# Homelessness & Housing in Greeley What We Do to Move Forward

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

### Scope of Work

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



### About Us

- Formed in 2015
- Services:
  - Geographic Information Systems (GIS)
  - Community Engagement
  - Due Diligence and Project Management
  - Urban Planning and Development
  - Marketing and Branding

- Notable Clients:
  - Colorado Housing Finance Authority
  - Enterprise Community Partners
  - Rocky Mountain Communities
  - University of Colorado Anschutz
  - Urban Land Conservancy

More info at: urbanityadvisors.com

In collaboration with...

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

### U

### The Team



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**Briana Roy** Operations



Chenay McConnell Associate



Augustina Remedios Cappelli Consulting





Mary Coddington Cappelli Consulting

**Terrell Curtis** 





Tim Reinen Reinen Consultants



# How The Community Wants to Move Forward

What we learned from the 2nd meeting series

# **Community Voice**

#### **Community Conversations**

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

#### **Online Survey**

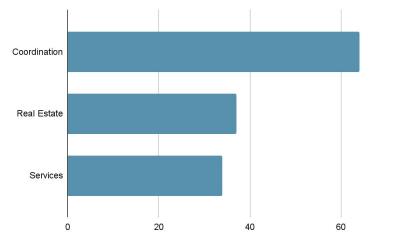
• 32 Participants

## **Community Voice**

#### How We Move Forward

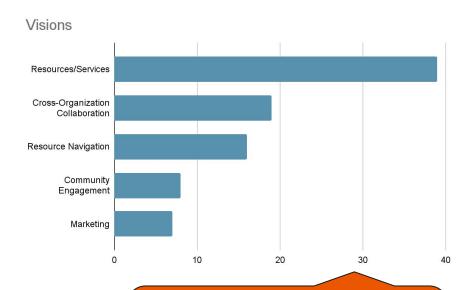
- Coordination
- Real Estate
- Services

#### How We Move Forward



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



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

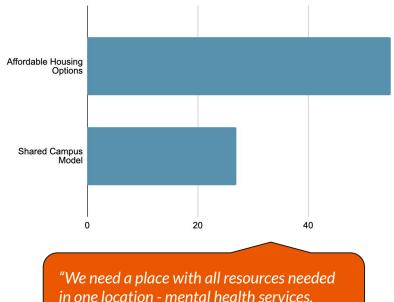
## Coordination

#### **Frequent Expressions**

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

"We should explore different tiers of affordable housing"





in one location - mental health services, food, rehabilitation, education, housing..."

### **Real Estate**

#### **Frequent Expressions**

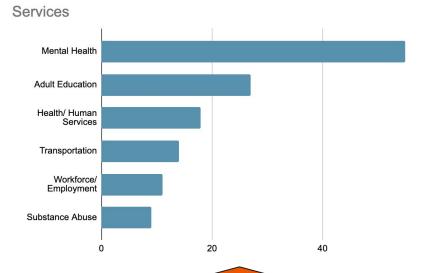
- Affordable Housing Options
- Shared Campus Model

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

### **Services**

#### **Frequent Expressions**

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



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

# **Recommendations** *The "What"*

# **Solutions to 'Coordination'**

**Recommendations:** 

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

### **Collective Impact**

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





### It starts with a common agenda

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



## It establishes shared measurement

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



## It fosters mutually reinforcing activities

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



It encourages continuous communications

That means building trust and strengthening relationships.

The Five Conditions of Collective Impact



And it has a strong backbone

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

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

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

- Backbone Options
  - $\circ \qquad {\sf Northern}\, {\sf Colorado}\, {\sf Continuum}\, {\sf of}\, {\sf Care}$ 
    - Working Group led by The City of Greeley?
  - $\circ \qquad {\rm The}\,{\rm City}\,{\rm of}\,{\rm Greeley}\,{\rm and/or}\,{\rm Weld}\,{\rm County}$
  - United Way of Weld County

Suggested Timeline: Immediate

### The Collective Impact Backbone

Backbone Responsibilities:

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

What the backbone does NOT do:

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

### Examples of Collective Impact Addressing Homelessness

| City / Area     | Program Name   | Launch | Result Highlights  |
|-----------------|--|--------|--|
| Omaha, NE       | <u>Metro Area Continuum of Care for</u><br><u>the Homeless</u> | 2006   | • 8,000+ Households Receive rental assistance  |
| Coatesville, PA | Homelessness and Unemployment in Coatesville Collective        | 2021   | • Received \$225k Grant for exploring<br>Collective Impact   |
| Los Angeles, CA | Home for Good  | 2010   | <ul> <li>2 successful ballot initiatives</li> <li>Encampment to Home Program         <ul> <li>93% remain housed</li> </ul> </li> </ul> |

# Solutions through 'Real Estate'

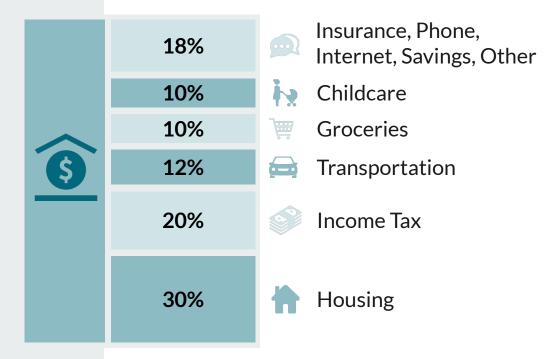
**Recommendations:** 

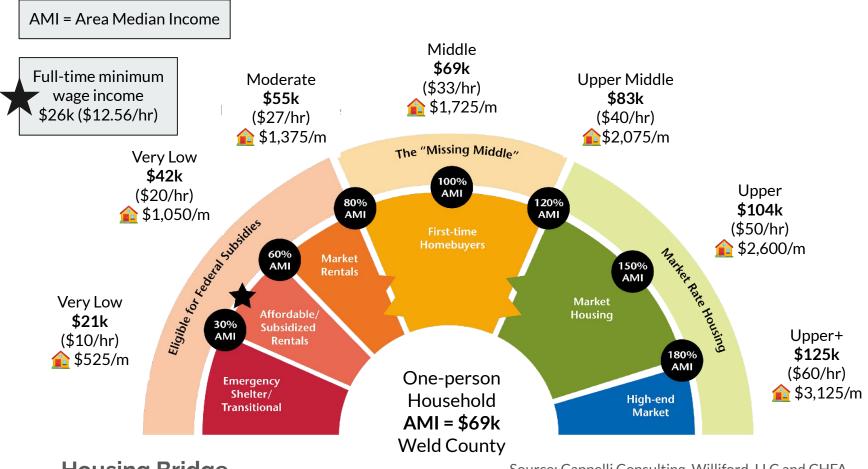
#### 1. Conduct a Housing Needs Assessment

- Quantifies the number of housing units and types needed in the local market with regard to economics, demographics, and current supply. Affordable housing inventory of multiple income points may be needed to address wider problems.
- 2. Pursue pre-development research for service-based campus model approach
  - Utilize **Collective Impact** to coordinate a multi-organizational (City, County, Housing Authority, Nonprofit, etc) campus to address homelessness and provide access to critical services such as housing, healthcare (mental, dental & physical), employment, substance abuse treatment, food, shelter, clothes, and even court proceedings. **This should consider collaboration with** <u>High Plains</u> <u>Housing Development</u> and its ongoing plans to develop a campus.

# What is affordable housing?

"Affordable" housing means paying no more than 30% of gross income for rent/mortgage and utilities. ...But even with "affordable" housing, a typical Colorado family would have little left over to invest in the future





Housing Bridge

Source: Cappelli Consulting, Williford, LLC and CHFA

## Service-based Campus Model

Potential service offerings

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



#### Preliminary Development Costs:

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

#### Annual Operating Costs:

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

#### Annual Services Costs:

| Program Costs | \$40k  |
|---------------|--------|
| Total Costs   | \$240k |

#### *Financial Example | Service-Based Campus | 50 unit campu*

# What's already in the works?

# High Plains Housing Development

#### 123 9th Ave

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



# 123 N. 9TH AVE, GREELEY COLORADO



08

#### HIGH PLAINS HOUSING DEVELOPMENT CORPORATION

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



WORKSHOP8

# Affordable Units in Greeley Housing Pipeline

655 Units

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

# Solutions through 'Services'

**Recommendations:** 

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

## Homelessness Risk **Factors**

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

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

### Adversity in childhood

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

### Socioeconomic situation

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

### Mental health problem

Ever diagnosed with depression Psychiatric hospitalization (past 5 years)

## **Addiction Problem**

Substance Abuse

## **User-Friendly Resource Guid**

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

#### Fort Collins Homeless Resource Guide

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

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long term quests.

Bus Routes: 5, 14, 8 and 81

9 Murphy Center for Hope 242 Conifer Street, Fort Collins, CO 80524

Indoor day shelter Mon.-Fri. 8-11:30am; Sat.-Sun. 8am-5pm

In need of support? Murphy Center, operated by Homeward

Mon.-Sun. 8am-12pm Bus Routes: 8 and 83

HEALTHCARE & BEHAVIORAL HEALT

Non.-Thu. 9.30am-4.30pm, no walk-ins

Free primary care medical clinic for all

25 Family Medicine Center

509-405-6609 Malk-is clinic 975-895-8985

Nedicaid and CICP, appoint

Yinary care physician, accepti-

Walk-in clinic; Mon.-Fri. Bam-7pm

3, 4 Realth District of Norther

Larimer County/Dental Clinic 120, 202 Bristlecore Drive 970-224-5209

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advanced care plannin Non.-Fri. Barn-Spre

Pus Routes R and R1

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Bus Routes: 8 and 83

51 arimer County Health Ber

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Non -Fri. Sam-4:30pm, call for walk

25 Northern Colorado Health Network

assistance, smoking cessation

24 Alpha Center

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23 Planned Parentheod 825 South Shields Street, Suites 4-7 970-493-0281

STD testing contracentics famil

Open Mox.-Sat., call for hours

1830 Viest Laporte Aven

971-484-0999

appointments availabl Mex.-Fri.; bours vary

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

Montal health prisis center; open 2

Committees Marith Bostness, 80

Nextal health/substance use disp

SammitStane Heal 242 Conifer Street 970-494-9940

Nen.-Fri. Bom-4pm;

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Hospital, ER, Jab. x-ray, open 24 hours

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point access health care

Bus Routes 2, 3, 31, 32 and The H

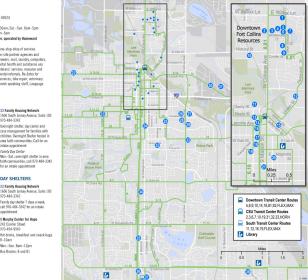
Bus Routes: 18 and MAX

8-10am

Outdoor day shelter Non.-Sun. 8am-5pm

Alliance, is a great place to start,

970-494-9940



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B UCHealth-Heantain Cr Bebavioral Health Center 1601 Corbett Drive 170-207-4800

970-455-8090 or walk-in at PMI

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Mental health/subs

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NB East Lincoln Avenue, #4 NJ-490-5977

Bus Routes: 8 and 81

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flux Routes 14

FOOD ASSISTANCE

Bus Routes & and 81

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35 Calvation Array

Bus Routes MAX

CLOTHING/GEAR

Family Services (Homeward Allians 978-829-0583

Family food, clathing and facture,

25 Kid's Closet (First Units

Med. 3-Opm, Sat. 9am-12pm

DUDUIC DENECTE

6 Department of Human Services

Benefits/public assistance (SNA Medicaid, LEAP, CCAP, etc.)

Hethodist Church) 1005 Stover Street 970-482-2436 info@ftcfumc.net

But Raubes 18

3901 S Mason Street 970-207-4472

8:15am-4pm (closed for lunc

8 Food Bank for Larimer Count

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-fri. 11am-2pm

#### Homeless Resource Guide

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ALLIANCE

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OUTREACH

812 Seufii Callege Avenue 30-432-4204; risis Hotline: 970-472-4200

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OTHER RESOURCES Avery Center Non-Fri 7.30am-Som offiern Calorado 70-398-2860 all for Fort Callins location hos Bus Rautes: MIX and Down Transit Center 11 21 Matthews House 531 South College Avenue 978-472-0509 Family resource center and programming for youth Non-Fri, Sam-4pm 18 Colorado Legal Service Bus Routes: 9, 10, 33 and 92 Nokinger Verto Educational 78-493-2851 free legal support: must qualit Tues & Thu Barn-Sper reid@asdscheels.o For children and routh who as 32 Crossraads Safehees Non-Fri, 7.30am-4.30om 14 Municipal Court 215 North Mason Street (enter on North side) 370-221-5800 us Rautes: 18 Disabled Resource S LOL7 Robertson Street, Unit B 3/10-182-2700 Nunicipal violations: traffic, misdemeaners, patty effense civil intractions Social Security and employme ssistance, peer sapport, case sanagement, etc. Nos-Fri Barn-4-30pm The Right Track/Probation 978-416-8003 Non-Fri 8-30am-4-30om losed daily 12-1pm Bus Raules: 5 **Bus Routes: MEX and Downtow** 10 Family Center/La Famili 7 Neighbor to Neighbor 1550 Blue Sprace Drive 978-484-7458 Family resource center, early childhood education Restal information 970-484-749 Rental Assistance botime (Covid Non.-Fri. Barn-Spre Bus Routes: 8 and 81 2 Fort Collins Bike Co-Op

Listening advocacy respon-

1501 North College Aven 978-484-3714

Bus Routes: 8 and 81

Honeward Alliance

242 Canifer Street 978-894-9948

**Dedicated Navigator Program** 

Mon -Fri sion ups start at 8

VETERAN SERVICES

Bas Routes: 8 and 81

34 Back Home Program, Volunteers of America

116 West Harvard Street, 44 970-999-5877

Ranged Street Mar "Fri Re

Murphy Centre Wed, 1

Cheyenne WMC

lameless Program 107-320-1752 107-509-9813

Morphy Center 242 Canifer Street

Call for appointment

Bas Routes: 8 and 81

978-498-7350

Resource Center 370-888-4245

Resource hub for Webman

Call for hours and locatio

and Larimer County

Larimer County Veteran Services

Mon.-Thurs. Ram-April (clos) 12:30-1pm(; Fri. Bam-12pm

Northern Colorado Veteran

Need help finding a reso Call 2-1-1 and talk with someone who can connect yes 2-1-1 prevides a direct link www.211.org

Bus Routes 5 Anchore with and services are available for persons with disabilities. VCRD: 777, Exteriorbernación essede ser instruction, sin centra para cobe

# Creative Solutions: Safe Outdoor Spaces

Example: Colorado Village Collaborative

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



# Creative Solutions: Safe Parking

Example: Colorado Safe Parking Initiative

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



# Creative Solutions: Tiny Homes



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



### **Community Conversation**

Breakout Groups | 30 min | Lightly Facilitated

Questions for the Conversation:

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

### **Ground Rules**

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

### Break the Ice!

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

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