



LAKE CITY & HINSDALE COUNTY

Comprehensive Affordable Housing Strategy

Housing Steering Committee
Meeting Packet #1

June 30, 2025

Market Analysis

Understanding
Housing Demand

Goal Setting

Production Targets
& Affordability

Strategy

Tools & Actions
for Implementation

Moving from Planning to Implementation

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Welcome Housing Steering Committee Members!

Thank you for investing your time and expertise in developing actionable housing solutions for our community. Through this collaborative process, we will create a Comprehensive Affordable Housing Plan that bridges the gap between planning and implementation, ensuring Lake City and Hinsdale County have housing to support economic vitality, community resilience, and quality of life.

This effort recognizes that housing availability and affordability directly impact our ability to retain essential workers, support local businesses, and maintain the character of our mountain community.

Our work together will:

- Identify and prioritize specific housing needs based on market data
- Set realistic, achievable housing production goals
- Evaluate and select appropriate tools and strategies
- Develop implementation plans with clear responsibilities and timelines
- Create a framework for ongoing monitoring and adaptation



The Housing Strategy Process Explained

Three-Phase Approach

1. Market Demand Analysis (In Progress, Survey in the Field)

Unlike traditional housing needs assessments, our targeted market demand analysis focuses on:

- A market-based rental and ownership demand model
- Household and employer surveys
- Review of existing housing conditions and gaps
- Evaluation of opportunity sites (e.g., Lake Fork parcel)

2. Housing Strategy Plan Development (Current Phase)

With direction from the Steering Committee, we will develop clear, implementable strategies that reflect community values and practical feasibility. This phase includes:

- Measurable housing production and income targets
- Evaluation of funding tools and partnership models
- Land use and regulatory recommendations
- Preservation and displacement mitigation strategies

3. Implementation and Delivery Support

The final phase focuses on execution—moving from strategy to housing. Lake Fork will serve as a pilot site.

- Site-specific feasibility modeling
- Unit mix and phasing plans
- Financial structuring and funding readiness
- Governance and partnerships for delivery
- Ongoing monitoring and reporting tools

Key Principles for Success

Housing Implementation Principles

Five interconnected principles working together to transform housing goals into reality



Steering Committee Tasks and Responsibilities

Tasks

- Participate in 3-4 working sessions to develop strategies
- Engage with your constituencies and or community to gather input and build support
- Help identify funding sources and partnership opportunities
- Review and refine the draft Housing Strategy
- Champion implementation within your organizations and/or community resources

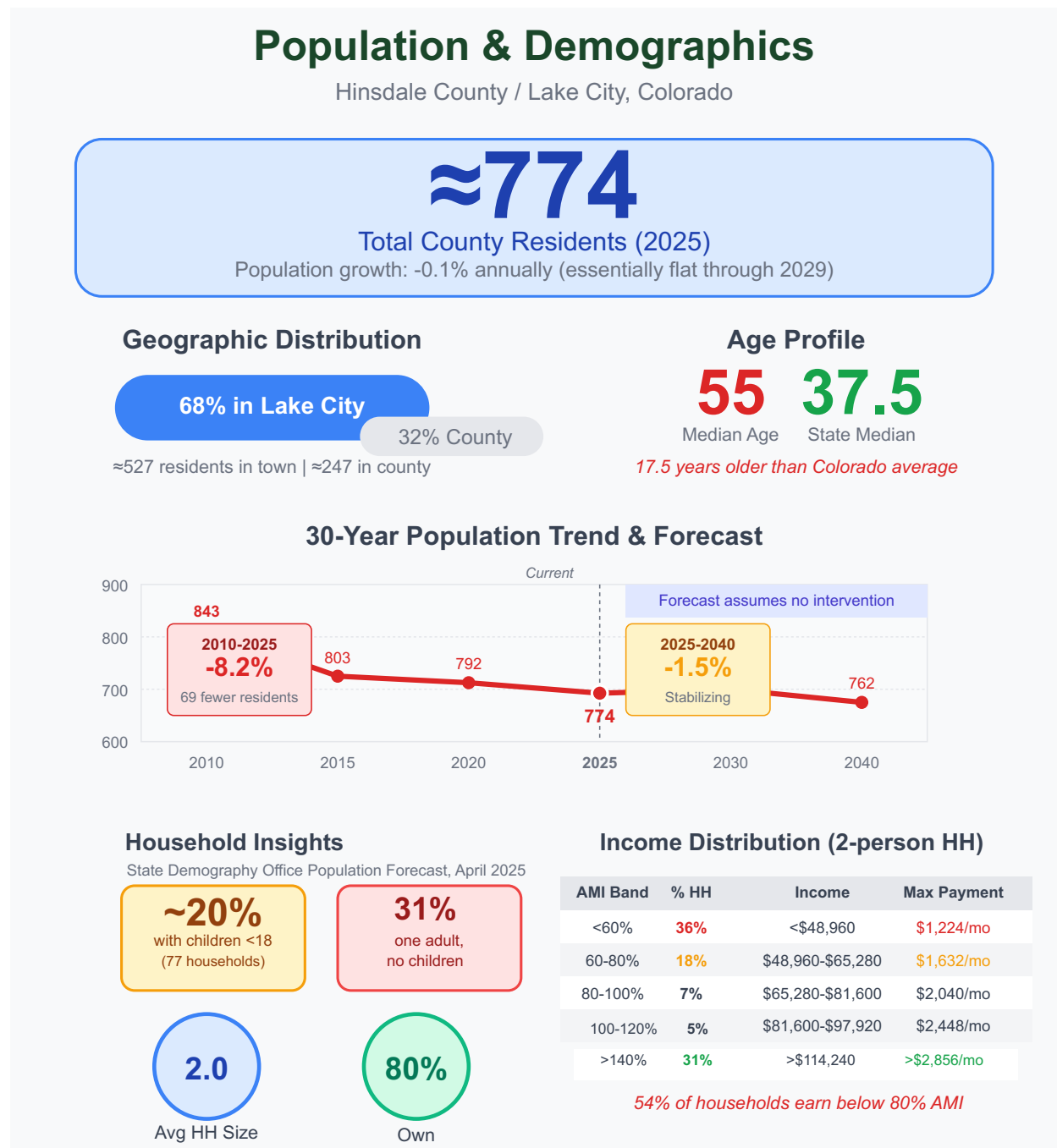
Meeting Schedule (DRAFT)

- Meeting 1 June 30: Review findings, establish goals
- Meeting 2 (August): Evaluate tools and strategies
- Meeting 3 (September): Develop implementation plan
- Meeting 4 (October): Finalize recommendations

The Housing Challenge

Lake City and Hinsdale County face a severe housing shortage that threatens economic stability and community viability. With 96% of county land federally owned and limited private development opportunities, strategic action is essential.

Population & Demographic Highlights



Economic Highlights

Employment, Wages & Housing Needs

Aligning Workforce Income with Housing Affordability

≈465

Total Jobs (2025)
0.4-1.0% annual growth

40%

Summer Surge
(from employer survey)

\$563k

Median Home Price
vs \$306k @ 100% AMI

Employment Composition & Housing Needs

38%

Tourism & Hospitality

Seasonal, \$32-45k wages → <60% AMI housing

27%

Retiree Economy

Transfer payments, not employment-based

20%

Essential Services

Gov't, education, health → 60-120% AMI housing

15%

Other Industries

Regional services, supply chain, varied wages

Key Workforce Housing Gaps

Service Workers

Need: Rent <\$1,200/mo
Reality: \$1,875/mo

Gap: -\$675/month

Essential Workers

Need: Homes <\$300k
Reality: \$563k median

Gap: -\$263k

Seasonal Workers

Need: Flex housing
Reality: 0% vacancy

Employer provided options

Housing Affordability by Income Level

AMI Level	% of HH	Can Afford	Market Reality	Gap	Strategy
<60% AMI	36%	Rent: \$1,224	Rent: \$1,875	-\$651/mo	Deep rental subsidy
60-80% AMI	18%	Rent: \$1,632	Rent: \$1,875	-\$243/mo	Workforce rental
80-100% AMI	7%	Buy: \$306k	Sale: \$563k	-\$257k	Ownership w/ subsidy
100-120% AMI	5%	Buy: \$368k	Sale: \$563k	-\$195k	Deed-restricted ownership

Strategic Employment Insights

2.7

Jobs per household with at least one employed adult

98

Workers commuting in daily
→ Untapped residents if housing

1.9

Jobs per employed adult
→ Underemployment crisis

169

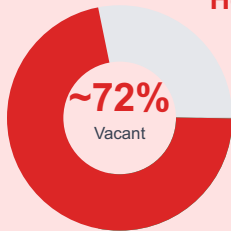
Live AND work in county
→ Core workforce to retain

Housing Market Highlights

Housing Market Analysis

Critical Supply Constraints & Market Dynamics

Housing Occupancy Crisis



~1,365

Total Housing Units

~985

Vacant Units

380

Occupied

Only 28% of housing units are available for year-round residents

Source: State Demography Office, 2025 estimates

Occupied Housing Breakdown (380 units)

80% Owner-Occupied (304 units)

20% Rental

Of the 380 occupied units: 304 are owned, only 76 are rentals

Rental Market Crisis

Vacancy Rate

May 2025

Essentially 0%

- Only **80 rental units** county-wide (20% of households)
- **Zero** available listings (April 2025)
- Median 2BR rent: **\$1,875/month**

Ownership Market

\$563,000

Median sale price (2024)

↑ 25% since 2022

- Price per sq ft: **\$449** (↑ 26%)
- Only **15-25 sales** annually
- Median DOM: **187 days**
- Active listings: **150** (April 2025)

Housing Affordability by Income Level

AMI Level	Max Purchase	Available	Max Rent	Rental Gap
60% AMI	\$184k	0 units	\$1,224	-\$651/mo
80% AMI	\$245k	4 units	\$1,632	-\$243/mo
100% AMI	\$306k	5 units	\$2,040	+\$165/mo
120% AMI	\$368k	5 units	\$2,448	+\$573/mo
150% AMI	\$459k	8 units	\$3,060	+\$1,185/mo

Critical Market Findings

- **Rental Crisis:** 54% of households earn below 80% AMI but face \$243-\$651 monthly rent gaps
- **Missing Middle:** Complete inventory gap between \$306k-\$368k (100-120% AMI range)
- **Rental Emergency:** 0% vacancy with only 80 units total
- **Price Acceleration:** Housing costs rising 2.5x faster than incomes (25% vs 9.6%)
- **Development Opportunity:** Public land essential - only path to sub-\$400k housing

Community Housing Goals and Objectives

DRAFT Vision for Lake City Housing

"To provide housing opportunities across all life stages, enabling residents to find appropriate homes as they begin careers, raise families, and retire in the community they love."

Core Objectives

1. Serve All Life Stages

Create diverse housing options that meet residents' changing needs - from workforce rentals to family homes to senior-friendly downsizing options, recognizing the community's median age of 55 and the housing needs of a growing senior population.

2. Expand Housing Supply Strategically

Develop new rental and ownership opportunities across income levels, recognizing that 54% of households earn below 80% AMI while others seek market-rate options.

3. Support Economic Stability

Expand housing opportunities for teachers, healthcare workers, service employees, and other essential workers to help them afford to live where they work, reducing the need for long-distance commuting.

4. Preserve Long-Term Affordability

Implement deed restrictions and other mechanisms to ensure public investment creates lasting community benefit.

5. Maximize Limited Land Resources

Focus on strategic infill development and efficient land use within town boundaries, recognizing 96% federal land ownership.

6. Build Quality, Sustainable Communities

Prioritize durable construction, energy efficiency, and professional management to create housing that serves residents for generations.

7. Promote a Sustainable Housing Balance

Monitor and influence the ratio of year-round to seasonal housing to ensure adequate homes remain available for the local workforce and community members, while respecting property rights and market dynamics.

Discussion: Community Housing Objectives

1. From your perspective, do these objectives address the community's most pressing housing needs?
2. What additional considerations should guide our work?
3. Given our limited resources, how should we prioritize these competing objectives?

Housing Balance in Our Community

Nearly 72% of local homes—about 985 of 1,365 units—are second homes, short-term rentals, or other seasonal properties. That leaves roughly 380 units (28%) for people who live and work here year-round.

How we address this imbalance will shape every other choice in our housing strategy. Do we accept it as market reality, work to prevent further loss of year-round homes, or actively shift the mix toward full-time residency?

What Other Mountain Communities Have Decided

Many mountain resort communities have set explicit goals for their housing balance:

- **Jackson Hole:** Target of 60% of workers living locally
- **Aspen:** Achieved the lowest vacancy rate (35%) among mountain towns through decades of deed restrictions
- **Mountain Village (Telluride):** 68% of occupied homes are deed-restricted for local workers

The Key Question for Lake City: What housing balance will allow Lake City to thrive as a year-round community?

Options to Consider:

1. Hold the Line (30% year-round)

- Prevent any further erosion
- Focus new development on resident needs

2. Gradual Improvement (35-45% year-round)

- Set a 10-year rebalancing goal
- Incentivize conversions and resident-occupied development

3. Significant Shift (50% year-round)

- Pursue active policies to change the balance
- Prioritize workforce housing in all decisions

Discussion: Setting Occupancy Goals

1. What percentage of year-round housing does Lake City need to maintain essential services?
2. Should we set an explicit target like other communities have?
3. What level of intervention matches our values and capacity?

Housing Production Targets

Setting Realistic Goals: Our Development Context & Constraints

Before setting a production target, it's critical to understand the unique constraints that shape our capacity. Our goals must be ambitious but also achievable.

- **Limited Capacity:** The county has a small local construction workforce, and its remote location affects material costs and availability. This means we must focus on quality over quantity.
- **Minimal Recent Production:** Historically, the entire county sees only 15-25 home sales per year, with very little new construction over the past decade.
- **Scale of Impact:** A single project can have a massive impact. The planned 28-unit Lake Fork development would increase the county's total year-round housing stock by 7%. This context requires a carefully phased approach.

From Big Picture to Practical Action: Understanding Housing Demand in Context

Lake City and Hinsdale County have fewer than 400 year-round households. That's why it's important to approach housing strategy with both ambition and realism. We are not trying to serve everyone all at once—but we do need to understand who might seek housing in the next five years, and at what income levels.

This includes:

- Households who already rent but may need to move.
- Local homeowners who want to downsize or relocate.
- New households forming in the area.
- Workers who currently commute but would move to town if housing were available.
- Residents in unstable living situations.

When we add these groups together, we get a **total demand pool** of households who could be in the market for new rental or ownership housing. These are not “housing units needed” — they are potential households **in the market** if the right housing options exist.

Understanding the Full Scale of 5-Year Housing Demand

While our capacity is limited, the demand for housing is significant. The following analysis shows the total potential pool of households likely to seek new rental or ownership housing over the next five years.

- **Rental Housing Demand Pool: 150 Households** This includes current renters, new households, in-commuters who would relocate, and unstably housed residents. The greatest demand is from households earning less than 80% of the Area Median Income (AMI).

Rental Demand Pool: 150 Households

AMI Band	Estimated Households	Typical Household Types
<60% AMI	58	Service workers, retirees, fixed-income households
60–80% AMI	43	Skilled trades, child care, seasonal workers
80–100% AMI	17	Early-career professionals, teachers, public employees
100–120% AMI	9	Mid-career workers, dual-income couples
>120% AMI	23	Remote workers, business owners, high-wage professionals
Total	150	

Ownership Housing Demand Pool: 95 Households This includes renters who want to buy, current owners looking to move or downsize, and in-commuters who could become residents. This demand is concentrated in the 80-140% AMI "missing middle" range.

Ownership Demand Pool: 95 Households

AMI Band	Estimated Households	Typical Household Types
80–100% AMI	45	Cost-burdened renters, first-time buyers
100–120% AMI	32	Local professionals and tradespeople seeking to stay in town
120–140% AMI	18	Small business owners, remote workers
Total	95	

FROM TOTAL DEMAND TO AN ACHIEVABLE TARGET: Where Should We Set Our Sights?

Clearly, the total demand (150 rental and 95 ownership) is far beyond what can be built in five years given our constraints. Therefore, we must focus on a realistic "capture rate"—the share of potential demand we can reasonably expect to serve through new development, given our land, labor, and funding constraints.

This is where our conversation begins. The capture rates below represent our consultant team's initial assessment, but we need your input to determine what's truly achievable:

Rental Housing Discussion Starter:

Proposed capture rate: 17-20% (25-30 units)

- **Why this range?** With zero vacancy and waiting lists, we could absorb more units, but construction capacity and funding may limit us
- **Key question:** Should we be more ambitious given the desperate need, or more cautious given our constraints?

Ownership Housing Discussion Starter:

Proposed capture rate: 10-15% (10-15 units)

- **Why this range?** High per-unit subsidies (\$150,000+) and limited buyer qualification make larger programs challenging
- **Key question:** Is this too modest given workforce needs, or too ambitious given that the county typically sees only 15-25 total home sales annually?

What factors should shape our final targets?

- Local construction capacity and costs
- Political will for public investment
- Risk tolerance for market absorption
- Balance between serving immediate needs vs. long-term sustainability

Your perspective is critical: These aren't just numbers—they represent families finding homes, workers staying in our community, and the future vitality of Lake City. What capture rates do you believe we should pursue?

KEY DECISION POINT: Setting Our 5-Year Production Goal

Based on the achievable targets above, the overall 5-year goal for Lake City and Hinsdale County is to create 35-45 new housing opportunities. We are asking the Steering Committee to help set the goal.

- **35 units** = Conservative
- **40 units** = Moderate
- **45 units** = Ambitious

To make this tangible, here is an example breakdown based on a moderate **40-unit goal**.

Rental Housing (28 units total):

Unit Type	Recommended Units	Target Pool	Priority Segments
Studio	4-6 units	~30 households	"<60% AMI singles, seniors"
1-Bedroom	10-12 units	~56 households	"All income levels, highest flexibility"
2-Bedroom	8-10 units	~24 households	"Workforce families, roommates"
3-Bedroom	2-3 units	~11 households	"Larger families <80% AMI"

Ownership Housing (12 units total):

Unit Type	Recommended Units	Price Range	Target Development Priority
1-Bedroom	2-3 units	\$245k-\$306k	Moderate
2-Bedroom	5-8 units	\$306k-\$368k	Highest (market gap)
3-Bedroom	2-3 units	\$368k-\$429k	Lower

Refining Our Strategy: Special Considerations

Once our overall production goal is set, we must refine the strategy to address the following key areas:

1. Diverse Housing Pathways

The production goal can be met through more than just new construction. For ownership, this includes programs that support the acquisition and rehabilitation of existing homes or the conversion of underutilized second homes into primary residences, where possible. For rentals, creative approaches may include incentives to shift short-term rentals into long- or mid-term use. These strategies can reduce development pressure while making better use of existing housing stock.

2. Seasonal Workforce Housing

The local economy relies on an influx of seasonal workers each year. To house them without disrupting the year-round market, the plan should consider designing 25-30% of new rental units to offer flexible 6-9 month leases.

3. In-Commuter Conversion Potential

Currently, 98 workers are employed in the county but are forced to live elsewhere. Analysis shows that 25-30% of these workers would likely relocate to the county if appropriate housing were available, representing 25-30 potential new resident households.

Beyond workforce logistics, the strategy must address the needs of current residents facing housing instability.

- **Unstably Housed:** The housing demand analysis identified at least 29 local households (19 renter, 10 owner) who are currently unstably housed—living in substandard conditions or doubling up with family and friends.
- **Severe Cost Burden:** Households earning below 60% AMI face a monthly rent gap of over \$650 for a typical 2-bedroom apartment, forcing them to endure severe cost burdens.

Discussion: Finalizing Our Priorities

- How should we balance the needs of the seasonal workforce with those of year-round residents?
- How can we balance the urgent needs of unstably housed residents with opportunities to attract in-commuters who work in the community?
- Given our limited resources, what is the right mix of building new units versus preserving or converting existing ones?

Income Targeting and Affordability Levels

Who Needs Housing at Each Level?

This table compares what households at different income levels can afford—with what is actually available in the current Lake City housing market. It uses HUD’s 2025 income limits for a two-person household to estimate affordable monthly rent and home purchase prices. The final column shows how limited the for-sale inventory is, particularly for households earning less than 120% of the Area Median Income (AMI).

Housing Affordability by Income Level (2025 HUD Limits)

AMI Level	2-Person HH Income	Max Affordable Rent	Max Affordable Purchase	Current For Sale Market Reality
Up to 60% AMI	\$48,960	\$1,224	Not feasible	No options
80% AMI	\$65,280	\$1,632	\$245,000	4 tiny units <500sf
100% AMI	\$81,600	\$2,040	\$306,000	5 units total
120% AMI	\$97,920	\$2,448	\$368,000	Same 5 units
Over 140% AMI	\$114,240	\$2,856	\$429,000	8 units total

The household counts below reflect the estimated number of households across each income level who may seek housing over the next five years. These include current residents (renters, owners, unstably housed) as well as a portion of in-commuters who would consider relocating if housing became available. These figures represent potential demand signals, not direct production goals.

Deep Affordability (<60% AMI): 58 household pool

- Service workers, hospitality staff
- Fixed-income seniors
- Seasonal workers
- Single-parent households
- **Current crisis:** \$651/month rent gap

Core Workforce (60-100% AMI): 60 household pool

- Teachers, public safety personnel
- Healthcare support staff
- Skilled trades workers
- County/city employees
- **Current crisis:** \$200–\$450/month rent gap (up to 80% AMI)
- **Current crisis:** \$243–\$318k ownership gap

Missing Middle (100-140% AMI): 27 household pool

- Nurses, managers
- Experienced teachers
- Small business owners
- Dual-income professionals
- **Current crisis:** Complete inventory void in price range

Recommended Income Distribution Strategy

This recommended income mix reflects both the affordability gaps identified in the housing market and the practical constraints of financing and delivery. For rental development, the emphasis is on meeting the most urgent local needs—particularly households earning below 80% of AMI—while allowing for a modest share of workforce and market-rate units that can support financial feasibility.

For Rental Development

Income Target	% of Units	Rationale
<60% AMI	40%	Deepest need, requires LIHTC
60-80% AMI	30%	Workforce stabilization
80-100% AMI	20%	Transition to ownership
100-120% AMI	10%	Market support/cross-subsidy

For ownership, the focus is on households earning 80–120% AMI, where interest is strong but options are scarce. Price points align with estimated affordability and existing market gaps.

For Ownership Development

Income Target	% of Units	Price Range
80-100% AMI	40%	\$245k-\$306k
100-120% AMI	40%	\$306k-\$368k
120-140% AMI	20%	\$368k-\$429k

Discussion: Setting Affordability Goals

- Should 40% of rentals serve <60% AMI as proposed?
- Is the ownership focus on 80-120% AMI appropriate?
- How do we balance deep affordability with financial feasibility?

Final Goal-Setting Exercise

What specific, measurable goals will we adopt?

1. Total Production Goal: "Create ___ community housing units by 2030"
2. Rental Goal: "Develop ___ rental units, with ___% below 60% AMI"
3. Ownership Goal: "Create ___ ownership opportunities for 80-120% AMI households"
4. Workforce Goal: "House ___% of local workers"
5. Seasonal Goal: "Provide ___ flexible units for seasonal workforce"

Success Metrics to Define:

- Number of local workers housed
- Reduction in overcrowding/doubling up
- School enrollment impact
- Essential worker retention
- Economic impact of housing investment

What the Town and County Are Already Doing

Building on Existing Foundations

Lake City and Hinsdale County have already taken important steps to address housing challenges. The Housing Strategy builds upon these existing efforts rather than starting from scratch.

2006 Lake City & Hinsdale County Community Plan

Although now nearly 20 years old, this joint community plan remains the only formally adopted master-planning document for either jurisdiction. Key housing-relevant directives include:

- **Protect affordability for year-round residents.** Encourage land use and incentive tools that "maintain housing opportunities for local wage earners and seniors."
- **Direct growth inward.** Focus new residential development within or adjacent to town limits to limit sprawl and reduce infrastructure costs.
- **Use cluster & conservation subdivisions.** Outside town, allow one unit/25 acres—but support clustering homes on smaller footprints to preserve ranchland and views, provided adequate water/septic are proved.
- **Partner with nonprofits & state agencies** to secure land or financing for affordable/workforce housing.
- **Preserve community character.** Scale, massing and design of new housing should fit the historic fabric of downtown and the valley.

Implication for the new Housing Action Plan: The 2006 goals give us policy "cover" to recommend stronger, modern tools (inclusionary zoning, STR fees, land banking, etc.). We can frame updates as *implementing* rather than *re-inventing* local policy.

Current Housing Initiatives

Action	Description	Why It Matters to the Plan
Short-Term Rental (STR) Licensing & Cap	Ordinance 13-2023 requires annual permit, safety inspection, neighbor notice, and local contact; caps total STRs and ties renewals to compliance	Generates data & potential fee revenue; shows political will to address housing/visitor balance
Down-Payment Assistance (HDG)	State Housing Development Grant funds allow up to \$25k low-interest loans for local buyers ($\leq 100\%$ AMI)	Offers a preservation/ownership tool we can scale or market more actively
Region 10 Economic Dev Support	Regional CEDS lists Lake City/Hinsdale housing diversification as priority; staff help seek grants & partners	Opens door to EDA funds, technical assistance, and multi-county collaboration
Public-Land Partnerships	BLM has conveyed/reviewed parcels (e.g., Ski Hill) that align with Community Plan goals	Demonstrates federal willingness to transfer or lease land—vital when 96% of county is public

Updated Zoning Code	Chapter 23 of municipal code ties zoning maps & future land-use decisions to master plan	Gives legal footing for any housing overlay or density bonus we draft
Lake Fork Housing Project	28-unit mixed-income development on town-owned land, funded through MHN grant	Demonstrates commitment to direct public investment in housing
DOLA-funded Housing Plan -This project	Current comprehensive planning process with dedicated funding and consultant team	The Steering Committee's work is the engine driving implementation
Development of Fast Track per Prop 123 – This project	Streamline development review for developments with at least 50% affordable housing (90 day time period)	Reduce cost and delay for priority housing projects, stay eligible for Prop 123 Funding

Potential Partners

- **Gunnison Valley Regional Housing Authority** - Potential management partner
- **Region 10** - Technical assistance and grant support
- **USFS/BLM** - Land exchange discussions
- **CHFA** - Financing programs and tax credits
- **Local employers** - Growing interest in workforce housing solutions

Discussion: Building on Foundations

1. How can we leverage these existing efforts more effectively?
2. Are there other partnership opportunities we should add to the list?
3. Are there other current initiatives we should highlight?

Key Strategies and Tools for Consideration at Next Meeting

Priority Strategies

To meet Lake City and Hinsdale County's housing goals, the following tools and strategies are recommended for further evaluation and prioritization. These strategies reflect both local context and best practices from other rural mountain communities.

1. Public Land & Infrastructure

- **Advance the Lake Fork site** as a model for town-led housing development.
- **Pursue land exchanges** with USFS and BLM to unlock near-town development opportunities.

- **Inventory underutilized public and quasi-public properties** (e.g., churches, schools, utility lots) for potential housing redevelopment.
- **Explore creation of a community land trust (CLT)** to acquire, hold, and steward land in perpetuity for affordable housing and community use.
- **Explore land banking** to acquire and hold key parcels for future affordability goals.
- **Leverage public-private delivery models** to build housing on publicly owned or donated land.
- **Coordinate infrastructure investments** to support infill and clustered housing on constrained sites.

2. Land Use & Zoning Reform

- **Update zoning** to support infill, smaller lots, multi-unit buildings, ADUs, and shared infrastructure.
- **Allow greater density** in appropriate areas while preserving historic and scenic character.
- **Pilot “missing middle” solutions** like duplexes and cottage courts within the town.

3. Funding & Financial Tools

- **Sustain local housing revenue** through STR fees, a potential vacant home tax, or LMD allocation modification.
- **Leverage state and federal programs** such as Prop 123, CHFA tax credits, HOME, and CDBG.
- **Incentivize private investment** through fee waivers, infrastructure support, or reduced land costs.
- **Explore creative financing** such as shared equity models, lease-to-own programs, or employer match funds.

4. Homeownership & Wealth-Building

- **Support first-time buyers** through down payment assistance, soft-second mortgages, and housing counseling.
- **Help current renters transition to ownership** through education, income-stretching products, and buy-downs.

5. Preservation of Existing Housing

- **Reinvest in aging homes** through rehabilitation grants, weatherization, and code compliance support.
- **Create pathways for landlords to participate** voluntarily in preservation programs in exchange for incentives.

6. Tenant Protections & Housing Stability

- **Prevent displacement** through emergency rental assistance, legal aid, and education.
- **Stabilize year-round renters** by offering housing navigation and support to those facing eviction or overcrowding.
- **Encourage long-term leasing** and owner accountability through incentive-based programs.
- **Ensure seasonal workforce housing** does not compete with year-round housing needs.

7. Partnerships & Capacity

- **Build local delivery capacity** by funding housing coordination or project management roles.
- **Collaborate regionally** with GVRHA, Region 10, and other partners for shared staffing and funding access.
- **Engage employers** to co-invest in rental units, master leases, or homebuyer support.
- **Support nonprofit developers** like Habitat and land trusts to deliver mission-driven housing.

Discussion: Strategy Refining and Prioritizing

1. Which strategies offer the best return on investment?
2. Which are currently feasible given capacity, and which might need to be phased in later?
3. What tools are missing from this list?

Next Steps and Timeline

Immediate Actions (June-September 2025)

June: Goal Setting

- Review market analysis findings
- Establish production targets
- Define income priorities

July/August: Strategy Development

- Evaluate tool options
- Identify funding sources

September: Implementation Planning

- Create timeline
- Define success metrics
- Assign responsibilities for implementation and tracking

October/November: Plan Finalization

- Review draft plan
- Public comment period
- Council/Commissioner adoption

Your Commitment

Success requires sustained effort from all partners. We ask that you:

- Champion housing solutions within your organization
- Help build community support
- Commit resources (time, expertise, funding)
- Stay engaged through implementation

Contact Information

Project Team

- Sarah Brown McClain, Western Spaces: sarah@westernspaces.co
- Ethan Mobley, Dynamic Planning and Science: ethan@dynamicplanning.co
- Grant Bennett, Proximity Green: grant@proximitygreen.com
- Jeff Moffett, Triple Point Strategic Consulting: jmoffett@tpsconsulting.net

Meeting Materials All materials available at: <https://lakecityhousingstrategy.com/>

Thank you for your leadership in addressing Lake City's housing challenges!