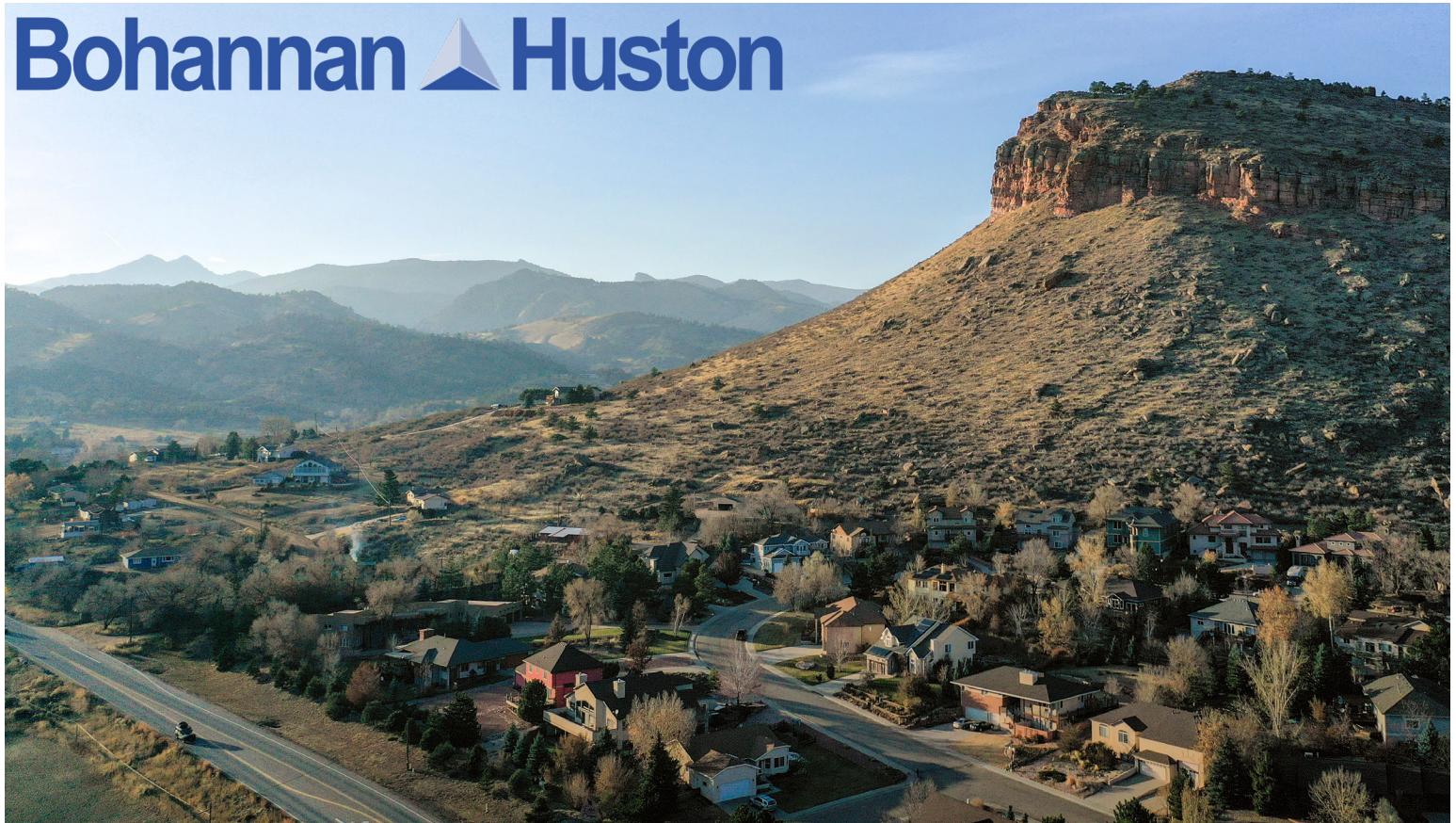


TOWN OF LYONS HOUSING NEEDS ASSESSMENT STUDY

03.31.23

Bohannan Huston



1 | LETTER OF PROPOSAL AND COMMITMENT

TOWN OF LYONS HOUSING NEEDS ASSESSMENT



Bohannan Huston

March 31, 2023

Town of Lyons
432 5th Ave.
Lyons, CO 80540

Meridian One
9785 Maroon Circle
Suite 140
Englewood, CO
80112-5928

www.bhinc.com

voice: 303.799.5103
facsimile: 303.799.5104
toll free: 877.799.5103

RE: Town of Lyons Housing Needs Assessment Study

Dear Selection Committee:

The availability of affordable housing options has long been critical in providing both individuals and families their best opportunities for stability and growth. Housing security helps people build and sustain greater educational and occupational achievements and leads to healthier, more resilient communities. By developing strategies to ensure citizens have access to secure, affordable housing, the Town of Lyons will be able to improve the health and welfare of current and future residents.

Bohannan Huston, Inc., (BHI) has a strong history supporting communities like Lyons with a range of services, from land use planning to transportation planning, to comprehensive planning, and beyond. We consider each community's unique context and challenges, and we evaluate how we can help forge thriving, sustainable spaces that enhance the quality of life for residents. Most recently, we have been working for the Colorado Department of Local Affairs (DOLA) on regional resiliency roadmaps in five rural regions of the state. Our work has helped areas like the Roaring Fork Valley, for example, develop strategies to recover from the COVID-19 pandemic and be more resilient in the future in areas that include housing, broadband, and infrastructure. From this work, we have forged strong relationships with many communities like Lyons and understand the very different needs and goals of suburban communities when it comes to planning for the future. With deep roots in Colorado, BHI is interested – and invested – in helping our neighboring communities like Lyons maintain their vibrant cultural fabric. Our team below is committed for the duration of this project and Derrick Webb will be the Town's principal contact.

Principal-in-Charge

Denise Aten, AICP
720.587.2653
daten@bhinc.com

Project Manager

Derrick Webb, AICP
720.587.2654
dwebb@bhinc.com

Assigned Professional Staff

Gabriel Etengoff
Autumn Falstad
Maggie Ramirez

Thank you for reviewing our proposal and considering the BHI team for your Housing Needs Assessment. We look forward to working with you on this project and are happy to answer any questions you may have in the meantime.

Sincerely,

Denise Aten

Denise Aten, AICP
Senior Vice President and Signatory Authority
daten@bhinc.com



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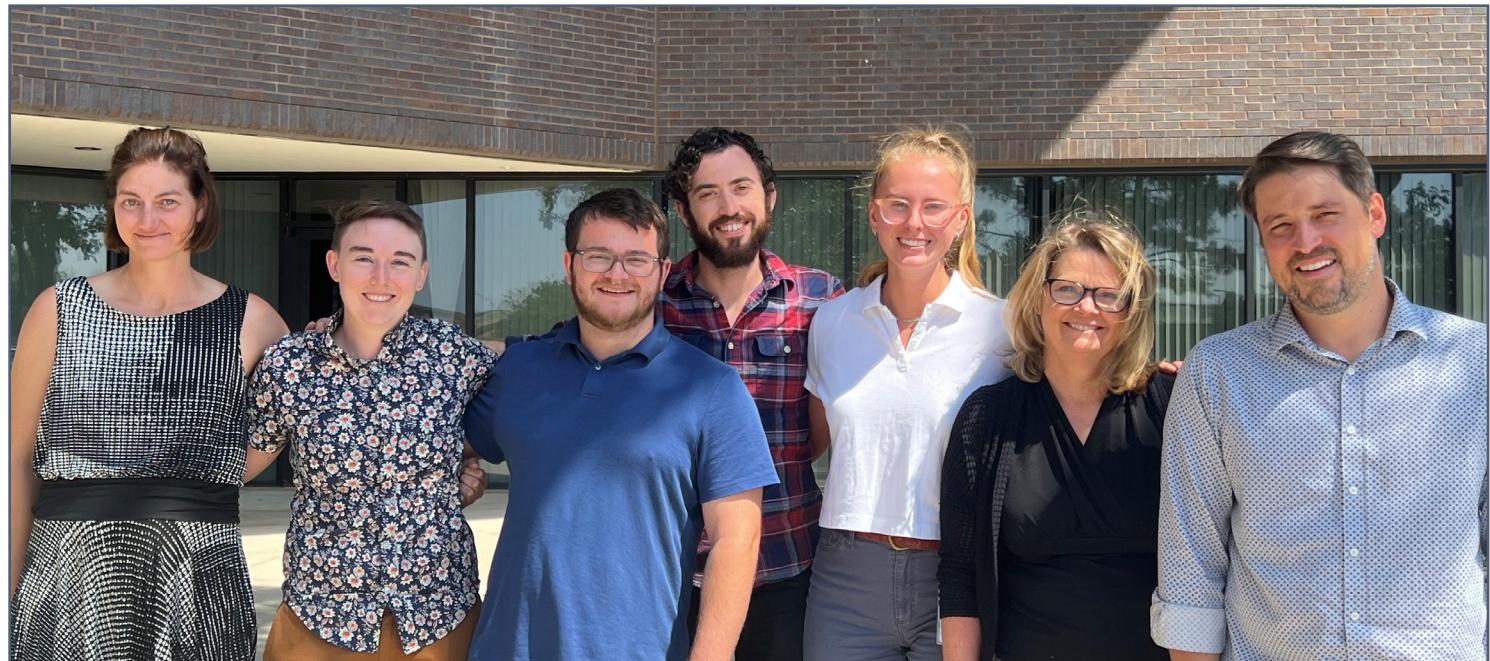


FIRM BACKGROUND

Since 1959, BHI has become a nationally recognized service provider working with clients to visualize projects, optimize resources, and realize the best solutions for community challenges. We serve both public and private clients, specializing in the fields of Planning, Engineering, Spatial Data, and Advanced Technologies. Currently, we are more than 240 employees strong with our main office located in Albuquerque and branch offices in Denver, Colorado and Las Cruces, New Mexico.

For many years BHI has provided planning services to public, private, and tribal clients. In association with planning of all types, our knowledge of current planning techniques supports a variety of projects and includes multiple factors: affordable housing, broadband planning, sustainable design, environmental planning, infrastructure planning, zoning, and land use. Supporting all of this, BHI brings staff with experience in outreach facilitation to create community engagement and build consensus.

BHI extends a local touch point, combined with regional strength. We offer the personal service of a small, local company with the technical skills and employee resources of a regional firm. We want to be a valued team partner for the Town of Lyons, as we have been to our Colorado clients on numerous challenging, high-profile projects successfully completed or in progress throughout the state.





PROJECT TEAM

We have compiled a focused team with the comprehensive skills to efficiently guide the Town's Housing Needs Assessment to completion. Under the direction of Derrick Webb as Project Manager and with oversight of Denise Aten as Principal-in-Charge, this team will build upon the preceding efforts to establish a plan that all residents will ultimately be able to support.

Derrick will be the primary point of contact with the Town. Derrick brings more than 13 years of planning experience in Colorado and New Mexico and has specific experience coordinating federal funding with planning and program implementation.

Derrick's housing project experience includes supporting the creation of development-neutral housing strategies and programs to increase housing affordability and availability in Colorado and facilitating the organization of a housing authority to serve multiple jurisdictions within the Roaring Fork and Colorado River Valleys. Derrick has also supported a number of communities in northeast Colorado in the identification of housing strategies and the connection to local land use code recommendations and further analysis.

Denise and Derrick are supported by a team of local planners with experience in GIS analysis and mapmaking, data analysis, and public outreach for many types of projects. BHI will self-perform all tasks identified in the scope of work. Our project team organizational chart and résumés for key project staff are provided below.



2 | FIRM BACKGROUND AND PROJECT TEAM

Bohannan Huston

TOWN OF LYONS HOUSING NEEDS ASSESSMENT



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RESUMES

Denise Aten, AICP | Principal-in-Charge

Denise is a Senior Transportation and Environmental Planner with more than 30 years of experience in Colorado and the Rocky Mountain West. Her work history has given her invaluable experience in implementing a variety of infrastructure planning projects and land use code development/updates with a focus on public and stakeholder outreach and engagement, agency coordination, and transportation/land use connections. Recent planning projects include housing assessments, regional transportation planning, complete streets corridor studies, technology-based outreach efforts within a virtual environment, development of local policies and ordinances, and multi-modal planning projects, along with cost elements and grant applications to support implementation. Her previous work has also given her experience in interpreting and implementing land use ordinances, zoning codes, and design standards for future development. As a Senior Vice President, Planning Group Leader, and the Denver Office Manager for BHI, Denise is authorized to make decisions regarding staff resources, contracting, and any other client-related concerns. In all scenarios, she is committed to partnering with clients and works to ensure mutual success, rapid issue resolution, expectations are met, appropriate resources are allocated, and the BHI team is fully responsive to requests and project requirements.



AICP #023292

MS Environmental
Planning
BA Mathematics and
Economics

Project Experience

- » Housing Needs Assessment | Town of Nederland
- » Housing Program Build-Out | West Mountain Regional Housing Coalition
- » Colorado Department of Local Affairs
 - » Roaring Fork Valley/Pitkin Regional Resiliency & Recovery Roadmap
 - » Clear Creek Regional Resiliency & Recovery Roadmap
 - » Eagle County Regional Resiliency & Recovery Roadmap
 - » NE Colorado Regional Resiliency & Recovery Roadmap
 - » South Central Council of Governments Regional Resiliency & Recovery Roadmap
- » Aurora Development Review Process Update | City of Aurora
- » Monument Design Standards Update | Town of Monument
- » Development Process Manual & Subdivision Update | City of Rio Rancho, NM
- » Gallup Land Development Standards | City of Gallup, NM
- » Bennett Master Transportation Plan | Town of Bennett
- » Brighton Transportation Master Plan Update | City of Brighton
- » Master Plan Design for Union Ave. and Main St. | City of Pueblo
- » Castle Pines Master Transportation Plan | City of Castle Pines



Derrick Webb, AICP | Project Manager

Derrick is a Senior Planner with more than 13 years of experience working throughout Colorado and New Mexico. He has worked on and managed a variety of planning projects, including housing assessments and studies, land use code development/updates, design standard development/updates, corridor studies, and transportation plans for numerous communities. Derrick is skilled in long- and short-range planning with specific experience coordinating federal funding with planning and infrastructure implementation. His experience includes data collection and analysis, socioeconomic research and evaluation, long-range regional planning and scenario planning, project management, professional writing and document preparation, public outreach, and meeting facilitation. Specifically, Derrick has built a strong skillset supporting communities in the identification of appropriate housing strategies and implementation of programs, subsidies, and policy updates to realize their housing-related vision.



AICP #027364
Masters Urban &
Regional Planning
MS Information &
Communication
Technology
BA Architecture

Project Experience

- » Housing Needs Assessment | Town of Nederland
- » Housing Program Build-Out | West Mountain Regional Housing Coalition
- » Colorado Department of Local Affairs
 - » Roaring Fork Valley/Pitkin Regional Resiliency & Recovery Roadmap
 - » Clear Creek Regional Resiliency & Recovery Roadmap
 - » Eagle County Regional Resiliency & Recovery Roadmap
 - » NE Colorado Regional Resiliency & Recovery Roadmap
 - » South Central Council of Governments Regional Resiliency & Recovery Roadmap
- » Development Process Manual & Subdivision Update | City of Rio Rancho, NM
- » Monument Design Standards Update | Town of Monument
- » Bennett Master Transportation Plan | Town of Bennett
- » Brighton Transportation Master Plan Update | City of Brighton
- » Firestone Transportation Master Plan | Town of Firestone
- » Mount Galbraith Park Trail Crossing Feasibility Study | Jefferson County Open Space

2 | FIRM BACKGROUND AND PROJECT TEAM

Bohannan Huston

TOWN OF LYONS HOUSING NEEDS ASSESSMENT

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Gabriel Etengoff | Planning Team

As a planner at BHI, Gabe brings valuable skills with his experience in ArcGIS analysis and map making combined with his ability to strategize and develop data-driven recommendations. This approach is appropriate for all types of infrastructure elements including housing, transportation, water systems, broadband, and more. Applying his skills, he can efficiently create project-specific analysis methodology to support the variety of planning initiatives we complete for our clients. Gabe's map making allows our team to not only perform the level of analysis needed, but it also results in maps and visuals that help tell the story around the analysis as well as present the results and recommendations.



Masters Urban &
Regional Planning
BA Political Science

Project Experience

- » Colorado Department of Local Affairs
 - » Roaring Fork Valley/Pitkin Regional Resiliency & Recovery Roadmap
 - » Clear Creek Regional Resiliency & Recovery Roadmap
 - » Eagle County Regional Resiliency & Recovery Roadmap
 - » NE Colorado Regional Resiliency & Recovery Roadmap
 - » South Central Council of Governments Regional Resiliency & Recovery Roadmap
- » Bennett Master Transportation Plan | Town of Bennett
- » Brighton Transportation Master Plan Update | City of Brighton



Autumn Falstad | Planning Team

Autumn has a wide range of skills that allow her to assist in many different stages of the planning process. She brings knowledge of ArcGIS, strong writing and editing skills, and social media and advertising toolkit creation. Autumn also brings an understanding of sustainability measures in urban and regional planning and strives toward creating environmentally conscious plans. Her knowledge of the construction process allows for a comprehensive understanding of the feasibility of a variety of plan types. Autumn is a key team member supporting the team's work in affordable housing studies, transportation plans, and streetscape plans through extensive research, preliminary data collection, and public outreach material development.



BA Geography

Project Experience

- » Housing Needs Assessment | Town of Nederland
- » Housing Program Build-Out | West Mountain Regional Housing Coalition
- » Colorado Department of Local Affairs
 - » Eagle County Regional Resiliency & Recovery Roadmap
 - » NE Colorado Regional Resiliency & Recovery Roadmap
- » Development Process Manual & Subdivision Update | City of Rio Rancho, NM
- » Master Plan Design for Union Ave. and Main St. | City of Pueblo
- » Bennett Master Transportation Plan | Town of Bennett
- » Brighton Transportation Master Plan Update | City of Brighton

2 | FIRM BACKGROUND AND PROJECT TEAM

Bohannan Huston

TOWN OF LYONS HOUSING NEEDS ASSESSMENT



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Margaret Ramirez | Planning Team

Maggie Ramirez's areas of expanding knowledge include policy/code development, multi-modal transportation, land use issues, and place-making. Recently, she has been supporting the Housing Needs Assessment in the Town of Nederland, along with numerous in-person and virtual outreach efforts for transportation and land use projects at BHI. She always brings a comprehensive view to our planning efforts providing an equity and inclusion lens along with the valuable connection between land use, transportation, and economic development. Before transitioning to a career in Planning, Maggie worked as a writer for public radio programs, a human rights advocate, a foreign policy analyst, an interpreter, and a legal assistant. She is fluent in Spanish and supports our bilingual outreach efforts, when appropriate.



Masters Community &
Regional Planning
Candidate
BA English

Project Experience

- » Housing Needs Assessment | Town of Nederland
- » Hubbell Dam Expansion – Open Space | City of Albuquerque, NM
- » Cesar Chavez Bikeways Plan | City of Albuquerque, NM
- » ABQ Ride East Central Park & Ride Site Planning | City of Albuquerque, NM
- » Gallup Transportation Master Plan | City of Gallup, NM



BHI's years of experience in the unique regional fabric of the Rocky Mountain region has familiarized our staff with diverse communities that are often experiencing housing scarcity. Because of our experience and partnerships in Colorado and New Mexico, the BHI Denver team has learned the value in visiting the communities in person and generating a presence that encourages stakeholder groups to feel comfortable and expressive during our outreach efforts. We are confident that our multi-state experience will bring refreshing, unique opportunity and value to communities in Colorado. We have also established strong bilingual capabilities that help us reach across cultural barriers to understand and absorb pertinent information that would otherwise be lost to the planning process.

Our work is about solving problems, turning challenges into solutions that fulfill the requirements, and meeting or exceeding client expectations. BHI staff have both the expertise and creativity to devise the right solutions, and we take advantage of a broad suite of technological tools to ensure that these solutions are created efficiently and accurately. We've used our problem-solving methodology and approach to determine possible solutions for a range of client issues. Our affordable housing sector work includes supporting the development of housing-specific funding applications; actively engaging multiple partners, stakeholders; and funding programs to refine regional affordable housing strategies; and identifying development-neutral housing programs focused on increased affordability and availability. Details of relevant past work are provided below.

HOUSING NEEDS ASSESSMENT

TOWN OF NEDERLAND

Miranda Fisher | Town & Zoning Administrator | 303.258.3266 ext.1010

RELEVANT COMPONENTS

- » Housing needs assessment
- » Partnership with Advisory Committee
- » Internal & external stakeholder involvement
- » Housing policy recommendation development
- » Numerical goals presented

BHI is currently contracted with the Town of Nederland to assess current housing conditions and needs, make projections/predictions of future housing conditions and needs, and provide recommendations for policies, practices, and regulatory changes that can be implemented to address gaps between housing need and supply. The ultimate goal of this project is to develop and adopt housing strategies that will qualify for the Local Government Affordable Housing Development Incentives Grant Program.

Our scope of work centers around five primary tasks:

- » Community housing needs assessment
- » Public outreach
- » Refinement of strategies
- » Draft policy and code changes
- » Policy and code adoption support

Like Lyons, Nederland wishes to build upon and update previous housing assessment information to understand the potential impact and effectiveness of any recommended strategy and/or policy, as well as gauge and garner public support for those recommended strategies through thoughtful and inclusive public engagement.



COVID-19 REGIONAL RESILIENCY & RECOVERY ROADMAP PROGRAM

COLORADO DEPARTMENT OF LOCAL AFFAIRS

Trisha Herman | Community Relationship Manager | 970.812.1151

Ashley Perl | Community Resiliency Manager | 970.319.1594

RELEVANT COMPONENTS

- » Housing needs assessment
- » Partnership with Advisory Committee
- » Numerical goals presented
- » Internal & external stakeholder involvement
- » Housing policy recommendation development
- » Written plan for implementation and monitoring

This Roadmap Program brought together 16 regional community teams consisting of 170 rural jurisdictions, as well as non-governmental partners in the State of Colorado. BHI supported the development of roadmap plans in five regions of the state. This program supports local partners in prioritizing and strategizing around shared regional objectives over the course of a 2-year planning and implementation process. Each roadmap will result in regionally aligned and actionable strategies that will help Colorado's rural communities recover from COVID and be more resilient to future existential shocks and stressors. BHI managed regional community team engagement and facilitated conversations that directly supported the development of actionable strategies that led to near-future implementation. Specifically, the BHI team supported the Eagle County Region, the Roaring Fork Valley/Pitkin County Region, the Clear Creek Region, the NE Colorado Region (6 counties), and the South Central (SCCOG) Region (Las Animas County and Huerfano County). For the regions discussed on the following pages, housing has been a key regional focus area. More information about the program can be found at: <https://coresiliency.com/roadmap-program>.

“Just sending my thanks and congratulations on the good work you both have done! It was nice to hear the Housing Coalition members recognize and appreciate all the work that’s gone into the process, well done!”

*Andrea Crary
State of Colorado
Department of Local Affairs*



COVID-19 REGIONAL RESILIENCY & RECOVERY ROADMAP PROGRAM

COLORADO DEPARTMENT OF LOCAL AFFAIRS

NORTHEAST COLORADO

This region's focus was spread between five identified topic areas:

- » Housing
- » Regional marketing
- » Workforce development
- » Economic development
- » Industry retention and diversifications

Engaging over 90 individual stakeholders, local governments, and supportive partners, the BHI team balanced the development of strategies for each of these topic areas with targeted regional engagement in order to understand the diverse nature of needs, issues, and opportunities throughout the region. The team supported the development of housing-specific funding applications by implementing surveys and by developing background information to support the justification of need. BHI also helped produce the materials necessary to communicate the regional need of a comprehensive economic development strategy to support more targeted efforts and funding streams for increased workforce and economic development in the region.

ROARING FORK VALLEY / PITKIN COUNTY

This region's focus was on the identification and implementation of a development-neutral housing toolkit to support the region's efforts in addressing housing availability issues. The BHI team supported the identification of best practices, both statewide and nationally, and the development of programs and strategies for the region's housing coalition to consider developing and implementing in the near future. BHI is working to identify the necessary adaptations to strategies and funding mechanisms to implement locally or regionally. The goal of this project is to provide detailed information on each strategy to support housing availability for renters and buyers and to identify opportunities for the continued ownership of in-place affordable housing.

SOUTH CENTRAL COUNCIL OF GOVERNMENTS

This region's focus was an integrated combination of housing, broadband, and economic development. BHI supported engagement amongst this region's partners to coordinate housing strategy development with ensuing State-funded housing programs in the region. This has included the development of housing strategies that focus on formalizing collaboration, streamlining access to information and process awareness (reducing the uncertainty of investing in the region), and outlining what follow through and implementation look like. Coupled with economic development, BHI worked with this region's partners to overcome the hurdle of a lack of workforce housing to better allow for a focused effort in crafting economic development strategies that leverage strengths and opportunities in each of this region's communities.



HOUSING PROGRAM BUILD-OUT

WEST MOUNTAIN REGIONAL HOUSING COALITION

David Myler | Administrative Contact | 970.948.4150

RELEVANT COMPONENTS

- » Housing needs assessment
- » Partnership with Advisory Committee
- » Numerical goals presented

Serving the Roaring Fork and Colorado River Valleys, the West Mountain Region Housing Coalition is a non-profit focused on increasing the availability and accessibility of affordable housing within Pitkin, Eagle, and Garfield Counties. Stemming from a collaborative effort with the Colorado DOLA, BHI staff supported the region in the identification of development-neutral programs and strategies to help address growing housing attainability and affordability issues. Building on this effort, BHI staff has been working with the housing coalition to further build-out three targeted programs in the rental, purchase, and sustained ownership space along the housing continuum: a regional buy-down program, a regional rental assistance program, and a regional ADU/bedroom build-out program. Our work focused on the mechanics of administering each program at a regional level and also determined collaboration and coordination needs with existing housing authorities, as well as support for funding application development and associated materials.





The Town seeks a consultant with strong writing skills, the ability to facilitate an inclusive public engagement process, and the ability to conduct research, analyze data and documents, and provide recommendations. Community outreach may include stakeholder meetings, surveys, public meetings with speaking facilitators present, website and on-line engagement, and other creative ways to engage all members of the community.

TASK 1

EVALUATION OF PREVIOUS PLANNING EFFORTS

To better understand our starting point and help frame the work ahead, BHI staff will begin the project by reviewing the Town's Housing Needs Assessment (2014) and the recently completed Lyons Thrive! Comprehensive Plan. Our evaluation of the previous housing needs assessment will help us understand the trends and identified issues/strategies almost 10 years ago. Our evaluation of the comprehensive plan is anticipated to help the team understand current major trends, key issues, and the connection to housing more specifically for the development of the Housing Futures plan. Coupled with this initial investigation is the need to frame recommendations, and implementation strategies in line with the parameters developed for future growth contained within the comprehensive plan.

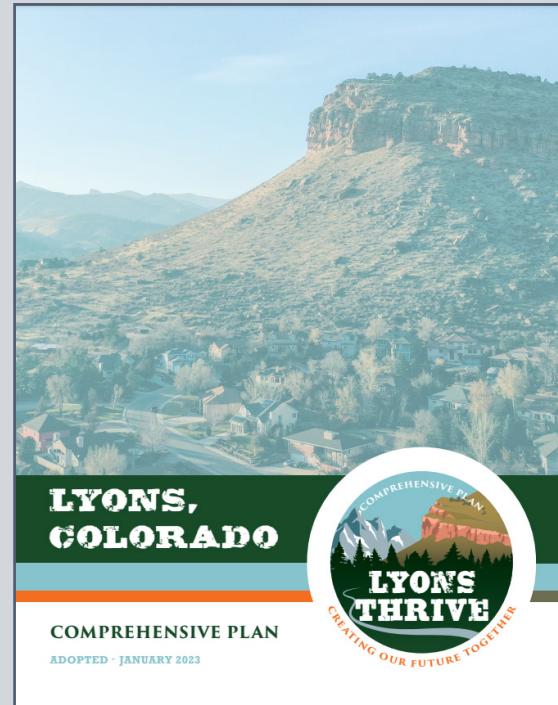
Upon an initial scan of the comprehensive plan, the following key issues from the plan stand out as specific inputs into this planning process:

» **Changing Demographics**

The correlation between the growth of residents under the age of 19, the stable senior community, and the decrease in low-income residents with the corresponding rise in housing prices and lack of varied housing options will make it difficult for Lyons to attract an economically diverse population in the future – a trend we've seen drastically change the demographic (and economic viability) of many mountain communities throughout Colorado.

» **Loss of Affordability**

We note that Lyons' housing market has become significantly more expensive over the last decade due to several compounding factors such as the 2013 flood, the nationwide housing crisis, limited geography, and the exacerbation of the issue through the COVID-19 pandemic due to the growth in remote workers seeking a lifestyle change. Housing affordability issues also permeate and morph into community economic issues. As noted in the plan, a lack of affordable housing "will strain the ability of local businesses to attract workers..."





» Defining Parameters for Future Growth

The plan notes Lyons' attractiveness in the region but is quick to point out that growth opportunities in Lyons are limited. Given the balance needed between "greenfield" development and targeted infill/redevelopment, subsequent recommendations and strategies developed for this plan must reflect the community's direction and be mindful of the appropriateness and impact of any and all outcomes of the ensuing Housing Futures Plan.

» Hazard Mitigation and Resilience

It is clear Lyons has undertaken targeted efforts to address the effects of future flood events as a result of flood recovery efforts. Noted previously, the community saw a substantial decrease in housing affordability given the damage caused by the 2013 flood. Coupled with this is Lyon's substantial risk of catastrophic wildfire events and the need to be intentional in considering where housing development should occur. Noting this connection to the project at hand, our team will help to ensure that outcomes from this plan are in line with community goals surrounding resilience and hazard mitigation moving forward.

Through every step of the process, the BHI team will ensure previous planning efforts are considered and direct connections are made to the already established community values and directions inherent in the anticipated growth of the community for years to come. Our goal for starting here is to ensure the recommendations we develop are grounded in reality, and are seen as a progressive step in addressing housing issues and leveraging opportunities in the Town of Lyons. We also hope to build and maintain trust with your residents by meeting them where they are at and not asking them to start over under a new initiative.

TASK 2

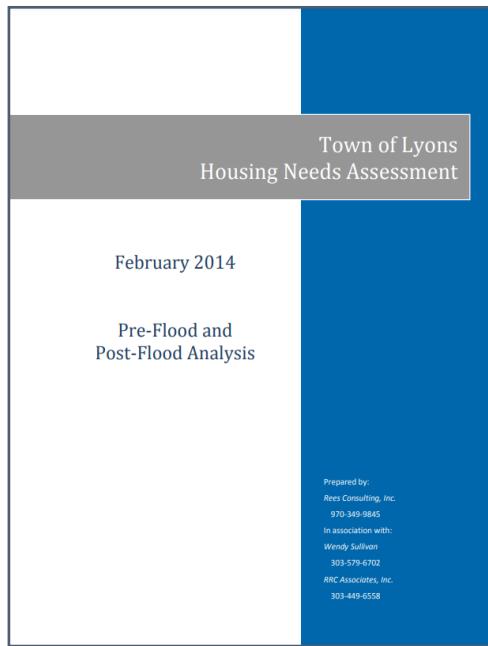
IDENTIFICATION, EVALUATION, AND ANALYSIS OF COMMUNITY DEMOGRAPHICS

BHI staff will build a comprehensive and robust set of demographics to provide an up-to-date assessment of the current housing situation in the community. Affordable and attainable housing definitions are inherently broad and oversimplified. This task allows BHI staff to develop a locally focused definition for each as they specifically relate to the Town's current housing situation. This work will not only round out the concept and the quantitative aspect of the concepts in the Town, but also will provide for the identification of needs inherent to the community – both current and future residents.

Building on the information established in the Town of Lyons Housing Needs Assessment (2014) and the housing component within the Lyons Thrive! Comprehensive Plan (2023), the BHI team will complete a detailed community housing profile. Not unlike work typically associated with the development of a community profile, this work builds upon identified housing-specific issues and connects the dots to a variety of other socioeconomic factors that affect housing in the community.



These data points are likely to include (but are not limited to) the following:



- » *Income*
- » *Age*
- » *Mobility*
- » *Family makeup/household size*
- » *Rental/ownership status*
- » *Jobs/housing balance*
- » *Transportation needs*
(the share of the community traveling out for work vs. those traveling in)
- » *Remote work*
- » *Older adult housing needs*
- » *Anticipated growth opportunities*
- » *Land use/zoning connection (or divergence)*

An additional aspect of the proposed community housing profile relates to the basic cost of development in the community, how that development falls within the “affordability” range for the community, and who may (or may not) find it attainable – in other words, what area median income does a range of housing types support, and what occupations in the community will it support. Lastly, it’s important to note, we’re not starting from scratch. The previous Housing Needs Assessment provides historical data we can lean on, while the recently completed comprehensive plan already contains a well-developed community profile that can feed directly into this work, providing some efficiency and previously vetted material to work from.

TASK 3

VISION, GOALS, TOOLS, AND ACTIONS

ANALYSIS AND UPDATE

Once again, the Town’s previous planning efforts provide a wealth of information for the consultant team to support the community in the kickoff of this task. The Town’s recent comprehensive plan will be used to establish the foundational elements for this plan, and to further iterate, or more likely, strengthen the associated goals and policy actions included within the plan. Our team has already noted the value in leveraging this document in the development of a shared vision surrounding the future of housing attainability and affordability. By leveraging the guiding principles, goals, and associated policy guidance, we can not only build on the current momentum afforded to us through the recent development of the comprehensive plan but also strengthen the argument for and support around the recommendations that are developed as a part of the Housing Futures Plan.



Through this task, and coupled with community and stakeholder engagement, we'll work to create an overarching vision for housing efforts in Lyons connected to relevant goals and policies already identified for the community. From that point, we'll leverage and build on the housing-related implementation strategies already identified to determine direct actions that can be implemented within this process (immediately) and those identified for future action.

Ultimately, the effort surrounding the tools and actions analysis will help the BHI team determine the appropriate strategies and policy levers to detail for a better understanding of how implementation can take place.

Key identified implementation strategies from the Lyons Thrive! Comprehensive Plan include:

» **HN-1c**

Work with regional housing partners, residents, and property owners on strategies to allow residents of existing mobile home parks and other lower income housing in the Lyons Planning Area to remain in the community.

» **HN-1d**

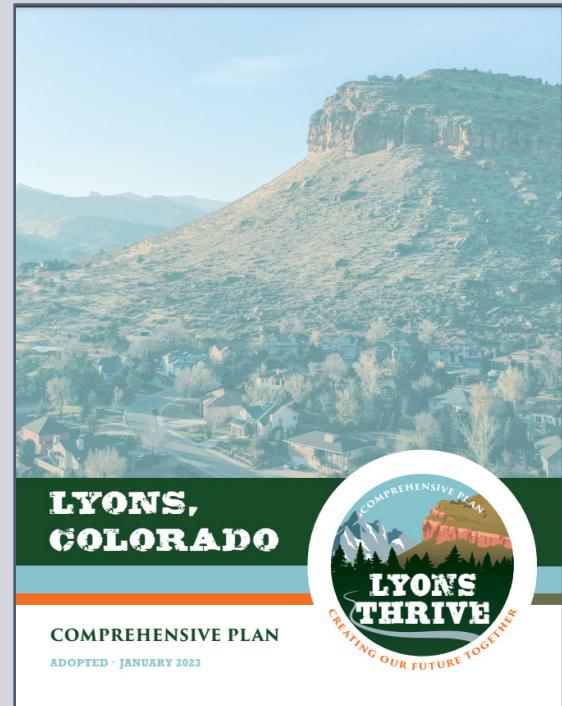
Review and update the Town's subdivision standards to encourage/incentivize a mix of housing types and establish formal criteria for community benefits, such as affordable or workforce housing.

» **HN-2a**

Engage the community in a process to explore support for zoning that allows more diverse housing options (e.g., duplexes, triplexes, fourplexes, small-scale multifamily housing, and/or expanded ADU allowances) in Lyons' central neighborhoods through targeted infill/redevelopment.

» **HN-2b**

Explore development incentives that encourage the development of units that meet the Town's housing needs. Potential incentives could include flexibility in development standards, density bonuses, expedited review, parking reductions, and/or development fee/tax waivers or deductions.



All of this is to say that the BHI team's proposed work is aimed at ensuring the vision, goals, and ensuing implementation strategies and recommendations are consistent with community desires and present-day housing needs. It should also be evident that our approach is to build on previous work, rather than recreate it for planning's sake.



TASK 4

POLICY AND STRATEGY ANALYSIS AND CONSIDERATIONS

BHI's intention with this task is to add breadth and depth to the initially identified tools and actions. After vetting initial ideas with Town staff, stakeholders, and the community, the BHI team will lean on our experience with the West Mountain Regional Housing Coalition and the Town of Nederland to further develop tools, strategies, and ***recommendations for developing affordable housing and for preserving the existing stock of moderately priced housing units.***

This effort will be multi-faceted, utilizing our understanding of the regulatory environment to identify policy-related recommendations to incentivize and promote affordable housing development in the community; and leaning on our previous work with the DOLA Resiliency and Recovery Roadmap Program to identify appropriate **development neutral** programs and strategies to support the preservation of and additions to the Town's affordable units.

The BHI team won't stop at recommendations. Proposed regulatory changes and policy recommendations will be clearly connected to anticipated outcomes and impacts on the community – the positive and the unintended. Our goal is to ensure the Town has all of the information available to make the most impactful decisions for the future. Additionally, any recommendations associated with development neutral programs and strategies will be coupled with an identification of potential funding mechanisms to ensure implementation – funding opportunities such as state and federal grant programs, as well as opportunities to partner with employers and philanthropic entities.



WHAT IS DEVELOPMENT NEUTRAL?

In our previous work with the West Mountain Regional Housing Coalition, the BHI team developed a set of programs and strategies within a housing toolkit that sat outside the physical development of housing. These programs and strategies were specifically developed to support buyers, renters, and current homeowners in the region's efforts to preserve and increase long-term affordability. Examples include down payment assistance programs, buy-down programs, ADU and bedroom build-out incentive programs, and adaptable rental assistance programs.





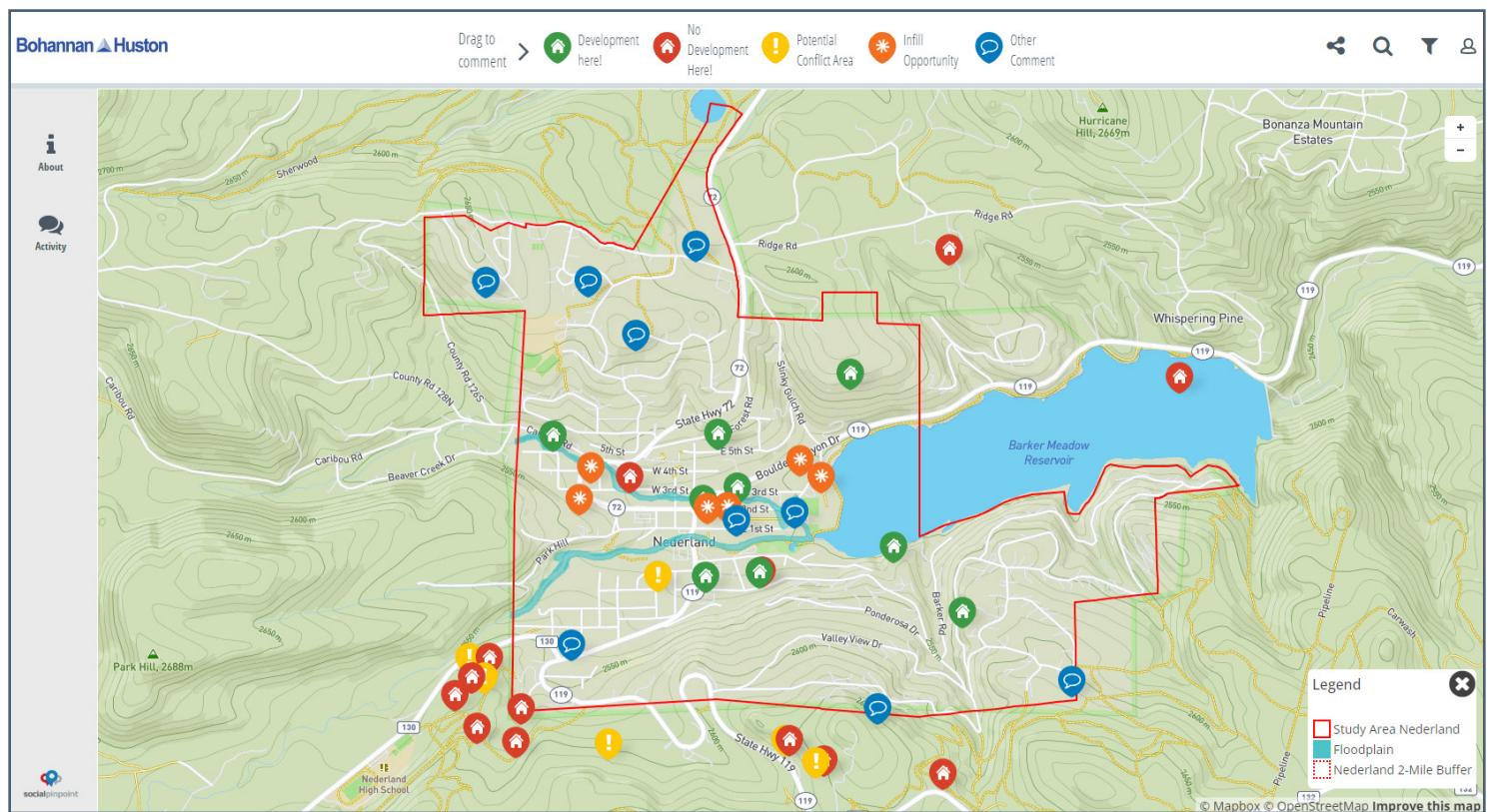
TASK 5

DENSITY ANALYSIS AND RECOMMENDATIONS

At face value, the Town currently has about one housing unit per acre (861 units/872.32 acres); however, this isn't an accurate depiction of housing density within the Town as this crude equation neglects to take into account the variety of housing units (household sizes, household types, etc.) as well as the amount or area of land deemed appropriate for denser housing development.

Through this task, the BHI team will develop a more accurate picture of housing density within the community and evaluate the potential for densifying appropriate areas of Town with affordable and/or attainable housing. Leveraging the proposed interactive map (outlined in Task 6 below), we'll couple community-sourced and -identified development areas with the Town's future land use map (included in the Comprehensive Plan) to identify and suggest suitable locations within Lyons for affordable and/or attainable housing, as well as determine associated future housing density.

This task is likely to influence a portion of the Policy and Strategy Analysis and Consideration task described on the previous page (Task 4) to ensure that the appropriate policy recommendations are reflected to realize increased affordable housing density in areas identified by area residents.





TASK 6

COMMUNITY AND STAKEHOLDER ENGAGEMENT

Community and stakeholder engagement is key to ensure the intended future success of any planning project. We recognize the topic of housing can often be a difficult subject to broach with any community, as it affects everyone in different ways. We also recognize it can be difficult to get the public engaged in crafting short- and long-term solutions when so many other challenges may seem more immediate and pressing given the diversity of their everyday lives. **Leveraging community knowledge, experiences, concerns, creativity, and power** to identify actionable and measurable ways **to both preserve and incentivize the development of affordable and attainable housing** in the Town of Lyons is a primary way to ensure future success.

We believe through innovative techniques and flexible approaches we can reach a wider range of individuals than would typically engage in this process and ensure an **inclusive and diverse** public engagement process is leveraged. The goal is that the community's contribution not only helps shape the decision-making process, but also further informs the community about the need for affordable and attainable housing, resulting in an implementation plan that is more supported and therefore more sustainable.

To elevate the housing conversation in Lyons, our team will be sure to share-out and recognize the housing-related input the Town has already heard, setting the stage for the public to provide expanded and more specific input on housing needs in the community. The BHI team will craft a community engagement and information plan that includes the following elements.



Derrick Webb leading open houses for the NE Region Resiliency & Recovery Roadmap Project



PUBLIC OUTREACH

Community Open House/Workshop

Given the proposed timeline and the budget associated with this project, the BHI team proposes holding one (1) in-person, community open house/workshop at the midpoint of the process. This workshop will be strategically planned to not only obtain input from stakeholders and community members alike, but also leverage the opportunity to inform participants about the importance of and need for affordable and attainable housing in the Town.

We envision this workshop incorporating conversations surrounding the following topic areas:

- » The connection between the Town's previous planning efforts (2014 Housing Needs Assessment, the 2023 Lyons Thrive! Comprehensive plan) and the intended outcomes of this project.
- » Updated trends associated with demographic, economic, and housing inventory characteristics and the current, lived experience in the community.
- » A deliberate connection between the identified vision and goals and initially identified tools, and actions that can help alleviate the housing issue in Lyons.
- » A conversation framing potential strategies and future policy implications and how certain efforts can incentivize new development and other programs can preserve current housing stock.
- » The connection between density (what's appropriate for future development in the Town) and locations within the community that could support a variety of new housing types.

Project Flyer/Advertising

An important aspect of community engagement is **project awareness and understanding**. Through this task, BHI will create a community flyer paired with informational material (available digitally and in print).

This flyer will be our first of several touchpoints about the project throughout the Town. Working closely with Town staff, a comprehensive delivery method will be established to get the word out and encourage residents to participate.



NORTHEAST COLORADO ECONOMIC RECOVERY AND RESILIENCY ROADMAP

INITIALLY IDENTIFIED FOCUS AREAS

Prior to moving into the roadmap plan development process, the six-county region began the process of identifying shared challenges and needs to move forward with. Rather than collaborating on a specific project or series of projects that will improve any one issue across the region, this team placed high value in utilizing the roadmap process to bolster their ability to recruit both people and services to the region and build technical and planning capacity to make the region more prepared and competitive for future funding opportunities. Specific needs they feel should be addressed through this process include:

BACKGROUND

Through a partnership/grant opportunity provided by the State of Colorado Department of Local Affairs (DOLA), the Office of Economic Development and International Trade (OEDIT), and the Colorado Department of Local and Employment (CDE), the Morgan County region is working to develop an economic recovery and resiliency roadmap plan. The plan will develop more integrated strategies to encourage investment and growth in new diversified industries and help the region recover from immediate COVID-19 impacts. Additionally, this plan will provide the region with strategies to become more resilient to future disruptions.

DEVELOPING A PROACTIVE MARKETING CAMPAIGN FOR THE NORTHEAST REGION

Create a marketing campaign that tells the story of the region and the quality of life it offers. Highlighting existing job opportunities to help recruit workforce is also paramount, as well as demonstrating opportunities for business relocation and expansion within the region.

Demonstrating the Value of Investment in the Region

Data alone isn't showing private investors' ability to make a return on investment across the region. Create content that demonstrates the market demand for new housing.

CREATE RESOURCES TO SUPPORT EXISTING BUSINESSES

In the coming years, a significant amount of the Northeast's workforce will retire. Vibrant local businesses need succession planning, and local economic development organizations need assistance with developing resources that can aid those transitions.

KEY STAKEHOLDERS

The Northeast Region roadmap process is led by the Directors of the following local development organizations from Morgan, Logan, Phillips, Sedgewick, and Yuma Counties in partnership with a range of municipal government, non-profit education, and healthcare support in the region.







ONLINE ENGAGEMENT

Project Branding and Website

Building on the momentum generated by the Lyons Thrive! Comprehensive planning effort, the BHI team recommends the development of a project website to facilitate project recognition, build community support, and provide an accessible location for residents to stay up to date on the project and engage in informal outreach efforts. Given the Lyons Thrive! brand is likely well known throughout the community, BHI recommends leveraging the “look and feel” of this previous effort with the addition of a housing-focused theme within it. Working

with Town staff, **BHI will utilize the website to create a shared, web-based location for material to be posted and a means to facilitate online interaction at any time throughout the process.** Our platform can be used to provide space for informal engagement such as online discussion, targeted questionnaires, and an interactive map.

BHI's Town of Nederland Housing Needs Assessment website

TASK 7

HOUSING FUTURES PLAN

Task 7 brings it all together. BHI will create a draft and final Housing Futures Plan that compiles every piece of relevant information developed throughout the project. We take great care to produce plans and reports that are visually appealing, easy to read, and customized to provide value to the community. The document will consolidate engagement outcomes, updated and expanded community demographics and housing trends, identified and clearly detailed strategies and policy recommendations, and the identification of areas within the community appropriate for affordable housing development. Our focus in developing the plan will be to create a document that is accessible and approachable by all readers. It will be as concise as possible and clearly outline main outcomes of the project.

As noted in the RFP, once a draft version of the Housing Futures Plan is developed, the BHI team will support a work session with the Town Board of Trustees to discuss the plan’s content and identify any areas in need of further investigation or detail. Additionally, BHI staff will work with Town staff to identify opportunities to engage the Planning and Community Development Commission to discuss outcomes and build internal champions of the identified recommendations. Lastly, once the plan is finalized, BHI staff will stand ready to support the adoption process through final public hearings and meetings with the Planning and Community Development Commission and the Town Board of Trustees.

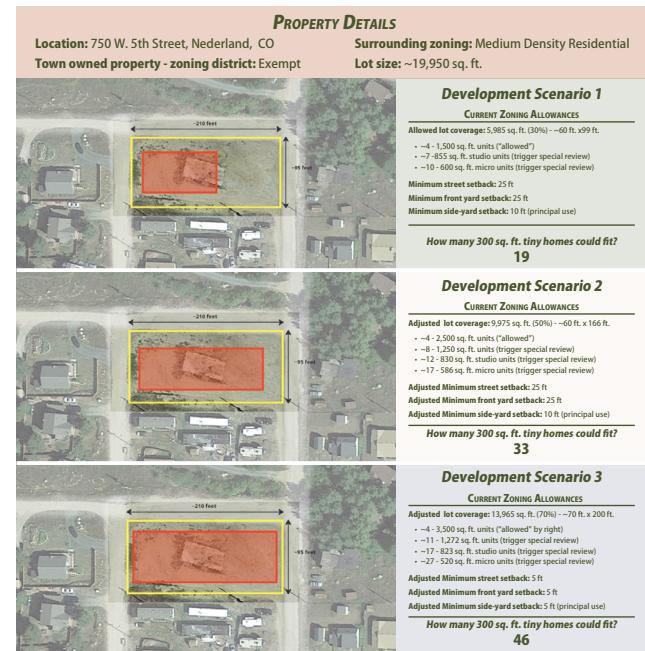


EXISTING HOUSING NEEDS ASSESSMENT

The Town's existing Housing Needs Assessment (2014) provides an incredibly detailed and in-depth account of the Town housing situation before and after the 2013 flood that affected all aspects of life in the community. The housing-related impacts accounted for in this document provide a substantial timestamp and wealth of helpful trend-related data points that will prove beneficial in continuing to elevate the housing conversation within the community through this project.

The BHI team understands the value of this previous effort. However, we've also identified the following as areas of improvement to support implementation in the near future.

- » While detailed and comprehensive, the document itself is complex and may be deemed unapproachable by a majority of members of the community. Briefly discussed in our approach for the development of the Housing Futures Plan (Task 7), we feel strongly about developing a plan that is appealing, easy to read, and digestible by all members of the community. This will not only support the momentum already developed in the community regarding the housing topic, but also elevate the conversation and help ensure short- and long-term implementation occurs. The more understood and accepted by the community, the more helpful it will be for elected officials to move forward with implementing changes.
- » As noted, the current document provides a comprehensive set of data to support the argument for a variety of changes. The document also clearly connects the data as supportive background for the recommendations included therein. However, the document stops short at implementation. It does a great job of outlining what the community needs but lacks the necessary discussion on how those needs can or will be met. Our proposal for this project will fill in for this necessary step – it takes the effort beyond a “report” and creates a plan – one with prioritized actions, and identified steps paired with funding where necessary.
- » Visuals! Data points included in charts and tables are great and allow for quick access when needed for preparing grant applications or crafting arguments for or against related activities; however, housing and development ultimately affects the community in a geographic and spatial way. For example, it's one thing to discuss housing density and lot coverage through percentages and narrative in the form of paragraphs in a report, but a completely different thing to illustrate these ideas with maps, and graphics utilizing known locations within the community. Our goal with this project is to ground the data and the recommendations in easy-to-understand graphics that support future implementation.



Town of Nederland Development Scenarios



» Lastly, a final improvement the BHI team is confident would support greater outcomes in this project is the inclusion of a community impact statement for each recommendation developed. While it is important to show the connection between data points (which ultimately outline need) and recommendations, it's also helpful within the community context to show how recommendations are intended to impact the community. BHI will create a narrative "crosswalk" to help make the connection around why and how the policy recommendations are expected to address the community need and what they may "look like" within the community context (see example below). Otherwise, the recommendations can be lost on a community member without an indication of how it impacts them personally. Our goal will be to illustrate that impact and point to additional community benefits that could materialize with that recommendation should it be realized.

Identified Need	Identified Policy Recommendation	Anticipated Community Impact
Need to increase 2 bedroom households by 46%	Provide density bonuses in specific zone districts	Map/illustration providing context in relevant zone districts

FAMILIARITY WITH LYONS AND A SUCCESSFUL PLANNING PROCESS

The majority of our team is based in Colorado and has touchpoints in and throughout the Town of Lyons. Whether it be a passion for bluegrass and folk music and the annual visit to RockyGrass or Folks Festival, a weekend getaway for fresh air and a stroll through Main Street and beers at Oskar Blues, or stopping through for groceries at the St. Vrain Market for a family camping trip, our team is deeply familiar with and invested in the continued wellbeing of the Lyons community.

Coupled with this is our knowledge of and experience with supporting smaller communities working to manage the same issues the Town of Lyons faces. Much of our work in Colorado centers on communities like Lyons – Nederland, Estes Park, Bennett, Monument, etc. Our team thrives in situations where we can build a relationship with a community rather than just complete a project. And while we have yet to have had the opportunity to work in Lyons, our experience with smaller but rapidly growing communities also affords us an understanding of how to engage with your community and how best to support the local government operations within such. We understand the complex nature of managing a community such as Lyons and the often limited capacity staff has to take on more projects. We strongly feel we can jump in and help mitigate the associated stress that arises with a new project, and we know our current and past clients would note our ongoing support in this space.





UNDERSTANDING BROADER HOUSING ISSUES : COLORADO, BOULDER COUNTY, AND LYONS

Over the last two years, the BHI team has been ingrained in supporting resiliency and COVID recovery related work in a variety of rural regions throughout the state. Specifically, our team worked with the DOLA to build on identified issues and opportunities in 5 regions spanning communities in the northeast, south-central, and northwest mountain areas. Within each of these regions, housing was a particular focus area expanded upon within the Recovery Roadmap Plans we developed; and in each of these plans, every community and region was working to navigate similar issues. This work has helped us build a understanding of housing issues in a variety of regions and communities across the State of Colorado.

As it relates more specifically to Boulder County and the Town of Lyons, our team is currently coordinating efforts to develop a Housing Needs Assessment for the Town of Nederland under a very similar scope of work. Within this project, the BHI team is not only developing policy recommendations and identifying relevant strategy avenues for the Nederland Community to consider, but also coordinating data, impacts on housing, recommendations, and funding opportunities that leverage the housing work Boulder County has already undertaken. Many of the issues the Town of Lyons has identified in the RFP for this project are not dissimilar to those we are currently working through for Nederland. Added to this is the fact that impacts on the housing market in both Nederland and Lyons are not dissimilar and ultimately connected to the larger Boulder County catchment area – from an influx of remote workers to shifting and growing commuting patterns for those that live in incorporated communities (such as Lyons) but work elsewhere within the county and the broader Metro Denver Region. Ultimately, we feel this specific experience sets up our team for success on this project.





State Agencies and Funding Sources

Our team has developed mutually beneficial relationships with a variety of state agencies with a connection to housing over the past several years. Our work with the Colorado Resiliency Office developing Resiliency and Recovery Roadmap plans has not only helped us become more familiar with their statewide and community supportive programs but also has also connected us with a variety of other state agencies under DOLA or Office of Economic Development and International Trade (OEDIT) umbrellas. We have worked with the Department of Local Government and are connected with the Town of Lyons' Regional Manager, Chris La May. We've also previously coordinated our housing-related efforts with the Colorado Division of Housing and are familiar with the DOH's recent release of the housing toolkit for local governments throughout the state.

Additionally, we're familiar with all of the housing-related grant programs and funds provided through the state such as:

- » Home Investment Partnership Program
- » Housing Development Grant Funds
- » Housing Development Loan Fund
- » Neighborhood Stabilization Program



Also, given our previous connection to the State's Roadmap program, we fully understand the requirements of the Innovative Housing Planning Grant Program (IHOP) and the Innovative Affordable Housing Development Incentives Grant Program (IHDI) allocated through DOLA. Our team has also been keeping track of the State's implementation of the Proposition 123 program passed by voters last year.

We hope the information provided shows our commitment to and our experience in supporting a variety of housing-related planning efforts throughout the state of Colorado. We are excited for the opportunity to help Lyons navigate these issues and develop actionable implementation strategies and policy changes to effect necessary changes for the community for the long term.

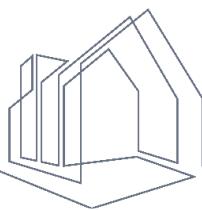


Developing an accurate and realistic project schedule from the beginning is the cornerstone of a project's success. Throughout the planning timeline, Derrick will monitor the schedule at internal project meetings and will report project status to the Town. Continuously monitoring the overall project schedule will assist in identifying any potential issues. This will allow us to address those challenges early and to develop solutions that maintain the schedule. If adjustments to the schedule are needed due to changed conditions, we will discuss these with the Town and will obtain approval to modify as needed.

A preliminary anticipated timeline is provided below. If selected, BHI staff welcome a conversation with Town of Lyons staff to further refine and set the timeline indicated below.

	2023	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC
TASK 1 Evaluation of Previous Planning Efforts									
TASK 2 Identification, Evaluation, and Analysis of Community Demographics									
TASK 3 Vision, Goals, Tools, and Actions Analysis and Update									
TASK 4 Policy and Strategy Analysis and Considerations									
TASK 5 Density Analysis and Recommendations									
TASK 6 Community and Stakeholder Engagement									
TASK 7 Housing Futures Plan									



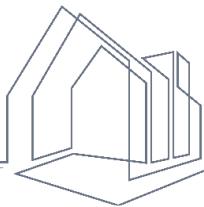


The preliminary cost provided below includes all major tasks outlined in the scope of work, as well as specific aspects of engagement activities to provide a starting point and basis for negotiations with the Town. The following page contains BHI's fee schedule hourly rates.

We look forward to working with the Town of Lyons to help address one of the most compelling challenges facing communities across the nation, and we applaud the Town's efforts to find community-based solutions to the housing crisis.

Town of Lyons Housing Futures Plan					Cost Estimate	
	P7 \$255.00 Hours	P5 \$170.00 Hours	P2 \$110.00 Hours	P1 \$100.00 Hours		
Project Management						
Kickoff Meeting (virtual)	1	2		4	\$	995.00
Monthly Check in Meetings (virtual)	1	8			\$	1,615.00
Project Management Total					\$	2,610.00
Task 1. Evaluation of Previous Planning Efforts						
Plan and Study Reviews (previous assessment, comprehensive plan, etc.)		5		8	\$	1,650.00
Task 1 Total					\$	1,650.00
Task 2. Identification, Evaluation, and Analysis of Community Demographics						
Detailed Community Housing Profile	4	8	8	20	\$	5,260.00
Affordability Analysis	1	6	6	2	\$	2,135.00
Development Cost Analysis	1	6		2	\$	1,475.00
Task 2 Total					\$	8,870.00
Task 3. Vision, Goals, Tools and Actions Analysis and Update						
Vision and Goals Development	1	4		8	\$	1,735.00
Initial Actions/Implementation Strategy Identification & Updates	2	4		6	\$	1,790.00
Task 3 Total					\$	3,525.00
Task 4. Policy and Strategy Analysis and Considerations						
Policy recommendations - new development	3	18		16	\$	5,425.00
Strategy recommendations - preservation/development neutral	2	8		4	\$	2,270.00
Task 4 Total					\$	7,695.00
Task 5. Density Analysis and Recommendations						
Density Analysis - Current and Future	2	6		16	\$	3,130.00
Location Recommendations	2	4		12	\$	2,390.00
Task 5 Total					\$	5,520.00
Task 6. Community and Stakeholder Engagement						
Public Workshops/Open House (1 total - in person)	4	14	12	12	\$	5,920.00
Project Flyer/Advertising	2	4	8	4.6	\$	2,526.45
Project Branding/Website/Interactive Map	3	4	10	18	\$	4,345.00
Task 6 Total					\$	12,791.45
Task 7. Housing Futures Plan						
Draft Plan	2	8	16	4	\$	4,030.00
Town Board of Trustees Work Session (in person)	4	8	6	4	\$	3,440.00
Final Plan	1	6	8	2	\$	2,355.00
Adoption Support - PCDC and BOT meetings (est. 2 total, in person)	3	4	2	4	\$	2,065.00
Task 7 Total					\$	11,890.00
Lyons Housing Futures Plan - Project Total (excluding applicable tax)						\$ 54,551.45
LYONS HOUSING FUTURES PLAN - PROJECT TOTAL*						
\$ 54,551.45						

(*excludes applicable tax)



BOHANNAN HUSTON, INC.
FEE SCHEDULE HOURLY RATES
September 3, 2022

	1	2	3	4	5	6	7
ENGINEER Civil, Structural, Mechanical, Electrical	\$115	\$130	\$150	\$170	\$195	\$230	\$255
SURVEYOR	\$115	\$130	\$150	\$170	\$195	\$230	\$255
TECHNICAL MANAGER IT, GIS, Spatial Data, Construction, Project Manager	\$115	\$130	\$150	\$170	\$195	\$230	\$255
PLANNER Community, Transportation	\$100	\$110	\$130	\$150	\$170	\$200	\$255
GIS PROFESSIONAL Geographic Information Systems	\$95	\$105	\$120	\$135	\$155	\$185	\$215
PROJECT ADMINISTRATOR	\$90	\$110	\$130	\$150	\$170	\$195	\$215
CONSTRUCTION OBSERVER	\$85	\$90	\$95	\$100	\$115	\$135	\$175
TECHNICAL SPECIALIST Engineering Tech, Survey Tech, Geospatial Analyst, Graphics Specialist	\$75	\$80	\$90	\$100	\$115	\$130	\$145
MATERIALS TECHNICIAN Field and Laboratory Materials Testing	\$60	\$70	\$80	\$90	\$100	\$130	\$150
ADMINISTRATIVE PROFESSIONAL Clerical Support	\$60	\$70	\$80	\$90	\$100	\$110	\$125