

CHAPTER 7

IMPLEMENTATION AND PRIORITY HOUSING STRATEGIES

A. Implementing the Goals of the Housing Master Plan

To facilitate the implementation of the goals set forth in the Housing Master Plan, **Exhibit 7.1** identifies priority housing strategies. Each strategy includes action steps, resource allocation, timeframe and status.

Monitoring and Adaptability

The City's housing and neighborhood goals will necessarily change over time as dynamic market forces and demographics influence Thornton's housing market. Additionally, future cyclic changes in the political makeup of legislative bodies and government administrations may result in different funding and regulatory provisions at the state and federal level. Therefore, the City will need to monitor the progress and feasibility of the goals and strategies delineated in the Housing Master Plan and make changes and adaptations as needed. Thornton's Neighborhood Services Division already monitors housing and neighborhood needs through its design and implementation of certain programs outlined in the Housing Master Plan and its annual CDBG funding allocation decisions. Based on this monitoring, specific strategies can be revised on an on-going basis as needed, and the City can update the Housing Master Plan approximately every five years to reflect newer goals.

B. Goals

The City of Thornton's Implementation and Priority Housing Strategy goals are:

- 7-A** Monitor the progress of the goals and priority strategies of the Housing Master Plan and revise strategies as needed.
- 7-B** Update the Housing Master Plan approximately every five years.

Exhibit 7.1 Priority Housing Strategies			
PRIORITY HOUSING STRATEGY	ACTION STEPS	RESOURCE ALLOCATION	TIMEFRAME & STATUS*
A. HOUSING DIVERSITY			
A.1 Monitor housing types and make policy adjustments as needed.	a. Evaluate City policies and programs to make adjustments as directed by Council.	City Staff: City Development	On-going
	b. Conduct a Housing Needs Assessment every 5 years c. Amend the Housing Master Plan	City Council	Long-term
A.2 Propose a Transit Oriented Development (TOD) Zone District. <i>Note: the TOD District is discussed in Chapter 5: Housing and Neighborhood Design</i>	a. Staff researches and creates a draft code ordinance.	City Staff: City Development	Complete
	b. Present draft code to Council at planning session.		Short-term
	c. Make corrections to draft and schedule for public hearing with Council.	City Staff: City Development City Council Action	Short-term
A.3 Encourage and work with developers and RTD to design mixed use and TOD in appropriate areas. <i>Note: the TOD District is discussed in Chapter 5: Housing and Neighborhood Design</i>	a. Create Mixed Use and TOD zone districts.	City Staff: City Development	Short-term
	b. Offer zone districts as options to developers in appropriate locations.		On-going

Exhibit 7.1 Priority Housing Strategies			
PRIORITY HOUSING STRATEGY	ACTION STEPS	RESOURCE ALLOCATION	TIMEFRAME & STATUS*
A. HOUSING DIVERSITY			
A.4 Consider an ordinance to allow accessory dwelling units (ADU) on residential properties as a way of expanding housing options.	a. Identify ADUs as a permitted accessory use in the proposed TOD Zone District. b. Present background information and case studies to Council to consider a City Code amendment to allow ADUs in other areas of the City.	City Staff: City Development, Infrastructure (utilities/water tap) City Council	Short-term
	c. Monitor interest and demand for ADUs through TOD applications, developer inquiries and advisory board recommendations.	City Staff: City Development	Medium-term
	d. If significant demand for ADUs is evident, staff will present information to City Council for direction.	City Staff: City Development City Council	
A.5 Promote the City's priority housing products.	a. Executive housing: <ul style="list-style-type: none"> i. Identify sites where executive housing is desired. ii. Encourage executive housing on the identified sites at pre-application meetings and by connecting high-end homebuilders with site property owners. 	City Staff: City Development Partners: Housing Developers	On-going

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PRIORITY HOUSING STRATEGY	ACTION STEPS	RESOURCE ALLOCATION	TIMEFRAME & STATUS*
A. HOUSING DIVERSITY			
A.5 Promote the City's priority housing products.	b. Extremely low-income housing – <i>See Affordable Housing section</i>	City Staff: City Development Partners: Housing Developers	On-going
	c. Senior Housing: i. Identify sites where senior housing is appropriate. ii. Encourage senior housing on the identified sites through education, at pre-application meetings and by connecting developers / homebuilders with site property owners. iii. Provide opportunities for developers/homebuilders to meet with the Senior Citizens Advisory Board. iv. Consider use of financial assistance or partnership on a limited case-by-case basis for age-restricted developments.	City Staff: Community Services City Development Partners: Housing Developers	
	d. Homeless/near homeless – <i>See Affordable Housing section</i>	City Staff: City Development Partners: Homeless providers, non-profit organizations.	

Exhibit 7.1 Priority Housing Strategies			
PRIORITY HOUSING STRATEGY	ACTION STEPS	RESOURCE ALLOCATION	TIMEFRAME & STATUS*
B. REVITALIZATION AND PRESERVATION OF HOUSING STOCK			
B.1 Assist Thornton Revitalization Advisory Board (TRAB) with their charge to “provide recommendations, alternatives, and advice to Council and staff on feasible revitalization strategies”.	a. TRAB to evaluate areas in need of revitalization, define opportunities and challenges in the areas, formulate strategies, and recommend partnerships for collaborative revitalization plans, review options and alternatives.	City Staff: City Development City Board: Thornton Revitalization Advisory Board Partners: Consultant, residents, business owners, other advisory boards	On-going
	B.2 Pursue creation of South Thornton Revitalization Subarea Plan.	a. Describe project: Identify the subarea boundaries and determine plan components, methodology and process. b. Conduct background research, collect data. c. Develop plan.	City Staff: City Manager’s Office, City Development, Business Development, Infrastructure, Community Services, Management Services City Board: Thornton Revitalization Advisory Board Partners: Consultant Budget: Allocation of funds for hiring specialized consultant.
	d. Take project components to City Council for consideration.	City Council Action	

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PRIORITY HOUSING STRATEGY	ACTION STEPS	RESOURCE ALLOCATION	TIMEFRAME & STATUS*
B. REVITALIZATION AND PRESERVATION OF HOUSING STOCK			
B.3 Develop a local historic preservation (landmark) ordinance to identify and preserve historic structures through local regulations.	a. Staff works with a designated review body (BCAB/TASHCO) to draft a local historic preservation (landmark) ordinance.	City Staff: Community Services, City Development City Board: BCAB/TASHCO	<i>Project in Process</i> Short-term
	b. City Council considers the ordinance.	City Council Action	Short-term
	c. Designate a review body which would review applications for nominated properties.	City Staff: Community Services, City Development	
	d. Designated body reviews and rules on applications for nominated properties.	City Board: To be determined	On-going
B.4 Explore opportunities to expand minor home repair programs for low-income residents.	a. Identify and research opportunities and funding sources to develop or expand a low-cost home repair loan program for low-income residents.	City Staff: City Development Partners: Nonprofits and organizations that provide home repair programs, banks, Adams County staff	On-going
	b. Create outline of options and present to City Council.	City Council	
	c. Pursue Council direction.		

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PRIORITY HOUSING STRATEGY	ACTION STEPS	RESOURCE ALLOCATION	TIMEFRAME & STATUS*
B. REVITALIZATION AND PRESERVATION OF HOUSING STOCK			
B.5 Provide resource information to residents on home repair resources.	a. Provide lists of resources for home repair assistance to residents, particularly low-income residents, seniors and disabled individuals, in order to further safe, healthy and livable homes.	City Staff: City Development Community Services, Communications	On-going
B.6 Promote programs that stimulate individual responsibility for revitalizing owner-occupied homes and property.	a. Promote information on refund, rebate or incentive programs for home improvements or energy efficiency improvements through website and materials.	City Staff: City Development	On-going
	b. Develop architectural drawings for expansion of Original Thornton homes (1 st Tier).	City Staff: City Development	Short-term

Exhibit 7.1 Priority Housing Strategies			
PRIORITY HOUSING STRATEGY	ACTION STEPS	RESOURCE ALLOCATION	TIMEFRAME & STATUS*
C. AFFORDABLE HOUSING			
C.1 Work with affordable housing organizations to increase and better distribute affordable housing units for low-income residents throughout the City.	<ul style="list-style-type: none"> a. Meet with affordable housing organizations and developers to encourage acquisition, development or expansion of affordable housing units. b. Promote various areas in Thornton appropriate for multifamily residential to encourage distribution through the City. c. Report to City Council on the status of affordable housing in the City. d. Provide letters of support for developers with affordable housing projects that meet the City Council priorities. 	<p>City Staff: City Development, City Manager’s Office</p> <p>Partners: Affordable housing organizations, housing developers</p> <p>City Council</p>	On-going
C.2 Support improvements to existing affordable housing that increase health, safety and energy efficiency.	<ul style="list-style-type: none"> a. Meet with owners of existing affordable housing developments. b. Fund projects that increase the health, safety, and energy efficiency of existing affordable housing units. 	<p>City Staff: City Development</p> <p>Partners: Property Owners</p> <p>City Council Action</p>	On-going

Exhibit 7.1 Priority Housing Strategies			
PRIORITY HOUSING STRATEGY	ACTION STEPS	RESOURCE ALLOCATION	TIMEFRAME & STATUS*
C. AFFORDABLE HOUSING			
C.3 Promote programs that financially assist people to own and live in Thornton homes.	<ul style="list-style-type: none"> a. Promote mortgage assistance programs to future Thornton homeowners, including 1st time home buyer programs, down payment assistance, tax rebates, mortgage credit certificate programs. 	<p>City Staff: City Development, Communications</p> <p>Partners: Federal, state and local entities that offer these programs</p>	On-going
C.4 Increase awareness and access to housing and support services for homeless or near homeless population.	<ul style="list-style-type: none"> a. Evaluate homeless initiatives through data analysis relevant to community and program impact. b. Determine most effective course of action. c. Present results to Council. d. Per Council direction, develop code amendments to allow for homeless initiatives. e. Coordinate efforts with homeless providers to implement activities. 	<p>City Staff: City Development, Fire Administration</p> <p>Partners: Homeless shelters, faith-based organizations, social service providers</p> <p>City Council Action</p>	On-going
	<ul style="list-style-type: none"> f. Develop list of contacts of housing resources for homeless or near homeless populations in Thornton. g. Create brochure for the information. h. Place list at City buildings, libraries and faith-based organizations. 	<p>City Staff: City Development</p> <p>Partners: Organizations with housing resources, faith-based organizations</p>	Short-term and On-going

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PRIORITY HOUSING STRATEGY	ACTION STEPS	RESOURCE ALLOCATION	TIMEFRAME & STATUS*
C. AFFORDABLE HOUSING			
C. 5 Consider City Code amendments that facilitate the development of affordable housing: <ul style="list-style-type: none"> • Fee reductions • Reduced design standards • Density bonus • Inclusionary housing • Incentives 	a. Research options of providing fee reductions, bonuses or incentives for affordable housing construction, such as lowering design standards for affordable housing projects.	City Staff: City Development	Short-term
	b. Determine feasibility of options and circulate draft amendments for review by stakeholders (i.e. TRAB, HBA, etc.).		
	c. Staff presents options to Council.	City Staff: City Development, City Attorney's Office	Medium-term
	d. Staff drafts ordinances or policies based on Council's direction.	City Council	
e. City Council considers the ordinance or policies.	City Council Action		

Exhibit 7.1 Priority Housing Strategies			
PRIORITY HOUSING STRATEGY	ACTION STEPS	RESOURCE ALLOCATION	TIMEFRAME & STATUS*
D. HOUSING AND NEIGHBORHOOD DESIGN			
D.1 Adopt language in the Development Code, similar to existing language in the Commercial Design Standards, which encourages sustainable practices and green building for residential developments.	a. Staff drafts an ordinance to add language to the Residential Design Standards in Chapter 18 of the City Code which encourages residential developers and home builders to use sustainable and “green” practices through all phases of site planning and building design. This language currently exists for the Commercial Design Standards in Chapter 18.	City Staff: City Development, City Attorney’s Office	Short-term
	b. Circulate draft amendment for review by stakeholders (i.e. City advisory boards, HBA, etc.).	City Staff: City Development	Short-term
	c. City Council considers the ordinance.	City Council Action	Short-term

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D. HOUSING AND NEIGHBORHOOD DESIGN			
D.2 Encourage sustainable practices and green building for residential developments and provide resources for developers and homebuilders on green building programs.	a. Add descriptions of these programs with links to more information on these programs to the City's webpage.	City Staff: City Development, Communications	Short-term
	b. Explore other ways to encourage developers and homebuilders to pursue Green Building certification programs such as Built Green Colorado, U.S. Green Building Council's LEED certification programs, National Association of Home Builder's Green Program, Energy Star – New Home program.	City Staff: City Development	On-going

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D. HOUSING AND NEIGHBORHOOD DESIGN			
D.3 Improve accessibility and promote pedestrian- and bike-friendly neighborhoods.	a. Update Standards and Specifications to add cross sections for detached sidewalks and bike lanes on collectors	City Staff: City Development	Done
	b. Work with developers to create pedestrian-oriented mixed use and TOD developments	City Staff: City Development	On-going
E. QUALITY OF LIFE			
E.1 Continue to involve neighbors in the identification of neighborhood elements that will revitalize or preserve their neighborhood.	a. TRAB will identify neighborhood(s) to host community meeting(s) with stakeholders to identify their concerns and ideas for revitalizing their neighborhood.	City Board: Thornton Revitalization Advisory Board City Staff: City Development, Communications	On-going
	b. Incorporate comments from residents into recommendations to Council.	Partners: Residents in identified neighborhoods	
E.2 Continue to encourage residents to engage in opportunities to improve their neighborhoods.	a. Direct residents toward resources and programs that will assist them to improve their lawns, homes and neighborhoods.	City Staff: Staff from all departments Partners: Residents in neighborhoods	On-going

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PRIORITY HOUSING STRATEGY	ACTION STEPS	RESOURCE ALLOCATION	TIMEFRAME & STATUS*
F. FORECLOSURE IMPACT			
F.1 Work with nonprofit organizations that are rehabilitating foreclosed and vacant homes in Thornton.	a. Provide data and information to assist organizations in purchasing foreclosed Thornton homes and allocating funds by deadlines. b. Inform internal staff of homes in the federal stimulus/grant programs so that building inspections are processed efficiently to meet fund deadlines.	City Staff: City Development, Communications, Real Estate Partners: ACHA, Community Resources and Housing Development Corporation, other nonprofits	On-going and Medium- term
	c. Assist organizations with ribbon cutting events and press releases when homes are completed.		Short-term to Medium-term
F.2 Continue to provide reliable information on homeownership and foreclosure prevention/recovery to counteract the misinformation being propagated by scammers.	a. Host three prevention and recovery workshops a year in Thornton.	City Staff: City Development, Communications Partners: HUD-approved housing counseling agencies	On-going

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F. FORECLOSURE IMPACT			
F.2 Continue to provide reliable information on homeownership and foreclosure prevention/recovery to counteract the misinformation being propagated by scammers.	b. Continue public awareness program on Colorado Foreclosure Hotline and HUD-approved foreclosure assistance.	City Staff: City Development, Communications Partners: HUD-approved housing counseling agencies	On-going
F.3 Provide information on emergency rental/mortgage assistance programs.	a. Research and compile list of emergency rental/mortgage assistance programs available to Thornton residents. Report to Council on the demand from Thornton residents on these programs.	City Staff: City Development	Short-term

***Timeframes represent the following number of years:**

- Short-term = 1 - 2 years
- Medium-term = 3 - 5 years
- Long-term = 5+ years