



City of Arvada City Council Agenda

FEBRUARY 10, 2025

Councilmembers:

**Lauren Simpson, Mayor
Randy Moorman, Mayor Pro-Tem
Shawna Ambrose, District 2
Sharon Davis, At large
Bob Fifer, District 4
John Marriott, District 3
Brad Rupert, At large**

Staff Members Usually Present:

**Linda Haley, Acting City Manager
Don Wick, Deputy City Manager
Rachel Morris, City Attorney
Jacqueline Rhoades, Director of Public Works
Jessica Morales, Interim Director of Utilities
Jessica Garner, Director of Community & Econ. Dev.
Bryan Archer, Director of Finance
Gabriella Bommer, Director of Human Resources
Ryan Stevenson, Director of Vibrant Community & Neighborhoods
Rachael Kuroiwa, Director of Communications & Engagement
Ed Brady, Chief of Police
Kristen Rush, City Clerk**

Info: 720-898-7550

STUDY SESSION THIRD FLOOR CONFERENCE ROOM

The study session can only be watched via Zoom

<https://arvadaco-gov.zoom.us/j/89475850775?pwd=84m1LiQXxLFnKPPpF9bJ4fWRKglTxN.1>

4:00 PM

1. Call to Order/Roll Call of Councilmembers
2. Study Session Topics
 - A. Arvada Housing Advisory Committee Bylaws
 - B. Workforce Housing Development on City-Owned Property at 6630 W 51st Avenue
3. Adjournment



REPORT TO CITY COUNCIL STUDY SESSION

AGENDA ITEM
2.A.

TO: THE HONORABLE CITY COUNCIL

DATE: February 10, 2025

SUBJECT: Arvada Housing Advisory Committee Bylaws

Report in Brief

The Housing team will present proposed changes to the Housing Advisory Committee bylaws following a discussion during the January 6, 2025 city council business meeting. The team is looking for feedback on the draft bylaws.

Background

On May 4, 2022, the Arvada City Council held a study session in which it determined that a Housing Advisory Committee should be created to further the City's goal of increasing affordable housing. The purpose of the Housing Advisory Committee is as follows:

- a) Provide recommendations to support the City Council in setting the vision and policies to support affordable housing in Arvada;
- b) To render advice and recommendations to the Arvada City Council using research-based recommendations and community feedback regarding the planning and implementation of City programs and services to preserve and increase the supply of affordable housing in the City of Arvada, to the extent such programs and services are supported by the City of Arvada City Council Strategic Plan; and
- c) To facilitate community education and engagement of housing initiatives, programs, strategies, developments and potential partnerships to support Arvada's strategic plan goal of improving access to quality housing that is attainable to a broad range of income levels and meeting its diverse housing needs.

On November 7, 2022, the Arvada City Council approved R22-095, A Resolution Establishing a Housing Advisory Committee. This resolution included the adoption of the bylaws that govern the Housing Advisory Committee.

On January 6, 2025, the City team recommended approval of revised bylaws that included a definition of affordable housing per the request of one councilmember. Members of Council shared concerns that the definition of affordable housing included in the bylaws limits the scope of the Housing Advisory Committee and recommended that the word "affordable" be removed from the bylaws. The city staff discussed the recommendations and would like to review a proposed solution with Council before bringing a final version of the bylaws for approval.

Strategic Alignment

This agenda item aligns with the following Arvada City Council Strategic Results:

- Housing: Improve access to diverse, safe, and affordable housing options and programs, providing residents with opportunities to obtain housing that meets their needs in all phases of life.

Next Steps

FOR WORKSHOPS ONLY

Prepared by:

Carrie Espinosa, Manager of Housing Preservation and Resources

Reviewed by:

Approved by:

Carrie Espinosa, Manager of Housing Preservation and Resources	1/28/2025
Jessica Garner, Director of Community and Economic Development	1/29/2025
Gail Walker, Legal Specialist-Contracts	1/29/2025
Emily Grogg, Senior Assistant City Attorney	1/29/2025
Rachel Morris, City Attorney	1/29/2025
Linda Haley, Acting City Manager	1/29/2025

Enclosure, exhibits & attachments required to support the report



MEMORANDUM

Community and Economic Development - Housing Division

DATE: February 7, 2025
TO: Arvada City Council
FROM: Carrie Espinosa, Housing Manager
Samantha Bradley, Housing Development Specialist
CC: Linda Haley, Interim City Manager
Don Wick, Deputy City Manager
Jessica Garner, Community and Economic Development Director
Emily Grogg, Senior Assistant City Attorney
SUBJECT: Housing Advisory Committee Bylaws

This memorandum provides background on the current make-up, mission, and priorities of the Housing Advisory Committee, as well as an update on suggested revisions to the HAC bylaws proposed at the January 6 City Council Business Meeting.

In 2020, a Housing Needs Assessment was performed to help the Council identify who in the community is underserved by Arvada's housing inventory. The assessment results identified a need for housing that was "affordable" to Arvada residents earning less than 80% of Area Median Income. In the context of the Assessment, "affordable" means the occupants spend no more than 30% of their gross income on housing costs (this definition of affordable is a metric defined by HUD).

The Housing Advisory Committee (HAC) was formed to advise the City on how to best meet the identified need. Members were specifically selected based on their experience, expertise, and passion for housing specifically tailored to meet the needs of low to moderate income residents of Arvada. City staff that specializes in low to moderate income housing has facilitated work with the HAC to determine strategies and recommendations, including the deployment of City resources, both cash and in-kind, to support housing initiatives that are aligned with the identified needs of the community.

The 2024 Housing Needs Assessment and the Housing Strategic Plan reconfirm a need for housing for low to moderate income residents in Arvada, and presents strategies to address the gap in the City's housing stock. The City Council adopted the Housing Strategic Plan in May 2024. The findings of the 2024 Assessment and the adoption of the Strategic Plan informed the City Council Strategic Plan, which also acknowledges this need and presents strategies to address it.

At the January 6 City Council business meeting, the Council proposed removing the term "affordable" from the HAC bylaws to expand the duties of the HAC to include all housing types. The City has other Commissions, Advisory Boards and regulations/guidelines that address housing, including the City's Planning Commission, the Building Code Advisory



Board and the Land Development Code. Staff is working to balance the Council's request to remove "affordable" from the HAC bylaws yet ensure that the scope of the HAC is independent of other city boards and commissions.

Proposed Change: The city team recommends that the role of the HAC should be to meet the housing needs outlined in the most recent version of the Arvada Housing Needs Assessment. Under new State legislation C.R.S. 24-32-3702, the City must complete a housing assessment every six years, meaning that the priority areas of the HAC will adjust as needed per the needs identified in the Needs Assessment. Per the request of the Arvada City Council, the term "affordable" has been removed from the draft bylaws. The purpose of the HAC has been updated in the bylaws to reflect the housing needs in Arvada as identified by the most current Housing Needs Assessment. A copy of the draft bylaws is included for your review. The Housing team requests City Council feedback on the draft bylaws at the February 10 Study Session.

BYLAWS AND RULES OF PROCEDURE OF THE HOUSING ADVISORY COMMITTEE OF THE CITY OF ARVADA, COLORADO

ARTICLE I - NAME AND PURPOSE

Section 1. These bylaws and rules of procedure have been adopted by the Housing Advisory Committee and approved by the City Council.

Section 2. This committee shall be known as the Housing Advisory Committee of the City of Arvada (the "Committee") as established by resolution (Resolution No. R ~~XX-XXX~~22-095) of the Arvada City Council ("City Council").

Section 3. The purpose of the Committee as established by the City Council shall be as follows:

- a) Provide recommendations to support the City Council in setting the vision and policies to support ~~affordable housing in~~ Arvada in addressing the housing needs identified in the 2024 Housing Strategic Plan, adopted by City Council on May 20, 2024 and all future Housing Needs Assessments that need to be evaluated and published every six years as required by Colorado Revised Statute 24-32-3702.
- b) To render advice and recommendations to the Arvada City Council using research-based recommendations and community feedback regarding the planning and implementation of City programs and services to preserve and increase the supply of ~~affordable~~ housing needs identified in the most recent housing assessment in the City of Arvada, to the extent such programs and services are supported by City of Arvada City Council Strategic Plan.
- c) To facilitate community education and engagement of housing initiatives, programs, strategies, developments, and potential partnerships to support Arvada's strategic plan goal of improving access and supply of ~~to~~ quality housing that ~~is attainable to a broad range of income levels and meeting its diverse housing needs~~ aligns with the identified needs and stated goals of the most recent housing assessment.

Section 4. The Committee shall perform its duties until the Committee is terminated by City Council.

ARTICLE II - DUTIES

Section 1. The duties of the Committee include:

- a) Participate in the development of a Housing Strategic Plan that recommends goals, actions, and policies to inform the development and preservation of ~~affordable~~ housing that meets Arvada's identified needs, which will be presented to City Council for approval;
- b) Provide recommendations to Arvada City Council on matters related to innovations in housing policy and programs that are based on evidence-based studies and quantitative data;

- c) Provide recommendations to Arvada City Council on matters related to community engagement regarding ~~affordable~~—housing-related projects, programs, and services consistent with the stated purpose of the Housing Advisory Committee;
- d) Review annual progress reports from the Arvada Housing and Preservation Resources Division regarding implementation of the Housing Strategic Plan;
- e) Provide public education services to the Arvada community specifically designed to increase local knowledge and understanding about ~~affordable~~—housing, and barriers, and strategies to achieve City Council’s strategic goals related to ~~affordable housingsupporting~~ the identified housing needs;
- f) Provide recommendations to Arvada City Council that address barriers to housing and focus on equitable, energy-efficient, and high-quality housing outcomes for Arvada; and
- ~~g) Communicate Committee recommendations on a semi-annual basis with the Arvada City Council.~~

ARTICLE III - MEMBERSHIP

Section 1. Eligibility of Membership

- a) The Committee shall be composed of nine regular members who shall serve without compensation. The Committee members shall be appointed and confirmed by the Arvada City Council.
- b) All Committee members must act in accordance with the city’s mission, vision and values and applicable City of Arvada policies of employee conduct.
- c) Committee members shall not discriminate on the basis of race, color, religion (creed), gender, gender identity or expression, age, national origin (ancestry), mental or physical disability, political belief or affiliation, marital status, sexual orientation, or veteran status in any of its activities or operations.
- d) Committee members shall consist of a representative from the following categories:
 - i. City Council Liaison or designated City Council alternate
 - ii. Arvada Resident Advocate for Affordable Housing
 - iii. AURA Board Member
 - iv. Affordable Housing Developer
 - v. Arvada resident who has benefitted from human services programs or grant funding
 - vi. Arvada Small Business Owner
 - vii. Expert in energy efficiency, renewable energy and green building

- viii. Arvada-based Realtor
- ix. Member or Volunteer from a non-profit human services agency

Section 2. Term of Members.

- a) The appointed Committee members shall serve four-year terms and may be appointed for no more than two terms.

Section 3. Vacancies and Removal

- a) Any Committee member may resign by giving written notice to the Chair or Co-Chair of the Committee, who shall notify the staff liaison of the resignation. Such resignation shall take effect at the time specified therein. The acceptance of such resignation shall not be necessary to make it effective. Any vacancy occurring on the Committee by resignation or removal shall be filled, if necessary, by appointment of the City Council.
- b) All members of the Committee shall serve at the pleasure of City Council and may be removed at any time pursuant to Section 2-78(b) of the Arvada City Code which states "All other members of boards, commissions, and committees, except as set forth in subsection (e) of this section, serve on such boards, commissions, and committees at the pleasure of the city council, and may be removed by a vote of the City Council at any time."

Section 4. Attendance

- a) It is the official policy and expectation of the Committee to have its members regularly attend Committee meetings. Regular attendance is vital to conduct the business of the Committee, to have a quorum of the Committee, to have informed Committee members and quality participation, and to respect the time and interest of the public.
- b) If any member of the Committee is absent from any regular meeting, such member shall give the reason for the absence to the Committee Chair and the staff liaison of the Committee. The staff liaison shall keep records of Committee member attendance and whether each absence is excused or unexcused.
- c) Any absence from a Committee meeting due to sickness of a Committee member, the death of a member of the member's family, court subpoena, or absence from the City, shall be considered an excused absence. Other absences may be deemed excused at the discretion of the Chair. All other absences shall be considered unexcused.
- d) If an appointed Committee member has more than three unexcused absences in a calendar year, such Committee member may be excused from the Committee by the Chair. A replacement representative will be appointed by the City Council as appropriate to fill the Committee member's position.

Section 5. Conflicts of Interest

- a) Participation and voting in Committee business by members of the Committee shall be subject to the requirements and limitations of the City's Code of Ethics, in accordance with the Arvada City Code, Chapter 2, Article VIII, Division 2.

ARTICLE IV - MEETINGS

Section 1. ~~The Committee shall hold quarterly meetings. The date, time, and location for the subsequent four meetings will be designated by affirmative vote of the Committee at the first regular meeting after May 1st of the year and posted on the City's website. A regular quarterly meeting of the Committee shall be held at a regularly scheduled at the Annual Meeting, for the following year. The Annual Meeting is to occur after May 1st of each year. Ddate and time at a site designated by affirmative vote of the Committee and will be posted on the Division of Housing Preservation and Resources website.~~ The agenda of such meeting shall be sent via email to all Committee members and posted on the ~~Division of Housing Preservations and Resources~~ City's website at least 24 hours prior to the date of each meeting.

The Chair, absent objection by any member, may cancel meetings for cause, including absence of a quorum, lack of business to conduct or other unforeseeable circumstances. Notice of such cancellation shall be given to the Committee members at least twenty-four hours in advance of the time of the meeting, if possible.

Section 2. The Chair of the Committee will preside over Committee meetings, and will be voted into this position every year by the other Committee members.

Section 3. Special meetings of the Committee may be held at any time. A call for such meetings shall be issued by the Chair or by the written request of not less than 5 members of the Committee for the purpose of transacting business specifically stated in such call. The notice of the special meeting may be issued by email, by telephone or by mail; but in any event, the purpose of the special meeting shall be stated to each member. No business other than that set forth in the call for the special meeting shall be transacted at the special meeting. A special meeting must be called at least 48 hours prior to the holding of the special meeting.

Section 4. The meetings are open to the public and the committee may invite any director, officer, employee, outside advisor or other individual who is not a Committee member to attend Committee meetings or meet with Committee members, but such persons will not have voting power and will not be held out as Committee members.

Section 5. Committee approvals will require a vote of a majority of the Committee members present at a meeting at which a quorum is present. A quorum for the transaction of business shall consist of 57 Committee members. It shall be the responsibility of the staff liaison, or in the staff liaison's absence the Chair, to determine whether there is a quorum at each meeting. A representative attending a meeting on a Committee member's behalf shall not count towards a quorum. No official action may be taken by the Committee unless a quorum is present. However, if a quorum is not present, the meeting may still be conducted for the purposes of status reporting and discussion of items.

Section 6. The Chair, Vice Chair, or staff liaison shall establish the agenda for each meeting.

Section 7. Any Board member who has a personal or financial interest in any matter before the Board shall disqualify themselves from the consideration of, discussion of, or voting upon such matter. Any such disqualification shall be noted in the official Minutes of the meeting.

ARTICLE V - OFFICERS

Section 1. Positions include: Chair, Vice-Chair, and regular committee members. At the first regular meeting after May 1st each year, a Chair and Vice-Chair shall be elected by majority vote of the Committee. That meeting shall be designated as the Committee's annual meeting.

Section 2. The Chair shall preside at all meetings of the Board. In the event of the absence of the Chair, the Vice-Chair shall preside.

Section 3. A vacancy in the office of Chair shall be filled automatically by the Vice-Chair, and a new Vice-Chair shall be elected at the next regular meeting of the Committee from among the regular members. A vacancy in the office of Vice-Chair shall be filled at the next regular meeting of the Committee by election from among the regular members. The officers so elected shall serve until the next annual meeting.

Section 4. The Executive Director of the Housing Authority or the Executive Director's designee shall be the Committee's staff liaison. The staff liaison shall keep the minutes of each Committee meeting, shall conduct all official correspondence with the City Manager and City Council, and will generally supervise the clerical and technical work of the Committee. Meeting minutes will be sent to the City Manager, City Council, and Department Director following each Committee meeting.

ARTICLE VI - PARLIAMENTARY PROCEDURES

Section 1. Questions of parliamentary procedure not covered by these Bylaws shall be governed by Roberts Rules of Order, Revised Edition.

ARTICLE VII - AMENDMENTS

Section 1. These bylaws may only be amended or modified through a resolution approved by a majority vote of the Arvada City Council.



REPORT TO CITY COUNCIL STUDY SESSION

AGENDA ITEM
2.B.

TO: THE HONORABLE CITY COUNCIL

DATE: February 10, 2025

SUBJECT: Workforce Housing Development on City-Owned Property at 6630 W 51st Avenue

Report in Brief

The Housing team will present an opportunity to use the city-owned property at 6630 W. 51st Ave, Arvada, Colorado, to develop workforce housing for households with incomes between 80% and 100% of Area Median Income. This study session aims to receive feedback from the city council about this proposal.

Background

In 2022, the City of Arvada purchased 6630 W 51st Avenue using American Rescue Plan Act (ARPA) funds. The property has remained unutilized since the purchase, and the Housing team is interested in pursuing a workforce housing development at this site. The targeted population is households with incomes between 80% and 100% of the Area Median Income.

Strategic Alignment

This agenda item aligns with the following Arvada City Council Strategic Results: Housing: Improve access to diverse, safe, and affordable housing options and programs, providing residents with opportunities to obtain housing that meets their needs in all phases of life.

Next Steps

FOR WORKSHOPS ONLY

Prepared by:

Carrie Espinosa, Manager of Housing Preservation and Resources

Reviewed by:

Approved by:

Carrie Espinosa, Manager of Housing Preservation and Resources	1/28/2025
Jessica Garner, Director of Community and Economic Development	1/29/2025
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Enclosure, exhibits & attachments required to support the report

Arvada WorkForce Housing *Council Study Session*

February 10, 2025
Carrie Espinosa
Samantha Bradley



Land Banking Strategy

Strategy #2 from Strategic Plan

- Continue to allocate publicly owned land (and/or acquire properties) for affordable and mixed income housing.
 - **Top Priority:** Bolster resources through land banking (#2)

City Council Strategic Plan (Housing Section)

- #2 Prioritize opportunities to expand affordable housing options in collaboration with the community, development, and funding partners

Land Banking Grants & Prop 123

- Highly competitive/ over subscribed
 - Most grantors want to see past successes
- If awarded, Arvada will more than likely have to retain land ownership due to funding clauses and restrictions

Ground Leasing

Ownership Structure

- City retains ownership of the land, but the Developer will own the building and infrastructure
- Some additional liability for the City (as opposed to selling or donating), but a well-written Ground Lease can shift most of the liability to the Developer

Rent/Payment Structure

- Capitalized Ground Lease requires a large upfront payment (usually based on a percentage of the value of the land)
 - Can be structured as an upfront payment or a Seller's Note to be paid off over time
- Annual payments are nominal (e.g. \$100 per year)
- Terms are usually longer than compliance periods (50, 75 or 99 years)
 - Ensures long-term affordability as lease can include an affordability restriction
 - Lease can be written to give the City the ability to remove affordability restriction if no longer needed

Benefits to Ground Leasing

- Allows the City to leverage the value of the land while also building more housing
- Can use Capitalized Ground Lease payments to purchase more land – multiplier effect for the City without tapping into City Funds
- Makes the City an attractive candidate for other Land Banking Grants
- Long-term control; can set benchmarks during predevelopment period, and ensure affordability following the end of funding compliance periods

What is WorkForce?

WorkForce Definition: Housing that is affordable to occupants earning between 80%-120% Area Median Income (AMI)

- Jefferson County 2024 WorkForce AMI (2-person Household) is 80% AMI - \$83,520 per year / 100% AMI - \$104,400 per year

Who is living here?

- Municipal employees, Police Officer, Nurses, EMT, Teacher, Apprentice Tradesman

Benefits to WorkForce

- 1. 2024 Housing Assessment found that Arvada's housing stock is only 30% rental**
 - \$200,000 per year income needed to buy the median price home in Arvada
- 2. Arvada's employers have stated difficulty recruiting and retaining junior and entry level employees**
 - Arvada Chamber of Commerce has the BOLD Initiative to promote the production of WorkForce Housing
 - Police Department has stated difficulty with recruiting due to lack of housing options
 - No industry in Arvada has a median salary high enough to allow workers to buy a home

Proposal:

Use City owned Parcel at 6630 W 51st (Marshall Street Parcel) to build WorkForce Housing targeting 80%-100% AMI.

Plan Outline:

1. Competitively procure a Developer to build the project

1. Developer Responsibilities:
 - Financing the Project (including system development fees)
 - Community Outreach (co-responsibility with the City)
 - Building /Operating / Managing the Project
 - 100% ownership of the “Improvements on the Land”

2. City's Role:

1. Provide land at discounted price through a long-term Capitalized Ground Lease (Land Banking Strategy)
2. Provide prioritized design review (faster review = lower costs)
3. Aid in providing community outreach
4. Other *possible* roles:
 - Help project procure financing through grants offered to municipalities
 - Structure Capitalized Ground Lease in a favorable way
 - Provide loan from Arvada Affordable Housing Fund
 - SLP Participation

3. City Benefits

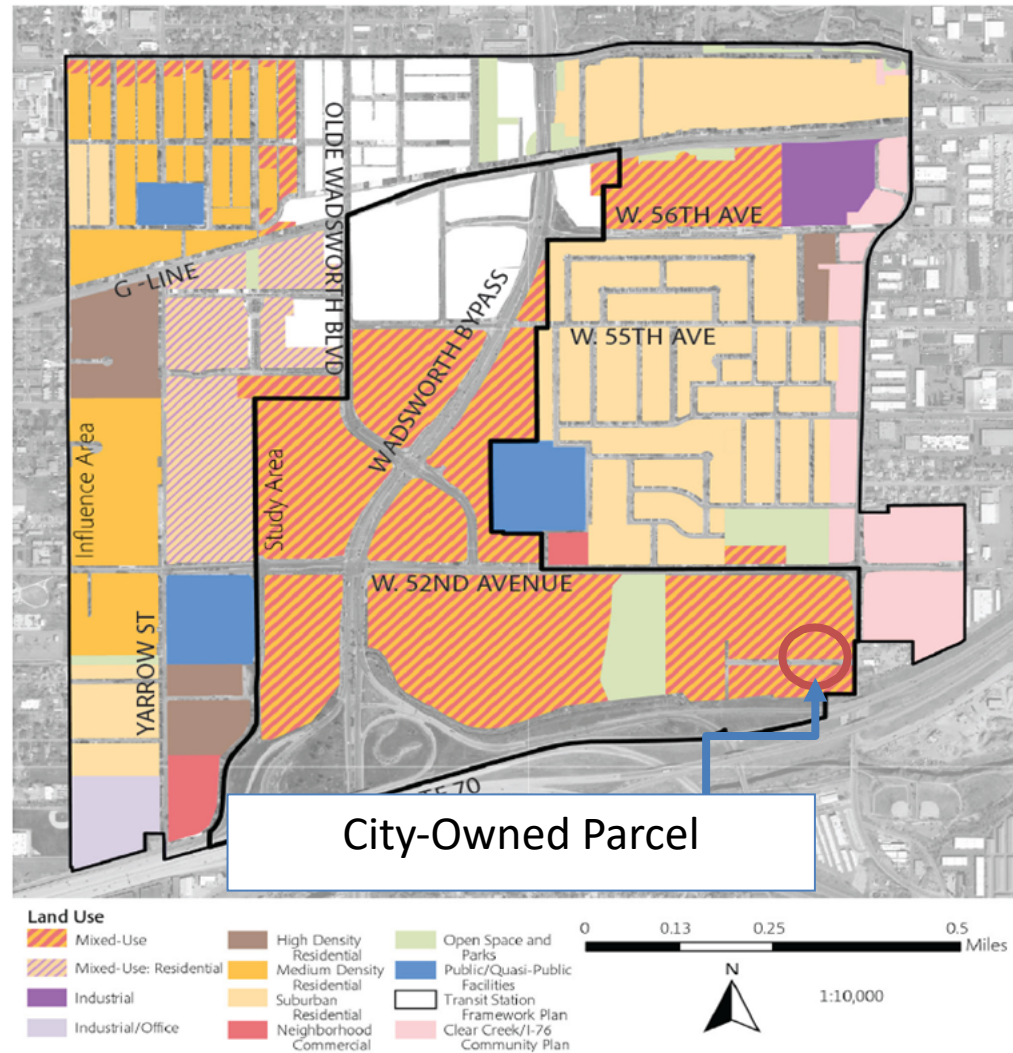
1. Additional housing stock added to Arvada where rents are tied to income long-term
2. Leveraging a resource initially purchased with grant funds; unlocks some of the value in a land while also providing housing

About the Parcel:

- Purchased using **American Rescue Plan Funds**
- Several LIHTC projects already funded and under construction in the area
- Part of the “Neighborhood: New Town Sub-Area Plan”

New-Town Sub-Area Zoning

“The vision for New Town has long been seen as one that should complement Olde Town in addition to providing opportunities for development with higher densities.”



Next Steps:

1. City Council Feedback

2. Develop a Community Engagement Plan

3. Hire an attorney

1. Ground Leasing is a specialty area of the law
2. Will help the Arvada Legal team through this process
3. Will write a Ground Lease that will protect Arvada from avoidable liability
4. Determine current value of the land via an appraisal

4. Determine what can be feasibly built on the property

1. City Team is currently estimating 100 to 150 units

5. Release a Request for Proposals

1. NOTE: If no acceptable proposals we can reject all of them and re-release the proposal