

Commerce City Housing Authority



Commerce City Housing Authority *Strategic Plan*

October 19, 2011



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CCHA thanks the City Planning staff members who contributed to the development of this Strategic Plan.

We are particularly grateful to Chris Cramer, AICP; Jennifer Jones, AICP; Brian McBroom, AICP; and Steve Timms, AICP for providing their time, knowledge, and skills to this effort.

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The Commerce City Housing Authority (CCHA) has an essential mission within the community to create and sustain housing in Commerce City for low-income residents. The CCHA recognizes that to be a truly great city, Commerce City must have affordable housing for people across the income spectrum and must not price out those who cannot afford high housing costs.

Economic conditions locally reflect the national economic downturn and result in increasing pressures on local programs and community service agencies to meet increasing service needs with reduced resources. The need for affordable housing and housing assistance programs continues to be high, creating both a challenge to identify adequate resources and an opportunity to explore innovative avenues for development. In spite of shrinking federal and state resources, the CCHA remains firmly committed to its core mission of ensuring housing for all people. The CCHA intends to continue serving those who currently receive assistance, and hope to serve more citizens in the future.

To meet these goals, the CCHA will need to expand their ability to produce revenue so that they can be less dependent on federal and state subsidies. They also will need to operate more efficiently, and adopt a more entrepreneurial way of doing business.

The CCHA is pleased to present this plan and share how excited they are to cultivate their talent, dedication, and enthusiasm to accomplish these goals. They are certain this Strategic Plan will have a positive effect and benefit the Housing Authority, residents, staff, and the broader Commerce City

community. The plan was developed in partnership between board members and key community stakeholders. The CCHA will work with their partners and stakeholders to implement these new directions, and along with the community, will strive to achieve this important mission.

The CCHA invites you to review this plan, understand their role, direction, and where they hope to be over the next decade.

WHAT IS A STRATEGIC PLAN?

Simply put, a Strategic Plan is an organization's process of: defining its direction, making decisions, allocating its resources, and producing a written, and officially adopted, document that can be referred to and updated over time.

A Strategic Plan is the formal consideration of an organization's future course and typically contains the following elements: issues, vision, goals, action items, and next steps. In addition, strategic plans typically deal with at least one of these three key questions:

1. "What do we do?"
2. "For whom do we do it?"
3. "How do we excel?"





Although this is the CCHA’s first strategic plan, the plan will contain typical strategic plan elements, as well as deal with all three of the key questions referenced above. Given the changing fiscal environment in which all public housing authorities now operate, CCHA seeks to become more strategic about achieving goals that support their mission. In 2011, the CCHA identified where they want to be by the end of this decade. This Strategic Plan is the roadmap for the future of affordable housing in Commerce City. This document highlights for the stakeholders where they are going and how they will get there.

- To provide assistance and guidance for the CCHA decision making; and
- To improve opportunities for additional funding.



WHY IS A STRATEGIC PLAN NEEDED?

Through the US Department of Housing and Urban Development (HUD)-funded programs and Section 8 housing, the Commerce City Housing Authority has historically served the housing needs of persons whose income is defined as low to very low within Commerce City. The CCHA has provided “decent, safe, and sanitary” low-income and affordable housing to Commerce City’s citizens for years. Throughout the last several decades, the needs of the community have changed, and the CCHA needs a strategic plan to proactively meet these changing needs.

**Note: Reference to partners and partnerships will be found repeatedly throughout this document. While too numerous to list here, it is important for the reader to understand that the management and development of affordable housing relies on active participation by many entities including the local, state, and federal government; private and public investors; financial partners; development partners; the faith-based community; residents; and the numerous community-based organizations that provide services to the City’s residents.*

Based on this, there are several important reasons why a strategic plan is needed now. Some of the most important reasons are listed below:

- To address affordable housing needs within Commerce City;
- To strengthen partnerships and relationships*;
- To build stronger neighborhoods;





PHASES OF THE STRATEGIC PLAN

Over the past year, the CCHA pondered the future of affordable housing in Commerce City and the role that it can play currently and in the future. To help achieve the most productive plan, it was determined that this Strategic Plan would be divided into two separate phases. City planning staff was able to lay a strong foundation for the plan by assisting with Phase I. After several discussions with the CCHA, it was determined that the phases would contain the following information:

Phase I:

- A review of demographic and housing data, which would have a direct impact on affordable housing issues over the next 5-10 years;
- A strengths, weaknesses, opportunities, and threats (SWOT) analysis to identify strategic issues that need to be addressed within the plan;
- A refining of the mission statement, and a new vision statement and core values;
- Goal and objective creation and the beginning of action items.

Phase II:

- Refinement of the already identified action items;
- Detailed implementation plan;
- Scheduling and phasing of implementation items.

The plan contained herein currently includes all of the Phase I items above. In the future, Phase II may be added onto the end of this

document, or contained under separate cover. Phase II will be critical to complete as it serves as an action plan that will effectively ensure the successful implementation of the entire Strategic Plan.



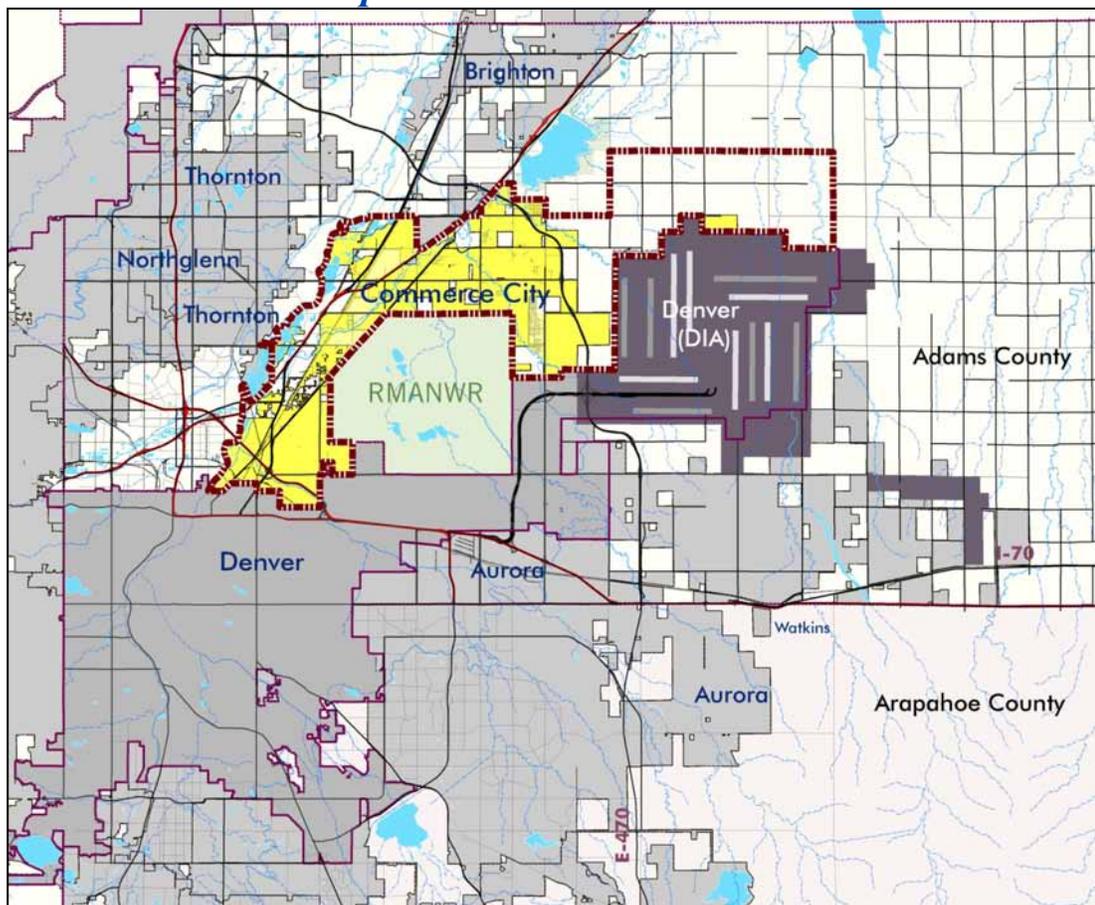


LOCATION & CONTEXT

As identified in the city’s Comprehensive Plan, the City of Commerce City, Colorado is located in the rapidly growing Denver-metro area, northeast of Denver in Adams County. The city is surrounded by the communities of Brighton, Denver, Aurora, and Thornton, several wildlife parks (Barr Lake State Park to the north and the Rocky Mountain Arsenal National Wildlife Refuge to the east), and the Denver International Airport (DIA). After a period of rapid growth over the past decade, Commerce City is now home to 45,913

people (2010 Census) and occupies nearly 41-square miles. Additional land for growth, contained within the Growth Boundary (shown below in red), will bring the city to a long-range total of almost 62-square miles. A key feature of the city is its location along major regional travel routes (Interstates I-76, I-270, and E-470), railways (Burlington Northern/Santa Fe and Union Pacific), and air (Denver International Airport). These elements have helped to retain a strong industrial base for the city’s economy.

Location & Context Map



Source: Commerce City Comprehensive Plan



CURRENT CONDITIONS

This section provides a brief summary of trends and data that may impact affordable housing in Commerce City. For additional information regarding data for the city, please consult the city's Comprehensive Plan, including Chapters 1 and 3 and Appendices A and B.

Demographics

Commerce City Population: In 2010, the population was 45,913 (US Census Bureau), which is more than five times the 1960 population of 8,970. While the population growth has slowed over the past several years, the overall increase in population is expected to continue throughout this decade.

Percent of Residents by Age Category: According to the US Census Bureau for 2010, the majority (53.5%) of the population is working-age between 25 and 59, but a sizable percentage (21.6%) of the population is under the age of 10. While the median age of Commerce City residents is increasing like other communities, it is occurring at a slower rate than the surrounding jurisdictions.

Household Composition: Married couples made up the majority of households (51%) in Commerce City in 2010.

Average Household Size: The average household size is 3.1 people (according to the Colorado Department of Local Affairs (DOLA) in 2007), which is the highest in Adams County.

Stable Population: Residents tend to stay in Adams County for long periods of time or live their complete life cycle within the county.

Household Income: Based on the American Community Survey of 2009, the median income in Commerce City is between \$50,000 and \$74,999 with a disparity between the Northern Range and the Historic City in the south. These incomes are lower compared to other jurisdictions in Adams County, but are gradually increasing.

Adams County Poverty: In 2007, an estimated 14% of Commerce City's families (1,100) lived below the federally-defined poverty threshold for the area (\$20,000 in annual wages). A high percentage of these persons are children under the age of 18.

Adams County Senior Citizen Growth: In all ages of the senior population (65+), tremendous growth is occurring, which is expected to continue well into the next decade.

Housing Composition

Housing Units by Type: The majority of housing in Commerce City are single-family detached units (nearly 73%).

Housing Stock, Year Built: Commerce City experienced two substantial peaks in housing construction: the 1950s and the 2000s. It is expected that another increase in housing starts will occur this decade.

Affordability of Single-Family Housing Stock: Compared to other cities in Adams County, Commerce City offers affordable homeownership options, but has a limited supply of affordable rental options.

Owner/Rental Comparison: Homeownership in the city has grown from 60% in 2000 to 73% in 2009, based on US Census estimates.





Percentage of Rental-Housing Type: Based on the US Census, the majority of rental housing in Commerce City is constructed as duplexes, or multi-family units.

Rental Unit Pricing: Rental unit pricing has declined significantly over the past several years, due to the high foreclosure and downturn in the housing market. Hopefully, rental prices will increase in 2011. See table below for comparison.

Commerce City Median Rent

| Unit Type | 2007 | 2010 | Change |
|---------------|---------|---------|--------|
| 1 Bed | \$807 | \$641 | -\$166 |
| 2 Bed, 1 Bath | \$893 | \$758 | -\$135 |
| 2 Bed, 2 Bath | \$1,013 | \$920 | -\$93 |
| 3 Bed | \$1,256 | \$1,134 | -\$122 |
| Average | \$992 | \$863 | -\$129 |

*Rounded to the nearest dollar.
Source: C3 Comprehensive Plan, Appendix B; Colorado Department of Local Affairs 2007 and 2010

Rental Market Mismatch: There is a sizable rental market mismatch for those individuals at both ends of the income spectrum (low and high earners). However, the highest rental mismatch occurs for those individuals at the very lowest income levels in the city.

Rental Market Mismatch

| Income Range | # of Renters | Renter Occupied Units | Rental Gap |
|---------------------|--------------|-----------------------|------------|
| \$0-\$14,999 | 960 | 264 | -697 |
| \$15,000-\$24,999 | 627 | 264 | -364 |
| \$25,000-\$34,999 | 562 | 262 | -300 |
| \$35,000-\$49,999 | 560 | 2,679 | 2,119 |
| \$50,000-\$74,999 | 413 | 234 | -180 |
| \$75,000-\$149,999 | 314 | 0 | -151 |
| \$150,000-\$249,999 | 27 | 0 | -161 |
| Over \$250,000 | 22 | 0 | -22 |

Source: C3 Comprehensive Plan, Appendix B, 2007





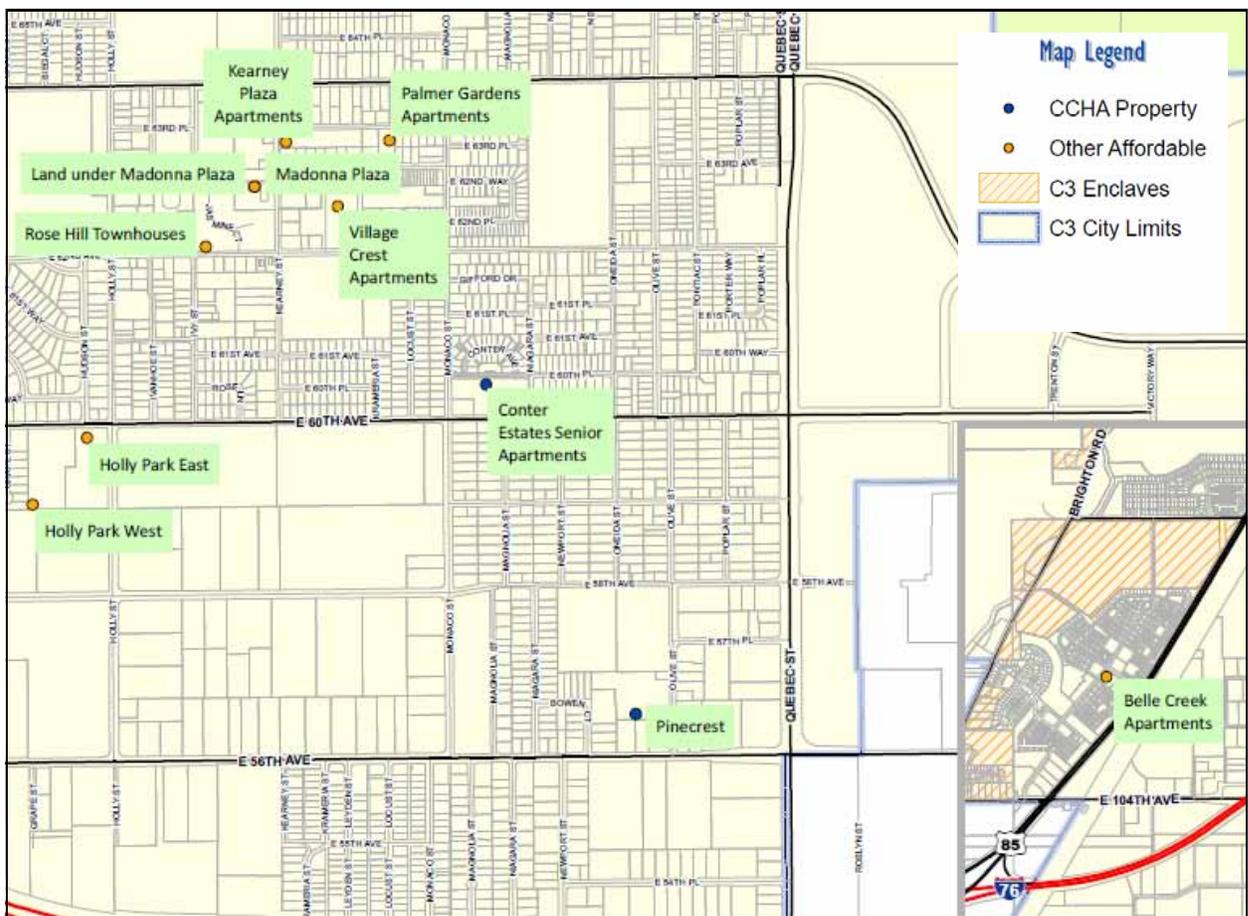
CCHA and Affordable Housing Properties: There are several properties either owned by the CCHA directly or owned by a partner affordable housing agency. Most are located in the historic part of the city. See the map below for details.

Vacancy Rates: According to the Department of Local Affairs, the housing vacancy in Adams County was approximately six percent in 2010, which was similar to the Denver-metro average. This low number may result

in additional multi-family developments entering the market. This vacancy rate is expected to continue to decrease over the next several years.

Adams County Foreclosure Filings: After peaking in 2007 and 2009, the number of foreclosures in Adams County appears to be declining. These overall high numbers have taken a toll on rental and housing prices by lowering the sale price of homes and reducing the rental vacancy rate.

CCHA & Affordable Housing Properties Map



Source: Commerce City Community Development

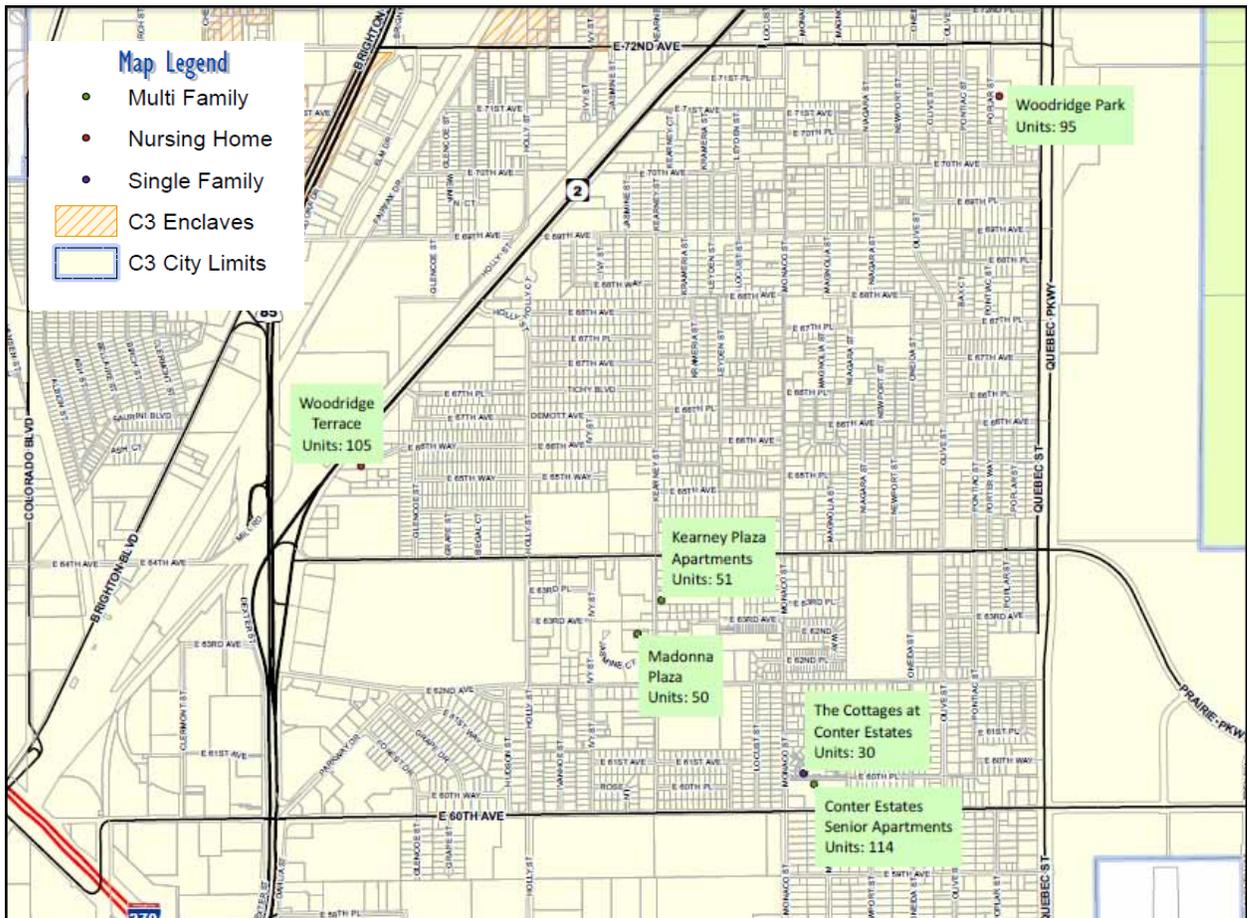


Senior Housing Locations: All of the city's dedicated senior housing locations are found in the historic part of the city. See the map below for specific locations.

Homeless Population in Adams County: Based on the Adams County Balanced Housing Plan, the typical homeless person is female, white, with children. The main reason cited for homelessness is because housing costs are too high.



Senior Housing Map



Source: Commerce City Community Development

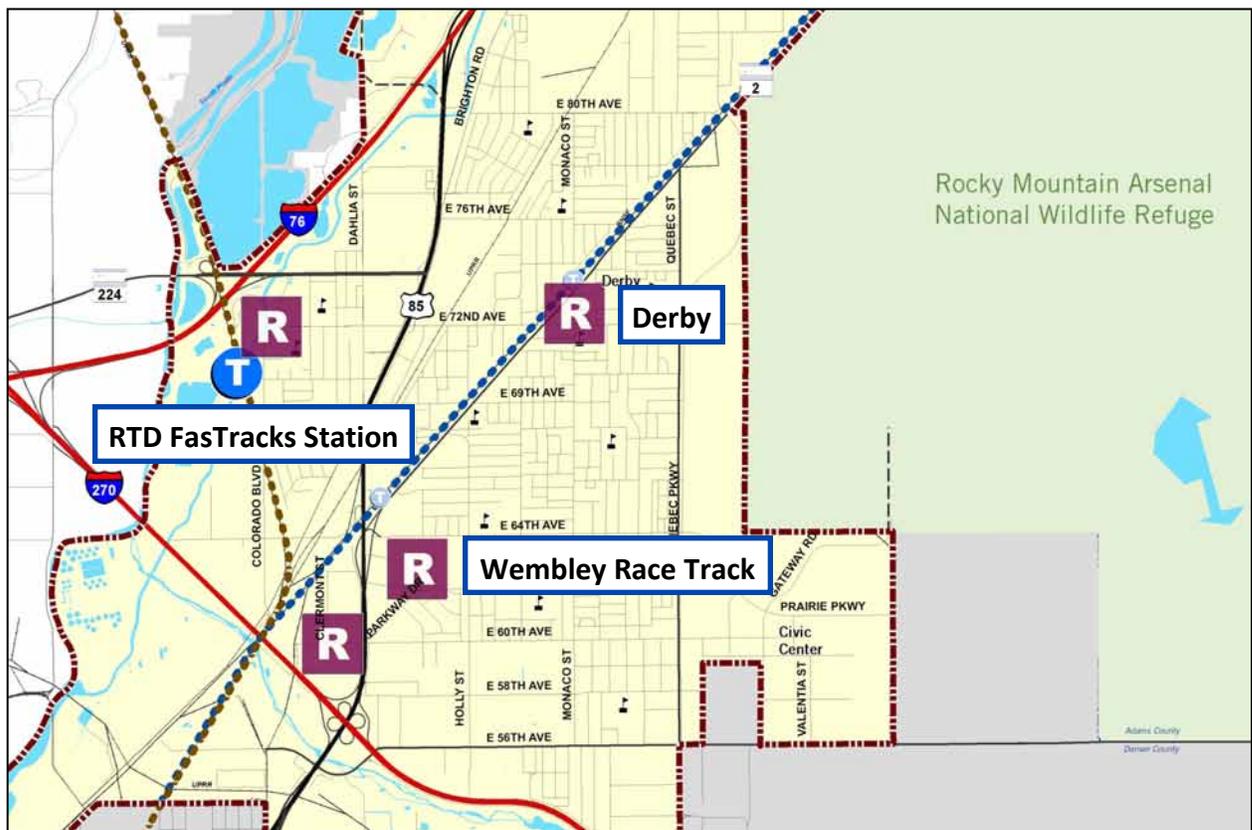


Land Use

Current Development Status: Nearly half of the land in the city (48%) remains vacant or undeveloped. The large amount of available land creates an ideal opportunity for the development of additional affordable housing units.

Redevelopment Areas: The city's Comprehensive Plan identifies five infill redevelopment areas. Of these five areas, three have the potential to include affordable housing opportunities. They are 1) The Wembley Race Track, 2) Derby, and 3) The future RTD FasTracks Station area. See the map below for locations.

Redevelopment Areas Map



Source: Commerce City Comprehensive Plan



New Residential Potential: Based on the Comprehensive Plan’s analysis, there remains a tremendous amount of new residential land open to development. The majority of new units will be in the city’s Northern Range and DIA North Areas.

Jobs to Household Ratio: The current jobs to housing ratio is 1.85 (DRCOG estimate), compared to a countywide ratio of 1.05, which reflects the higher proportion of industry than most Denver-metro communities. The community’s goal is to achieve a jobs to housing ratio of 1.5.

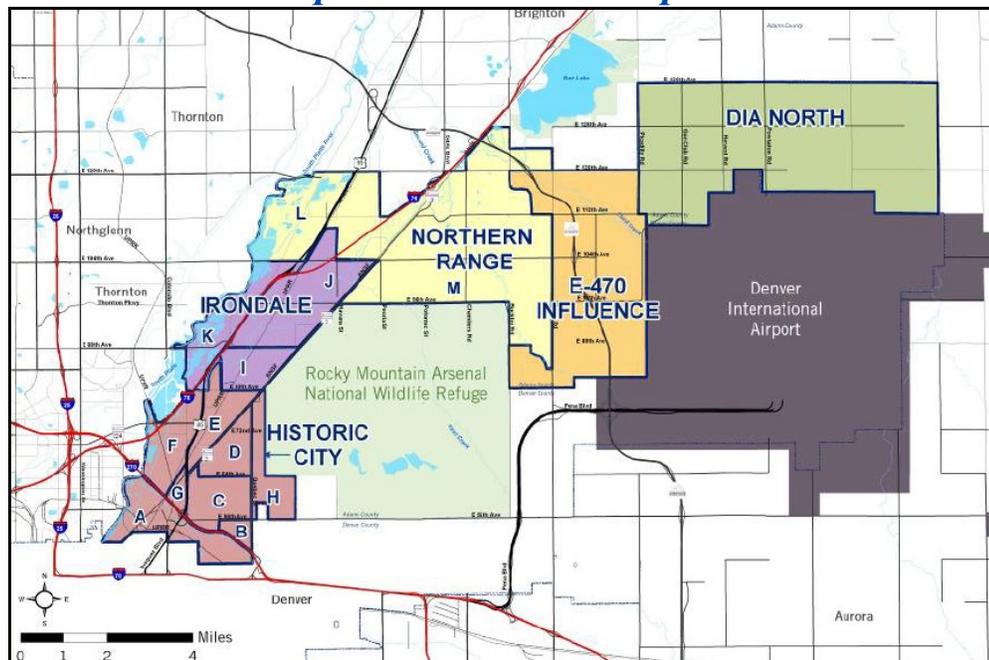
New Residential Development Potential, by Area

| Planning Area | Potential Residential Acreage | Potential New Housing Units | Potential New Population |
|----------------|-------------------------------|-----------------------------|--------------------------|
| Historic City | 39 | 861 | 2,496 |
| Irondale | 121 | 822 | 2,385 |
| Northern Range | 3,525 | 18,759 | 54,402 |
| E-470 Area | 1,316 | 7,135 | 20,691 |
| DIA North | 4,066 | 21,698 | 62,923 |
| TOTAL | 9,067 | 49,275 | 142,898 |

Source: C3 Comprehensive Plan, Appendix B



New Residential Development Potential Map



Source: Commerce City Comprehensive Plan



CCHA HISTORY

The CCHA was created by the City of Commerce City in 1979 when citizens saw the need to provide housing to low and moderate income households throughout the community. It began operations under the direction of a five-member regular Board of Commissioners plus two alternate members, which continues today. These members are appointed by the City Council of Commerce City.

In the early years of the CCHA, its tasks and priorities were linked with redevelopment and home ownership opportunities. In fact, CCHA members also acted as the Urban Renewal Authority members for many years. New housing opportunities during this time were predominantly funded by federal and state HUD funds. In the 1980s, the CCHA was extremely busy administering many grants, working on residential rehabilitations, and overseeing new development - even obtaining statewide recognition for its work with solar homes along 60th Avenue. During this time, the housing staff reached a peak of nine employees and were considered regional experts on technical matters dealing with housing relocation assistance. However, this period of tremendous growth and influence came to an end in the late 1980s, when grants and other sources of traditional funding began to decrease sharply. In spite of limited resources, CCHA has pressed forward over the last two decades with active work in Derby, the HOPE 3 program, Conter Estates, and Pinecrest Apartments. Looking back, under the direction of the CCHA, numerous homes in Commerce City were remodeled and many more in deteriorated condition were demolished to allow for new affordable residential opportunities. Dozens

of families became first-time homeowners through the grateful assistance of the CCHA.

In 2011, CCHA has one full-time staff member and a part-time accountant. It has an annual operating expenses of approximately \$145,000. Today, CCHA has an ownership interest in 226 quality, affordable units in Commerce City. Others they serve receive assistance from CCHA in the form of Section 8 Housing Choice Vouchers that help them obtain housing in eligible, private rental housing. In 2011, CCHA had approximately 70 such vouchers. Wait lists for the federally-subsidized Section 8 Housing Choice Vouchers program is lengthy, and CCHA's wait list has been closed since 2002.

As CCHA entered its 32nd year, the organization's history, current challenges, and strengths provided a timely backdrop for undertaking a comprehensive planning process to define CCHA's future direction. Thus, in early 2011, the CCHA initiated a strategic plan process, which is detailed on the following pages.





PLAN PROCESS

The formulation of this Strategic Plan involved a seven-month process of data gathering, analysis, CCHA reflection, stakeholder input, and ultimately the production of this document. Through a series of strategic planning workshops, the Board went through the following basic steps to develop the plan:

- Current Conditions
- SWOT Analysis
- Mission and Vision Statements, Core Values
- Goal Formulation
- Objectives and Action Items

Stakeholder Input

In order to make the most of this plan and its role in shaping affordable housing in Commerce City over the next five to ten years, key stakeholders were identified by the Board and asked to provide input throughout the plan's formulation. The key stakeholders identified included professionals and agencies in the affordable housing field, certain city staff members, clergy and the faith community, community leaders, and former Board members. Stakeholder input was solicited through a variety of means including an open house forum, emails, surveys, and in-person presentations.

PROPOSED WORKSHOPS





The establishment of the mission statement, vision statement, and core values, outlined on the following pages, lay the foundation for this Strategic Plan. Together these provide a basis for why the CCHA exists, what CCHA hopes to become, and the way in which it choose to function as an organization. Only by providing this solid foundation can the CCHA effectively set and achieve its goals.

MISSION STATEMENT

A mission statement can be defined as the statement of purpose of fundamental reason for an organization's existence. Prior to beginning this plan, the CCHA already had a mission statement in place, *"To improve the housing stock and provide safe, quality, attainable housing for all Commerce City residents."*

Through discussion of the following questions, it was determined that the CCHA would utilize the existing mission statement as the basis for a more expanded and descriptive mission statement.

- Who are we?
- If the CCHA were walking down the street and someone asked who it was, what would the answer be?
- What is the CCHA and what does the CCHA do?

VISION STATEMENT

A vision statement is a word or picture of the future that the organization ultimately intends to become or hopes to achieve. The vision statement is also a good reference point whenever organizational objectives become unclear, or when the CCHA needs focus on the purpose of the organization and how it best serves the community.

CORE VALUES

In addition to the mission statement and vision statement, the final component of the plan foundation is the core values. The core values are the principles that govern the behavior and the way in which the CCHA does business. This set of values are fundamental to the way in which the CCHA chooses to operate, make decisions, and function day to day.





The Commerce City Housing Authority, together with our community, will maximize the availability of safe, quality, attainable housing for all Commerce City residents, while fostering stability and promoting dignity and self-sufficiency.





The Commerce City Housing Authority envisions a thriving community in which all residents enjoy a quality of life enhanced by stable and attainable housing.





Collaboration

Innovation

Commitment

Integrity

Compassion

Respect





The formulation of the goals and objectives, outlined on the following pages, are at the heart of Phase I of this Strategic Plan. These goals and objectives, coupled with the Mission Statement, Vision Statement, and Core Values, provide guidance for where the CCHA ultimately wants to go in the next decade. The goals and objectives do not try to set the specific steps of how to get there, but provide a general framework on which specific actions and decisions can be evaluated.

GOALS

Each of the five goals provided in this plan are intended to be a very general description of a desired future condition. Each goal addresses a different broad topic for which the CCHA is responsible. The topics or categories of the five goals are: existing properties/projects, new opportunities, resident self sufficiency, partnerships, and CCHA internal operations.

Note: The goals, objectives, and action items found in this Strategic Plan are designated with numbers and letters, for ease of reference and clarity. The numerical and alphabetical orders, however, are in no way intended to indicate a rank of importance or priority. For example, each of the five goals are considered to be equally significant. Goal one is not more urgent than goal three or goal five. Similarly, the objectives, and even action items, also are not presented in a hierarchical order. Each goal, objective, and action items is, at this point in the process, equal. During Phase II, priorities should emerge and ranking of specific actions will become much more important.

OBJECTIVES

Objectives are slightly more specific than goals, but are still “big picture” outcomes for which the CCHA will strive to achieve. There are numerous objectives provided under each goal, targeting a slightly more specific result than the umbrella goal.

ACTION ITEMS

Action items are only in the initial phases of development during this Phase I of the Strategic Plan process. As a part of the overall implementation phase (Phase II), additional action items will be added and further revised. At this point, action items serve as a primary basis for specific events recommended to meet the objectives of CCHA.





GOAL #1

Preserve and enhance the number of quality affordable homes in Commerce City.

CONTEXT

Current subsidized housing in Commerce City provides an important part of the housing stock of the community. Given the number of Commerce City households with housing burdens, it is critical to preserve existing affordable units throughout the community and to maintain these units at high levels.

Objective 1-A

Protect and improve the affordable housing developments that currently exist within Commerce City, so that all are an asset to the community.

Objective 1-B

Increase the quality, value, marketability, and energy efficiency of all CCHA properties.

Objective 1-C

Continue to focus on both curb appeal and interior upkeep of all our developments.

Objective 1-D

Achieve maximum utilization of the Section 8 program.





- Action Item 1-1* *Annually evaluate CCHA’s properties to ensure efficient and effective use.*
- Action Item 1-2* *Consider the involvement of residents in maintenance, management, and security strategies through the formulation of a taskforce / advisory group.*
- Action Item 1-3* *Continue to examine possibilities to expand the voucher program to help address current unmet housing needs in Commerce City.*
- Action Item 1-4* *Encourage efforts by the city’s Neighborhood Services division to strengthen enforcement of affordable housing properties.*





GOAL #2

Examine opportunities for new affordable housing developments in all areas of the city.

CONTEXT

For the foreseeable future, there will be significant increasing needs for a wide range of quality affordable housing in the community. Careful planning and strong action are needed to increase affordable housing opportunities with a priority focus on compact development, mixed-use development, and multi-family options.

Objective 2-A

Explore new opportunities for affordable housing throughout the city by considering redevelopment, new purchases, new construction, and partnerships with other affordable housing agencies.

Objective 2-B

Encourage strategic siting and development of new affordable senior housing (including independent living, assisted living, and nursing care).

Objective 2-C

Evaluate potential affordable housing developments to ensure that all segments of the population are adequately served.

Objective 2-D

Actively seek programs and funding to reduce blighted housing units within the city, and through targeted redevelopment, increase the supply of affordable housing units, particularly for those individuals at the lowest income levels (including homeless and near homeless).

Objective 2-E

Work to achieve a fully balanced affordable housing community, through a complete variety of housing types (single-family detached, single-family attached, patio home, condo, apartment, etc.) and locations dispersed throughout the entire community.

Objective 2-F

Make strong efforts to encourage reinvestment/rehab of both existing single-family and multi-family units.





Action Item 2-1 Pursue opportunities to purchase and hold land for future use, particularly in the northern range.

Action Item 2-2 Consider the following priority rankings, as identified through the strategic plan process, when evaluating future Housing Authority opportunities.*

1. Reinvestment/Rehab of Existing Single Family Homes
2. Senior Housing
3. Homelessness
4. Affordable Multi-Family Units in Northern Range
5. Rental Properties (Quantity, Availability, etc.)
6. Affordable Single-Family Units
7. Affordable Multi-Family Units in Historic City

Action Item 2-3 Establish a streamlined process for the evaluation of potential deals, including criteria selection, financial sustainability, timelines, and long-term maintenance.

Action Item 2-4 Target already identified redevelopment and infill areas listed in the city's Comprehensive Plan for strategic siting of new affordable developments. (See the Redevelopment Areas Map on page 09.)

Action Item 2-5 Examine the possibility of conducting a specific Commerce City homeless study, or convene a Commerce City Homeless Task Force to study the issues of homelessness and near homelessness in the community.

Action Item 2-6 Be knowledgeable of, and prevent placement of, new affordable developments near conflicting land use locations within the city (near high noise areas, truck and train routes, heavy industrial activity, etc.).

Action Item 2-7 Give priority to new developments that are near public transit, parks and open space, have good connectivity, and contribute to positive way-finding.



* To be further refined in Phase II.



GOAL #3

Develop additional services and opportunities to promote self sufficiency for residents.

CONTEXT

History shows that education and employment are the surest ways to break the cycle of generational poverty. Low-income residents must gain basic skills to enter the job market and continue upgrading their abilities to higher wage levels.

Objective 3-A

Collaborate with partners to educate residents about home ownership and mortgage programs and practices.

Objective 3-B

Examine opportunities for CCHA to support existing residents to develop important skills and resources.

Objective 3-C

Meet with, and reach out to, residents and resident leaders to better understand and respond to needs and goals.

Objective 3-D

Support programs that encourage all residents to become active and involved within their community, including self-awareness of their surroundings and crime prevention.

Action Item 3-1 Survey residents to determine which skill sets are most needed for self sustainability. Include such skills as success in school, credit restoration, home ownership, civic responsibility, conflict resolution, etc.

Action Item 3-2 Foster opportunities for job training by promoting access to and utilization of technological and educational resources.





GOAL #4

Work with partners to develop and meet common affordable housing goals.

CONTEXT

To help those we serve obtain affordable housing, earn higher wages, or move out of assisted housing, we will look for every opportunity to partner with other organizations that support these goals and have resources to help residents succeed. These partnerships will ensure that resources are maximized and efficiencies are realized.



Objective 4-A

Develop relationships between the City of Commerce City and the CCHA across multiple departments and divisions.

Objective 4-B

Continue to collaborate with neighboring housing authorities and other affordable housing entities.

Objective 4-C

Encourage innovative partnerships with local banks, lenders, for-profit, and non-profit developers in order to serve our community's low-income families.

Objective 4-D

Explore new opportunities with public/private entities, including schools and communities of faith.

Objective 4-E

Establish formal and informal relationships with landlords of privately held developments.

Objective 4-F

Continue the present community-focus on livability, walkability, energy-efficiency, and fiscal sustainability.





Action Item 4-1 Consider hosting an annual event with City Council to exchange ideas about the housing needs of Commerce City, and to help them understand CCHA's unique role and challenges as an affordable housing manager and developer.

Action Item 4-2 Investigate possibilities with the city and other quasi-governmental agencies (SACWSD, SACFPD, school districts, Adams County Housing Authority, etc.) to reduce development barriers for affordable housing development.

Action Item 4-3 Begin a dialogue with the school districts, focusing on housing for children and their unique living needs.





GOAL #5

Continually strive for an excellent and professional Housing Authority.

CONTEXT

Achievements are directly related to the preparation, dedication, commitment, and accomplishments of the CCHA Board and staff. A strong Housing Authority must have long-term, sustainable financial and operational strategies. This goal will help to ensure a quality Housing Authority operation.

Objective 5-A

Be a valuable community resource regarding housing issues by being a link to available public and private resources.

Objective 5-B

Maintain and increase CCHA's financial strength.

Objective 5-C

Maintain an excellent organization by continual development of highly motivated, talented, and caring staff.

Objective 5-D

Strengthen and expand CCHA's high standards of ethics, management, accountability, and customer service.

Objective 5-E

Develop a positive public image and promote community awareness of Housing Authority programs and the need for affordable housing.





- Action Item 5-1* *Assure CCHA’s financial sustainability by identifying, utilizing, and developing innovative financing, additional capital, and operating resources.*
- Action Item 5-2* *Offer additional training opportunities for staff and/or Board Members, as they relate to professional development.*
- Action Item 5-3* *Undertake a community outreach program to determine the most effective way to communicate affordable housing issues. Options could include newsletters, website and emails, or scheduled speaking engagements.*
- Action Item 5-4* *Pursue state and federal grants and other funding to the fullest extent feasible.*
- Action Item 5-5* *Develop an ethics policy for the Housing Authority to follow.*
- Action Item 5-6* *Evaluate the need for a yearly Housing Authority retreat to help prioritize actions and programs for the upcoming year.*





NEXT STEPS

Phase I of the Strategic Plan is purposely expressed in high-level conceptual terms and priorities and begins to lay out a guide for taking action. For effective implementation however, these high-level terms and priorities will need to be translated into more detailed action items that can be understood at the functional level of the Housing Authority. The next step or phase of this strategic effort will be to create a multi-year action plan that will work toward turning the goals and objectives of this phase into reality. This subsequent step will be known as Phase II, or the Implementation Plan, of the Commerce City Housing Strategic Plan.

This Implementation Plan will develop detailed action items, which will help to build on-going momentum and support for affordable housing policies throughout Commerce City. It is anticipated that the already identified Phase I action items will be refined further and also ranked in priority from most important to least important. In addition, this Implementation Plan should also describe in greater detail the processes, timelines, funding mechanisms, and programs needed for reaching the already identified goals, objectives, and action items.

Once adopted, the results of this Phase II Implementation Plan will need to be measured and evaluated. This will involve setting standards of performance, measuring actual performance, and taking ongoing action to ensure success. Finally, it will be important for the CCHA to continue to monitor this plan on a yearly basis, to include periodic changes and updates as appropriate. By utilizing this ongoing monitoring, the plan will become a living document that

strategically reflects Commerce City's vision for affordable housing.

CONCLUSION

Providing housing that is affordable for a diverse range of households is a unique challenge for any community. In addition, it is a responsibility that cannot rest solely on the private real estate market. Sadly for many, the market and economic realities of today create homes and residential units that are out of reach. Therefore, the CCHA must rise to the challenge of creating a housing strategic plan to help with these housing market realities and inequalities. A comprehensive housing strategic plan seeks to help shape land use and public policy that both encourages a wide range of affordable housing types while maintaining the growth, quality, and development goals of the community as a whole. Based upon the affordable housing needs of Commerce City, this housing Strategic Plan will expand the options in developing affordable housing.

Commerce City is changing, and has changed, in many ways over the past several decades. By defining these strategic affordable housing policies in such a way as to respond to current and future needs, with this plan the Commerce City Housing Authority is taking huge steps to strengthen the community, provide opportunities, sustain the city's heritage, and continue to make Commerce City an appealing and welcoming community.