status reports
  - **Pros** – ensures professional maintenance occurs on regular basis / requires minimal oversight / accountability and quality control
  - **Cons** – lacks community engagement unless contractor is tasked with engaging volunteers to assist with maintenance

## Hybrid

- Could include contractor + volunteer or contractor + staff maintenance programs where contractor is responsible for maintenance trainings for volunteers and/or staff, and performing regular inspections to support volunteer/staff maintenance efforts and procedures
  - **Pros** (for contractor + staff) – ensures professional oversight / ensures maintenance performed on regular basis
  - **Cons** – effectiveness depends on skill level of staff / doesn’t facilitate community engagement

# Best Practices for Risk Management

- Create a Master plan for the bike park aligned with best practices for the design and operation of a bike park facility (offer progression, optional lines, adequate sight lines, adequate buffer on fall zones, etc.)
- Ensure the park has a comprehensive signage program including rules, regulations and way finding
- Ensure the park has adequate barrier between participants and spectators, and clearly signed entry and exit points
- Develop an operations and management plan and MOU with the active volunteer group (if applicable). The operations plan should include a risk management plan, signage plan, maintenance plan and plan for tracking/managing incidents and accidents
- The park design, operation and management plans and MOU should be reviewed and approved by staff and/or consulting risk manager
- Integrate a method to enforce park rules, set hours of operation and required use of safety apparel
- Introduce periodic law enforcement patrol of the park
- The park should be routinely inspected and maintained with reports logged
- All organized events should be supervised and require purchase of liability insurance through the sanctioning event body

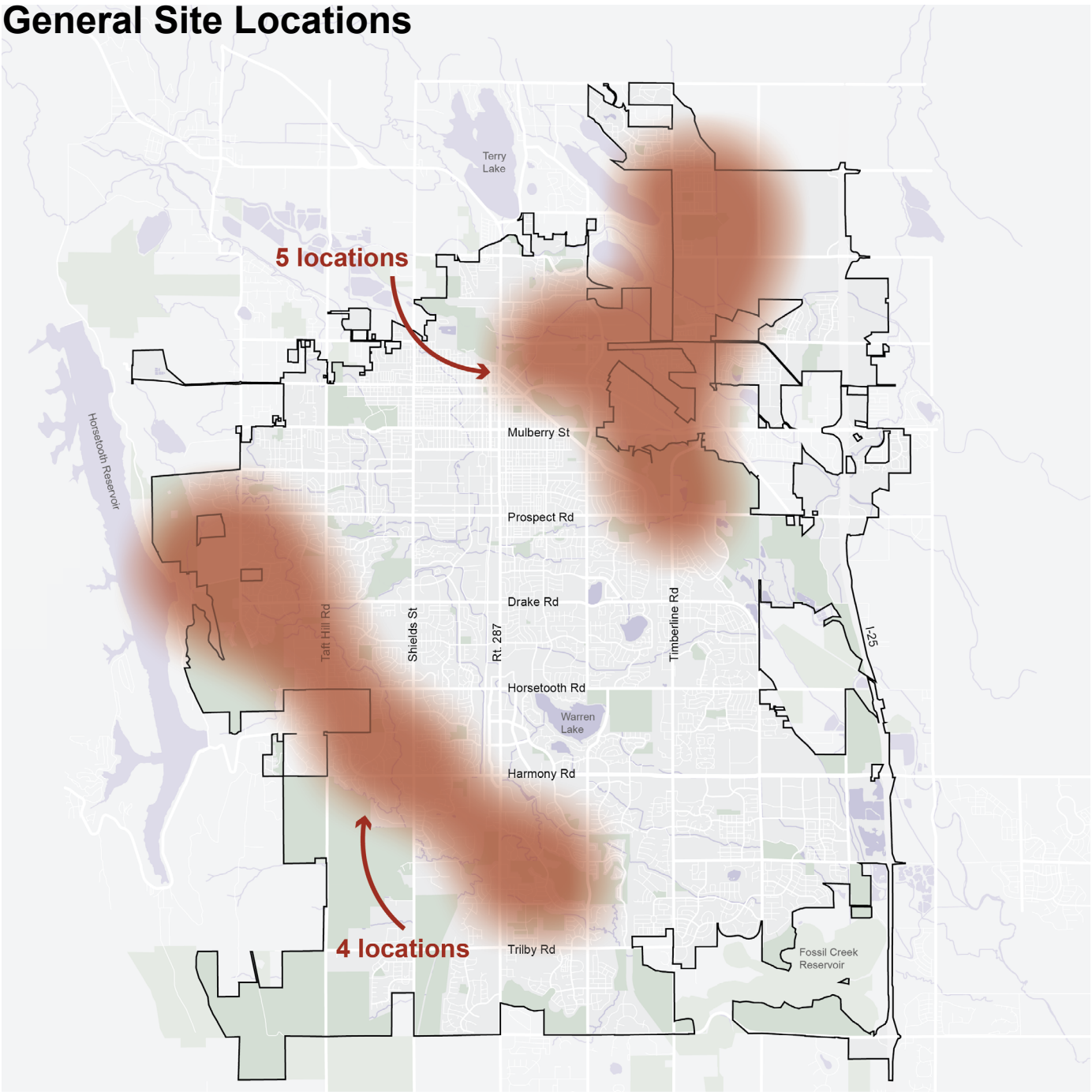


Source: <https://www.flickr.com/photos/fortcollinsgov>



Source: <https://www.flickr.com/photos/fortcollinsgov>

# General Site Locations





# Bike Park Feasibility Study Update

## Council Work Session Staff Report

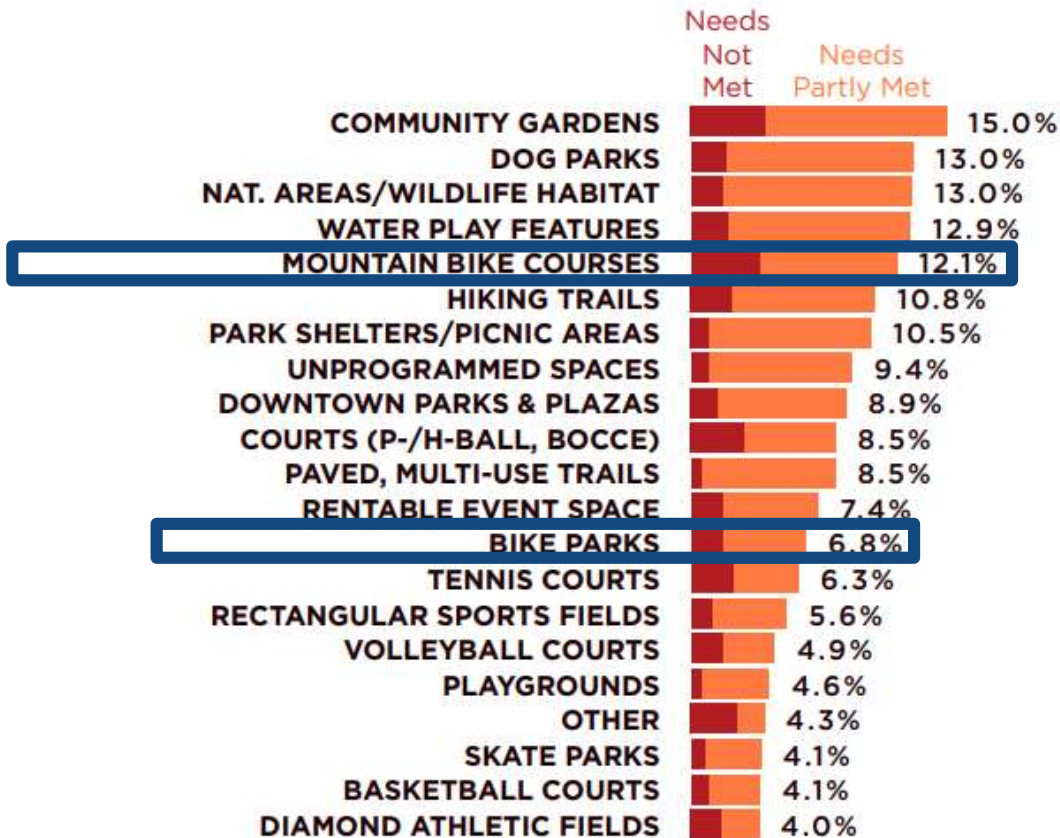
Dean Klingner  
Community Services Director

Dave “DK” Kemp  
Trails Planner





# mand for a Bike Park in Fort Collins



- ReCreate - 2021 Parks & Recreation Master Plan
  - Public desire for mountain bike courses emerged
  - Based on participation trends, the plan recommended increasing the number of “BMX courses”
- Strong community advocacy around support for a unique, legacy bike park in Fort Collins

# Existing Features in Neighborhood Parks

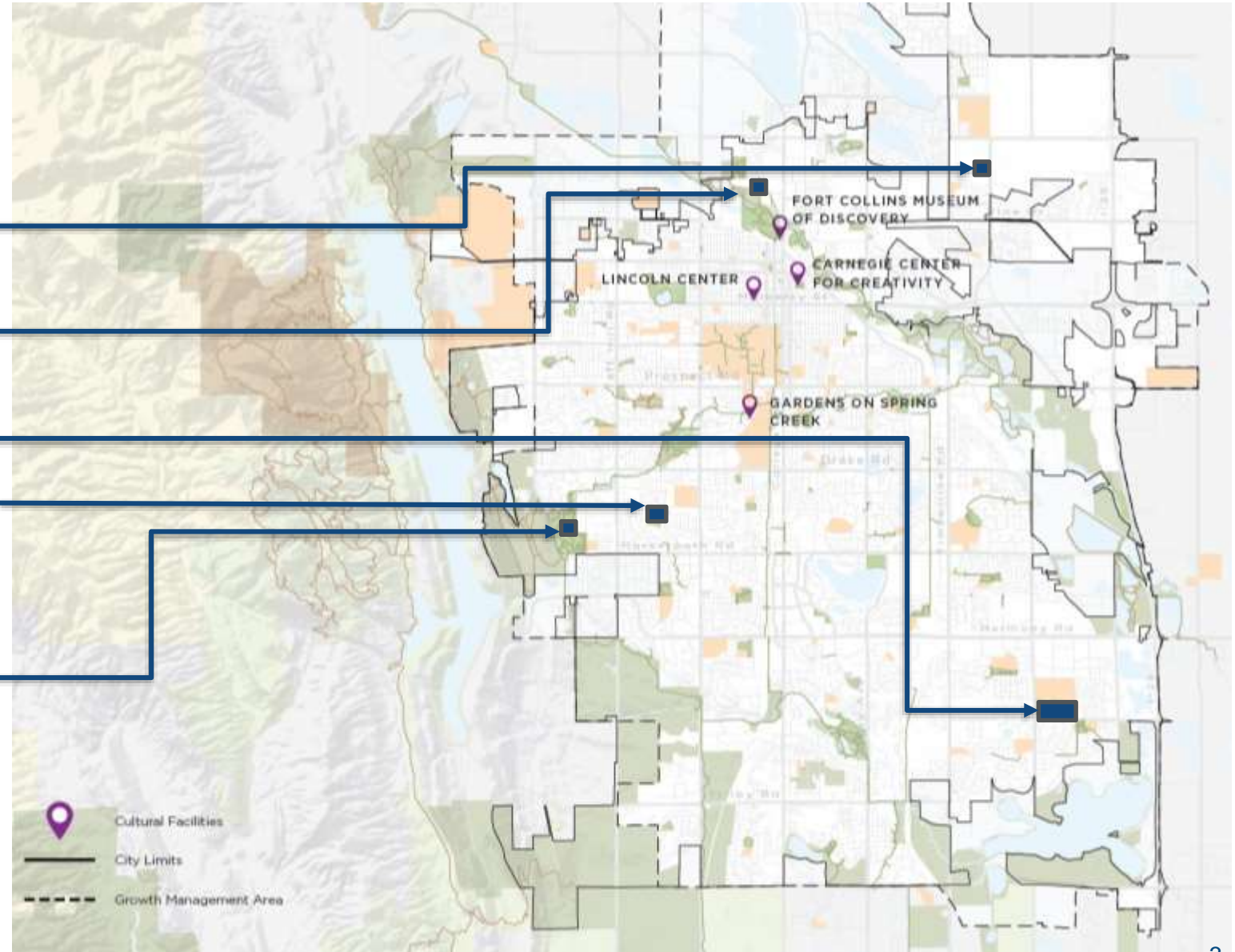
0.27 acre pump track at Traverse Park

0.53 acre pump track at Soft Gold Park

2.0 acre BMX course at Twin Silo Park

Rossborough Park cyclo-cross skills course  
- .71 mile loop

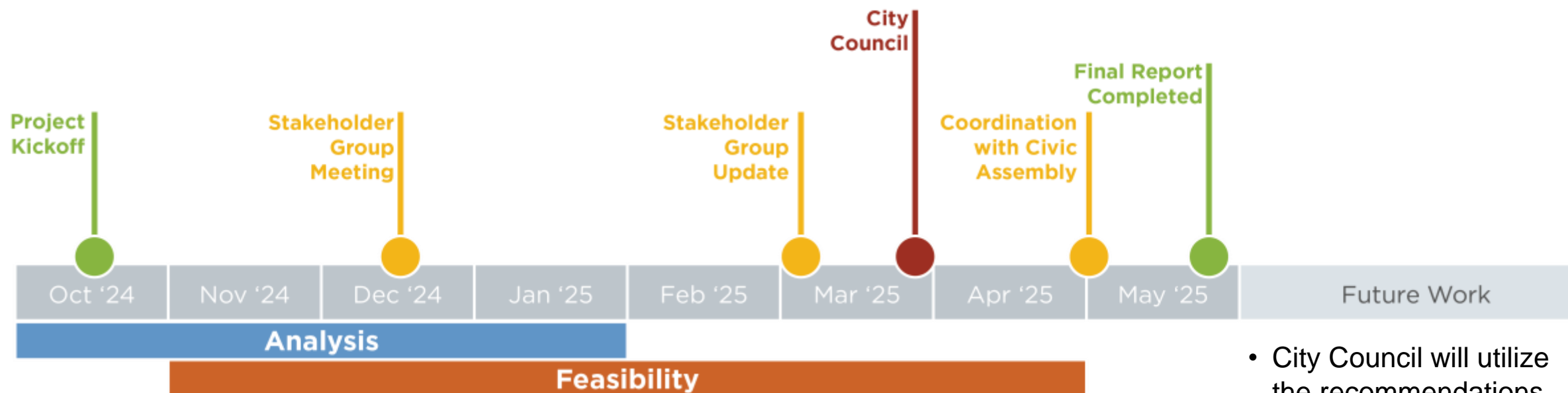
0.7 acre mountain bike skills course  
at Spring Canyon Park



# Purpose of this Feasibility Study

- To determine if a new, community-scale bike park facility is feasible. If so, the appropriate size, location, amenities and cost.
- This study includes:
  - **Bicycle Organization Engagement**
    - To understand critical bike park features & amenities
  - **Analysis:**
    - Study characteristics of regional and national bike parks
    - Research bike park features, amenities, and maintenance
  - **Feasibility study:**
    - Development of site evaluation criteria
    - Analysis of several sites
    - Understand capital and on-going costs; and potential funding strategies

# Feasibility Study Timeline



- City Council will utilize the recommendations from this report to inform the bike park decision making process, including amenities, features, and location.



- **Hughes Civic Assembly:**
  - **2021** – Ballot measure designated the area for "parks, recreation, and open lands, natural areas, and wildlife rescue and restoration."
  - **2023** – City purchased Hughes Stadium property from CSU
  - **2025** – Civic Assembly process begins
    - Aims to engage a diverse group of residents in collaborative decision-making, ensuring that the site's development aligns with community needs
- The **Bike Park Feasibility Study** is a separate study to objectively evaluate several sites, including the former Hughes Stadium site





**Valmont Bike Park**  
**Boulder, CO**  
**42 acres**



**Berthoud Bike Park**  
**Berthoud, CO**  
**20 acres**



**Ruby Hill Bike Park**  
**Denver, CO**  
**7.5 acres**





**Railyard Bike Park**  
**Rogers, AR**  
**6 acres**



**J.A. and Kathryn Albertson Family  
Foundation Bike Park**  
**Boise, ID**  
**10 acres**



# Item 1. Bike Park Precedent Report – Features









- **Features in High Demand:**
  - Asphalt pump track with separate tracks designed for different ages and skill levels
  - Criterium training course
  - Dual slalom features to support collegiate racing events
- **Amenities in High Demand:**
  - Shade elements
  - Space to host community events



- Desire to create a large-scale **legacy community bike park** beyond the neighborhood-scale amenities currently available
- Support for a **progressive experience**, offering features that cater to skill development over time.
- Desire for **significant elevation** change to create challenging and adventurous experience.
- Support for **intermediate features** to bridge the gap between beginner and advanced elements.



## Physical Characteristics

- Is there elevation change?
- Can the site accommodate the elements of a comprehensive community-scale bike park?

## Environmental Considerations

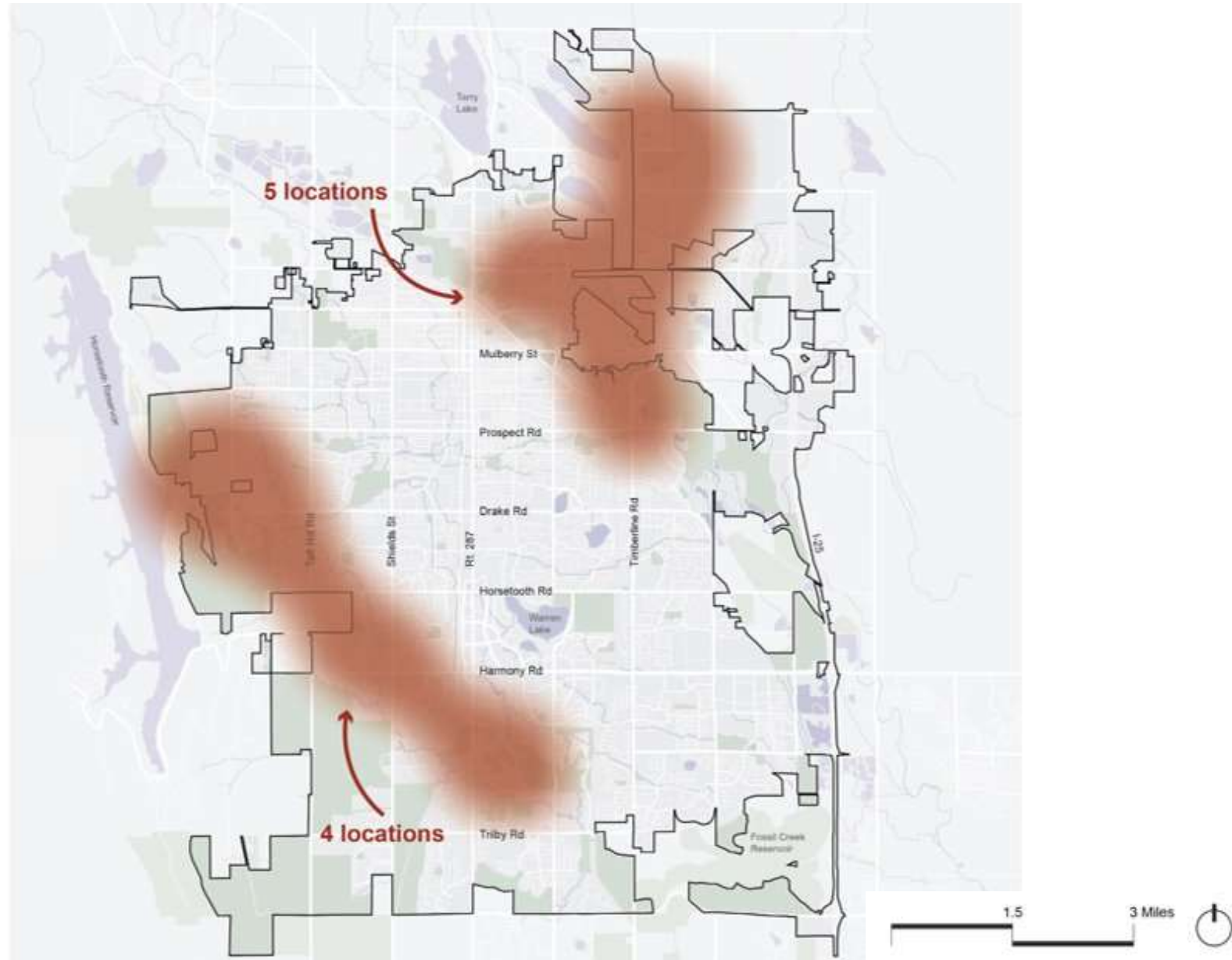
- Is the site in a floodplain?
- Are there archaeological/indigenous elements on site?
- Is there an existing tree canopy?
- Wildlife habitat or other ecological impacts?

## Land Use & Connectivity

- What are the adjacent land uses?
- Ability to expand over time?
- What are the adjacent road types?
- Is there access to public transit?
- Is there a connection to the trail system?

## Property Acquisition

- What is the ease of acquisition?





**File Attachments for Item:**

**2. Council Priority: Operationalize City Resources to Build and Preserve Affordable Housing**

The purpose of this item is to update Council on progress made toward Council's Affordable Housing Priority, provide information on the impact of impact fees on Affordable Housing, and seek input on potential strategies to pursue. Staff will provide: 1) data on the state of housing in Fort Collins; 2) information on programs and strategies that have been implemented to positively impact Fort Collins' housing landscape; 3) information on efforts that staff are exploring or planning for implementation; and 4) ideas for strategies the City can explore in the future.

March 25, 2025

## WORK SESSION AGENDA ITEM SUMMARY

City Council



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### STAFF

Jacob Castillo, Chief Sustainability Officer  
Vanessa Fenley, Sr. Housing Manager

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### SUBJECT FOR DISCUSSION

**Council Priority: Operationalize City Resources to Build and Preserve Affordable Housing**

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### EXECUTIVE SUMMARY

The purpose of this item is to update Council on progress made toward Council's Affordable Housing Priority, provide information on the impact of impact fees on Affordable Housing, and seek input on potential strategies to pursue. Staff will provide: 1) data on the state of housing in Fort Collins; 2) information on programs and strategies that have been implemented to positively impact Fort Collins' housing landscape; 3) information on efforts that staff are exploring or planning for implementation; and 4) ideas for strategies the City can explore in the future.

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### GENERAL DIRECTION SOUGHT AND SPECIFIC QUESTIONS TO BE ANSWERED

1. Are there other things Council is hearing from the community about housing in Fort Collins that we should consider?
2. Considering the actions taken to operationalize City resources, is there anything specific that resonates?
3. Given the complexities in the housing market, are there any areas of work that Councilmembers would like to explore more deeply?
4. How would Council like to be kept informed on progress?
5. What feedback do Councilmembers have on the status and next steps of work in progress?
6. Is there a set of outcomes Councilmembers would like emphasized more?
7. When considering activities with long-term and near-term impact, should staff focus on one more than another?
8. Is there anything staff didn't cover that staff should consider for the future?



## BACKGROUND / DISCUSSION

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On February 27, 2024, Council passed Resolution 2024-013, adopting a Council priority to operationalize City resources to build and preserve Affordable Housing. Five objectives outline actions to advance this priority:

1. Expedite review of affordable housing projects to achieve decisions within 90 days or less; and to encourage development of more affordable housing
2. Expand programs for healthy and stable housing – particularly for unhoused or precariously housed residents, renters, and lower-income homeowners
3. Reduce fees for affordable housing projects and evaluate all newly proposed City regulations and fees for anticipated impact on cost to build housing
4. Create sustainable, long-term source(s) of dedicated local funding for housing
5. Identify City resources that could be dedicated to affordable housing; work with housing authority and partners to leverage resources into new/preserved units

This Council priority aligns with ongoing work to ensure **everyone has healthy, stable housing they can afford**, outlined in the City's Housing Strategic Plan (HSP), enacted in 2021. The HSP includes 26 strategies designed to increase supply and affordability, increase housing choice, increase stability, improve equity, preserve existing affordable housing, and increase accessibility.

## CONTEXT

### Context: Housing Goals

The City aims to have 10% of housing units at buildout qualify as deed-restricted Affordable Housing. Achieving this goal would require adding approximately 282 Affordable units annually. In addition, to access State funding through Prop 123, in 2023 the City committed to increase its Affordable Housing stock by 9% over three years. This corresponds to adding 555 total units or 185 units annually of Affordable Housing.

Figure 1 captures these two housing targets alongside data on the actual number of Affordable Housing units developed annually. In addition, the number of units funded for rehabilitation and preservation are included. Including preservation in assessments of progress towards targets matters for two reasons. First, if current Affordable units are not preserved, the community must develop even more new Affordable Housing to reach the target of 10% deed-restricted Affordable Housing units. Second, preserving Affordable Housing often requires using the same resources developers rely on to build new housing (e.g., Low Income Housing Tax Credits or LIHTC). Accounting for preservation needs must be considered when assessing the capacity of the community to develop new Affordable units.

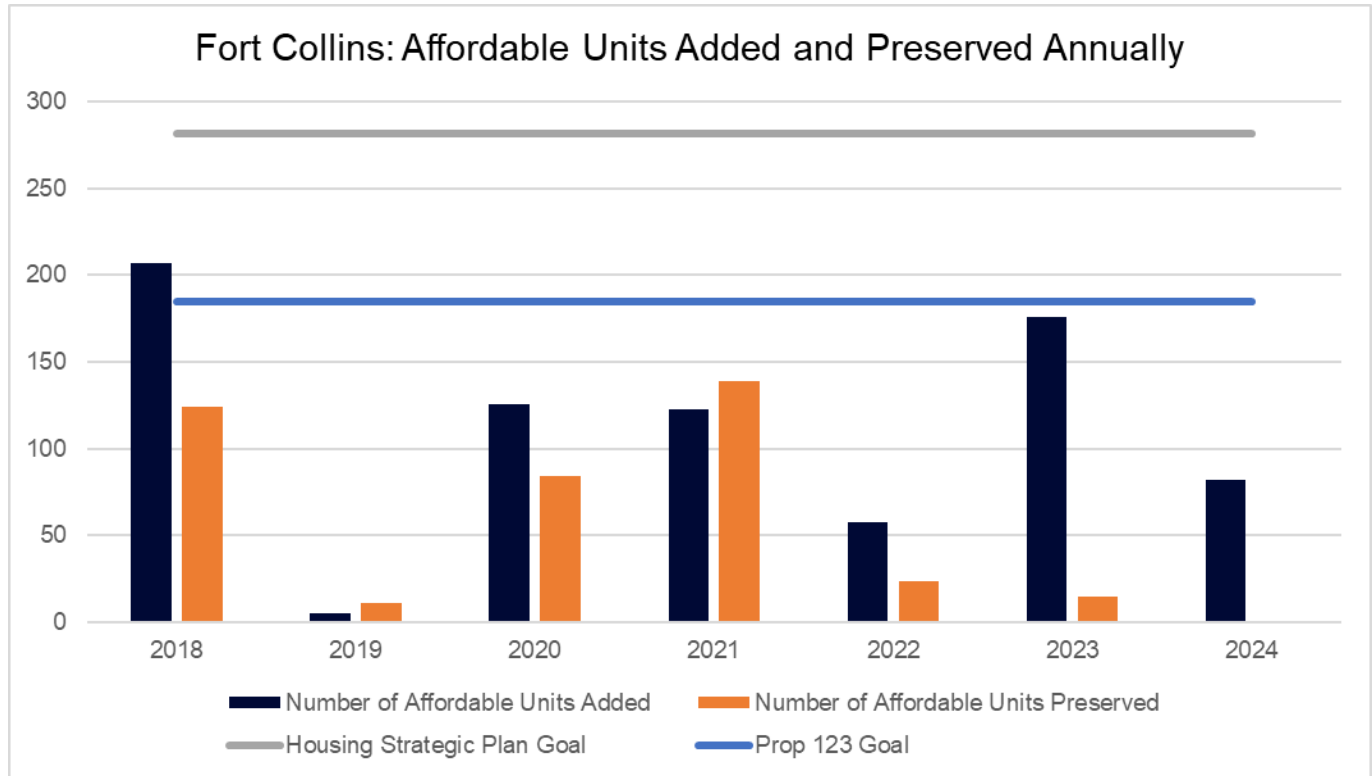
**Figure 1. Fort Collins Affordable Housing Production and Preservation**

Table 1 complements Figure 1 and provides information on the new Affordable Housing projects (and number of units) developed each year along with the Affordable Housing projects (and number of units) funded for rehabilitation and preservation each year.

**Table 1. Affordable Housing Projects Built and Preserved**

Year	New Development		Rehabilitation and Preservation	
	Project	# of units	Project	# of units
2018	Habitat for Humanity	1	DMA Plaza	124
	Oakridge Crossing	110		
	Village on Horsetooth	96		
2019	Habitat for Humanity	5	Myrtle Street SRO (Housing Catalyst)	11
2020	Habitat for Humanity	6	Swallow (CARE Communities)	84
	Lakeview on the Rise	120		
2021	Lakeview on the Rise	60	Multiple properties (Neighbor to Neighbor)	112

Year	New Development		Rehabilitation and Preservation	
	Project	# of units	Project	# of units
	Mason Place	60	Village on Bryan (Housing Catalyst)	27
	Habitat for Humanity	3		
2022	Cadence	55	Village on Impala (Housing Catalyst)	24
	Habitat for Humanity	3		
2023	Oak 140	79	2155 Plum (Housing Catalyst)	15
	Elevations Community Land Trust	9		
	Habitat for Humanity	4		
	Northfield Commons	84		
2024	Kechter Place	54		
	Rendezvous	18		
	Habitat for Humanity	3		
	Elevations Community Land Trust	7		

### Context: Housing Challenges

Several factors affect the City's ability to ensure everyone has healthy, stable housing they can afford. While strategies in the HSP were designed to combat these challenges, they continue to impede progress.

- 1. Price escalation impacts everyone, and disproportionately impacts BIPOC [Black, Indigenous and People of Color] and low-income households.** Housing costs are concerns for both renters and homeowners, and costs of rent as well as home values have increased substantially in recent years. From 2018 to 2023, median gross rent increased 31.8% (from \$1,254 to \$1,653)<sup>1</sup> in Fort Collins. Almost 55% of renters in Fort Collins are cost-burdened, paying 30% or more of their income toward rent.<sup>2</sup> Housing values have increased even more steeply, making a movement toward homeownership more difficult for many households. From 2018 to 2023, the median value of owner-occupied units in Fort Collins rose over 61%, from \$334,700 to \$539,100.<sup>3</sup>

<sup>1</sup> U.S. Census Bureau, American Community Survey 5-Year Estimates, 2018 - 2023. Table B25064, Median Gross Rent (Dollars), Fort Collins CCD, Larimer County, Colorado.

<sup>2</sup> U.S. Census Bureau, American Community Survey 5-Year Estimates, 2023. Table B25070, Gross Rent as a Percentage of Household Income in the Past 12 months, Fort Collins CCD, Larimer County, Colorado.

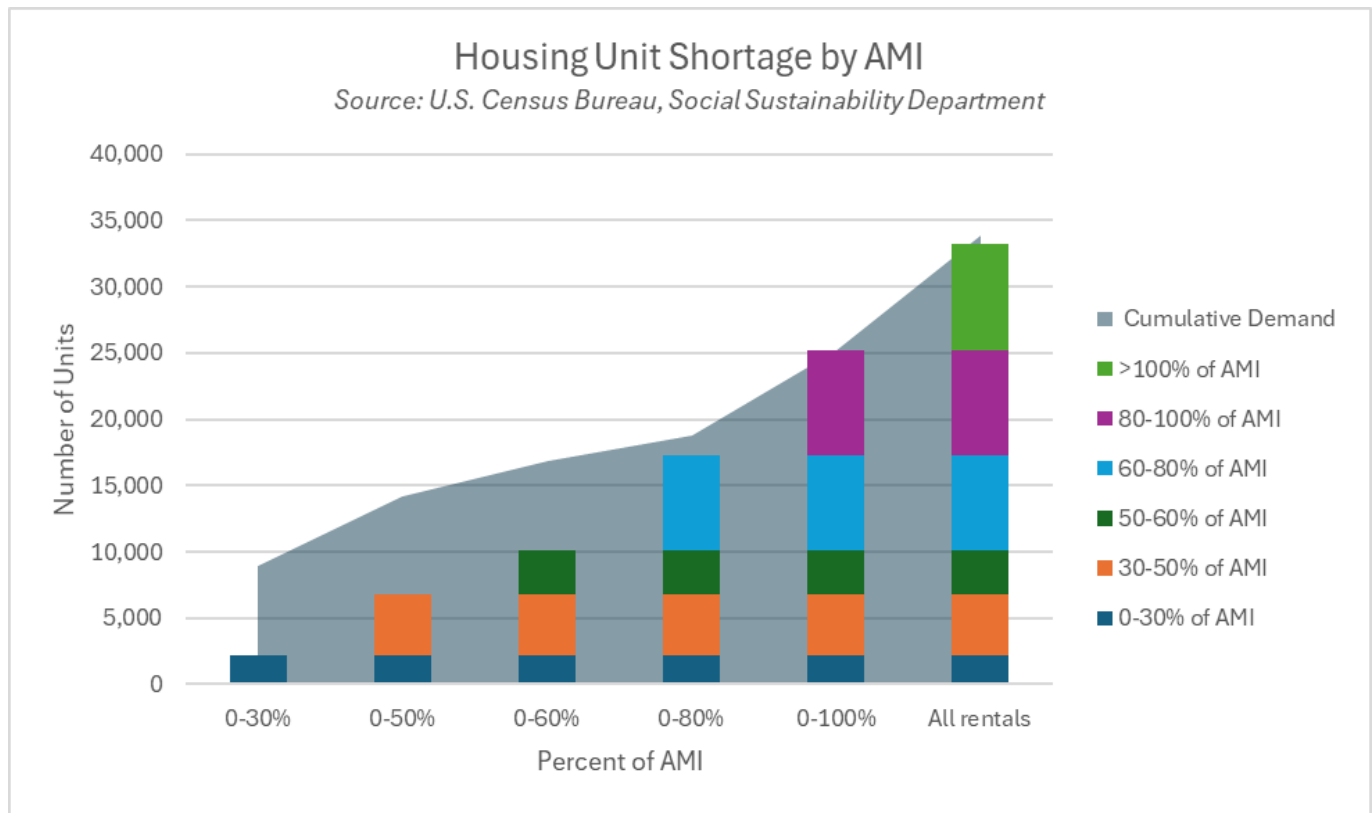
<sup>3</sup> U.S. Census Bureau, American Community Survey 5-Year Estimates, 2023. Table B25077, Median Value (Dollars), Fort Collins CCD, Larimer County, Colorado.



Rates of housing cost burden are higher among BIPOC households nationwide. In Fort Collins, Black households in particular experience higher rates of cost burden compared to white households. While around 35% white households (both renters and homeowners) pay 30% or more of their income toward housing costs, almost 48% of Black households (both renters and homeowners) pay 30% or more of their income toward housing costs.<sup>4</sup>

- 2. *There aren't enough affordable places available for people to rent or purchase, or what is available and affordable isn't the kind of housing people need.*** People at lower income levels face a lack of housing options affordable to them. Figure 2 illustrates the demand for housing at different income ranges and the number of units available and affordable at those income ranges.

**Figure 2. Housing Unit Shortage by AMI**



For households at the 0-60% income range, there is a gap of around 6,800 units. Renters at these lower income levels frequently rent above what is affordable to them because there are too few units to meet the need.

- 3. *The City does have some tools to encourage affordable housing, but the current amount of funding and incentives for affordable housing are not enough to meet our goals.*** The City provides fee credits, direct financial subsidy, Private Activity Bond capacity (which enables developers to access LIHTC), and land to various Affordable Housing development and preservation projects. These local resources are often critical to a project to fill gaps in financing and enable the developer to leverage other funding sources. However, local resources alone are not enough to finance a development. The most common source of financing for Affordable Housing development and

<sup>4</sup> Calculated from: U.S. Census Bureau, American Community Survey 5-Year Estimates, 2023. Table B25140, Housing Costs as a Percentage of Household Income in the Past 12 Months (White Alone Householder) (B25140A) and (Black Alone Householder) (B25140B), Fort Collins CCD, Larimer County, Colorado.

preservation are LIHTC. Tax credits are allocated by the federal government, and current allocations fall far short of what is needed to meet Fort Collins' development goals.

This interactive tool from the Urban Institute illustrates the various resources required to develop Affordable Housing and current challenges with financing Affordable properties: <https://apps.urban.org/features/cost-of-affordable-housing/>.

4. **Job growth continues to outpace housing growth.** Northern Colorado, including Fort Collins, continue to experience steady job and population growth. When housing does not grow proportionally, supply will be limited, and prices may increase. Vacancy rates in Fort Collins have consistently fallen below 5%, a benchmark signifying a balanced rental market. Fort Collins has averaged around a 3% rental vacancy rate in recent years.<sup>5</sup>
5. **Housing is expensive to build, and the cost of building new housing will likely continue to increase over time.** Average development costs to build and preserve affordable housing in Colorado have increased over 40% in the past five years. Table 2 includes statewide average costs for affordable housing development, tabulated by the Colorado Housing and Finance Authority (CHFA).<sup>6</sup>

**Table 2. Cost of Development: Statewide Averages**

Year	Statewide Average Per-unit Development Cost	Statewide Average Per-square-foot Development Cost
2024	\$432,835	\$408
2023	\$427,746	\$400
2022	\$369,025	\$361
2021	\$325,007	\$322
2020	\$307,079	\$268

These data are helpful to understand cost trends. However, they may not accurately reflect current costs given it takes years for a project to be developed and captured in the dashboard data, and costs are increasing faster than developments are being completed. In addition, the cost to develop in high-cost markets, including Fort Collins, typically exceeds statewide averages. To illustrate, Housing Catalyst estimates that a project financed in 2020-2021 costing \$350,000 per unit would today cost around \$500,000 per unit to develop.

### **Context: Approach to Achieving Housing Goals**

The Council's Affordable Housing Priority calls for operationalizing City resources to build and preserve Affordable Housing. City resources to operationalize include:

<sup>5</sup> U.S. Census Bureau, American Community Survey 5-year Estimates, 2023. Table DP04, Selected Housing Characteristics, Fort Collins CCD, Larimer County, Colorado.

<sup>6</sup> Colorado Housing and Finance Authority, Affordable Housing Development Costs. Accessed at <https://public.tableau.com/app/profile/colorado.housing.and.finance.authority/viz/AffordableHousingDevelopmentCosts/usingcreditcosts>

- Regulations: City ordinances, codes, and policies
- Investments: Financial resources including the Affordable Housing Capital Fund, Private Activity Bond capacity, competitive funding, and fee credits as well as City-owned land
- Partnerships: With developers, landlords, land trusts, non-profit housing and service providers, and community members

Creating a balanced housing ecosystem for residents through the operationalization of City resources requires implementing strategies to:

- Increase the supply of diverse housing types and costs;
- Increase the proportion of Affordable deed-restricted units; and,
- Support residents and landlords to advance housing access and stability

*Increasing the supply of diverse housing types and costs* requires ensuring the City's Land Use Code supports a range of housing types and reducing the time (and associated soft costs) needed to bring new units to market by ensuring City processes are streamlined and transparent.

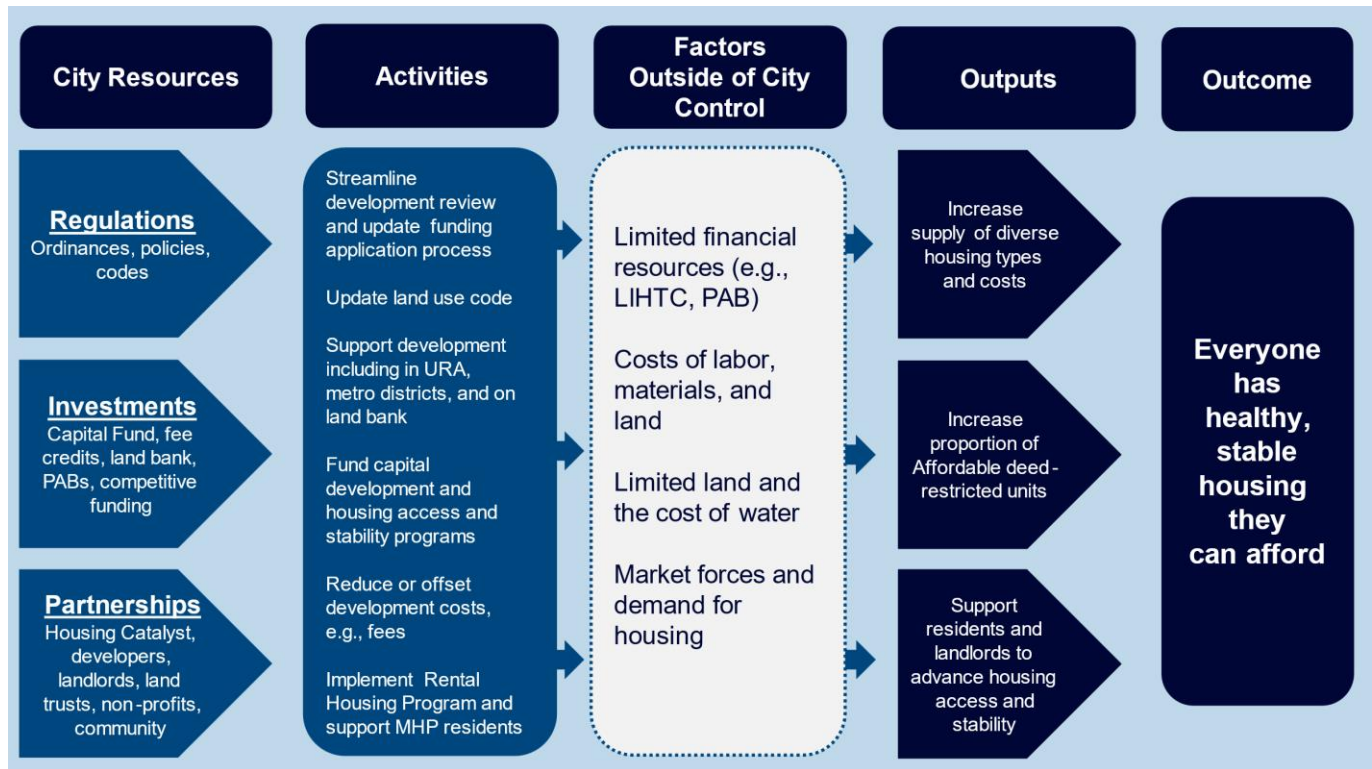
The City recently enacted Phase 1 of the Land Use Code and has continued to make updates to align local code with State legislation (e.g., allowing Accessory Dwelling Units). Changes to the Land Use Code in Phase 1 updated regulations to better allow Fort Collins' built environment to evolve with changing community needs and were written and visually designed to bring clarity to developers, facilitating a smooth and efficient design and planning process. Given housing development takes years from conception to completion, the City will not see the full impact of these policy changes for several years.

*Increasing the proportion of Affordable deed-restricted units* requires incentivizing Affordable Housing development through regulations and providing direct subsidy or reducing costs (e.g., through fee credits) associated with Affordable Housing development. Phase 1 updates to the Land Use Code included enhanced incentives and bonuses for developing Affordable Housing. In addition, the City has increased its investments in Affordable Housing over the past decade, most notably by recognizing Affordable Housing as a component of the City's infrastructure and establishing the Affordable Housing Capital Fund through the 2015 voter-approved Community Capital Improvement Fund. As noted above, impacts of these efforts will be realized over the course of years since housing takes years to develop.

*Advancing housing access and stability by supporting residents and landlords* involves working within current housing market conditions by providing resources directly to residents or landlords that can improve the quality of housing, subsidize housing costs, or provide legal support through a potential eviction process. While efforts to increase the diversity of housing supply and increase the proportion of Affordable Housing are long-term strategies with long-term impacts, implementing programs to support housing access and stability can yield results more quickly.

Figure 3 illustrates the City's approach to operationalizing resources toward the vision of ensuring everyone has healthy, stable housing they can afford.



**Figure 3. City Approach to Achieving Housing Goals**

As illustrated in Figure 3, the City operationalizes the resources of regulations, investments, and partnerships. These are put into action through various activities, such as updating the land use code, streamlining the development review process, funding housing development, implementing the Rental Housing Program, supporting residents living in Mobile Home Parks, and funding housing programs serving renters, unhoused residents, and low-income households. Several factors outside of the City's control, including constrained resources and increasing costs, impede progress. These headwinds impact the City's ability to see the desired outputs of increasing the supply of diverse housing types and costs, increasing the proportion of Affordable deed-restricted units, and advancing housing access and stability through supporting residents and landlords. When the City and partners are able to push through the headwinds and make progress towards these outputs, it moves the City closer to its ultimate vision of ensuring everyone has healthy, stable housing they can afford.

### ACTIONS TAKEN TO IMPACT HOUSING

City of Fort Collins' service areas and departments are identifying ways to contribute to efforts to improve housing supply, affordability, and stability, building a *housing forward* ethos throughout the City.

Table 3 highlights ways various departments and service areas are contributing to City-wide housing goals. This is not an exhaustive list but is meant to illustrate the range of activities implemented in the pursuit of becoming housing forward.

**Table 3. Select Housing-Related Efforts by Department or Service Area**

Department or Service Area	Select Activities
Social Sustainability (Sustainability Services)	<ul style="list-style-type: none"> <li>Collect, track, and analyze data</li> <li>Allocate and administer funding for housing development</li> </ul>

Department or Service Area	Select Activities
	<ul style="list-style-type: none"> <li>• Allocate and administer funding for homelessness prevention and supportive services</li> <li>• Manage Land Bank program</li> <li>• Administer fee credits</li> <li>• Convene internal and external conversations and facilitate collaboration</li> </ul>
Environmental Services (Sustainability Services)	<ul style="list-style-type: none"> <li>• Allocate funding from the 2050 Tax to provide fee credits for housing projects with sustainability features exceeding code requirements</li> <li>• Implement strategies to achieve Our Climate Future Big Move 7: Healthy Affordable Housing</li> </ul>
Economic Health (Sustainability Services)	<ul style="list-style-type: none"> <li>• Support development of metro district policy</li> <li>• Advise on impacts of housing challenges on economic health and business environment</li> <li>• Participate in Private Activity Bond committee for allocation recommendations</li> </ul>
Neighborhood Services (Sustainability Services)	<ul style="list-style-type: none"> <li>• Manage Rental Housing program; build relationships with landlords and residents</li> <li>• Support mobile home parks to increase livability for residents</li> <li>• Provide landlord incentives</li> <li>• Administer mini-grant program</li> </ul>
Planning, Development, and Transportation	<ul style="list-style-type: none"> <li>• Develop and update land use code</li> <li>• Regulate development</li> <li>• Support developers to navigate development process</li> <li>• Support efforts to become an ADU-supportive community</li> </ul>
Financial Services	<ul style="list-style-type: none"> <li>• Develop options to secure and use public funds for Affordable Housing development (e.g., developing model for revolving loan fund)</li> <li>• Realign impact fees for development</li> <li>• Participate in Private Activity Bonds committee</li> </ul>
Utilities	<ul style="list-style-type: none"> <li>• Examine options for utility fee relief</li> <li>• Engage in discussions with water districts and regional partners regarding water challenges and impacts to Affordable Housing development</li> <li>• Integrate discussions of cost impacts to housing development for changes in standards and codes</li> </ul>



Department or Service Area	Select Activities
Operation Services	<ul style="list-style-type: none"> <li>Facilitate purchases and sales of Land Bank and other properties</li> <li>Compile City-owned real estate asset inventory</li> </ul>
Community Services	<ul style="list-style-type: none"> <li>Partner on land acquisition strategies</li> <li>Provide guidance and expertise on preserving the tree canopy while pursuing infill development for Affordable Housing</li> </ul>
City Manager's Office	<ul style="list-style-type: none"> <li>Facilitate conversations regarding supporting Affordable Housing development through the CCIP</li> <li>Maintain open lines communication regarding housing strategies between service areas and with Council</li> <li>Track legislation and advise on policy</li> </ul>
City Attorney's Office	<ul style="list-style-type: none"> <li>Assess potential policy choices and advise staff</li> <li>Track legislation</li> <li>Assist in proper documentation for funding, land acquisition, and affordability restrictions</li> </ul>
Equity Office	<ul style="list-style-type: none"> <li>Advise on implications for equity of housing strategies</li> <li>Support data collection and analysis</li> <li>Assist in community engagement and outreach to underrepresented populations</li> </ul>
Communications and Public Involvement Office	<ul style="list-style-type: none"> <li>Assist in communications and community engagement opportunities</li> </ul>

In addition, the URA and Housing Catalyst are critical organizations in the City's housing efforts. These entities are closely tied to the City through ordinances, although each operate under a governance structure distinct from the City's structure.

The Urban Renewal Authority is designed to eliminate blight by catalyzing projects and accelerating investments, including investments into Affordable and middle-income housing. The URA has identified supporting Affordable Housing as one of their goals and is currently considering supporting development of 76 apartments (all income-restricted from 70% up to 100% of AMI) in the North College URA area.

As the City of Fort Collins' public housing authority, Housing Catalyst acts in several roles to provide Affordable Housing to residents. Housing Catalyst administers over 1,700 Housing Choice Vouchers, manages over 1,100 Affordable Housing units, regularly develops new Affordable Housing, and serves as partner to other developers.

### Housing Strategic Plan Implementation

The focused attention on housing across the City has resulted in implementation and completion of many strategies in the Housing Strategic Plan. Table 4 outlines the 26 strategies from the Housing Strategic Plan and provides a brief status update. Options for status include:

- Completed – Strategy was completed
- Ongoing Implementation – Program was established, and implementation is ongoing
- Continuous – Strategy requires continuous effort
- In process – Strategy is in process and not yet complete

For strategies marked as completed or where implementation is ongoing, there may be opportunities for follow-up activities in the future to refine or scale activities based on outcomes.

**Table 4. Status of Housing Strategic Plan Strategies**

	Strategy	Status			
		Completed	Ongoing Implementation	Continuous	In process
1	Assess displacement and gentrification risk	X			
2	Promote inclusivity, housing diversity, and affordability as community values			X	
3	Implement the 2020 Analysis of Impediments to Fair Housing Choice Action Steps			X	
4	Implementation, tracking, and assessment of housing strategies			X	
5	Advocate for housing-related legislation at state and federal levels			X	
6	Evaluate implementation of a visitability policy				X
7	Remove barriers to the development of Accessory Dwelling Units	X			
8	Extend the city's affordability term	X			
9	Advance Phase One of the Land Use Code (LUC) Audit	X			
10	Refine local affordable housing goal	X			
11	Create a new dedicated revenue stream to fund the Affordable Housing Fund through dedicated property or sales tax				X
12	Expand partnership(s) with local Community Development Financial Institution (CDFI) to offer gap financing and low-cost loan pool for affordable housing development				X
13	Recalibrate existing incentives (fee waivers, fee deferral, height bonus, density bonus, reduced landscaping, priority processing) to reflect current market conditions	X			



Strategy	Status			
	Completed	Ongoing Implementation	Continuous	In process
14 Create additional development incentives for affordable housing	X			
15 Explore/address financing and other barriers to missing middle and innovative housing development				X
16 Remove barriers to allowed densities through code revisions	X			
17 Consider affordable housing requirements as part of the community benefit options for metro districts		X		
18 Increase awareness and opportunities for creative collaboration across water districts and other regional partners around the challenges with water costs and housing				X
19 Bolster City land bank activity by allocating additional funding to the program		X		
20 Explore the option of a mandated rental license/registry program for long-term rentals and pair with best practice rental regulations		X		
21 Explore revisions to occupancy limits and family definitions in order to streamline processes and calibrate the policy to support stable, healthy, and affordable housing citywide	X			
22 Require public sector right of first offer/refusal for affordable development	X			
23 Allow tenant right of first offer/refusal for cooperative ownership of multifamily or manufactured housing community				X
24 Support community organizing efforts in manufactured home communities and increase access to resident rights information, housing resources, and housing programs		X		
25 Fund foreclosure and eviction prevention and legal representation		X		
26 Develop small landlord incentives		X		

## WORK IN PROGRESS

Impacting the City's housing landscape has required remaining agile to respond to emerging needs and leverage new opportunities as they arise while continuing to drive implementation of strategies in the Housing Strategic Plan.

Additional information on activities underway are included in this section. These are all activities in which there are active discussions to assess, explore, and plan for the implementation of strategies. They are organized based on the type of City resource operationalized: a regulation, an investment, or a partnership.

## **Work in Progress: Regulations**

### **1. Fast Track Development Review**

**Area of Impact:** Increase proportion of Affordable units

**Estimated Timeline:** Less than 12 months

**Status/Next Steps:** Fast tracking the development review process is intended to reduce the amount of time the review process takes. Prop 123 requires jurisdictions modify their review process to ensure various steps take no more than 90 days. City staff secured external funding to hire a consultant to support the project. The consultant delivered recommendations in early March and staff are beginning to plan for implementation. While this project specifically applies to Affordable Housing projects, lessons learned may be able to be applied to the development review process for other projects in the future.

### **2. Become an ADU-Supportive Community**

**Area of Impact:** Increase diverse housing types and costs

**Estimated Timeline:** Less than 12 months

**Status/Next Steps:** HB124-1152 requires jurisdictions allow Accessory Dwelling Units (ADUs) where single family detached units are allowed. The law also outlines a certification process for jurisdictions to be designated as an ADU-supportive community. Additional information on this process will be shared with City Council at the March 25 work session.

### **3. Commercial Corridors and Centers Land Use Code update**

**Area of Impact:** Increase diverse housing types and costs

**Estimated Timeline:** Less than 12 months

**Status/Next Steps:** Phase 1 of the Land Use Code update specifically addressed code changes related to residential development; the Commercial Corridors and Centers update continues the work to modernize the Land Use code to help create vibrant, resilient commercial areas that support local businesses and are adaptable to future community needs; and to enable more mixed-use development, especially along transit corridors and within commercial centers. Work sessions are anticipated for April and July, with updates estimated to be completed in Fall 2025.

### **4. Realign Impact Fees**

**Area of Impact:** Increase diverse housing types and costs

**Estimated Timeline:** Less than 12 months

**Status/Next Steps:** In February, City staff shared information on the current impact fee structure and outlined a proposed process for updating and realigning impact fees. Next steps include continuing to assess methodological options for modifying impact fees to better align with City goals. Staff anticipates bringing a proposed fee schedule to a Council Finance Committee and Council Work Session in mid-2025, with an anticipated effective date of January 1, 2026.

### **5. Conduct High Density Utility Study**

**Area of Impact:** Increase diverse housing types and costs

**Estimated Timeline:** 12 months or more

**Status/Next Steps:** The High-Density Utility Study will gather information to inform recommendations for possible criteria changes to utilities standards. This is timely work as it is anticipated infill development, potentially of multifamily housing on lots with more limitations, will be increasingly common. Staff recently



began the process by refining the questions to answer through the study and developing a survey to administer to other jurisdictions.

## **6. Explore Options for Indoor Water Conservation Financial Incentives**

**Area of Impact:** Increase diverse housing types and costs

**Estimated Timeline:** 12 months or more

**Status/Next Steps:** Staff are exploring options for incentives related to indoor water conservation within the Fort Collins Utilities Water service area. Potential incentives could include a water supply requirement reduction, grants for developments, and/or rebates. Outdoor water incentives, in the form of irrigation water supply requirement reductions for lesser water demand landscapes are already available. Next steps include continuing to assess options and potential funding sources to implement.

## **Work in Progress: Investments**

### **1. City of Fort Collins Real Estate Asset Inventory**

**Area of Impact:** Increase proportion of Affordable units

**Estimated Timeline:** 12 months or more

**Status/Next Steps:** City staff are developing property profiles with key information about City-owned properties. In addition, staff are compiling a list of priority projects for the City which may require the use of and development on City-owned properties. Having an accurate database of City-owned properties can support conversations related to how best to use those resources to achieve City goals, including its housing goals.

### **2. Purchase Land Bank Property**

**Area of Impact:** Increase proportion of Affordable units

**Estimated Timeline:** Less than 12 months

**Status/Next Steps:** The Land Bank program is a long-standing effort of the City to strategically invest in properties that can be used for Affordable Housing development in the future. Land Bank programs are designed to purchase land when it is less expensive and often lacking infrastructure, then sell the property once surrounding development has brought critical infrastructure to the property making development more feasible and cost efficient. The City purchased its first land bank properties in 2002 and sold its first land bank property in 2016 to Housing Catalyst to develop the Village on Horsetooth. In total, the City has purchased six land bank properties; two of these properties have been developed. Staff anticipate purchasing at least one additional land bank property within the next 12 months.

### **3. Increase Affordable Housing Investment via CCIP Renewal**

**Area of Impact:** Increase proportion of Affordable units

**Estimated Timeline:** Less than 12 months

**Status/Next Steps:** Voters will vote to renew the Community Capital Improvement Program (CCIP) ¼ cent sales tax during the November 2025 election. The CCIP funded during the 2015 election included \$4 million for an Affordable Housing Capital Fund (AHCF). Funding has been used to provide “last in” gap financing and fee credits for projects. To increase the City’s capacity to achieve its housing goals, it is proposed to increase the amount of funding in the CCIP allocated to Affordable Housing to \$10 million over the 10-year CCIP timeframe.

### **4. Explore Revolving Loan/Equity Fund**

**Area of Impact:** Increase proportion of Affordable units

**Estimated Timeline:** Less than 12 months

**Status/Next Steps:** While the current AHCF provides valuable gap financing, this model of investment does not substantially accelerate the housing pipeline and the AHCF is depleted as funds are disseminated. Staff and City leaders are exploring options to bond the anticipated \$10 million from the CCIP, allowing the City and developer partners to quickly access funds, and use those funds to establish a revolving pool that provides both short- and long-term loans. Modeling indicates this structure can better accelerate our local Affordable Housing pipeline, bringing more units online than what is possible with current resources and financing models. In addition, loans will be repaid, replenishing the loan pool and allowing the City to continue investing in Affordable Housing development.

## **5. Leverage the URA for Development**

**Areas of Impact:** Increase diverse housing types and costs; Increase proportion of Affordable units

**Estimated Timeline:** 12 months or more

**Status/Next Steps:** The Urban Renewal Authority (URA) is designed to alleviate blight by investing in designated plan areas. The URA uses tax-increment financing and other mechanisms to support redevelopment. Supporting Affordable and middle-income housing development are goals of the URA. The URA is currently considering supporting development of 76 Affordable and middle-income apartments (from 70% up to 100% of AMI) in the North College URA area.

## **Work in Progress: New Partnerships**

### **1. Develop Housing Needs Assessment with Larimer County and City of Loveland**

**Areas of Impact:** Increase diverse housing types and costs; Increase proportion of Affordable units; Support residents and landlords to advance housing access and stability

**Estimated Timeline:** Less than 12 months

**Status/Next Steps:** SB24-174 requires jurisdictions to create a housing needs assessment by December 31, 2026. The City of Fort Collins is partnering with Larimer County and the City of Loveland to create a regional housing needs assessment that complies with State requirements and provides valuable information on the regional and local housing landscape. As outlined in guidance published by the Department of Local Affairs (DOLA), the housing needs assessment will compile analyses related to demographic trends, economic trends, housing inventory, housing market trends, housing problems (e.g., cost burden, overcrowding, housing instability, homelessness), housing resources, housing development challenges and opportunities, current and projected housing needs, and policy programs and recommendations. The housing needs assessment will inform the development of a local housing action plan (also required by SB24-174; due by January 1, 2028). These documents provide an opportunity for the City to update data and refresh its strategies to continue making progress towards the goal of ensuring everyone has healthy, stable housing they can afford.

### **2. Partner with Regional Entities Including the NoCo Foundation**

**Areas of Impact:** Increase diverse housing types and costs; Increase proportion of Affordable units

**Estimated Timeline:** 12 months or more

**Status/Next Steps:** Regional dynamics impact housing at the local level. In addition to continuing to partner with other local jurisdictions, the Chamber of Commerce, developers, non-profits, and community groups to advance housing goals, the City is beginning conversations with entities newly stepping into this work. Notably, the NoCo Foundation aims to impact the housing market through facilitating regional conversations and developing options for investing in housing. Cultivating these partnerships will be an ongoing strategy for the City.



### 3. Host Rental Housing Summit

**Area of Impact:** Support residents and landlords to advance housing access and stability

**Estimated Timeline:** Less than 12 months

**Status/Next Steps:** The Rental Housing program, operated by Neighborhood Services, is hosting a rental summit in early April for select renters, landlords, and housing advocates. The Rental Housing Summit provides an opportunity for those closest to rental housing issues to dialogue, identify issues, and collaborate on potential next steps to improve the rental housing landscape.

### 4. Deepen Renter Supports Through Partnerships with Colorado Poverty Law Project and CSU Off-Campus Life

**Area of Impact:** Support residents and landlords to advance housing access and stability

**Estimated Timeline:** 12 months or more

**Status/Next Steps:** With the initial round of rental registrations complete, the Rental Housing program is seeking opportunities to strengthen partnerships in the community and build learning and engagement strategies for the renter community. Engaging more deeply with existing partners can surface these opportunities.

### 5. Share Practices to Accurately Track Prop 123 Commitment, with Larimer County and Other Municipalities

**Area of Impact:** Increase proportion of Affordable units

**Estimated Timeline:** Less than 12 months

**Status/Next Steps:** As part of the implementation of Prop 123 and to open up additional funding opportunities for the community, the City of Fort Collins filed a commitment in 2023 to add at least 555 units of Affordable housing over three years (185 units annually). This represents a 9% increase over baseline. The State Department of Local Affairs (DOLA) has released some guidance regarding tracking and reporting new Affordable Housing units, although additional clarification is still needed. The City of Fort Collins is participating in local efforts, coordinated by Larimer County, to share strategies and seek guidance from DOLA on standards and best practices for Prop 123 tracking and reporting. This collaboration will kick off with a regional workshop in early April.

### **Impact of Impact Fees on Affordable Housing**

Work is underway to realign impact fees, with a new fee schedule anticipated to go into effect January 1, 2026. While this work will impact housing across the spectrum, as impact fees are applied to all new development, ensuring the City understand the impacts of these fees on Affordable Housing is critical to identifying ways to encourage deed-restricted Affordable Housing development.

Development Impact fees are used to expand infrastructure to accommodate new development. They include:

- Capital Expansion Fees for Parks, Fire, Police, and General Government
- Transportation Capital Expansion Fees
- Larimer County Regional Road Capital Expansion Fee

Currently, development impact fees comprise approximately 3% of a housing development's total cost. Table 5 includes impact fee costs for residential units of varying sizes.

**Table 5. Impact Fees – as of January 1, 2025**

Residential	Neighborhood Park	Community Park	Fire	Police	General Gov't	Transportation	Total	CEF% of Total Cost
700 Sq Ft Unit	\$2,285	\$3,229	\$560	\$313	\$762	\$2,958	<b>\$10,108</b>	<b>3.5%</b>
1,200 Sq Ft Unit	\$3,060	\$4,322	\$757	\$424	\$1,028	\$5,493	<b>\$15,084</b>	<b>3.1%</b>
1,700 Sq Ft Unit	\$3,343	\$4,719	\$824	\$461	\$1,123	\$7,133	<b>\$17,603</b>	<b>2.5%</b>
2,200 Sq Ft Unit	\$3,377	\$4,767	\$837	\$467	\$1,140	\$8,341	<b>\$18,929</b>	<b>2.1%</b>

In addition to impact fees, new development must also pay development review fees and utility fees. Total fees for a typical Affordable Housing unit are estimated at around \$32,000. The City of Fort Collins provides \$14,000 in fee credits per unit (for all fees, not limited to Impact Fees) for 30% AMI units, which covers around 43% of total fees for the unit.

While impact fees comprise a relatively small percentage of a housing development's total cost, given the rising costs of development, any increases can impact a project. Market rate developments can increase rents to cover additional debt incurred due to cost increases. Affordable Housing developments cannot increase rents, and therefore, must secure additional gap financing to make a project viable.

## **FUTURE OPTIONS**

While there's much work underway, staff have identified additional opportunities to advance this work in the future. Some options for future activities include:

- Assessing activities currently implemented to identify options to modify, improve, or scale implementation to have a greater impact
- Revisiting strategies previously explored but not implemented and assessing when may be the right time to surface those options again
- Prioritizing strategies previously identified for which there has been less progress than needed to see the desired impact

### **Future Options: Ongoing Monitoring**

In recent years, City staff have explored many strategies and studied the conditions needed for different policies to have the greatest impact. Staff will continue to regularly assess data and monitor our changing community context with a lens of revisiting policy options. Examples of strategies staff will monitor for include:

- *Federal and state legislation, specifically related to LIHTC reform:* LIHTC is the primary funding tool used to develop and preserve Affordable Housing in Fort Collins. Under current allocations and program structure, Fort Collins cannot develop enough units to meet our Affordable Housing goals. Changes in the LIHTC program could open the opportunity to develop more Affordable Housing units.



- *Linkage fee:* A linkage fee is a form of impact fee used specifically to fund Affordable Housing development. The City of Fort Collins contracted with Economic & Planning Systems (EPS) to conduct a Feasibility Study for Inclusionary Housing and Affordable Housing Linkage Fees in 2020, providing useful information regarding when to adopt and how to structure a linkage fee.
- *Inclusionary housing ordinance:* Inclusionary housing ordinances require new development to incorporate a portion of the developed units as Affordable, deed-restricted units or pay a fee in lieu. The City examined the feasibility of implementing an Inclusionary Housing Ordinance through the EPS study noted above. At the time of the study, consultants advised that a mandatory Inclusionary Housing Ordinance was not recommended, and other mechanisms may be more effective at producing Affordable Housing units.
- *Expand fee credits to higher AMIs:* Fee credits are limited to units at 30% AMI. Expanding fee credits to higher AMIs (or covering a larger portion of fee credits for units at 30% AMI) would help reduce costs to develop Affordable Housing and would require allocating additional funding for this purpose.

### **Future Options: Advancing Council's Affordable Housing Priority**

To advance Council's Affordable Housing Priority, options to focus in on additional strategies for each objective are included in this section.

#### **Objective 1: Expedite Review of Affordable Housing Projects**

##### **1. Fast Track Development Review**

**Area of Impact:** Increase proportion of Affordable units

**Estimated Timeline:** Less than 12 months

**Status/Potential Next Steps:** Fast track of the development review process is in progress and staff are planning for implementation. No new strategies or activities are required for this objective.

#### **Objective 2: Expand Programs for Healthy and Stable Housing**

##### **1. Scale Programs for Renters and Housing Insecure Households**

**Area of Impact:** Support residents and landlords to advance housing access and stability

**Estimated Timeline:** 12 months or more

**Status/Potential Next Steps:** The City provides support for renter and housing insecure households through several programs. The Rental Housing program oversees the rental registration and coordinates education and training opportunities; the Eviction Legal Fund provides legal assistance for renter households facing eviction; and the Social Sustainability Department provides grant funding to several non-profit partner agencies providing housing navigation services, rental assistance, and supportive services. These programs can be expanded, and other models of housing assistance could be introduced. As previously noted, once funding is secured, these types of programs can be implemented, and the impacts can be measured relatively quickly. This is in contrast to other strategies focused on long-term changes to the built environment, which can take years to measure and assess the outcomes of efforts.

##### **2. Expand Small Landlord Incentives**

**Area of Impact:** Support residents and landlords to advance housing access and stability

**Estimated Timeline:** 12 months or more

**Status/Potential Next Steps:** The Rental Housing program provides small grants to support landlords in making necessary repairs to their rental housing. With an aging housing stock, this strategy works to ensure renters have access to safe and habitable housing. This program could be expanded with additional resources.

### **3. Increase Enforcement, Monitoring, and Resident Support in Mobile Home Parks**

**Area of Impact:** Support residents and landlords to advance housing access and stability

**Estimated Timeline:** 12 months or more

**Status/Potential Next Steps:** Council members have expressed a desire to ensure mobile home park residents are able to experience the same quality of services and livability as residents in other neighborhoods. Working toward this goal in the future may require restructuring programming and staffing, adopting new ordinances, and developing new opportunities to engage with residents.

### **Objective 3: Reduce Fees for Affordable Housing and Evaluate Regulations and Fees for Anticipated Impact**

#### **1. Continue Exploring Options for Utility Fee Relief**

**Area of Impact:** Increase proportion of Affordable units

**Estimated Timeline:** 12 months or more

**Status/Potential Next Steps:** Staff will continue to explore options to reduce costs for developers related to utility fees. Examples of types of mechanisms to explore include offsets, exemptions, or credits.

#### **2. Collaborate with Water Districts and Regional Partners to Address Challenges with Water Costs**

**Area of Impact:** Increase diverse housing types and costs; Increase proportion of Affordable units

**Estimated Timeline:** 12 months or more

**Status/Potential Next Steps:** This activity was identified as a strategy in the Housing Strategic Plan. Given the complex dynamics around water usage and fees, particularly as they relate to Affordable Housing development, ongoing collaboration with water districts is necessary.

### **Objective 4: Create Sustainable Long-Term Source(s) of Dedicated Local Funding for Housing**

#### **1. Explore Options for Dedicated Sales Tax, Property Tax, or Other Revenue Source**

**Area of Impact:** Increase diverse housing types and costs; Increase proportion of Affordable units

**Estimated Timeline:** 12 months or more

**Status/Potential Next Steps:** While the City has increased local funding for Affordable Housing development through the CCIP, additional resources are needed to meet Affordable Housing development goals. Staff can continue to explore options for different revenue sources, including the feasibility of options requiring voter approval.

### **Objective 5: Identify City Resources to Dedicate to Affordable Housing**

#### **1. Explore Options to Leverage Real Estate Asset Inventory for Affordable Housing Development**

**Area of Impact:** Increase proportion of Affordable units

**Estimated Timeline:** 12 months or more

**Status/Potential Next Steps:** Staff can utilize the information captured in the City of Fort Collins real estate asset inventory to support Affordable Housing development. This could involve identifying opportunities to develop new Affordable Housing in conjunction with one of the City's priority projects. For example, a development could include a public facility on the bottom levels of a building with Affordable Housing units on top.



## **2. Increase Land Bank**

**Area of Impact:** Increase proportion of Affordable units

**Estimated Timeline:** 12 months or more

**Status/Potential Next Steps:** The Land Bank program is a long-standing program in the City. It relies on purchasing and holding property for several years until that property is suitable for development. Increasing the Land Bank program by dedicating additional funding to purchase more properties can provide resources for future development; the tradeoff may be fewer resources to implement strategies that can impact housing affordability or stability in the near term.

## **3. Explore Opportunities to Support Private Investments in Housing**

**Area of Impact:** Increase diverse housing types and costs; Increase proportion of Affordable units

**Estimated Timeline:** 12 months or more

**Status/Potential Next Steps:** Partners of the City have noted some private investors have expressed interest in investing in Affordable Housing. Developing a strategy to leverage private investments may involve working with others in the philanthropic and housing spaces, developing a menu of options for investments or donations, and identifying potential incentives the City could provide for investments made.

### **NEXT STEPS**

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Next steps include continuing to implement and pursue activities presented and reporting on progress. Staff will provide additional information, as directed by Council.

### **ATTACHMENTS**

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1. Presentation

# Council Priority 1: Operationalize City Resources to Build and Preserve Affordable Housing

**Jacob Castillo**

Chief Sustainability Officer

**Vanessa Fenley**

Sr. Housing Manager





## Chapter 1: Context

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## Chapter 2: Actions Taken

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## Chapter 3: Work in Progress

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## Chapter 4: Future Options



## Chapter 1: Context

- Are there other things Council is hearing from the community about housing in Fort Collins that we should consider?

## Chapter 2: Actions Taken

- Considering the actions taken to operationalize City resources for this priority, is there anything specific that resonates with you?
- Given the complexities in the housing market, are there any areas of this work that Councilmembers would like to explore more deeply?

## Chapter 3: Work in Progress

- How would Council like to be kept informed on progress?
- What feedback do Councilmembers have on the status and next steps of work in progress?
- Is there a set of outcomes Council wants emphasized more?
- When considering activities with long-term and near-term impact, should staff focus on one more than another?

## Chapter 4: Future Options

- Is there a set of outcomes Council wants emphasized more?
- When considering activities with long-term and near-term impact, should staff focus on one more than another?
- Is there anything we didn't cover or that staff should consider for the future?



# Chapter 1: Context

State of Housing and Complementary Efforts

1

Expedite review of affordable housing projects to achieve decisions within 90 days or less; and to encourage development of more affordable housing

2

Expand programs for healthy and stable housing – particularly for unhoused or precariously housed residents, renters, and lower-income homeowners

3

Reduce fees for affordable housing projects and evaluate all newly proposed City regulations and fees for anticipated impact on cost to build housing

4

Create sustainable, long-term source(s) of dedicated local funding for housing

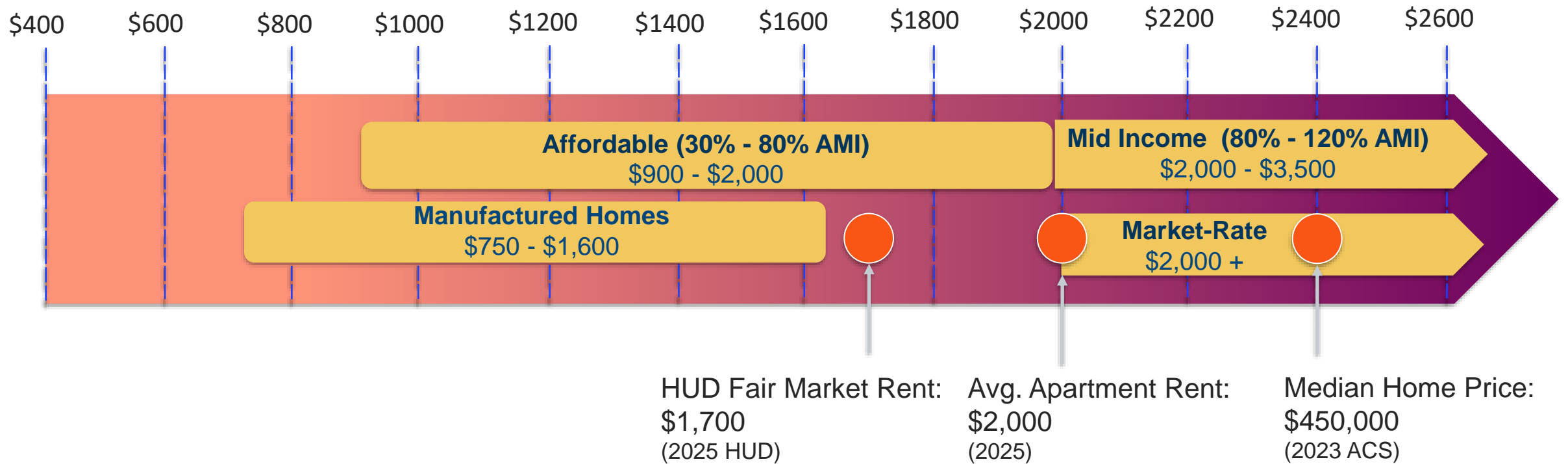
5

Identify City resources that could be dedicated to affordable housing; work with housing authority and partners to leverage resources into new/preserved units





# Monthly Housing Costs Spectrum

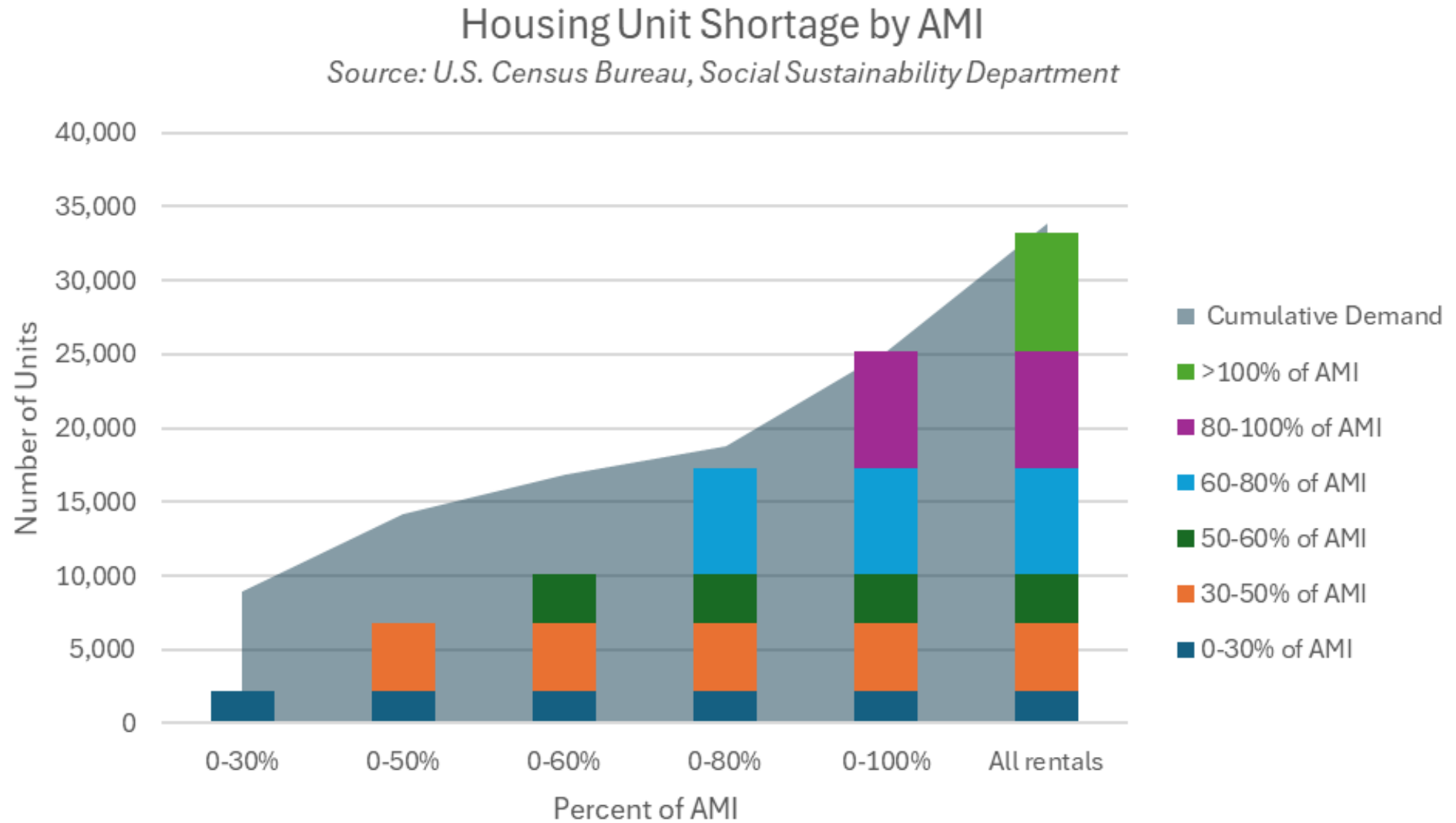


## Notes:

General ranges, does not distinguish between rental/ownership, unit size, age, etc.

Area Median Income (Housing & Urban Development, 2023 3-person household)

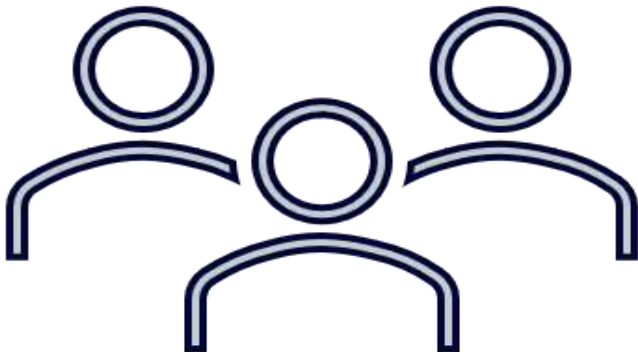
# State of Housing: Community Demand



*We need more choices and types of housing for people of all income levels*

*Housing/rent is high because minimum wage has not risen with housing/rent costs*

*Housing prices have risen across the board. Undoubtedly low income households have been hit the hardest*



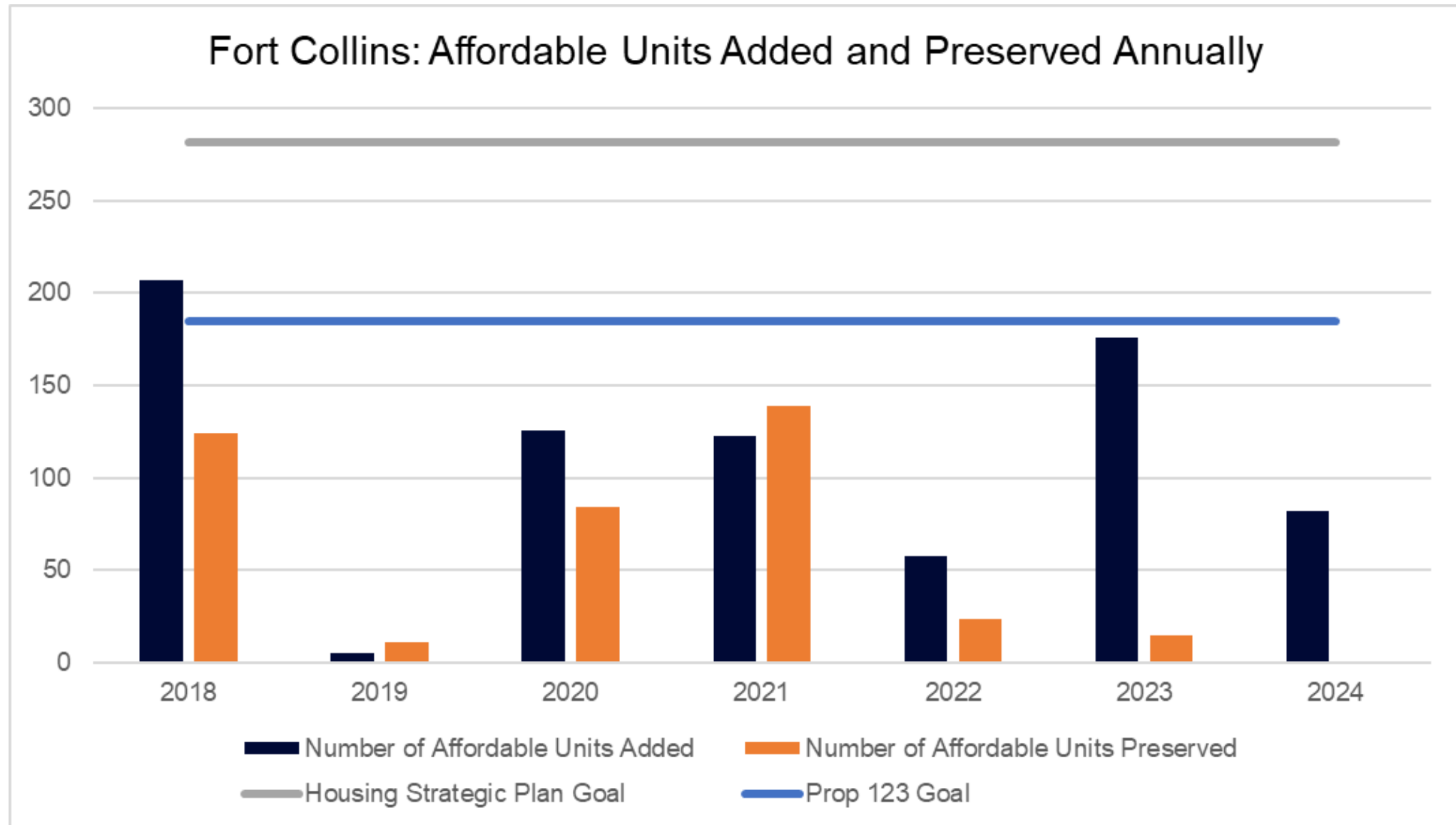
*Cost of everything is rising and rent on mobile home lots keeps rising so it all compounds*



# State of Housing: Cost of Development

Year	Statewide Average Per-unit Development Cost	Statewide Average Per-square-foot Development Cost
2024	\$432,835	\$408
2023	\$427,746	\$400
2022	\$369,025	\$361
2021	\$325,007	\$322
2020	\$307,079	\$268

# State of Housing: Fort Collins Affordable Housing Production



- ***Everyone has healthy, stable housing they can afford***
- 26 strategies
  - Increase supply and affordability
  - Increase housing choice
  - Increase stability
  - Improve equity
  - Preserve existing affordable housing
  - Increase accessibility



*Northfield Commons*



Inequitable  
impacts

Lack of  
inventory

Not enough  
funding,  
incentives

Cost to build

Pandemic  
impacts

Housing policy,  
especially for  
renters

## Guiding Principles for Land Use Code Updates

A vertical diagram consisting of five white circles connected by a blue line on the left side. Each circle is positioned to the left of a horizontal blue bar containing text.

Increase overall housing capacity for market rate and subsidized inventory, while calibrating feasible incentives to encourage housing that targets low- and moderate-income households

Enable greater affordability, especially near high frequency transit and priority growth areas

Allow for more diverse housing choices that fit in with the existing context and/or future priority place types

Make the code easier to use and understand

Improve predictability of the development permit review process

## City Resources

## Activities

## Factors Outside of City Control

## Outputs

## Outcome

### Regulations

Ordinances, policies,  
codes

Streamline  
development review  
and update funding  
application process

Update land use code

Support development  
including in URA,  
metro districts, and on  
land bank

Fund capital  
development and  
housing access and  
stability programs

Reduce or offset  
development costs,  
e.g., fees

Implement Rental  
Housing Program and  
support MHP residents

Limited financial  
resources (e.g.,  
LIHTC, PAB)

Costs of labor,  
materials, and  
land

Limited land and  
the cost of water

Market forces and  
demand for  
housing

Increase  
supply of diverse  
housing types  
and costs

Increase  
proportion of  
Affordable deed-  
restricted units

Support  
residents and  
landlords to  
advance housing  
access and  
stability

**Everyone  
has  
healthy,  
stable  
housing  
they  
can afford**

### Investments

Capital Fund, fee  
credits, land bank,  
PABs, competitive  
funding

### Partnerships

Housing Catalyst,  
developers,  
landlords, land  
trusts, non-profits,  
community



## • **Priority 1 Operationalize City Resources to Build and Preserve Affordable Housing**

- Priority 2: Improve human and social health for vulnerable populations
- Priority 3: Pursue an intentional and integrated approach to economic health
- Priority 4: Advance a 15-minute city by igniting neighborhood centers
- Priority 5: Accelerate zero waste infrastructure and policies
- Priority 6: Reduce climate pollution and air pollution through best practices emphasizing electrification
- Priority 7: Protect community water systems in an integrated way to ensure resilient water resources and healthy sheds
- Priority 8: Advance a 15-minute city by accelerating our shift to active modes
- Priority 9: Develop a Hughes Site Masterplan
- Priority 10: Make government more accessible, approachable and fun
- Priority 11: Modernize and update the city charter



- Are there other things Council is hearing from the community about housing in Fort Collins that we should consider?

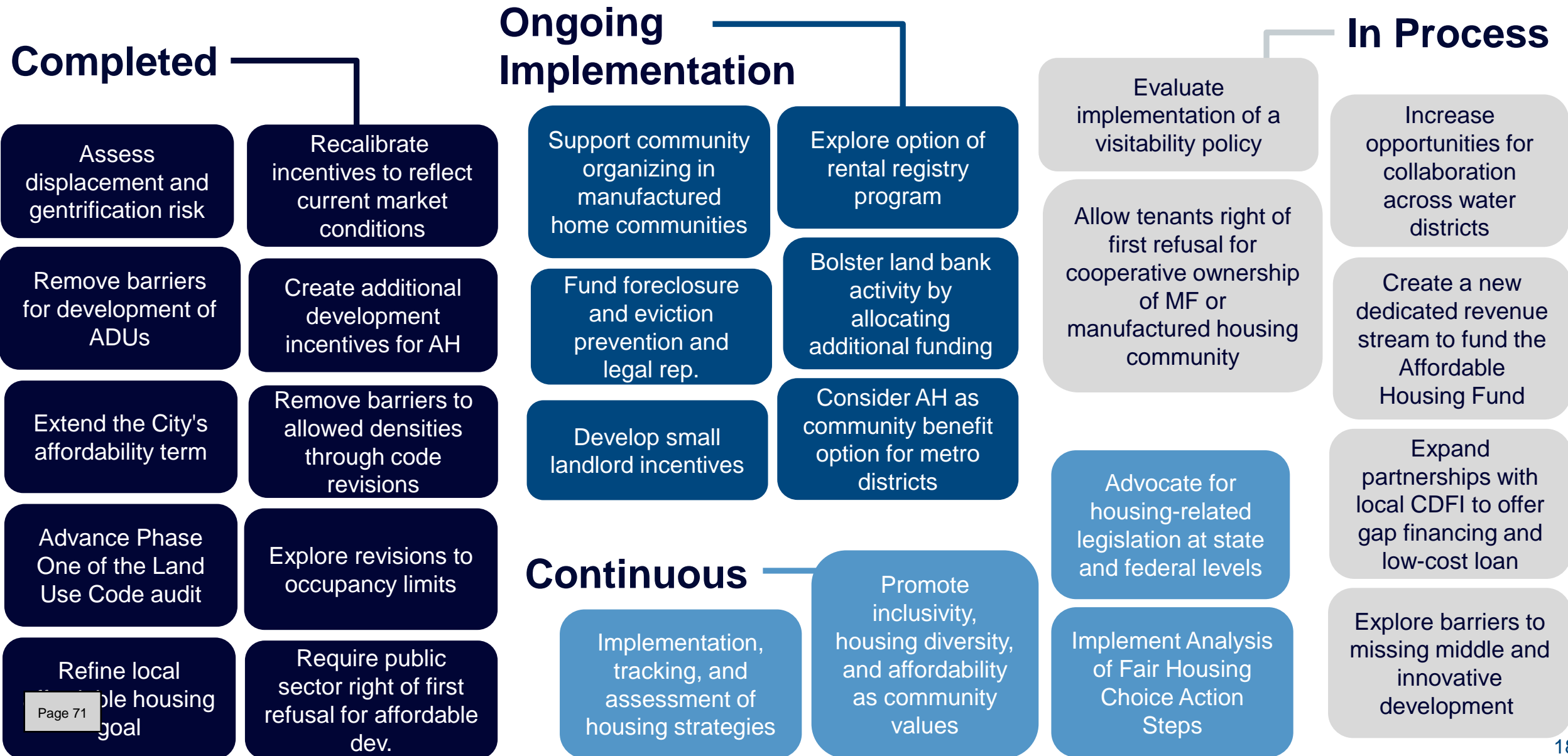


## Chapter 2: Actions Taken

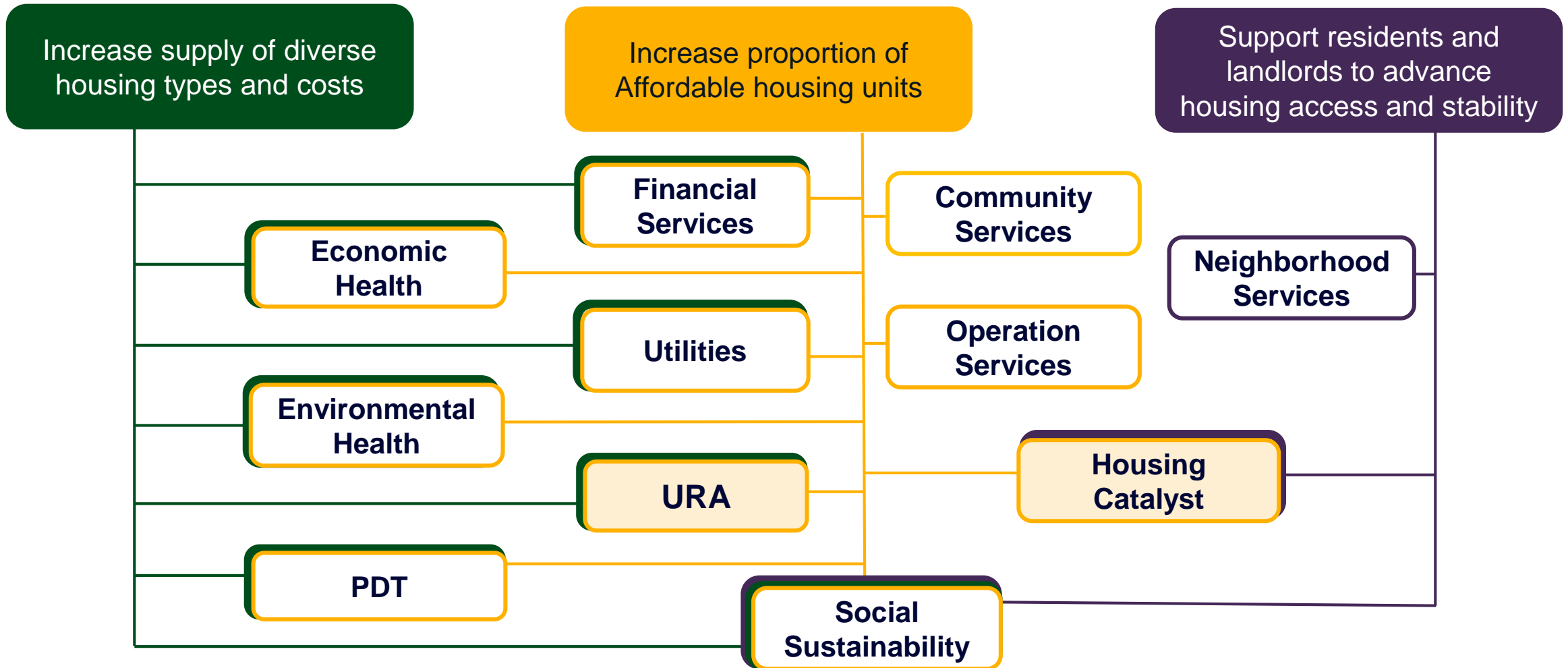
How the City is Currently Mobilizing Resources to Develop and Preserve Affordable Housing



# Implemented Strategies: Housing Strategic Plan



# Using Forward Across the City



ENSURING AN EQUITABLE, LEGAL, AND RESPONSIVE APPROACH

# Item 140: Multiple Resources Operationalized

## Regulations

- Utilized affordable housing incentives/bonuses in LUC; required modifications to develop as rendered

## Investments

- City-allocated resources, including PABs, AH Capital Fund subsidy, fee credits, contributed to project
- Downtown Development Authority contributed land and equity

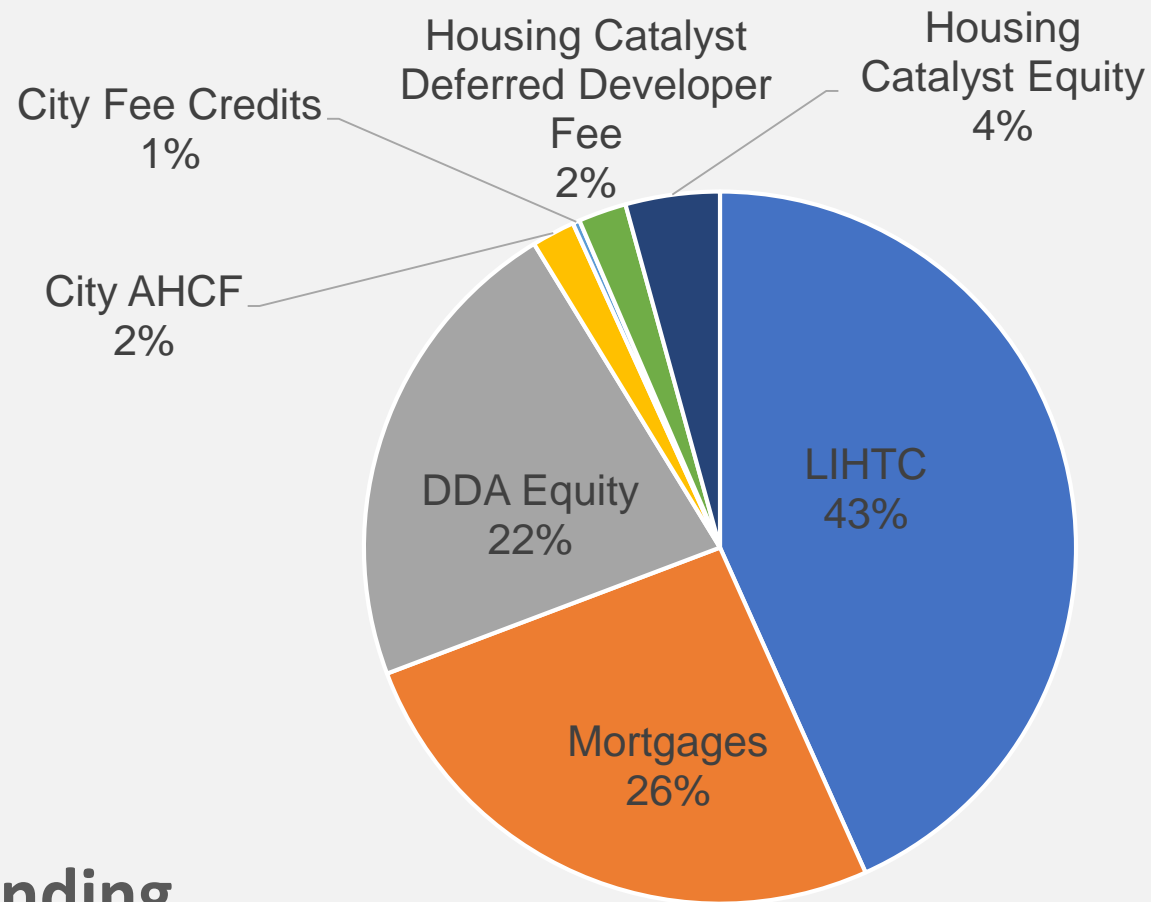
## Partnerships

- Required partnership between Housing Catalyst, City of Fort Collins, and Downtown Development Authority



Oak 140





## Oak 140 Funding

- The City also assigned \$3,885,119 in PAB capacity in 2020 for Oak 140 and one other project, enabling Housing Catalyst to access LIHTC
- DDA Equity amount does not account for land contribution valued at approximately \$2.3 million

- Considering the ***actions taken*** to operationalize City resources for this priority, is there anything specific that resonates with you?
- Given the complexities in the housing market, are there any areas of this work that Councilmembers would like to explore more deeply?



## Chapter 3: Work In Progress

Actions Underway to Further Mobilize Resources to Develop and Preserve Affordable Housing



- **Includes activities underway across the organization**
- **Organized by**
  - Regulations
  - Investments
  - Partnerships

## Areas of Impact



Increase diverse housing types and costs



Increase proportion of Affordable units









Advance housing access and stability

## Status







<12 mos. = Less than 12 months

12+ mos. = 12 months or more

## Regulations






Activity	Area of Impact	Status/Next Steps	
Fast track development review		<12 mos.	<ul style="list-style-type: none"> <li>Recommendations received early March</li> <li>Implement recommendations</li> </ul>
Become an ADU-supportive community		<12 mos.	<ul style="list-style-type: none"> <li>Work Session on 3/25</li> </ul>
Commercial Corridors and Centers Land Use Code update		<12 mos.	<ul style="list-style-type: none"> <li>Work Sessions est. April and July</li> <li>Updates est. Fall 2025</li> </ul>
Realign impact fees		<12 mos.	<ul style="list-style-type: none"> <li>Council Finance Committee est. May/June</li> <li>Work Session est. July/August</li> <li>Updated schedule est. Jan. 1, 2026</li> </ul>
Conduct High Density Utility Study		12+ mos.	<ul style="list-style-type: none"> <li>Study questions identified</li> <li>Creating survey</li> </ul>
Explore options for indoor water conservation financial incentives		12+ mos.	<ul style="list-style-type: none"> <li>Assessing options</li> <li>Identifying needs and potential funding</li> </ul>

## Investments

Activity	Area of Impact	Status/Next Steps	
City of Fort Collins real estate asset inventory		12+ mos.	<ul style="list-style-type: none"> <li>Create property profiles</li> <li>Develop centralized list of priority projects</li> </ul>
Purchase land bank property		<12 mos.	<ul style="list-style-type: none"> <li>Anticipating at least one purchase</li> </ul>
Increase Affordable housing investment via CCIP Renewal		<12 mos.	<ul style="list-style-type: none"> <li>Citizen vote on package in November</li> <li>Finalize mechanism(s) to utilize funds</li> </ul>
Explore revolving loan/equity fund		<12 mos.	<ul style="list-style-type: none"> <li>Finalize tool(s) to use</li> <li>Finalize implementation plan</li> </ul>
Leverage URA for development	 	12+ mos.	<ul style="list-style-type: none"> <li>Support of AH development with TIF and gap financing</li> </ul>



## New Partnerships

Activity	Area of Impact	Status/Next Steps	
Develop housing needs assessment (SB24-174), with Larimer County and City of Loveland		<12 mos.	<ul style="list-style-type: none"> <li>Identify consultant</li> <li>Complete est. Winter 25/26</li> </ul>
Partner with regional entities including NoCo Foundation		12+ mos.	<ul style="list-style-type: none"> <li>Identify opportunities for collaboration</li> </ul>
Host Rental Housing Summit		<12 mos.	<ul style="list-style-type: none"> <li>Early April</li> </ul>
Deepen renter supports through partnerships with Colorado Poverty Law Project, CSU Off-Campus Life		12+ mos.	<ul style="list-style-type: none"> <li>Assess opportunities</li> <li>Implement shared strategies</li> </ul>
Share practices to accurately track Prop 123 commitment, with Larimer County and other municipalities		<12 mos.	<ul style="list-style-type: none"> <li>Regional workshop early April</li> </ul>

- New developments pay a proportionate share of infrastructure costs
- Include:
  - Capital Expansion Fees (Parks, Fire, Police, General Government)
  - Transportation Capital Expansion Fees
  - Larimer County Regional Road Capital Expansion Fee
- **Approximately 3% of an Affordable housing development's cost**



## Capital Expansion Fees – as of January 1, 2025

Residential	Neighborhood Park	Community Park	Fire	Police	General Government	Transportation	Total	CEF % of Total Cost
700 Sq Ft Unit	\$2,286	\$3,229	\$560	\$313	\$762	\$2,958	\$10,108	3.5%
1,200 Sq Ft Unit	\$3,060	\$4,322	\$757	\$424	\$1,028	\$5,493	\$15,084	3.1%
1,700 Sq Ft Unit	\$3,343	\$4,719	\$824	\$461	\$1,123	\$7,133	\$17,603	2.5%
2,200 Sq Ft Unit	\$3,377	\$4,767	\$837	\$467	\$1,140	\$8,341	\$18,929	2.1%



- How would Council like to be kept informed on progress?
- What feedback do Councilmembers have on the status and next steps of ***work in progress***?

The ***work in progress*** includes strategies to impact housing supply, cost to develop Affordable housing, and stability of households. Impacting housing development has long-term outcomes; impacting housing stability could happen more quickly.

- Is there a set of outcomes Council wants emphasized more?
- When considering activities with long-term and near-term impact, should staff focus on one more than another?



# Chapter 4: Future Options

Additional Opportunities to Mobilize Resources to Develop and Preserve Affordable Housing

1

Expedite review of affordable housing projects

2

Expand programs for healthy and stable housing

3

Reduce fees for affordable housing projects

4

Create sustainable, long-term source(s) of dedicated local funding for housing

5

Identify City resources that could be dedicated to affordable housing

## Strategies

"+" = Strategy in Housing Strategic Plan

Light green highlight = New strategy

## Areas of Impact



Increase diverse housing types and costs



Increase proportion of Affordable units



Advance housing access and stability

## Status

<12 mos. = Less than 12 months

12+ mos. = 12 months or more





Legislation and LIHTC reform



Linkage Fee



Inclusionary Housing Ordinance






Expand fee credits to higher AMIs

## ***Expedite review of affordable housing projects***




Potential Activities	Area of Impact	Status/Potential Next Steps	
Fast track development review - in progress		<12 mos.	• Implementing recommendations

## ***Expand programs for healthy and stable housing***


Potential Activities	Area of Impact	Status/Potential Next Steps	
Scale programs for renters and housing insecure households <sup>+</sup>		12+ mos.	<ul style="list-style-type: none"> <li>• Assess current impact and estimated need</li> <li>• Quantify costs to scale</li> <li>• Identify resources/create budget offer</li> </ul>
Expand small landlord incentives <sup>+</sup>		12+ mos.	<ul style="list-style-type: none"> <li>• Assess current impact and estimated need</li> <li>• Quantify costs to scale</li> <li>• Identify resources/create budget offer</li> </ul>
Increase enforcement, monitoring, and resident support in MHPs <sup>+</sup>		12+ mos.	<ul style="list-style-type: none"> <li>• Identify and implement efficiencies in programming/staffing</li> <li>• Pass new ordinances</li> <li>• Implement/enforce changes</li> </ul>






## *Reduce fees for Affordable housing and evaluate regulations and fees for anticipated impact*

Potential Activities	Area of Impact	Status/Potential Next Steps	
Continue exploring options for utility fee relief		12+ mos.	<ul style="list-style-type: none"> <li>Identify options, such as offsets, exemptions, or credits</li> <li>Estimate costs</li> </ul>
Collaborate with water districts and regional partners to address challenges with water costs <sup>+</sup>	 	12+ mos.	<ul style="list-style-type: none"> <li>Assess challenges and opportunities</li> <li>Engage with partners</li> <li>Collaboratively identify strategies and implementation plans</li> </ul>

## ***Create sustainable long-term source(s) of dedicated local funding for housing***

Potential Activities	Area of Impact	Status/Potential Next Steps	
Explore options for dedicated sales tax, property tax, or other revenue source		12+ mos.	<ul style="list-style-type: none"><li>• Assess feasibility of options</li><li>• Seek direction from Council</li><li>• Develop ballot language</li></ul>

## *Identify City resources to dedicate to Affordable housing*

Potential Activities	Area of Impact	Status/Potential Next Steps	
Explore options to leverage real estate inventory for Affordable housing development		12+ mos.	<ul style="list-style-type: none"> <li>Assess property profiles for opportunities</li> <li>Utilize City-owned property for AH development</li> </ul>
Increase land bank <sup>+</sup>		12+ mos.	<ul style="list-style-type: none"> <li>Assess potential properties</li> <li>Identify potential funding resources/create budget offer</li> </ul>
Explore opportunities to support private investments in housing		12+ mos.	<ul style="list-style-type: none"> <li>Assess opportunities and investor interests with partners</li> <li>Develop menu of options for investors</li> <li>Identify incentives City could provide; estimate costs of incentives</li> </ul>

The ***options for the future*** include strategies to impact housing supply, cost to develop Affordable housing, and stability of households. Impacting housing development has long-term outcomes; impacting housing stability could happen more quickly.

- Is there a set of outcomes Council wants emphasized more?
- When considering activities with long-term and near-term impact, should staff focus on one more than another?
- Is there anything we didn't cover or that staff should consider for the future?

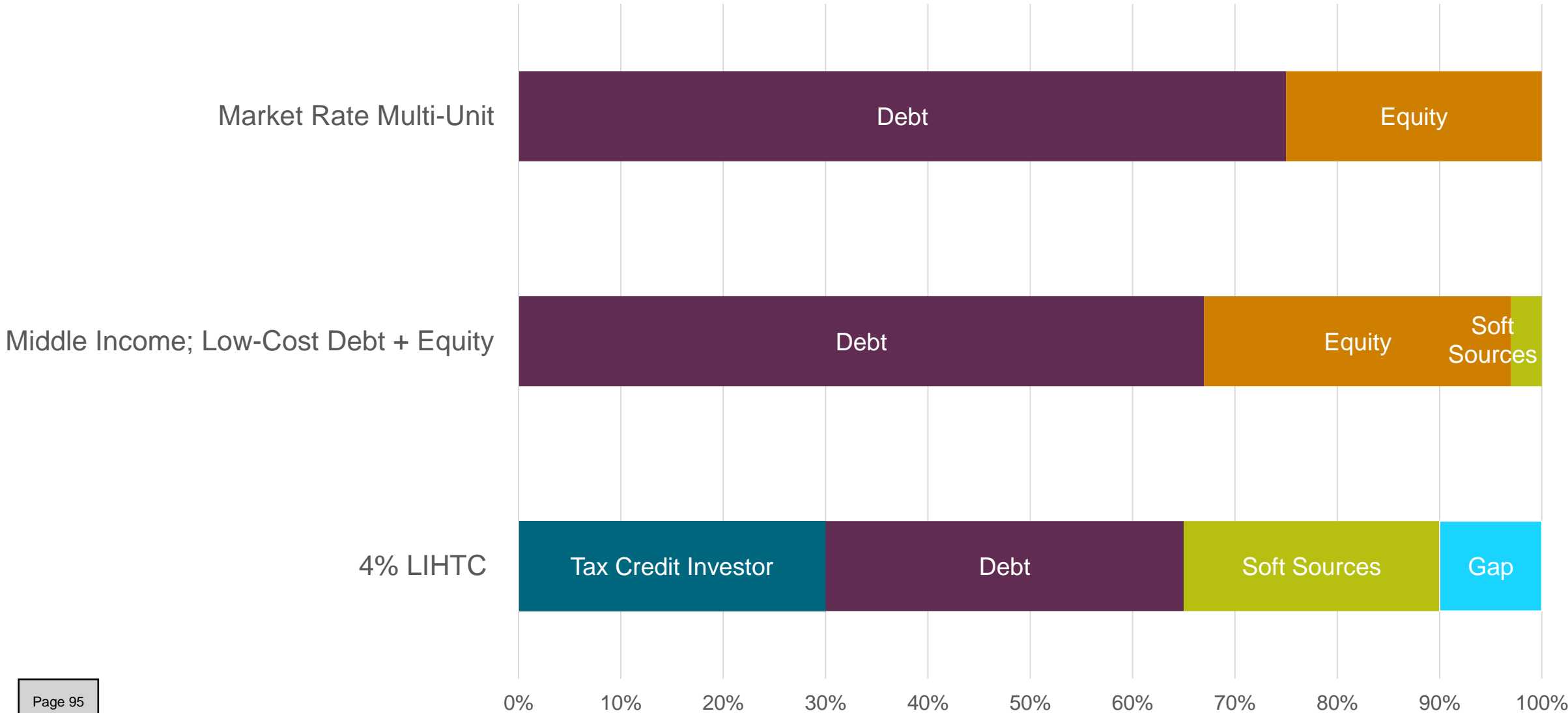




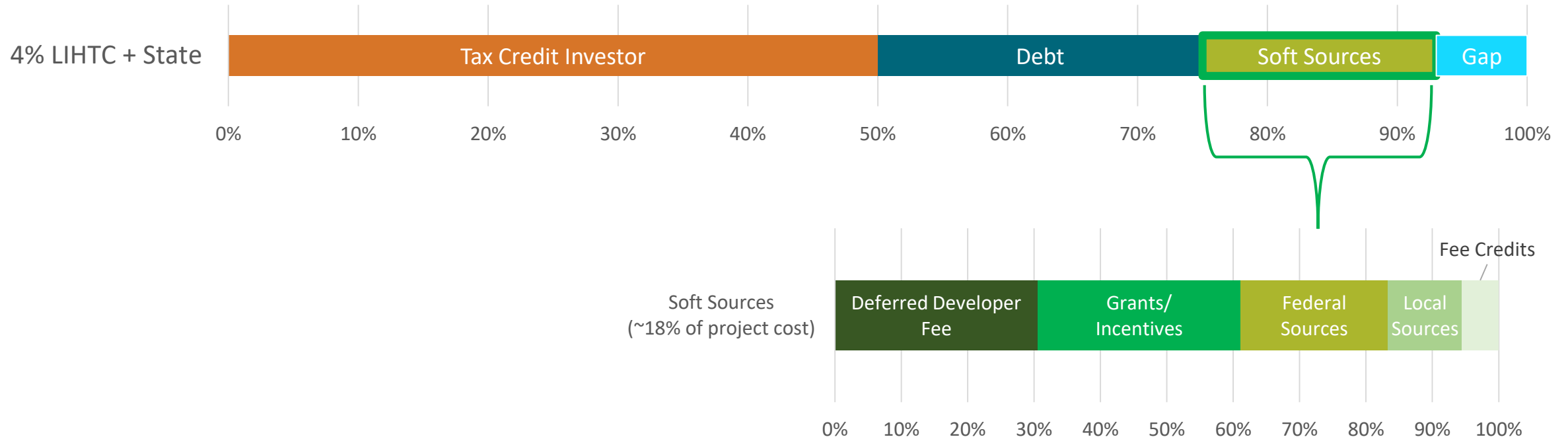
# Appendix

# Housing Catalyst: CAPITAL STACK EXAMPLES

Market Rate and LIHTC Projects



# Housing Catalyst: Soft Sources



## Current Funding Tools

- Deferred Developer Fee (Housing Catalyst)
- CDBG/Home Funds (Federal)
- Other Federal Funds (disaster relief, ARPA, etc.)
- Energy efficiency rebates and incentives (Federal, State)
- Department of Housing (DOH) Funding (Federal)
- Government or philanthropic grants (Varies)
- Department of Housing (DOH) Funding (State)
- Proposition 123 Funds (State)
- Affordable Housing Fund (Local)
- Affordable Housing Capital Fund/CCIP (Local)
- Fee credit program for 30% AMI units (Local)



# Housing Catalyst: Northern Colorado PHA Development Pipeline

1,040

New/Preserved Units by 2030  
from Larimer County PHAs

122



528



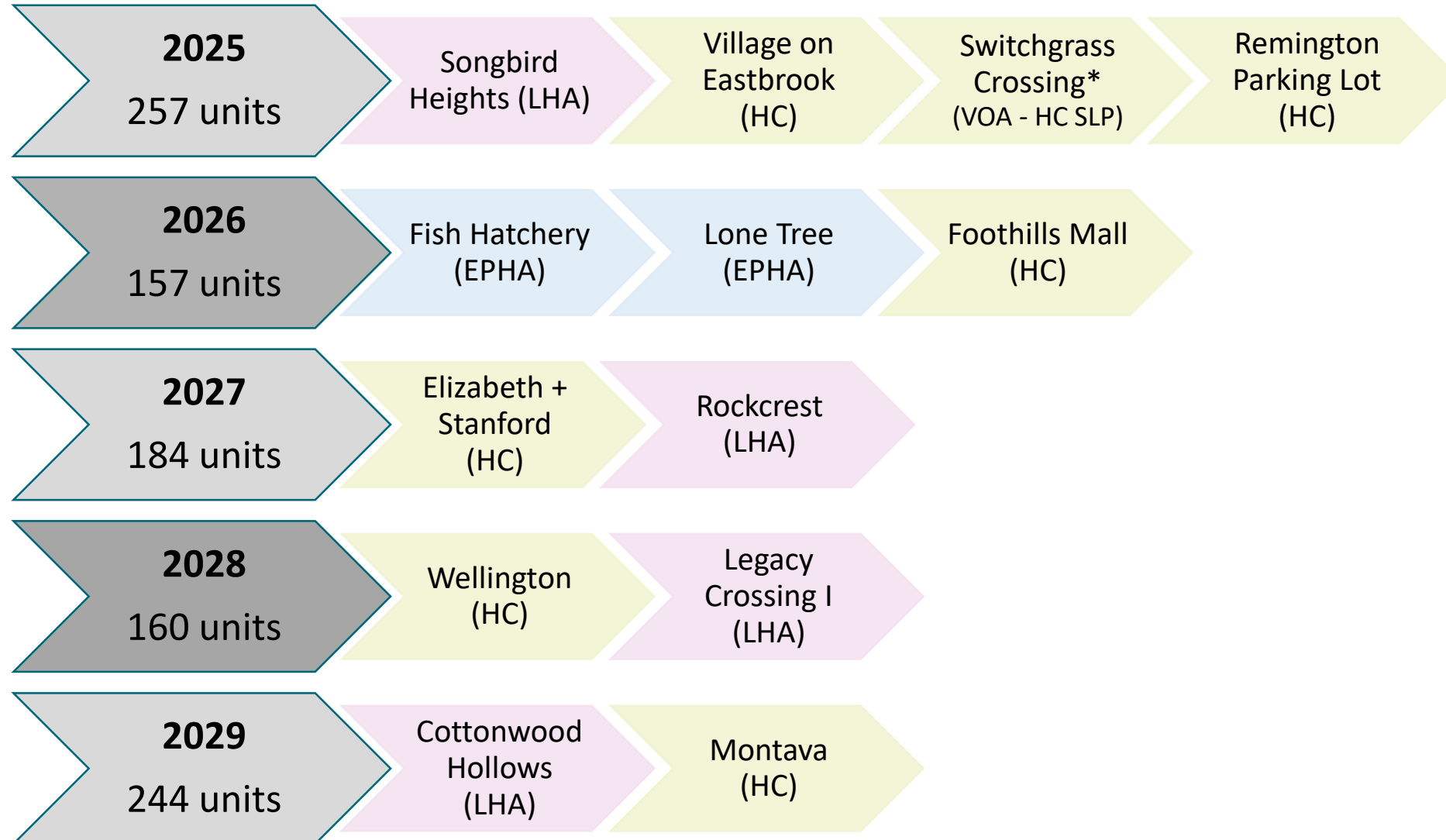
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# Housing Catalyst:

## Northern Colorado PHA Pipeline by Year

(by LIHTC funding application year)



## **File Attachments for Item:**

### **3. Accessory Dwelling Unit Discussion**

The purpose of this item is to discuss the requirements of becoming an Accessory Dwelling Unit Supportive Community per House Bill 24-1152 (HB24-1152). HB24-1152 requires subject jurisdictions to permit Accessory Dwelling Units (ADUs) in zone districts where single-unit dwellings are permitted and on lots where a single-unit dwelling exists. Council adopted Ordinance No. 009, 2025 to amend the Land Use Code to comply with HB24-1152.

HB24-1152 creates a grant program for jurisdictions that qualify as an ADU Supportive Community. This grant program provides funding to offset the costs of constructing ADUs, providing technical assistance to persons converting or constructing ADUs, and/or waiving, reducing, or providing financial assistance for ADU associated fees and other costs for ADU Supportive Communities. To become an ADU Supportive Community, eligible jurisdictions must implement one of ten potential programs outlined in HB24-1125. The City has already implemented two of the ten potential eligible programs. Based on the potential impact of two potential programs, this Agenda Item Summary provides an overview of a fee waiver program and pre-approved ADU plans for consideration by Council.

March 25, 2025

# WORK SESSION AGENDA ITEM SUMMARY

City Council



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## STAFF

Clay Frickey, Planning Manager  
Noah Beals, Development Review Manager

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## SUBJECT FOR DISCUSSION

### Accessory Dwelling Unit Discussion

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## EXECUTIVE SUMMARY

The purpose of this item is to discuss the requirements of becoming an Accessory Dwelling Unit Supportive Community per House Bill 24-1152 (HB24-1152). HB24-1152 requires subject jurisdictions to permit Accessory Dwelling Units (ADUs) in zone districts where single-unit dwellings are permitted and on lots where a single-unit dwelling exists. Council adopted Ordinance No. 009, 2025 to amend the Land Use Code to comply with HB24-1152.

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## GENERAL DIRECTION SOUGHT AND SPECIFIC QUESTIONS TO BE ANSWERED

1. What is Council's feedback on the current level of support for ADUs?
2. Does Council want staff to pursue additional policies for the development of ADUs? If so, which policies?

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## BACKGROUND / DISCUSSION

### House Bill 24-1152 Overview

HB24-1152 requires jurisdictions within a metropolitan planning organization with a population of at least 1,000 residents to allow ADUs. Specifically, an ADU may be built on lots where a single-unit dwelling exists or where a single-unit dwelling could be built. State law requires jurisdictions to comply with this bill by June 2025. The following is a summary of the requirements of HB24-1152:



- Permit ADUs where the Land Use Code permits single-unit dwellings.
- ADU must be built on the same lot as a primary dwelling.
- ADU may be attached or detached to the primary dwelling.
- Allow existing accessory buildings to be converted into an ADU.
- Allow an ADU to be at least 750 square feet in size.
- May not require setbacks to be greater than minimum for the primary dwelling.
- May not require more restrictive design standard than are applied to the primary dwelling.
- May not require a new off-street parking space for the ADU.
- May not require owner occupancy of one of the units on the lot.
- ADU proposals must be reviewed and decided by local government staff based solely on objective standards and cannot be elevated to an elected or appointed public body including a hearing officer.

In addition to these requirements, the bill also allows subject jurisdictions to:

- Require that a historic preservation commission to offer a recommendation to the local government staff.
- Restrict an ADU from being used as a short-term rental.
- Apply and enforce safety codes.
- Require a statement from the water service provider regarding the capacity of the service.

HB24-1152 also includes provisions for local governments to become a certified "Accessory Dwelling Unit Supportive jurisdiction." ADU Supportive jurisdictions become eligible for grant funding from the Department of Local Affairs (DOLA). The grant money from DOLA can be used to:

- Offset the costs incurred in connection with developing pre-approved ADU plans
- Providing technical assistance to persons converting or constructing ADUs
- Waiving, reducing, or providing financial assistance for ADU associated fees and other costs.

In order to become an ADU Supportive Community jurisdictions must enact one of the following programs and submit a report to DOLA demonstrating compliance with the bill:

1. Waiving, reducing, or providing financial assistance for ADU related fees that are incurred by low- and moderate-income households.
2. Enacting local laws or programs that incentivize the affordability of ADUs used primarily to house the local workforce.
3. Providing pre-approved plans for the construction of ADUs.
4. Implementing a program to provide education and technical assistance to homeowners to construct or convert an ADU.
5. Implementing a program to regulate the use of ADUs for short-term rentals.
6. Enacting local laws that incentivize the construction and conversion of accessible and visitable ADUs.
7. Assisting property owners with ensuring that pre-existing ADUs comply with local laws.
8. Enabling a pathway for separate sale of an ADU.
9. Enacting local laws that encourage the construction of ADUs that are factory-built structures.

10. Any other strategy that is approved by DOLA and that encourages the construction, conversion, or use of ADUs.

On February 4, 2025, Council adopted Ordinance No. 009, 2025 amending the Land Use Code to align with HB24-1152. This Ordinance amended the Land Use Code to permit ADUs in all zone districts that permit single-unit dwellings and on lots where single-unit dwellings exist.

### Becoming an ADU Supportive Community

The City must implement one of the ten program options outlined in HB24-1125 to potentially become an ADU Supportive Community. Below is a table indicating which of the ten program options the City is already implementing. The table also contains information on how much effort it would require for the City to implement the program and how much of an impact the program would likely have on the development of additional ADUs.

Program Option	Effort	Impact	Implementation Status
Fee waivers/reductions for ADU fees incurred by low- to moderate-income households	High	High	
Affordability incentives	High	Low	
Pre-approved plans for construction of ADUs	High	High	
Education and technical assistance program	Medium	Low	
Program to regulate use of ADUs as short-term rentals	Low	Low	<input checked="" type="checkbox"/>
Incentives for creating accessible and visitable ADUs	High	Low	
Assisting property owners with ensuring that pre-existing ADUs comply with local laws	Low	Low	
Enable a pathway for the separate sale of an ADU	Low	Low	<input checked="" type="checkbox"/>
Encourage construction of factory built ADUs	Medium	Medium	

Ordinance No. 009, 2025 prohibits the use of new ADUs as short-term rentals and permits the separate sale of an ADU. Due to this, staff believes that the City would already qualify as an ADU Supportive Community.

Staff want to highlight two program options for Council's consideration at this work session based on their potential impact: a fee waiver program and pre-approved ADU design program.

### Fee Waivers

Fees for new ADUs are similar to fees for new single-unit detached buildings. For an ADU with an estimated job value of \$125,000, fees can be up to \$25,000. In this example fees represent 20% of the total estimated cost of building an ADU. Due to this, fees end up being a barrier for the construction of ADUs.

Communities that want to incentivize the construction of ADUs have waived or reduced fees for ADUs. One prominent example is the City of Portland. According to a study by the Cato Institute, the City of Portland only permitted one ADU per year prior to their fee waiver program. From 2010-2018 the City of Portland waived fees for ADUs. During this time the City of Portland permitted 1,458 ADUs.

Staff put forward the following considerations for Council if Council wants to pursue a fee reduction or waiver program:

- Fee waivers and reductions will reduce the cost of ADUs while reducing revenue for many City departments.
  - Waivers could impact the ability of the City to fund upgrades to critical backbone infrastructure and streets.
  - Historically, City has backfilled fee waivers for other fee waiver programs.
- The definitions for ADUs are not aligned between the Land Use Code, Municipal Code, and other rules and regulations throughout the City.
  - Some Codes consider any building with more than one unit to be a commercial building and thus requires a commercial service rather than residential service.
  - ADUs on a condo lot could mean that the Utility would require separate water meters and services for each unit.
- Other communities like Portland, Oregon have offered fee waivers for a limited time to limit the impact of the fee waiver program on their infrastructure.

Staff would need to perform additional analysis to determine the viability of a fee waiver program and its impacts.

### **Pre-approved ADU Plans**

Another significant cost for people trying to build an ADU is the design of the ADU. The design of an ADU can cost tens of thousands of dollars. Other communities have sought to reduce this barrier by creating a library of pre-approved ADU plans.

Staff researched how other communities have created a pre-approved ADU program. Most communities followed these steps when creating their pre-approved ADU program:

1. Assess community needs and demand through surveys and stakeholder engagement.
2. Develop architectural guidelines in compliance with local zoning and building codes.
3. Engage architects and designers to create ADU plans.
4. Approve plans through permitting agencies to ensure code compliance.
5. Launch an online plan library and promote the resource to homeowners and builders.
6. Provide ongoing support, periodic updates, and community education.

Community members are then able to select one of the pre-approved designs and build them on their lot. Some jurisdictions levy a fee for utilizing one of the pre-approved plans (\$1,500-\$5,000) while others do not levy a fee. In all cases staff researched, the jurisdiction compensates the architect for the use of pre-approved ADU plans.

In addition to creating a pre-approved ADU program, some jurisdictions held a design competition to support this program. The design competitions staff research encouraged innovative and affordable ADU designs while emphasizing design that fits into specific neighborhood contexts. A design competition could then allow community members to vote on winning designs, building community buy-in for certain designs.

Staff offers the following considerations for creating pre-approved ADU designs and a potential design competition:

- Planning does not have funds or dedicated staff to develop and administer this program currently.
- Estimated start-up costs of \$50,000–\$200,000 for initial design development (varies based on scope and number of designs) (City of Seattle ADUniverse, 2023).
- Ongoing staff support required for plan updates, public inquiries, and permitting assistance.
- Additional costs for public outreach, website maintenance, and program promotion.
- Design competition would require staff coordination and funding for prizes.
- ADU designs will require review by legal as well as review by development review staff to ensure compliance with all local laws.
  - Pre-approved plans would require stamp by several staff members.
- Potential partnerships with local design schools, nonprofits, and private sector sponsors to increase participation and reduce program costs.
- Public engagement strategies, such as community voting, to select preferred designs.
- Program would not guarantee use of pre-approved plans.

### **NEXT STEPS**

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Staff will submit a report to DOLA outlining the City's compliance with HB24-1152 with the goal of obtaining ADU Supportive Community status. This report is due by June 30, 2025. DOLA has 90 days to review the report and issue their findings.

### **ATTACHMENTS**

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1. ADU Background Research
2. Presentation



## ADU Background Research

### Background:

Fort Collins is already closely aligned with the State of Colorado in being considered an 'ADU-friendly community.' However, additional policy actions, such as financial incentives, pre-approved design programs, and design competitions, could further enhance ADU development. Below is a summary of potential options for the City Council to consider. To support ADU development and increase housing supply, municipalities have implemented a range of policy options, including financial incentives, pre-approved design programs, and design competitions. Below is a summary of potential options for Fort Collins to consider.

### 1. Fee Waivers for ADU Construction

- **Types of Fee Waivers:** Cities waive or reduce permit, impact, and utility connection fees to lower construction costs.
- **Examples:**
  - Portland, OR waives system development charges for ADUs used as long-term rentals ([City of Portland Bureau of Development Services, 2023](#)).
  - Denver, CO provides impact fee reductions for ADUs designated as affordable housing ([City and County of Denver, 2023](#)).
  - Austin, TX offers fee waivers for ADUs built as affordable housing units ([City of Austin Housing and Planning Department, 2023](#)).
- **Pros:** Encourages homeowners to build ADUs, promotes affordability, and can contribute to increased housing supply.
- **Cons:** Potential revenue loss for the city, requires alternative funding sources, and may require periodic policy updates.

### 2. Pre-Approved ADU Design Programs

- **Approval Process & Oversight:**
  - Pre-approved ADU designs are typically reviewed and approved by municipal planning and building departments, often in collaboration with local architectural review boards.
  - Departments such as the City Planning Division, Development Services, and Building & Safety ensure compliance with zoning laws, building codes, and utility regulations.
  - Example: The City of San Jose's Planning Division oversees ADU plan approvals to ensure alignment with local standards ([City of San Jose Planning Division, 2023](#)).
  - Example: In San Diego, the Development Services Department evaluates ADU designs for structural integrity, safety, and zoning compliance ([City of San Diego Development Services, 2023](#)).
- **Collaboration with HOAs:**
  - Some cities work with Homeowners Associations (HOAs) to facilitate ADU approval by aligning pre-approved designs with HOA architectural standards.
  - Example: The City of Austin engages with HOAs to streamline ADU approval processes and resolve restrictive covenants that may prohibit ADUs ([City of Austin Housing and Planning Department, 2023](#)).
  - Example: Portland, OR provides educational materials to HOAs on state-mandated ADU allowances, ensuring consistent implementation across neighborhoods ([City of Portland Bureau of Development Services, 2023](#)).
- **Approval Process & Oversight:**

- Pre-approved ADU designs are typically reviewed and approved by municipal planning and building departments, often in collaboration with local architectural review boards.
- Departments such as the City Planning Division, Development Services, and Building & Safety ensure compliance with zoning laws, building codes, and utility regulations.
- Example: The City of San Jose's Planning Division oversees ADU plan approvals to ensure alignment with local standards ([City of San Jose Planning Division, 2023](#)).
- Example: In San Diego, the Development Services Department evaluates ADU designs for structural integrity, safety, and zoning compliance ([City of San Diego Development Services, 2023](#)).
- **Purpose:** Reduces time and cost for homeowners by providing ready-to-use ADU blueprints that comply with local codes.
- **Key Features:**
  - Cities develop a library of pre-approved designs available for free or low cost, typically ranging from \$1,500 to \$5,000 per plan for homeowners, depending on complexity and architectural fees ([City of San Diego Development Services, 2023](#), [City of San Jose Planning Division, 2023](#)).
  - Plans minimize the need for custom architectural services, making ADU construction more accessible.
  - Example: San Diego, CA and San Jose, CA offer pre-approved ADU plans ([City of San Diego Development Services, 2023](#) and [City of San Jose Planning Division, 2023](#)).
- **Costs & Administration:**
  - Estimated \$50,000–\$200,000 for initial design development (varies based on scope and number of designs) ([City of Seattle ADUniverse, 2023](#)).
  - Ongoing staff support required for plan updates, public inquiries, and permitting assistance.
  - Additional costs for public outreach, website maintenance, and program promotion.
- **Steps to Implement:**
  1. Assess community needs and demand through surveys and stakeholder engagement.
  2. Develop architectural guidelines in compliance with local zoning and building codes.
  3. Engage architects and designers to create ADU plans.
  4. Approve plans through permitting agencies to ensure code compliance.
  5. Launch an online plan library and promote the resource to homeowners and builders.
  6. Provide ongoing support, periodic updates, and community education.

### 3. ADU Design Competitions

- **Objective:** Encourages innovative and affordable ADU designs while engaging architects, planners, and the community.
- **Example: San Antonio, TX**
  - Hosted a public design competition for ADU plans ([City of San Antonio Neighborhood & Housing Services, 2023](#)).
  - Winning designs were added to a pre-approved plan library, making them available to the public at a reduced cost.
- **Implementation Considerations:**

- Requires staff coordination and funding for prize incentives and administrative management.
- Legal review needed to establish design ownership, usage rights, and licensing agreements.
- Potential partnerships with local design schools, nonprofits, and private sector sponsors to increase participation and reduce program costs.
- Public engagement strategies, such as community voting, to select preferred designs.

#### 4. Utility Impacts of ADUs

- **Effects on Utility Rates:**
  - Some cities charge additional utility connection fees for ADUs, while others waive or reduce these fees.
  - Increases in water and sewer usage may result in higher monthly utility bills for ADU owners.
- **Challenges for Municipal Utilities:**
  - Increased water and sewer demand may require system upgrades in older neighborhoods.
  - Electrical grid capacity must accommodate increased residential density.
  - Stormwater management may be impacted by additional impervious surfaces.
- **Case Studies:**
  - **Seattle, WA:** Updated water and sewer infrastructure in neighborhoods with high ADU development rates ([Seattle Public Utilities, 2023](#)).
  - **Los Angeles, CA:** Offers reduced sewer connection fees for ADUs to promote affordability while managing system load ([Los Angeles Department of Water and Power, 2023](#)).
  - **Austin, TX:** Adjusted water rates to accommodate ADU development and incentivize water-efficient design features ([Austin Water, 2023](#)).

#### Recommendation:

To encourage ADU development, Fort Collins could explore a combination of fee waivers, pre-approved design programs, and a design competition. A feasibility study is recommended to assess costs, administrative requirements, and potential impact on housing availability. Additionally, benchmarking with peer cities will provide further insights into best practices for program implementation. Further analysis of utility system impacts and possible mitigation strategies should also be considered.



# Accessory Dwelling Unit Discussion

Clay Frickey + Noah Beals





- What is Council's feedback on the current level of support for ADUs?
- Does Council want staff to pursue additional policies for the development of ADUs? If so, which policies?



# Current State of ADUs

# Current ADU LUC/State Requirements

State ADU Standards	City ADU Requirements
SHALL REQUIRE	
<i>ADUs everywhere there is a Single-unit house</i>	<input checked="" type="checkbox"/>
<i>No Public Hearing for ADU decision</i>	<input checked="" type="checkbox"/>
<i>No New Off-street Parking</i>	<input checked="" type="checkbox"/>
<i>No Requirement to be owner occupied</i>	<input checked="" type="checkbox"/>
<i>Allow 750sf</i>	<input checked="" type="checkbox"/>
<i>Conversion of existing structures to ADU</i>	<input checked="" type="checkbox"/>
<i>Side and Rear setbacks the same as the Primary building</i>	<input checked="" type="checkbox"/>
<i>Historic District or Landmark Property reviewed by LPC</i>	<input checked="" type="checkbox"/>

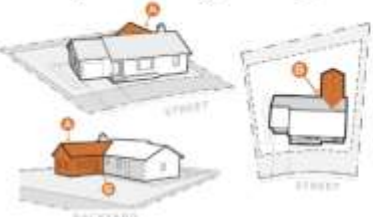
State ADU Standards	City ADU Requirements
MAY ALLOW	
<i>Multiple ADUs on one lot</i>	<i>Prohibits</i>
<i>Collecting impact fees</i>	<input checked="" type="checkbox"/>
<i>Short Term Rentals</i>	<i>Prohibits</i>
<i>Life Safety Codes (Building, Fire, and Utility)</i>	<input checked="" type="checkbox"/>
<i>Encouraging Construction of ADU for workforce housing</i>	
<i>Requiring Statement from the water provider regarding capacity for service</i>	<input checked="" type="checkbox"/>
<i>Applying Design standards to the ADU located in a Historic District and Landmark properties</i>	<input checked="" type="checkbox"/>



Web site Visits to ADU pages	
Prior to ADU code update	After ADU code update
27 visits per week avg.	50 visits per week avg.

Conceptual Reviews for ADUs	
Past 10 years	After Code update in May 2024
34 applications	3 applications

**Building an Accessory Dwelling Unit - BDR Review**



An Accessory Dwelling Unit (ADU) is a small house or unit that is on the same property as a larger building.

An ADU:

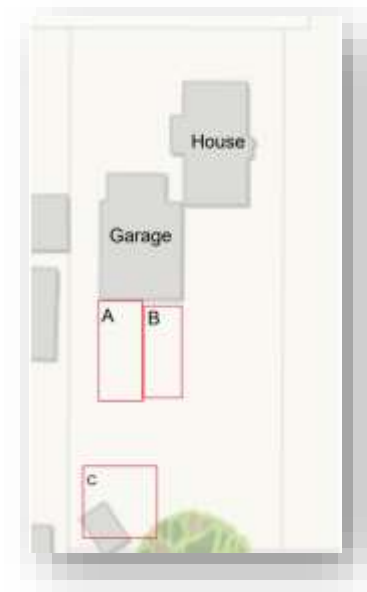
- Contains everything someone needs to live in a home: a kitchen, bathroom and living area.
- Is on the same property or lot as another house, duplex or triplex.
- Is typically smaller than the primary dwelling unit and is located to the rear of the primary unit.
- Can be attached to a house or detached.
- May not be used as a short-term rental.

**What is a Basic Development Review (BDR)?**

The decision maker on the project will be the Development Review Manager and/or the Director of Community Development and Neighborhood Services.

Learn more about the [Development Review Process here](#).

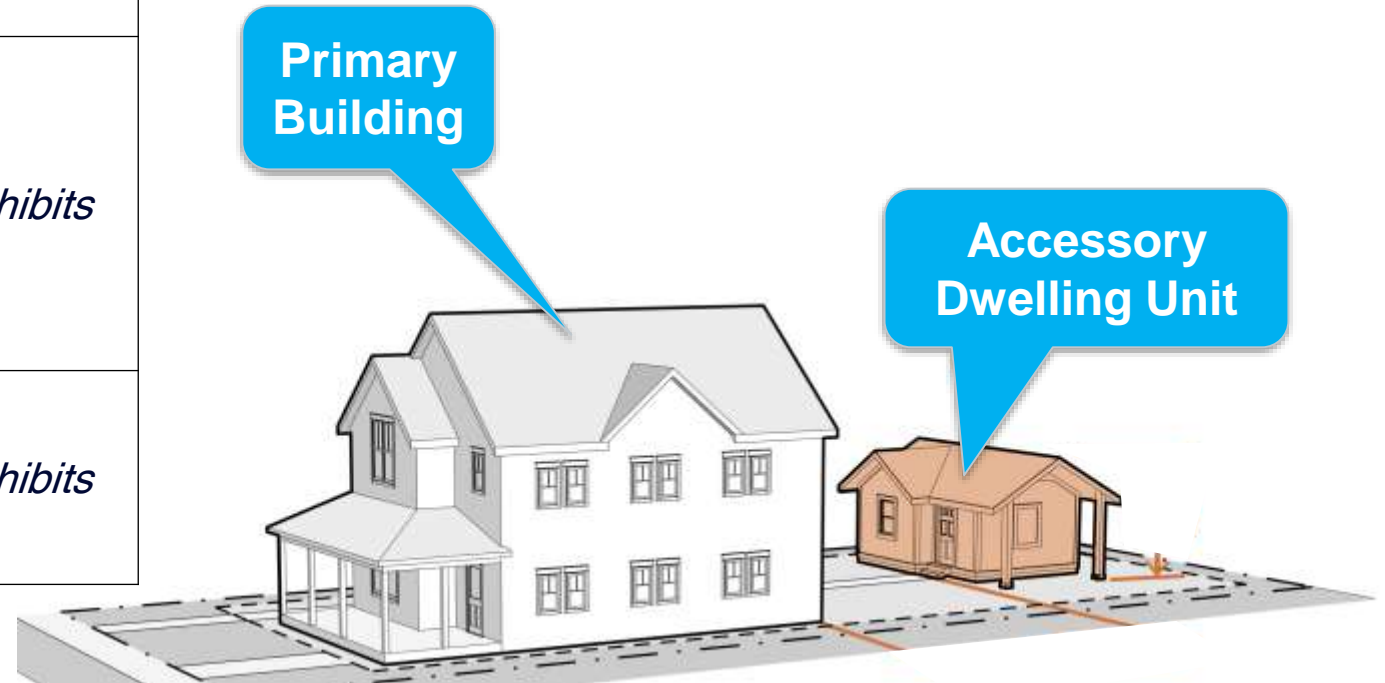
ADU Page



Conceptual Site Plan

## Short Term Rentals

	Zone Districts	Primary Building	Accessory Dwelling Unit
Primary (Residence) Short Term Rental	UE, LMN, MMN, HMN, OT-B, OT-C, CC, CCN, CCR, CG, CS, CL, HC,D, E, I	<input checked="" type="checkbox"/>	<i>Prohibits</i>
Non-Primary (Residence) Short Term Rental	CCN, CCR, CG, CS, CL, HC,D, E, I	<input checked="" type="checkbox"/>	<i>Prohibits</i>



# R/Building Permit process

ADU Basic Development Review (BDR)			Building Permit				
Application Submittal	Rounds of Review Review (Mostly Exterior and Site Placement)	Decision	Permit Submittal	Multi-department Review (Interior & Structural review and verify matches BDR approval)	Permit Issuance	Multi-department Inspections	Certificate of Occupancy issued
Fees Collected	Estimated 2 rounds of review	No Public Hearing	Partial Fees Collected	Revisions may be required	Partial Fees Collected	ADU Under Construction	Remaining Fees Collected
Yellow Sign Posting/Mailed Notice		Not Appealable			Building Permit posted on the property		
No Neighborhood Meeting							
Approx. 2-3 months			Approx. 6-8 weeks			Approx. 4 months+	
-IN TOTAL APPROX. A YEAR-							



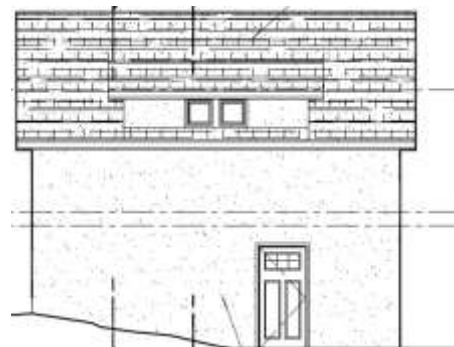
# ADU Supportive Community Requirements



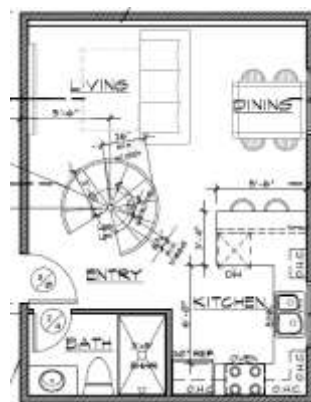
- Requires jurisdictions permit ADUs
  - Zones that permit single-unit dwellings
  - Where single-unit dwellings already exist
- Requires report to DOLA outlining compliance
  - Must implement at least 1 implementation strategy
  - Show evidence of implementation
- Compliant jurisdictions = ADU Supportive Community
  - Access to grant money to support ADUs
    - Offset fees
    - Technical assistance
    - Development of pre-approved plans

# U Supportive Community Options in HB24-1152

Options	Status	Effort	Impact
Fee waivers/reductions for ADU fees incurred by low-moderate income households		High	High
Affordability incentives		High	Low
Pre-approved plans for construction of ADUs		High	High
Education and technical assistance program		Medium	Low
Program to regulate use of ADUs as short term rentals	<input checked="" type="checkbox"/>	Low	Low
Incentives for creating accessible and visitable ADUs		High	Low
Assisting property owners with ensuring that pre-existing ADUs comply with local laws		Low	Low
Enable a pathway for the separate sale of an ADU	<input checked="" type="checkbox"/>	Low	Low
Encourage construction of factory built ADUs		Medium	Medium



Site Plan



Main level



Upper level

## Example Fee Schedule for an Accessory Dwelling Unit (retrofit of existing structure)

FEE	Dollar Amount
Electric Capacity Charge	\$1,666.00
Plan Check Fee - Occupancy R-3	\$180.18
Permit Fee - Occupancy R-3	\$334.62
City Sales/Use Tax	\$2,406.25
County Sales/Use Tax	\$500.00
Elec: City Sales Tax	\$2.95
Elec: Comm. Revenue	\$76.62
Elec: PILOTS	\$4.59
Elec: Secondary Service	\$2,030.00
Elec: Temp Pedestal	\$221.41
Fire Capital Exp. (Res)	\$643.00
General Govt. Capt. Exp. (Res)	\$873.00
Larimer County Reg. Road (Res)	\$184.00
Parkland: Community	\$3,669.00
Parkland: Neighborhood	\$2,599.00
Police Capital Exp. (Res)	\$360.00
Transportation Capital Exp. (Res)	\$4,686.00
Poudre School District (1-4 Units)	\$1,710.00
Sewer PIF	\$2,759.00
Stormwater PIF	\$77.16
Water PIF	\$589.00
<b>Estimated Job Value</b>	
<b>Total</b>	<b>\$125,000.00</b>
	<b>\$25,571.78</b>

- Waivers will reduce cost of building ADUs while reducing fee revenue
  - Could impact ability to fund upgrades to backbone electric infrastructure and streets
- Different departments view ADUs differently, would need to align definitions and approach
  - Light & Power – two attached units = commercial service
  - Water Utility – may run utilities from main house to ADU
    - Would not permit if ADU could be sold off individually
- **Need additional analysis to determine viability of fee waiver program**



- Put out call for context sensitive ADU designs
- Could hold design competition
- City would need to review designs to ensure they comply with all regulations
- Could approve for use Citywide or only in specific areas

## Example – Eugene, OR

### Pre-Approved ADU Plans Library

Welcome to the City of Eugene's Pre-Approved Accessory Dwelling Unit (ADU) Plans Library. The following plans are available for purchase from the architectural companies that created them, and have been reviewed for compliance with the building code by the City of Eugene.



- **No funds or dedicated staff to develop and administer program**
  - Estimated cost for initial development = \$50,000-\$200,000
  - Engagement
  - How to compensate architects
  - Review and stamp plans
  - Ongoing staffing and administration
- Could develop buy-in for context sensitive design
- Community members may not use pre-approved designs

- Created web resources about ADUs
  - Based on frequently asked questions to Planning
    - Address questions prior to conceptual review
    - Provides fee overview

## Considerations For ADUs From All Departments



Below, you can find each departments' primary considerations for ADUs that require a Basic Development Review. Each property is unique, so the exact details of what reviewers are seeing when they review your project may differ from what is below.

- |  |
|--|
| ✓ Application and Processing – Development Review Coordinators                   |
| ✓ Land uses, setbacks, site design, and exterior building design – City Planning |
| ✓ Building Standards – Building Plan Reviewers                                   |
| ✓ Bringing electricity to the unit - Light & Power                               |
| ✓ Access and rights-of-way concerns – City Engineering Development Review        |

- Submit report to DOLA
  - Staff developing report now
  - Due by June 30, 2025
  - DOLA has 90 days to review



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- Does Council want staff to pursue additional policies for the development of ADUs? If so, which policies?