



Advisory Services
Program

Marshall Fire Recovery

ADVISORY SERVICES PANEL

LOUISVILLE AND SUPERIOR, COLORADO

MARCH 17, 2023

MAKING A DIFFERENCE IN PEOPLE'S LIVES THROUGH MEMBER IMPACT ON THE BUILT WORLD

The journey starts here.

THE MISSION OF THE URBAN LAND INSTITUTE

Shape the future of the built environment for transformative impact in communities worldwide

MISSION COMMITMENTS

CONNECT active, passionate, diverse members through the foremost global network of interdisciplinary professionals

INSPIRE best practices for equitable and sustainable land use through content, education, convening, mentoring, and knowledge sharing

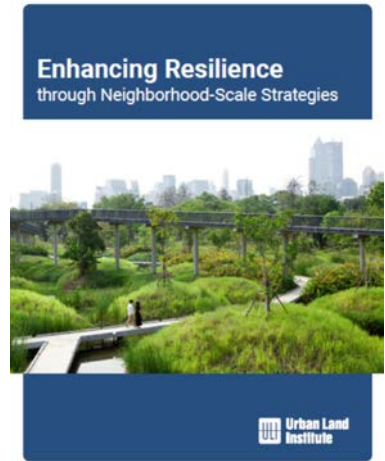
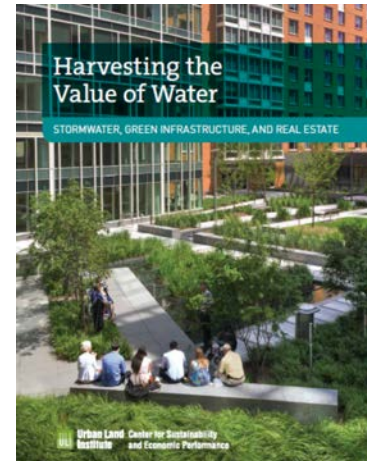
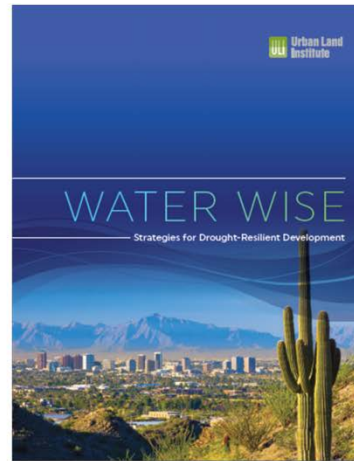
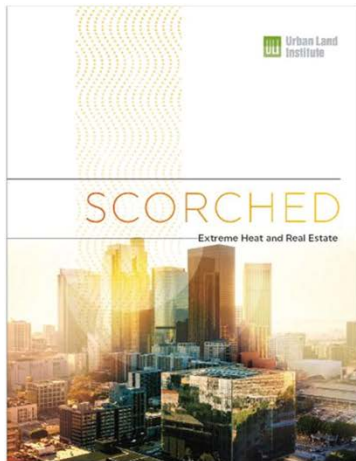
LEAD in solving community and real estate challenges through applied collective global experience and philanthropic engagement



ULI's Urban Resilience Program

ULI's Urban Resilience program is focused on how buildings, cities and communities can be more resilient to the impacts of climate change and other environmental vulnerabilities.

- **Advance industry understanding of resilience:** Elevate understanding of resilience, climate risk, and the business case for climate resilience
- **Cultivate champions for resilience and catalyze resilience partnerships:** Build the skills needed to advance equitable resilience policy, funding, and development solutions
- **Support communities in becoming more climate resilient:** Advance resilient land use and development through technical assistance



Resilient Land Use Cohort

Program Overview



JPMORGAN CHASE & CO.

- **Goal:** to promote action towards climate adaptation and resilience and to share emerging and best practices in climate resilient and equitable land use.
- RLUC is a platform for **technical assistance, knowledge sharing, and network building** across communities and their ULI District Council networks.



THE ADVISORY SERVICES PROGRAM STORY



The Advisory Services Program has provided strategic, impactful recommendations to communities for over 70 years.

We engage experts in a diverse array of real estate development and land use fields, including transportation and transit-oriented development; neighborhood and regional planning; infrastructure; retail and commercial corridors; academic and medical institutions; disaster response and sustainability; and housing.

EXPERTS

diverse membership, including designers, planners, developers, public officials, market analysts, economists, architects, and financiers



Panelists play an essential role in the success of Advisory Services Panels. Panelists bring their diverse professional experiences from across the world as well as their skill sets to help communities develop creative solutions to the most complex land use and real estate challenges.

Through this program, ULI members integrate into communities dealing with a wide array of real estate and land use challenges to provide unbiased, expert advice and specific recommendations for improvement. Members link together with local leaders to draft a plan to revive, rethink, and restore communities around the globe to ultimately enact change and improve the lives of the people who live there.

Panels bring together the best and brightest from ULI's diverse membership — developers, planners, financiers, market analysts, economists, architects, designers, and public officials — to provide practical solutions and objective advice not available from any other source.

THANK YOU TO OUR SPONSORS



COLORADO
Department of Local Affairs

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Questions for the Panel to Address

Scope of Work

- Each jurisdiction is also interested in applying the lessons learned from the Marshall Fire to inform the **development of recovery and resiliency plans** and better position our communities for future risks. What mid-term and long-term recovery and resiliency challenges should we expect? How would having a specific wildland fire component within a recovery plan have potentially improved outcomes in recovery efforts?
- What **Wildland Urban Interface (WUI) best practices** apply within these areas and what efforts in the built environment will be most effective in reducing risk from grassland wildfires? What strategies are recommended for effective adoption and implementation of WUI codes?
- How did the Marshall Fire impact housing and housing affordability in the short term? What is the anticipated effect on housing affordability from the Marshall Fire in the long term? What steps can the communities take in response to the Marshall Fire that would reduce the negative impact on **housing affordability** in terms of both rentals and for-sale products?
- **Resident engagement** has been critical to decision-making, but engagement with displaced residents has also been challenging and participation levels have varied. What level of engagement is reasonable post disaster? How might decision-making be impacted post-disaster and what steps can be taken to ensure community-wide decisions receive the attention of the broader community?

THANK YOU, STAKEHOLDERS

Elected Officials & City Managers: Mark Lacis • Dennis Maloney • Neal Shah • Matt Magley • Martin Toth • Megan Davis • Jeff Durbin

Federal, State, & County Partners: Natasha Albert • Anne Miller • Kim Sanchez

Recovery Managers: Allison James • Peter Gibbons • Garry Sanfacon • Katie Arrington

Emergency Management: John Willson • Paul Johnson • Dave Salaman • Jeff Fisher • Rick Tillery

Public Works: Alex Ariniello • Rick Davis • Cameron Fowlkes • Jim Widner • Kurt Kowar

Open Space/Public Lands: Leslie Clark • Jeff Moline • Mike Foster • Ember Brignull

Community Leaders: Reina Pomeroy • Jenn Kaaoush • Deborah Cave • Ann Brennan

Building Departments: Chad Root • Ron Flax • Tom Pitchford

Housing: Annemarie Jensen • Norrie Boyd • Lauren Cely • George Thorn

Builders: Bridgette Cole • Andy Johnson • Steve Knoll

Researchers: Andy Rumbach • Katie Dickinson • Erica Fisher

ULI Panelists and Staff

Selected for their subject matter expertise to provide **objective, volunteer** recommendations

Peter Pollock, FAICP (Panel Chair)

Urban and Environmental Planner
Boulder, CO

Kimball Crangle

Colorado Market President, Gorman
& Company
Denver, CO

Dan Guimond

Principal, Economic & Planning Systems
Denver, CO

Clare Hartman

Planning and Economic Development
Director
City of Santa Rosa, CA

Amy Lapin

Principal, Economic & Planning
Systems
Sacramento, CA

Molly Mowery, AICP

Executive Director, Community
Wildfire Planning Center
Littleton, CO

Victoria Simonsen

Town Administrator
Town of Lyons, CO

Darcie White, AICP

Director, Clarion Associates
Denver, CO

Marianne Eppig

Director, Resilience, ULI

Kelly Annis

Owner, Branch Communications

Barbra Gustis

Director, Advisory Services, ULI

Rodney Milton

Executive Director, ULI Colorado

Hannah King

Director, ULI Colorado

Kaylee Lino

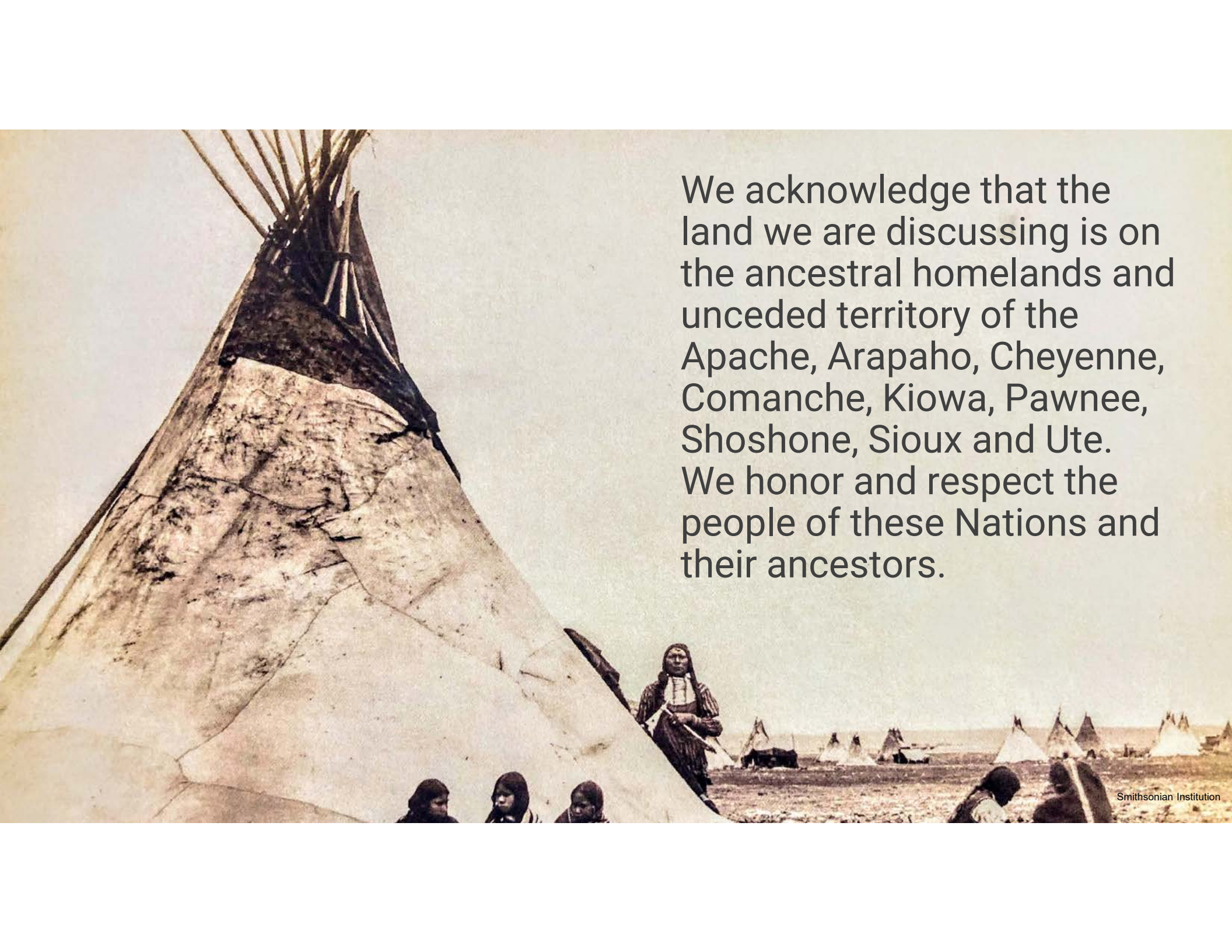
Senior Manager, ULI Colorado

Tangela Wilhite

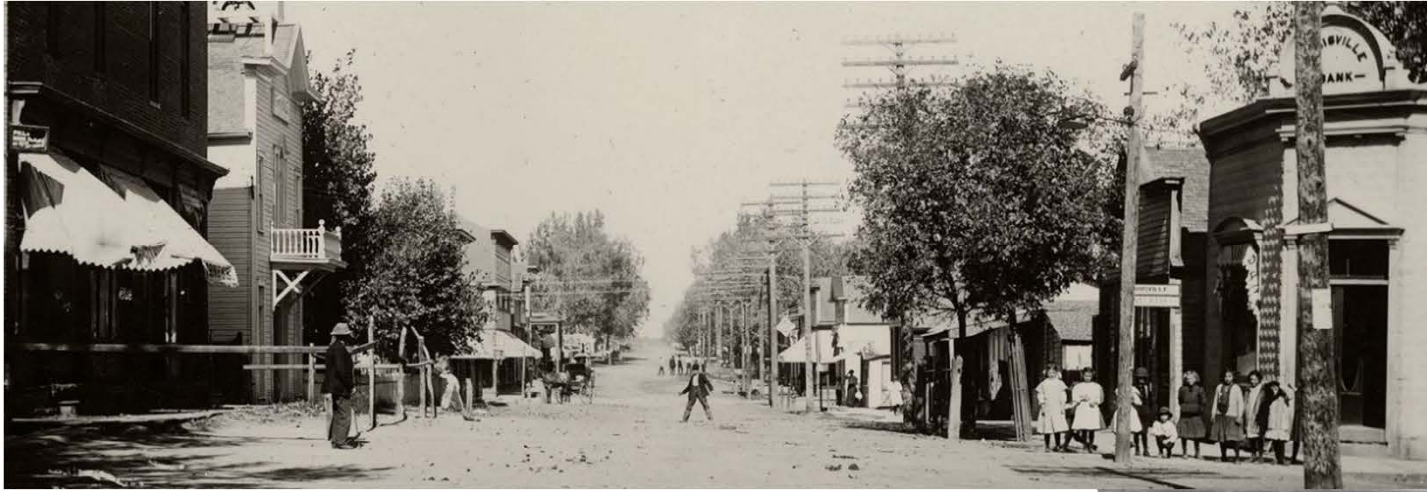
Senior Associate, ULI Colorado



Let's Take a Step Back
and Look at the Bigger Picture



We acknowledge that the land we are discussing is on the ancestral homelands and unceded territory of the Apache, Arapaho, Cheyenne, Comanche, Kiowa, Pawnee, Shoshone, Sioux and Ute. We honor and respect the people of these Nations and their ancestors.



Louisville 7th and Main 1900-1919
Photo credit: Carnegie Library for Local History, Boulder

“The past is never dead. It’s
not even past.”
– William Faulkner



Town of Superior 1904
Photo credit: Western History Collection, Denver Public Library

Recover & Rebuild



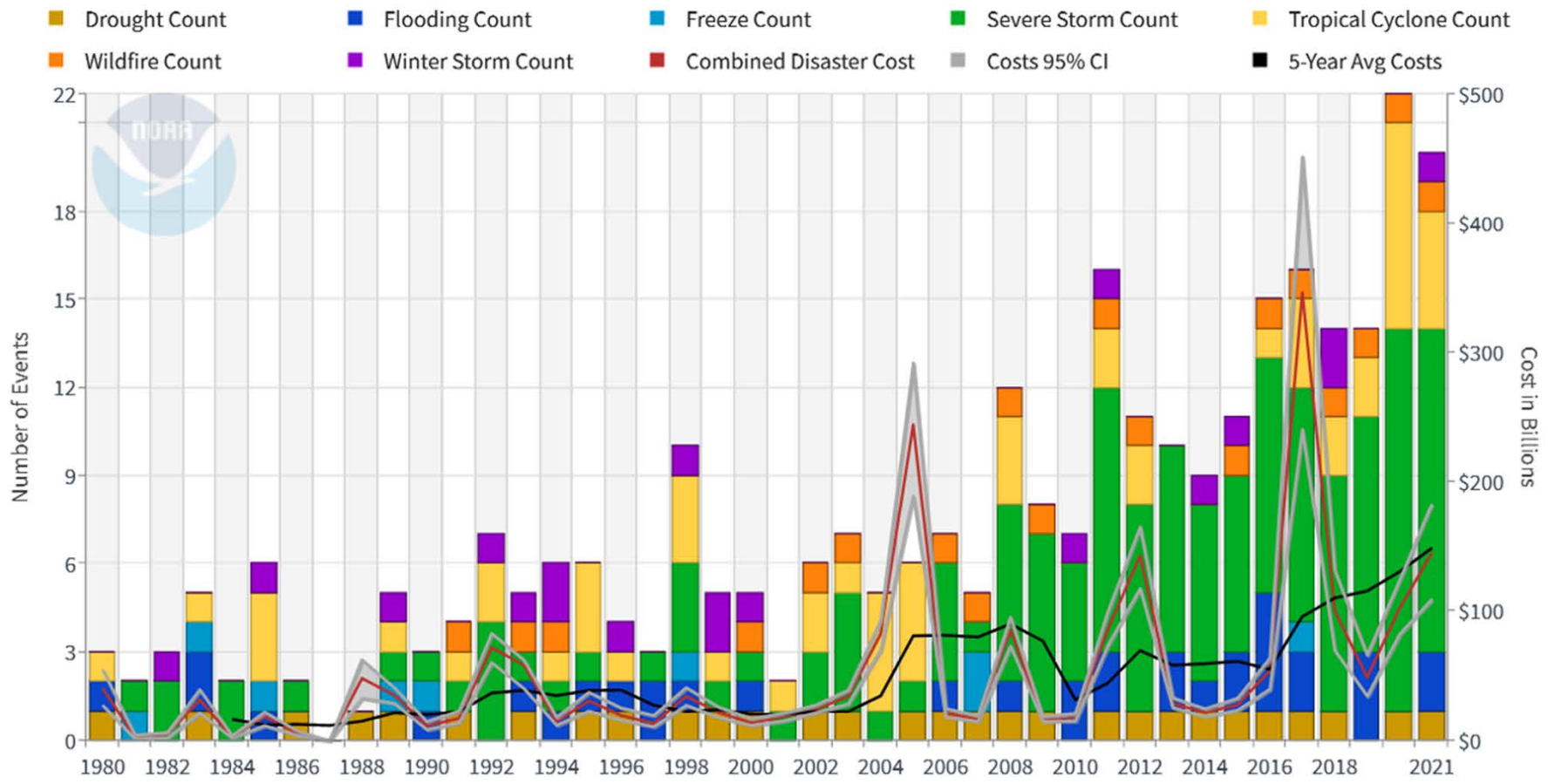
Climate Change is Here to Stay

“We basically have three choices: mitigation, adaptation and suffering. We’re going to do some of each. The question is what the mix is going to be. The more mitigation we do, the less adaptation will be required and the less suffering there will be.”

–John Holdren

Climate Change is Increasing in Intensity

United States Billion-Dollar Disaster Events 1980-2021 (CPI-Adjusted)



We Need to be Prepared for a Host of Issues

Understanding local risks

- Fire
- Flood
- Drought
- Extreme heat
- Extreme storms
- Wind
- Hail
- Snow
- Pandemic
- Pests
- Air, water, soil pollution
- Fiscal and financial stress



Photo credit: NOAA



Findings

Challenges

What we heard from the stakeholder interviews

- Climate change is here and presents a new reality
- Overwhelmed by the fast timeline, lack of capacity and financial resources
- How do you do anything beyond the immediate rebuild?
- Lack of and need for guidance
- Inconsistent information and misinformation abounds
- Multiple jurisdictions, HOAs, private property – who is responsible for what?
- Lack of a clear vision of success (short-term measure of success is rebuilding)
- Housing prices are rapidly increasing
- Lack housing for most vulnerable populations
- Mass under-insurance: homeowners are cashing out their 401ks and savings to fill gaps, some with the intention to sell or rent
- WUI codes: have we missed the boat?
- Trust issues: need for more transparency and communication from officials

Opportunities

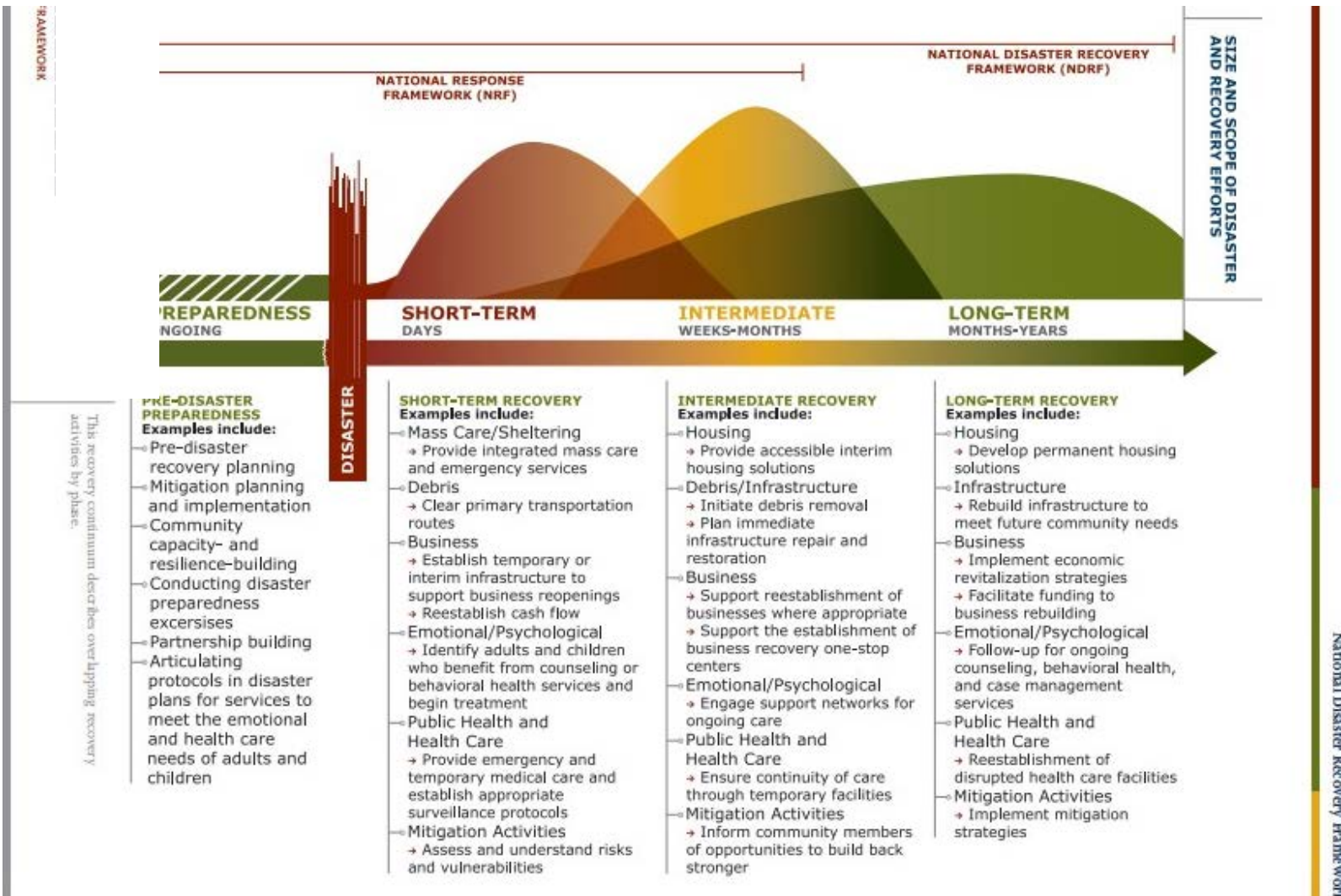
What we heard from the stakeholder interviews

- Community is passionate about housing and resilience
- Everyone has a role to play in the future of the community
- Regional collaboration and problem solving
- Desire for a playbook and one-stop-shop for resources
- Resources are becoming available, just need to connect the dots between community needs and the resources they are eligible for
- Experienced response and recovery staff in the area
- Boulder County WUI code is an example of what WUI codes can look like here
- State is considering work on WUI codes and playbooks
- Gearing affordable housing to meet the needs of the community
- Development is a tool to diversify housing and city revenue
- Superior Marketplace's owner is now interested in redevelopment, including housing
- The time is right to act on these opportunities

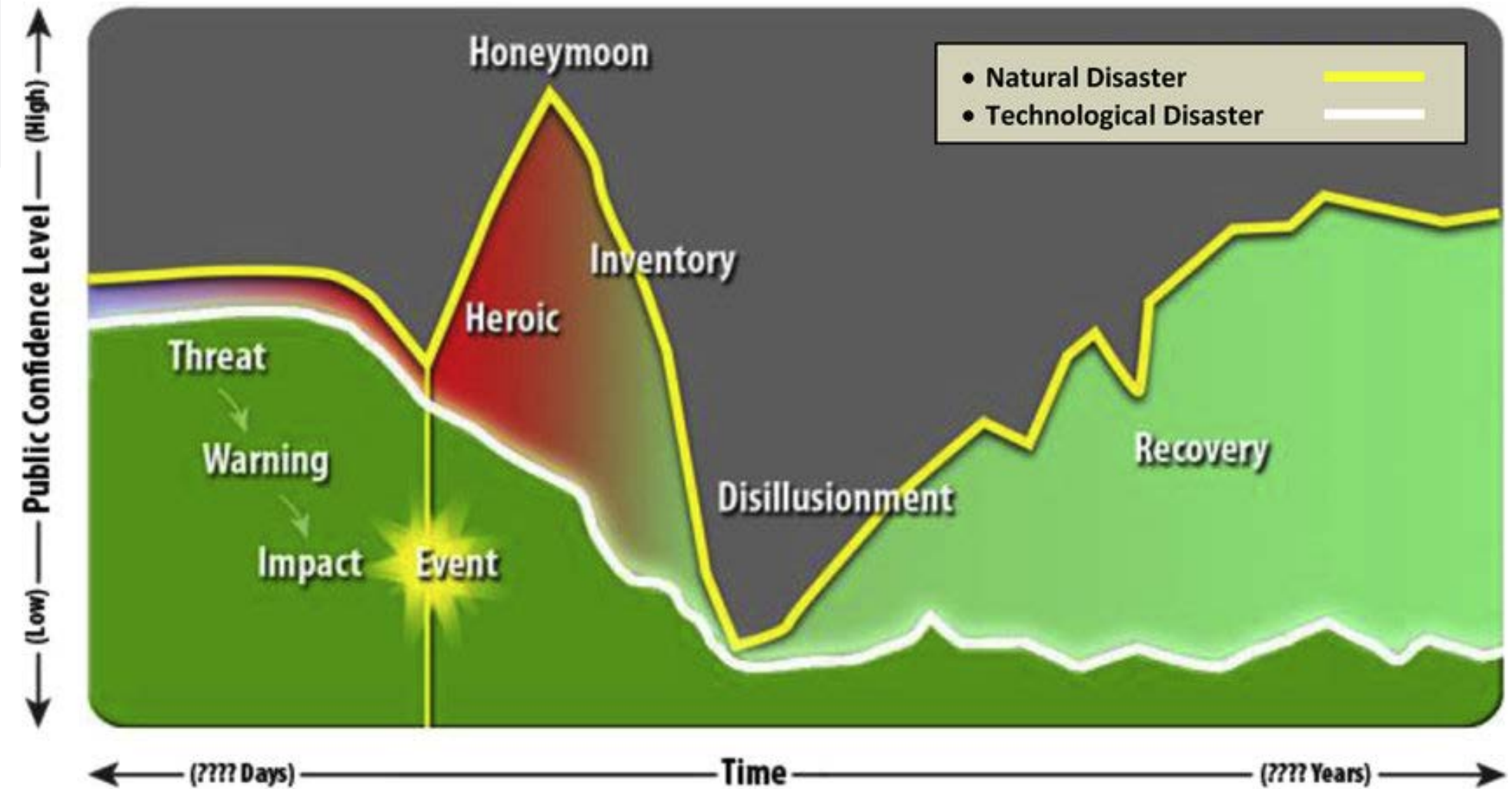


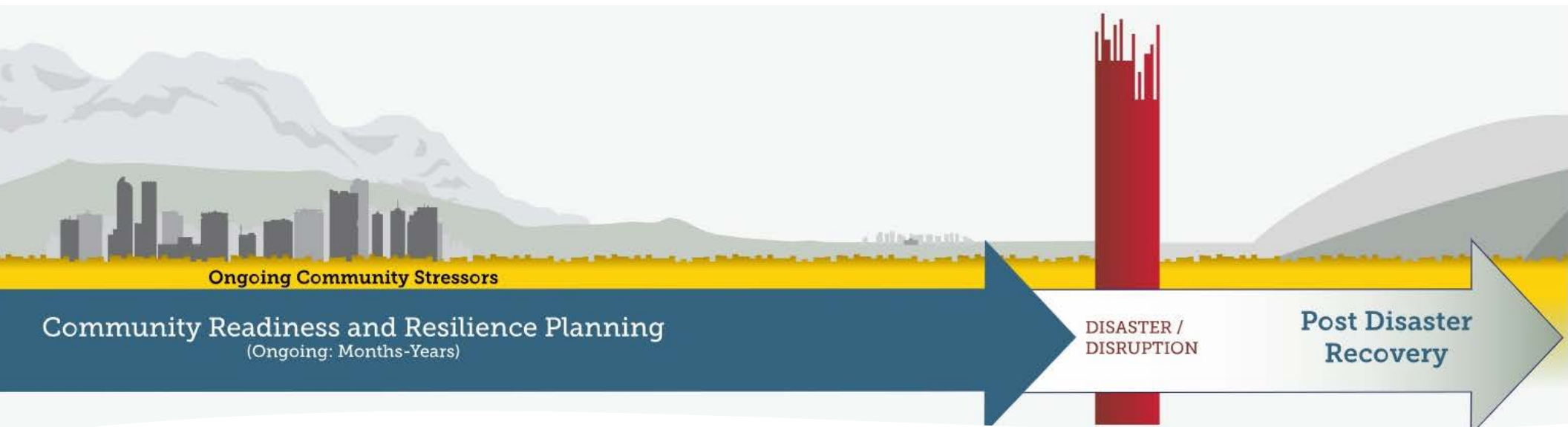
Recommendations: Recovery & Resilience Planning

Recovery Continuum – Description of Activities by Phase



Psychological Recovery Continuum

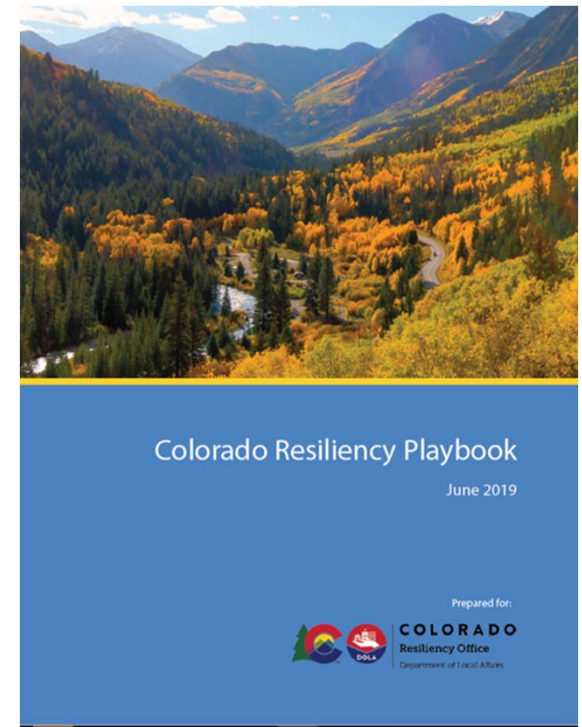
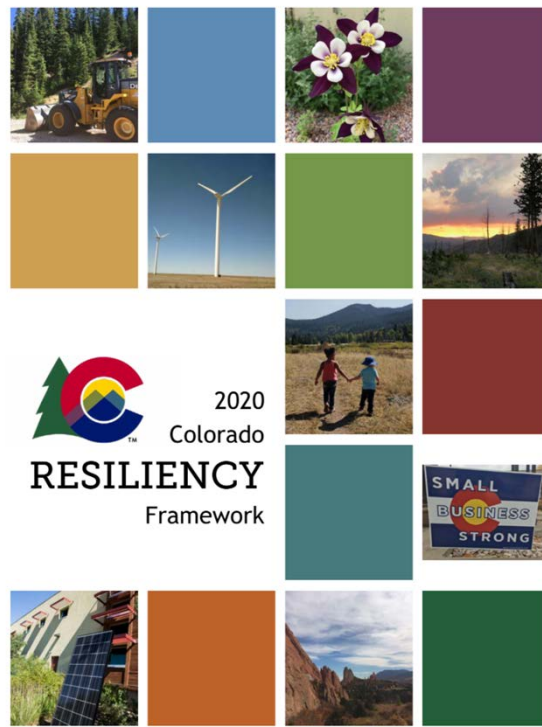
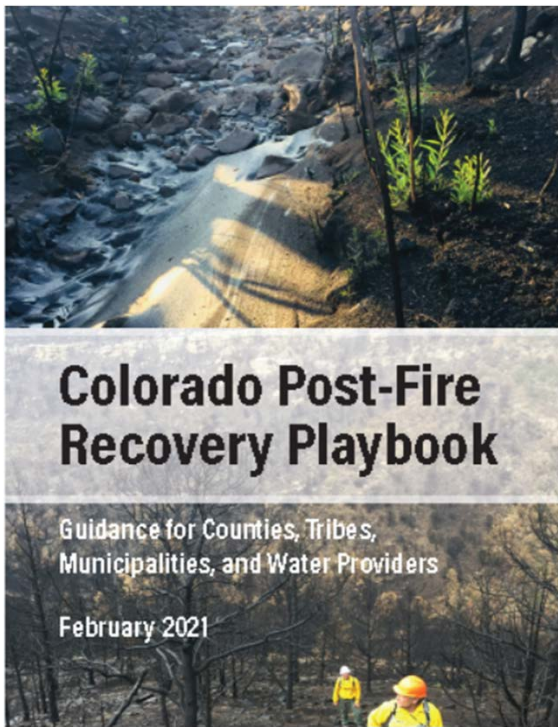




The State of Colorado Defines Resiliency As:

“The ability of communities to rebound, positively adapt to, or thrive amidst changing conditions or challenges—including human-caused and natural disasters—and to maintain quality of life, healthy growth, durable systems, economic vitality, and conservation of resources for present and future generations.”

State Resources



Ongoing/Upcoming Efforts

City of Louisville

- Housing Plan, finalizing contract and kicking off in April 2023
- Wildfire Mitigation Plan, underway, wrapping up summer 2023
- 2013 Comprehensive Plan, reviewing proposals, selecting consultant March/April 2023 (18-month timeframe)

Regional

- Boulder County Fireshed Grassland Working Group
- Community Wildfire Protection Plan (CWPP)
- Center for Resilient and Sustainable Infrastructure work(CRISP-Purdue University)

Town of Superior

- Affordable Housing Strategic Plan, RFP just released (tentative kick-off in May 2023)
- Ongoing discussions re: Superior Marketplace
- 2012 Comprehensive Plan Update (next year)

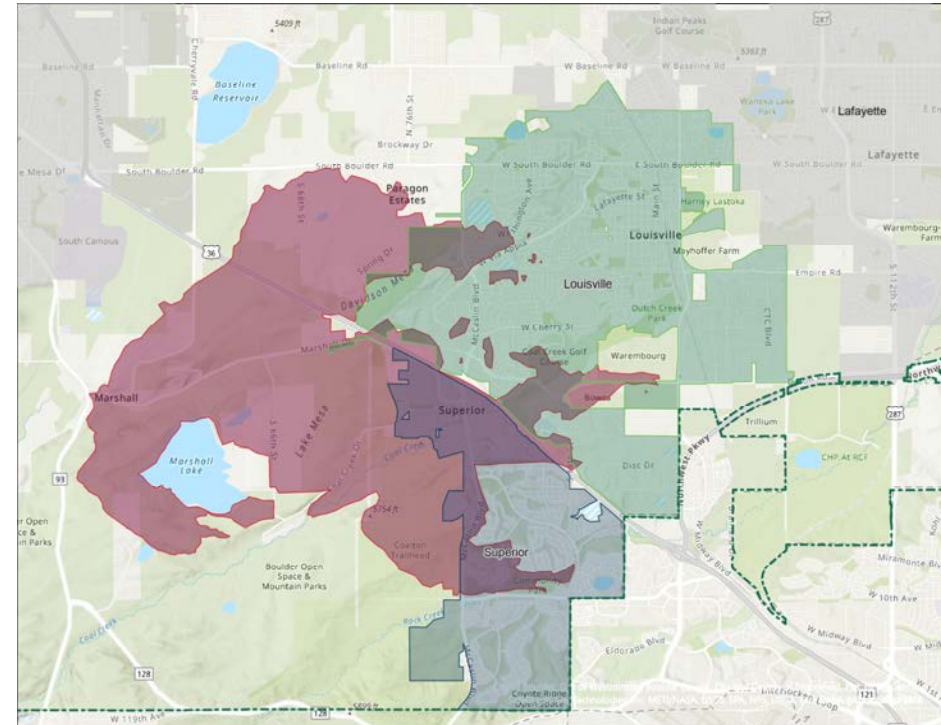
State

- Wildland Urban Interface (WUI) legislation proposed
- Insurance reform
- Smoke damage criteria
- Renter advocacy

Resiliency Recommendation #1:

Build back the community, not just rebuild area

- Balance focus on rebuilding with broader conversation about longer-term vision and priorities
- Integrate resilience principles as part of comprehensive plan processes, scenarios, and strategies
- Anticipate a range of possible futures
 - Recovery successes and potential setbacks
 - Housing diversity and affordability
 - Economic health
 - Hazard mitigation
 - Regional influences/opportunities
- Align departmental priorities and implementation strategies within comprehensive plans
- Foster a shared-ownership in outcomes

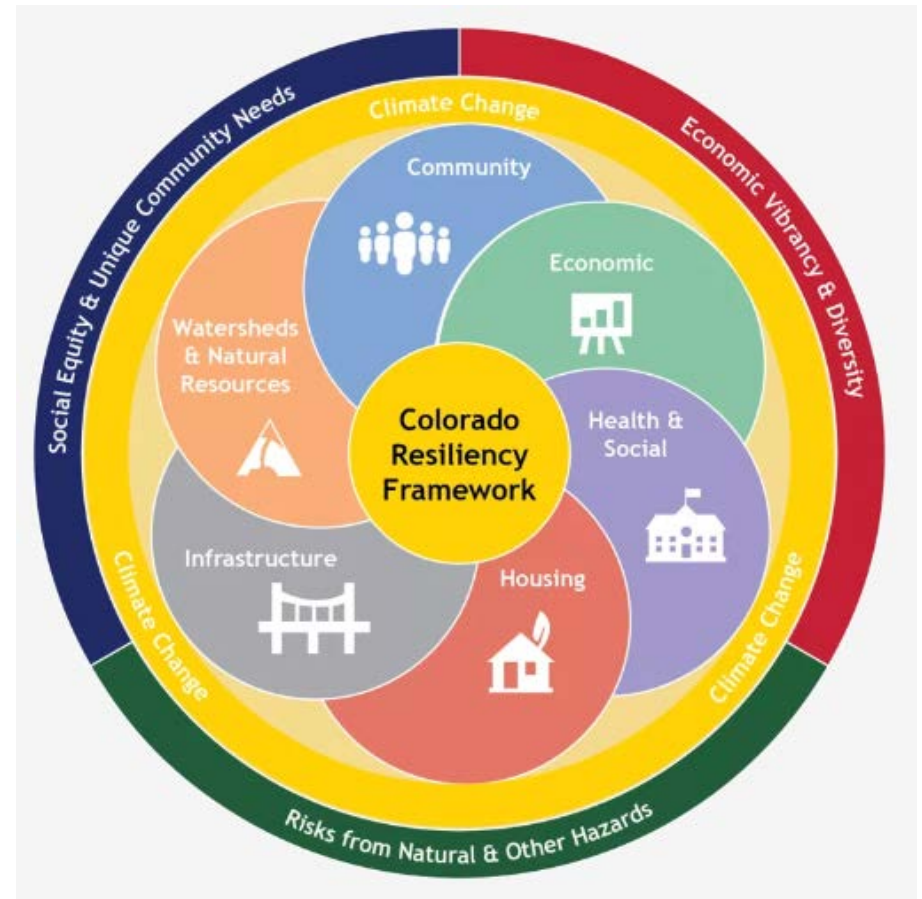


Source: Town of Superior; City of Louisville

Colorado Resiliency Framework

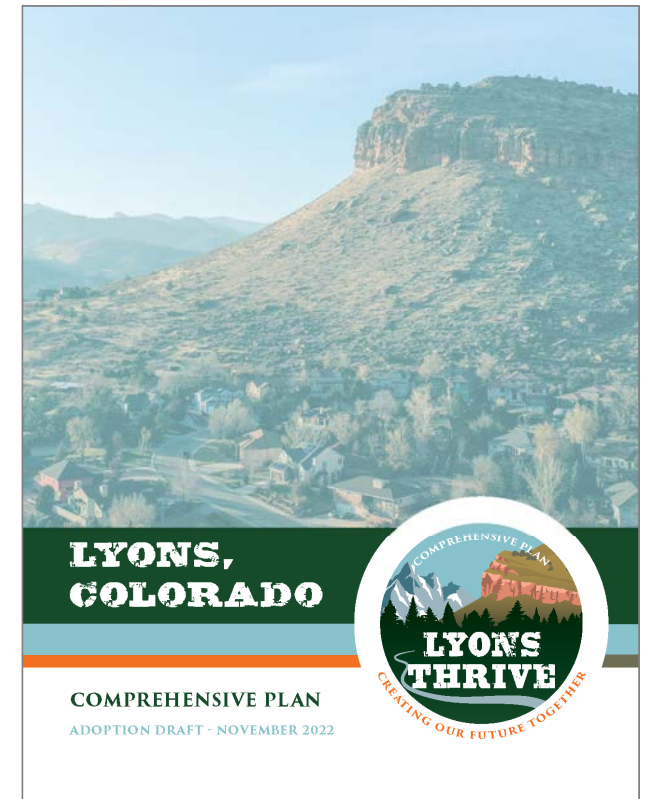
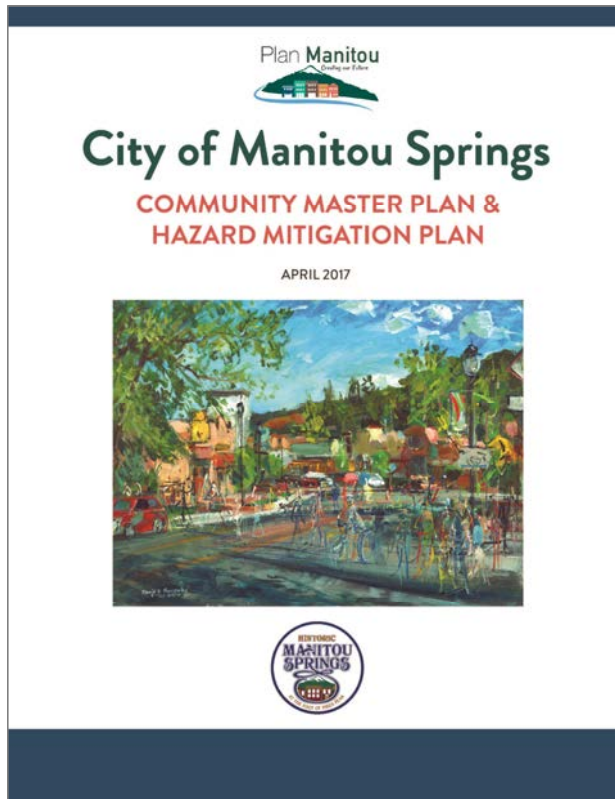
Priorities for advancing resiliency:

- Future-ready economy and workforce
- Climate & natural hazard resiliency
- Building & infrastructure sustainability
- Agriculture & food security
- Housing attainability
- Community capacity



<https://www.coresiliency.com/resiliency-resources>

Best Practices: Integrating Resilience in Community Plans



Resiliency Recommendation #2:

Build and maintain capacity in disaster recovery, response, and mitigation

- **Regionally.** Leverage expertise of staff and leadership in other Front Range communities
 - Establish "ready to mobilize" **staffing and resource sharing** agreements
 - Establish and maintain list of **mentors** with lived experience in disaster response/recovery to offer informal support to affected communities
- **Locally.** Provide ongoing support for staff, community, and elected officials
 - Maintain **Recovery Manager** positions for the long-haul (2- to 5-years)
 - Designate and **cross-train staff members** with an interest and ability to fill this role in times of need
 - Expand **neighborhood liaison** partnerships



Source: ULI Colorado

Resiliency Recommendation #3: Coordinate infrastructure and emergency services

- ✓ Debrief: Identify What Went Well and What Didn't
- ✓ Develop Mutual Aid Agreements and IGAs
- ✓ Develop and Prioritize Capital Needs Lists
- ✓ Identify Sources of Funding
- ✓ Develop Protocol and Guidance on Procedures
- ✓ Identify Redundant Systems for Mitigation
- ✓ Identify Needed Training
- ✓ Identify Strategies and Cost of Maintenance
- ✓ Conduct Tabletop Exercises for Different Scenarios
- ✓ Consider Mitigation for Future Events



Resiliency Recommendation #4:

Expand Funding for Resiliency Projects

- Federal Grants
 - (Preparedness, Mitigation and Resilience) www.fema.gov/grants
 - FEMA HMGP
 - BRIC
 - CDBG-DR
- State Grants and Loans
 - See DOLA Funding Guide
 - Tax Credits
- Local Funding
 - General / Enterprise Funds
 - Temporary Rate Increases
 - Impact Fees
 - Grants and Foundations

Local Community Funding Guide

Category ▾

Award Type ▾

Agency ▾

Program ▾

Type of Funding ▾

Eligibility ▾

Funding Category	Award Type	Agency	Program	Funding Type	Eligible Groups	Application Availability	Application Deadline
Public Safety Emergency Response & Mitigation	Infrastructure Investments and Jobs Act (IIJA)	Bureau of Land Management National Interagency	Fire Center (NIFC) Fuels Management and Community Fire Assistance Program	Grants	Tribal Governments, State Governments, Local Governments, Counties, Municipalities, Special Districts, Nonprofits, Private Entities, Higher Education	Open	2023-05-05
Energy Water & Environment	Infrastructure Investments and Jobs Act (IIJA)	United States Department of Energy	Energizing Rural Communities Prize	Grants	Local Governments	Open	2023-03-16
Transportation	Infrastructure Investments and Jobs Act (IIJA)	United States Department of Transportation	New Bipartisan Infrastructure Law Program to Guide Nationwide Expansion and Enhancement of Intercity Passenger Rail Service	Grants	Local Governments	Check Program Information	-

Total Current Funding Opportunities
115

- Energy Water & Enviro...
- Community Planning &...
- Health & Human Servic...
- Economy & Business
- Public Safety Emergen...
- Agriculture
- Transportation

<https://cdola.colorado.gov/funding-technical-assistance/local-community-funding-guide>



Recommendations: Wildland-Urban Interface Best Practices

Wildfires and the Wildland-Urban Interface (WUI)

What We Heard...

Fires will happen again

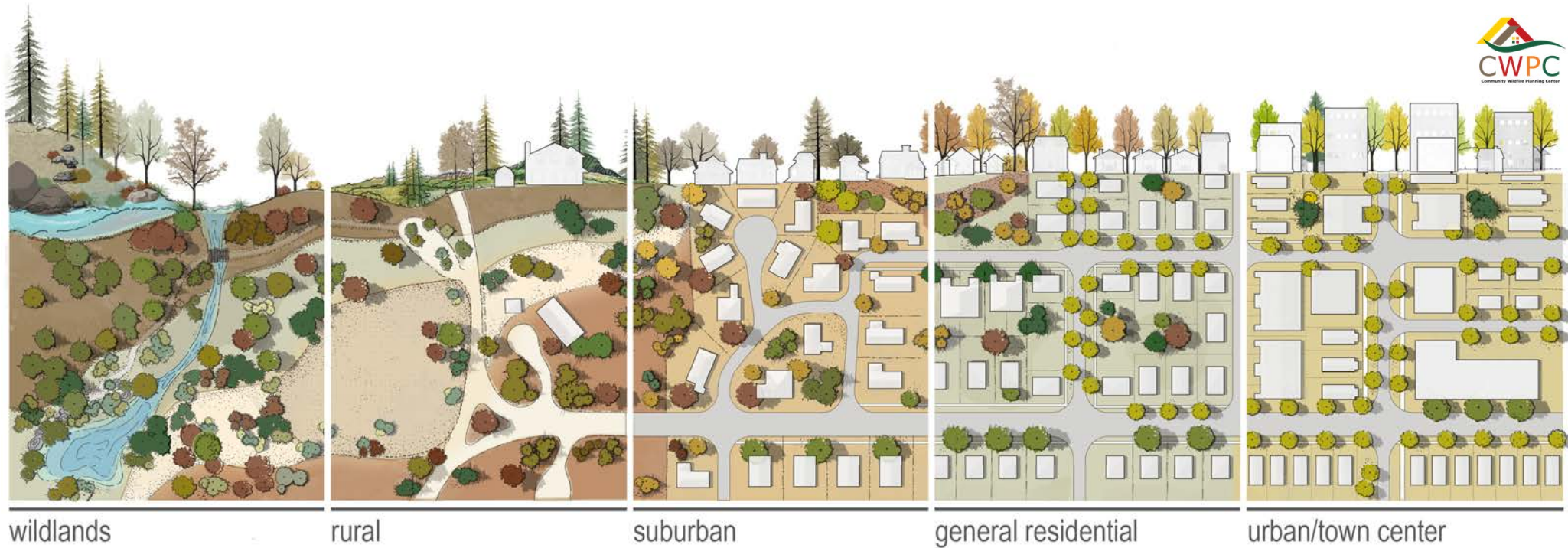
Continued sense of vulnerability

Desire for authoritative guidance and direction

Different perspectives on the WUI



The Wildland-Urban Interface (WUI) Continuum



The Wildland-Urban Interface (WUI) Continuum

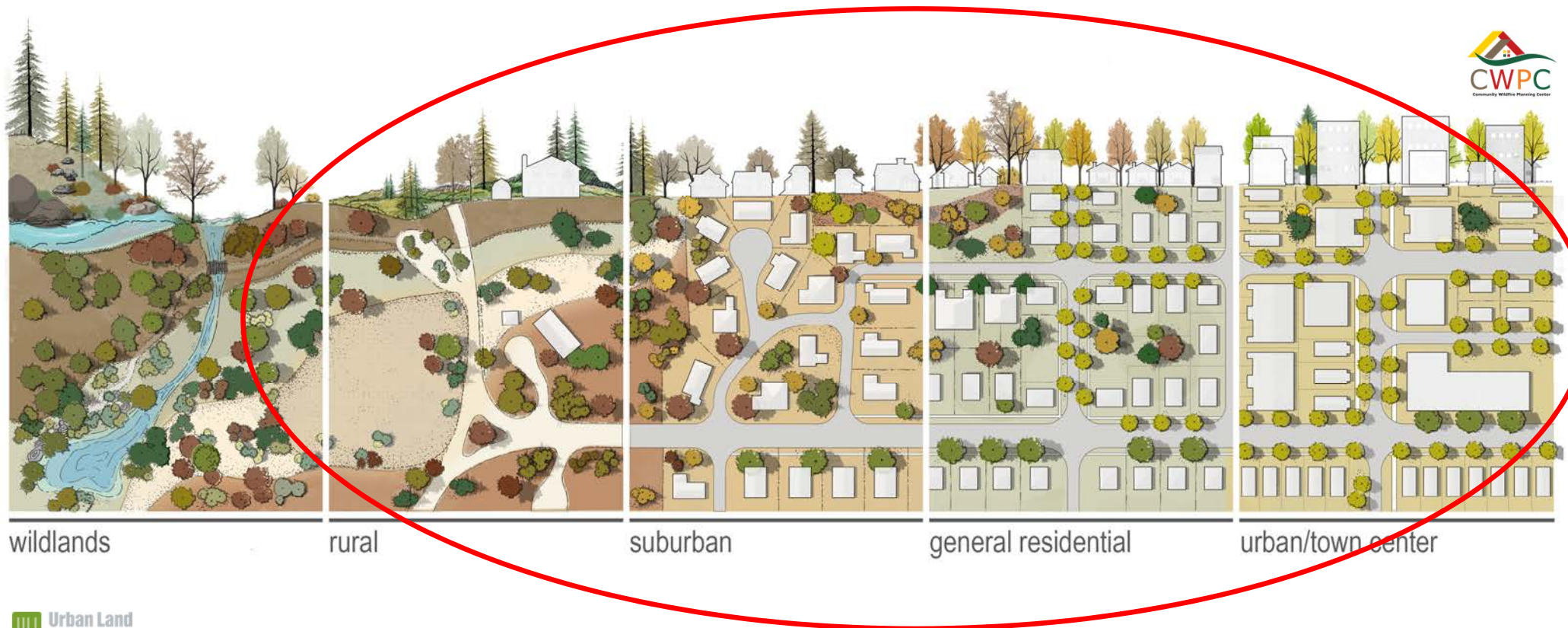
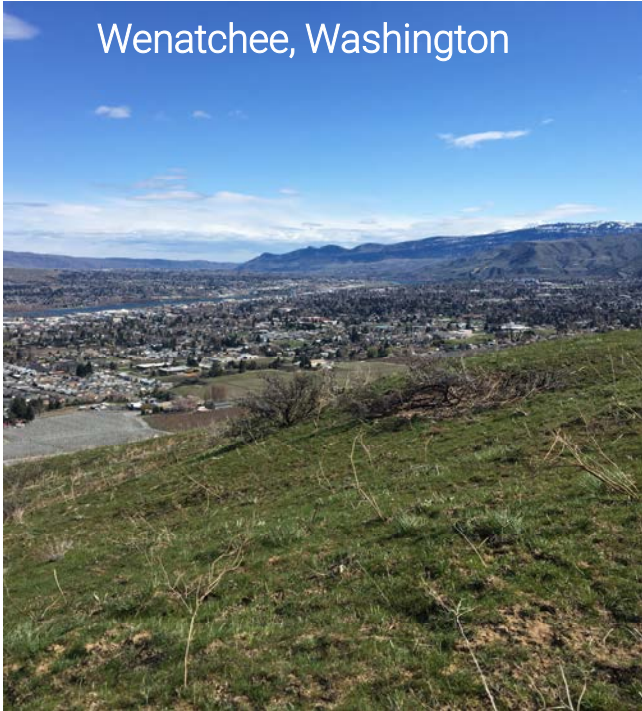
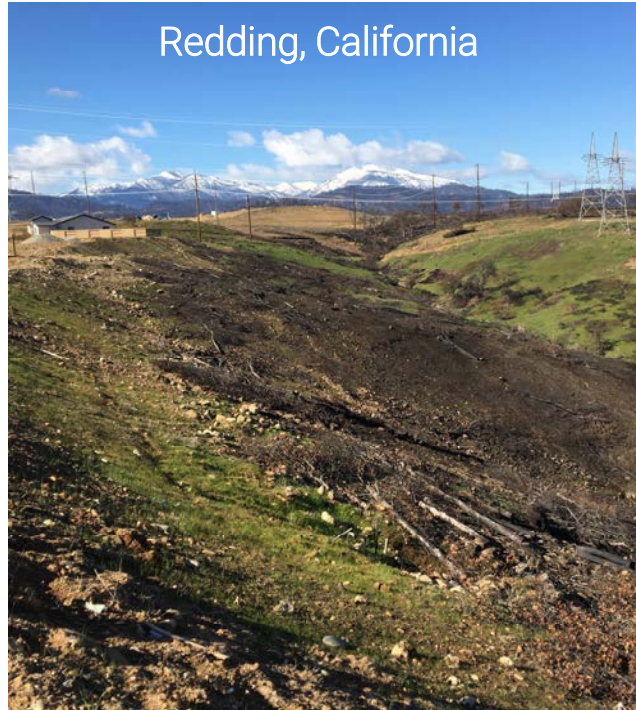


Image Credit: Community Wildfire Planning Center

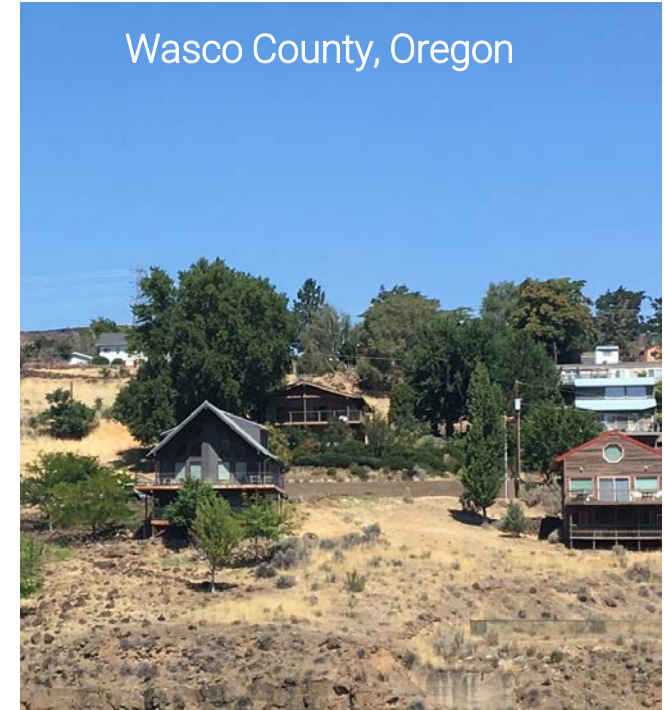
Wenatchee, Washington



Redding, California



Wasco County, Oregon

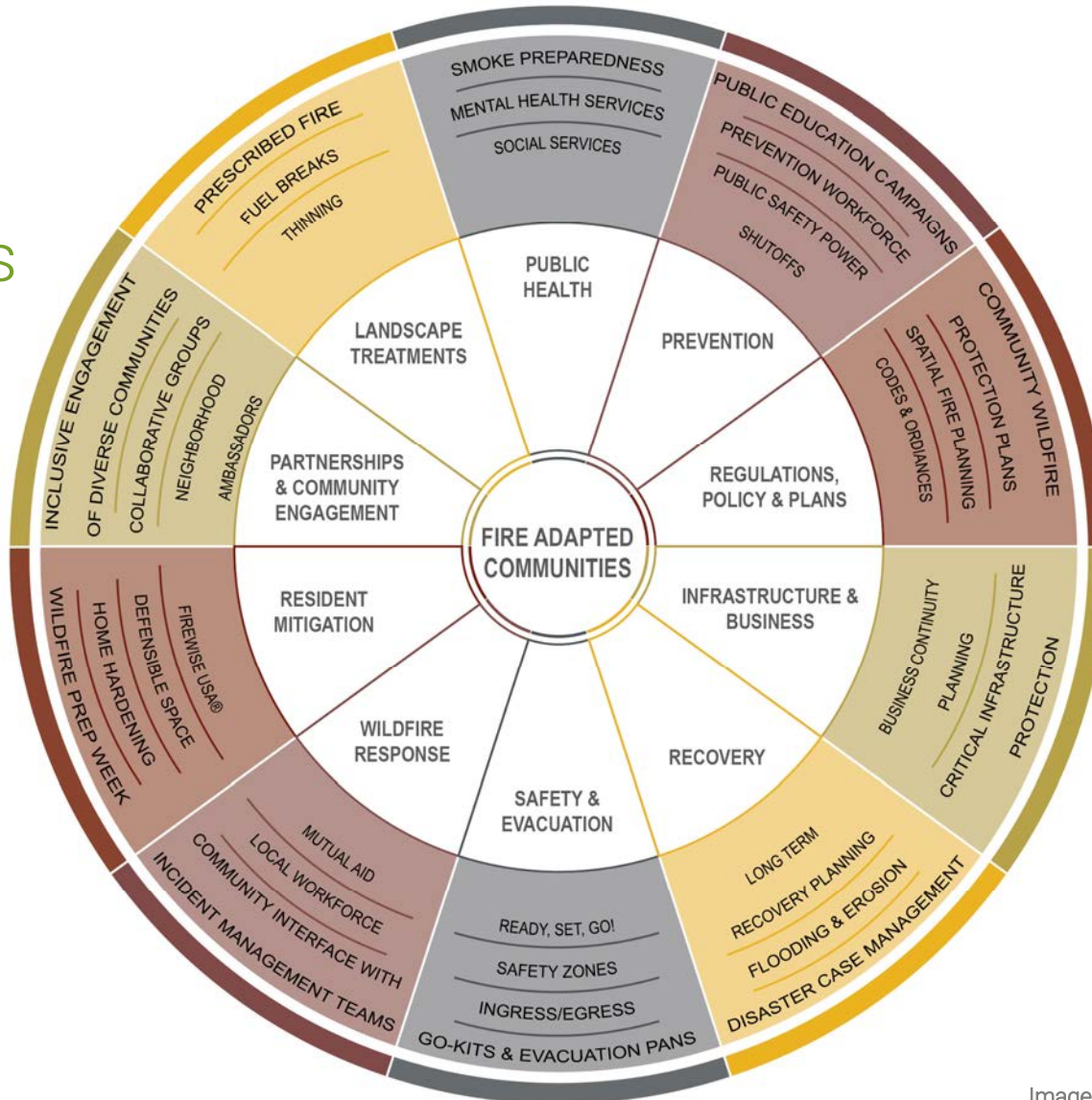


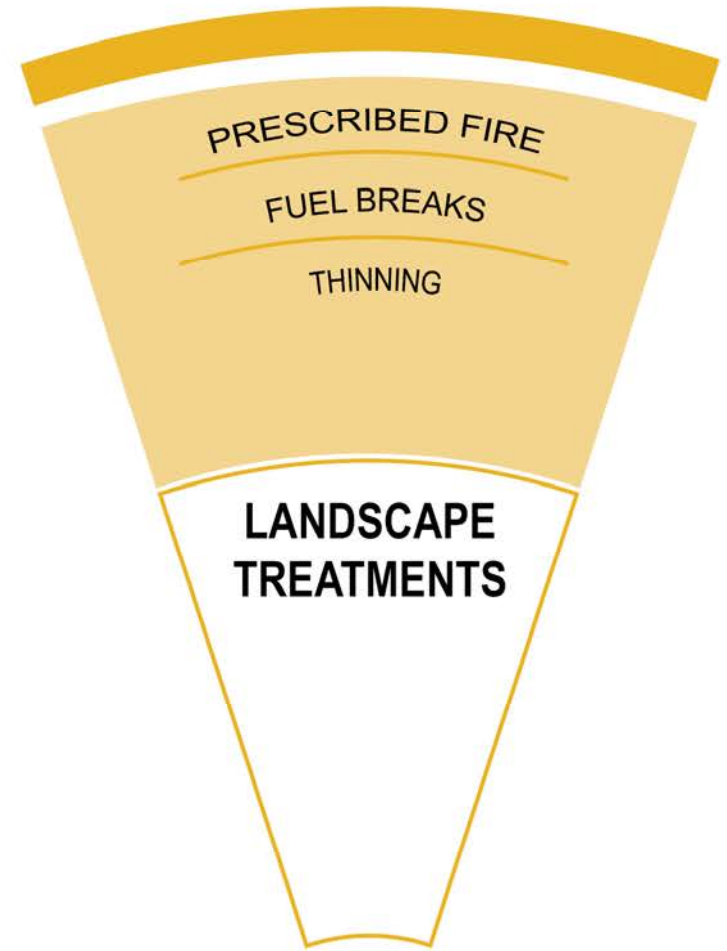
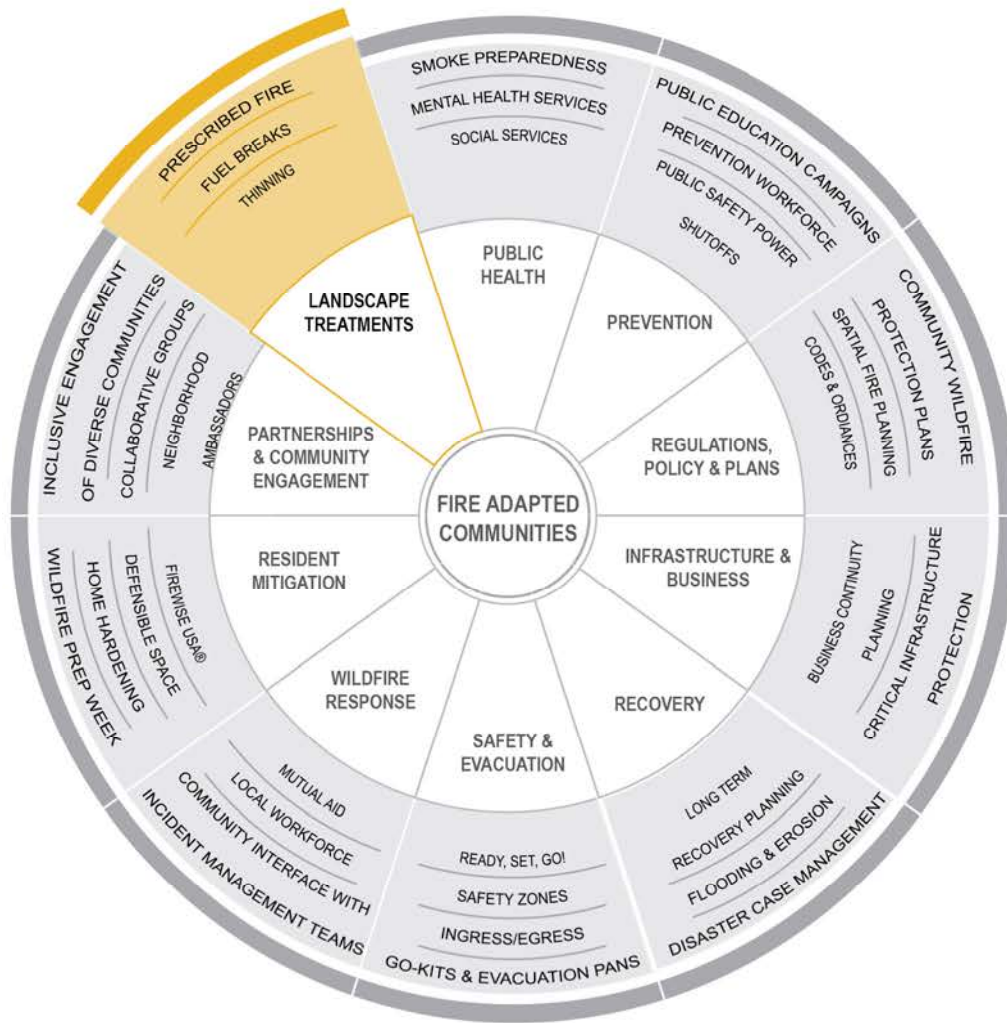
“Grassland” WUIs are Not Unique

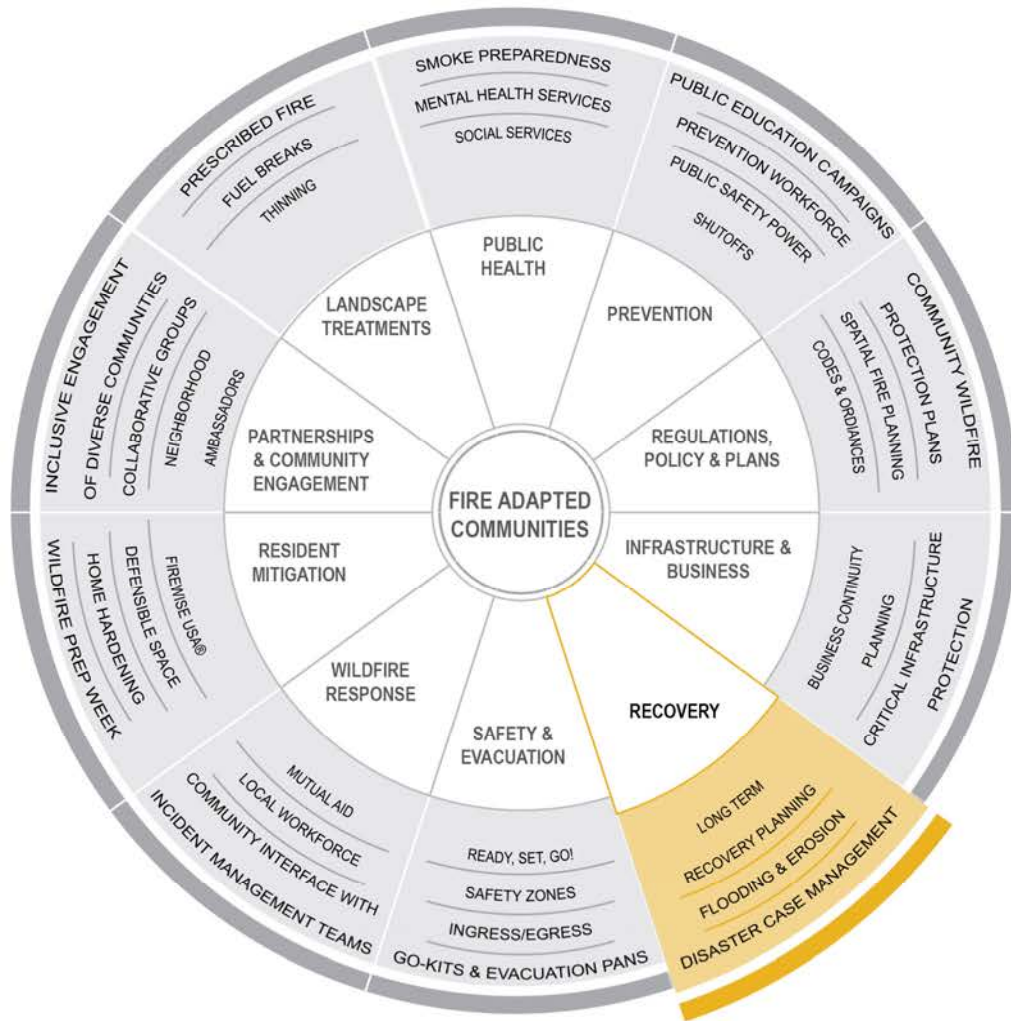
Taking a “Fire Adapted Communities” Approach

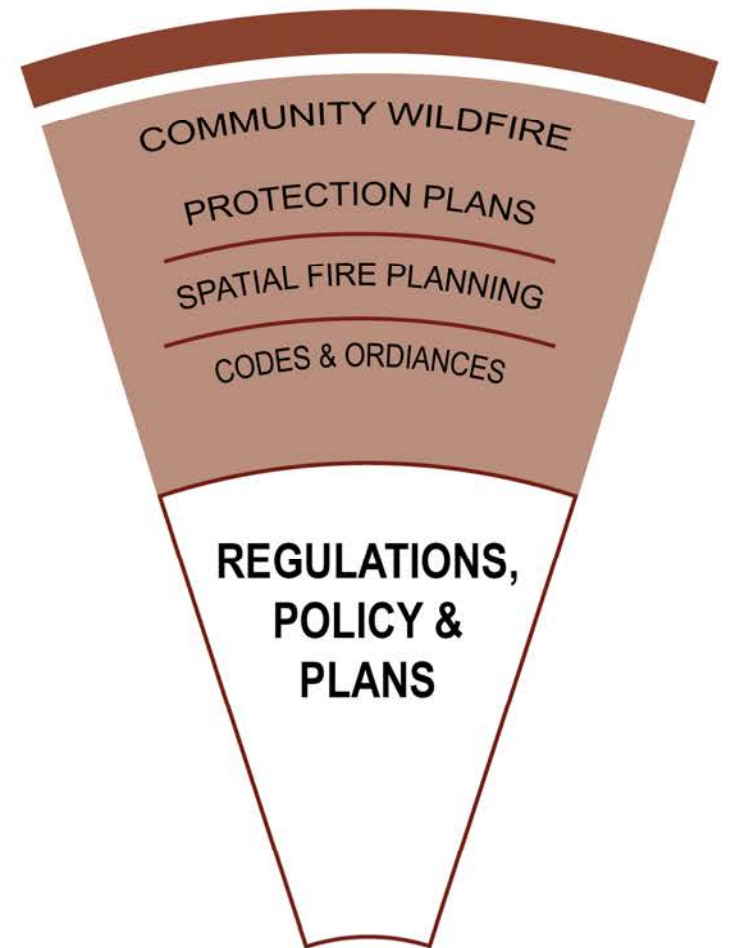
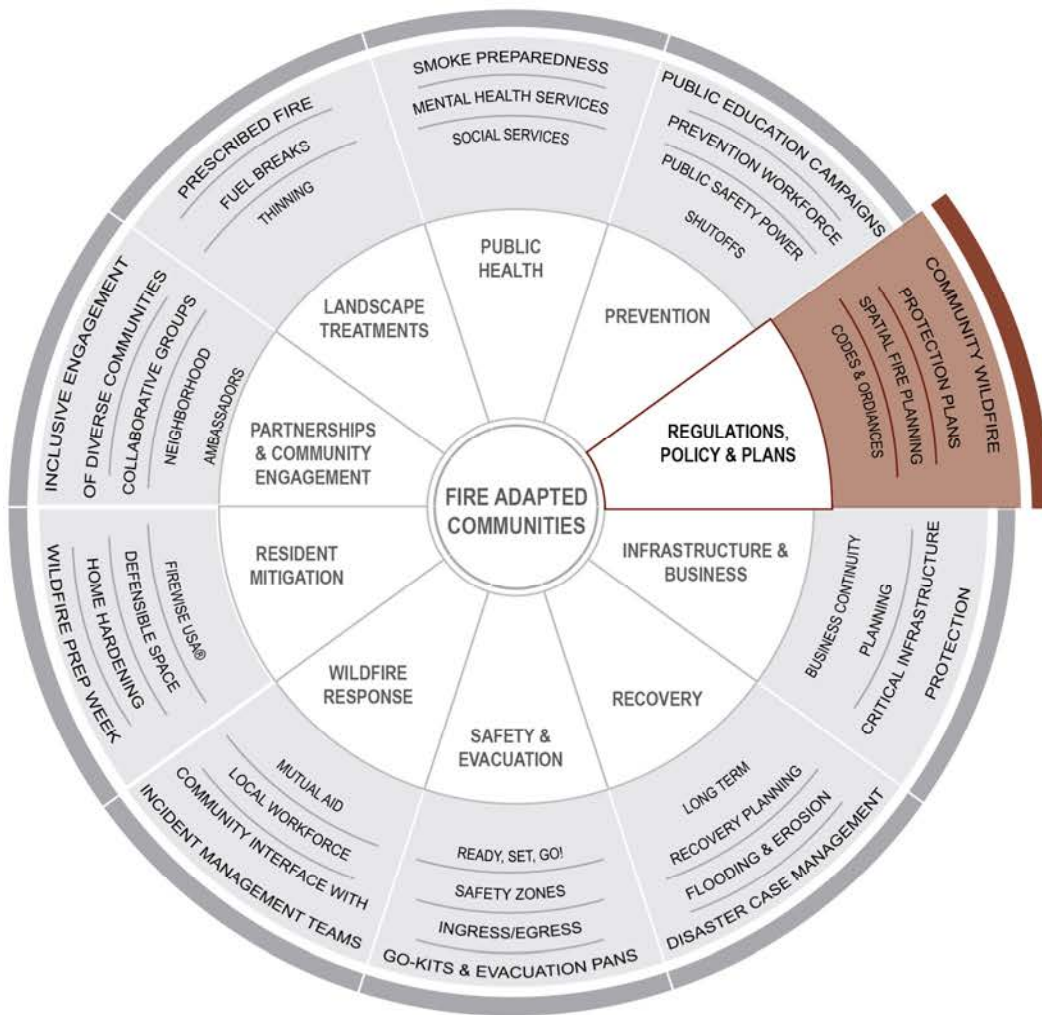


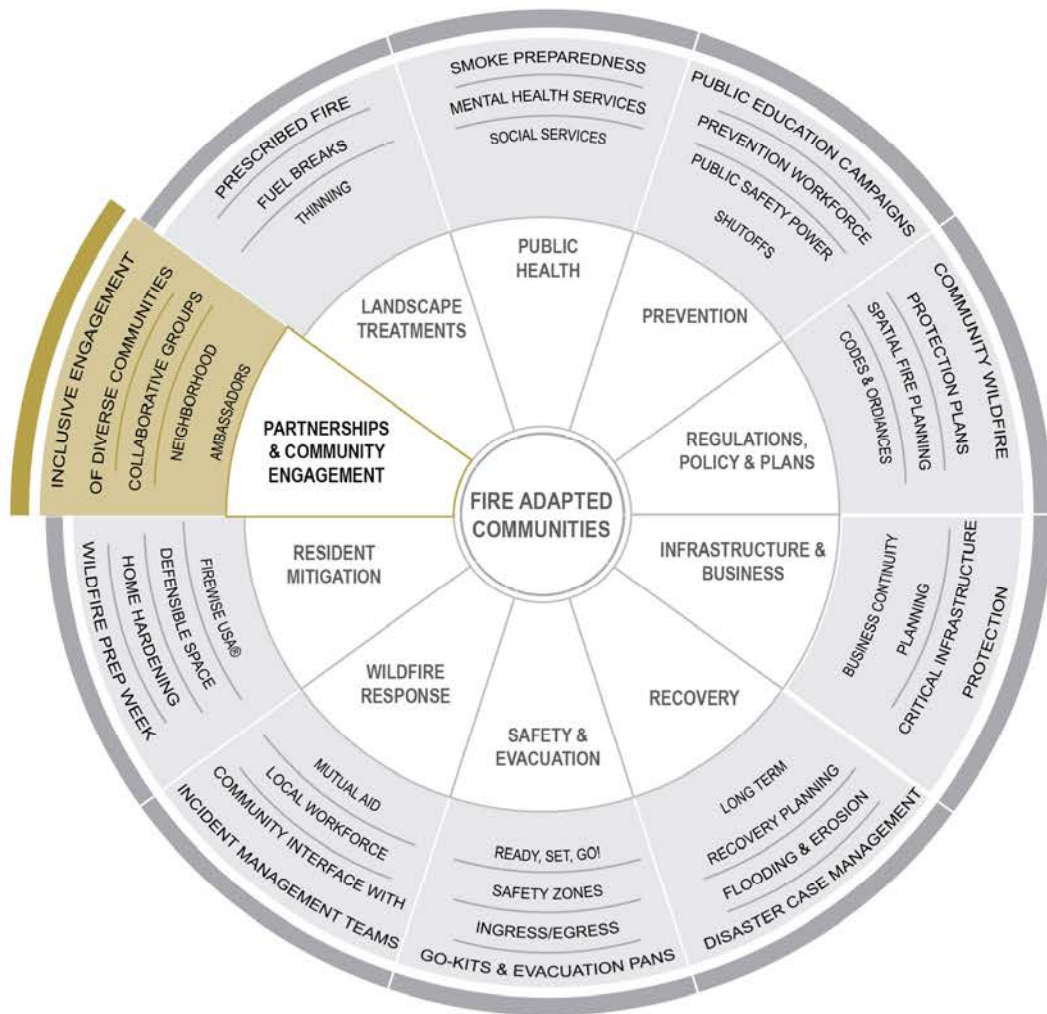
Actions for Fire Adapted Communities











WUI Recommendation #1: Develop Comprehensive Educational Program

- **Purpose:** Provide consistent information from trusted sources, promote ongoing voluntary actions and WUI paradigm shift
- **Applicability:**
 - Residents (Defensible space, home hardening, Firewise Communities/USA®)
 - Developers / Builders / Architects (WUI construction workshops)
 - Landscape Architects (landscape plan templates, Master Gardener classes)



WUI Recommendation #1: Develop Comprehensive Educational Program

- Implementation and Resources:
 - Integrate strategies as part of Community Wildfire Protection Plan updates
 - Expand Boulder County's Wildfire Partners program for home assessments
 - Coordinate with Grasslands Working Group, Colorado public awareness campaign
- **Priority: Immediate / Ongoing**



Image Credit: USFS Rocky Mountains

WUI Recommendation #2: Adopt a WUI Vegetation Management Ordinance for the Town and City

- **Purpose:** Reduce potential fire spread from landscaping to homes, vegetation, more
- **Applicability:**
 - Entire Town and City (private parcels)
 - Landscaping: mulch, plants, trees
 - Additional features (fences attached to structure)



Image Credit: Molly Mowery

WUI Recommendation #2: Adopt a WUI Vegetation Management Ordinance for the Town and City

- Implementation and Resources:
 - Draw on existing resources to identify plant/tree species (Grasslands Working Group, Colorado State Forest Service)
 - Coordinate with HOAs
 - Example: City of Malibu: Landscape Water Conservation and Fire Protection Ordinance
 - Example: Napa County: Fire Hazard Abatement Ordinance
- **Priority: Immediate (Adoption by Dec 31, 2023)**



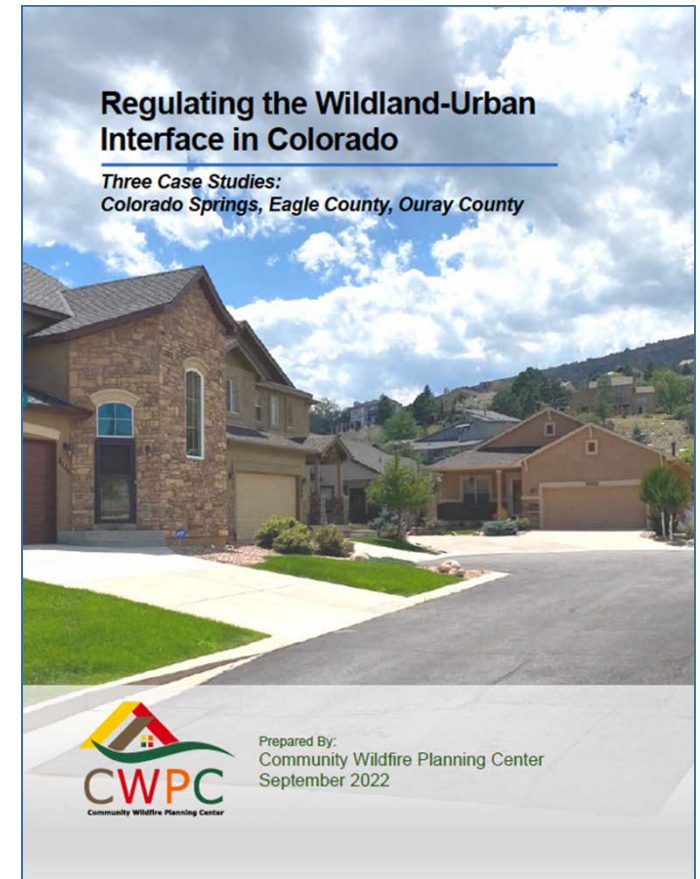
WUI Recommendation #3: Develop a WUI Construction Ordinance for Future Adoption

- **Purpose:** Increase protection from embers, radiant heat, direct flame contact
- **Applicability:**
 - Entire Town and City
 - New construction, additions, remodels
 - Include attachments (decks)
 - Not retroactive, not for current rebuilds



WUI Recommendation #3: Develop a WUI Construction Ordinance for Future Adoption

- Implementation and Resources:
 - Align with Boulder County’s WUI Code requirements for eastern County for consistency
 - Review Community Wildfire Planning Center Report “Regulating the Wildland-Urban Interface – Three Case Studies” (<https://www.communitywildfire.org/>)
 - **Priority: Medium (Adoption by Jan 1, 2025)**



WUI Funding Opportunities

- **Wildfire Mitigation Incentives for Local Government Grant Program** (Colorado State Forest Service) - <https://csfs.colostate.edu/grants/wildfire-mitigation-incentives-for-local-government/>
- **Community Wildfire Defense Grant Program** (USDA Forest Service) - <https://www.fs.usda.gov/managing-land/fire/grants>
- **Hazard Mitigation Assistance Grant Program** (FEMA) - <https://www.fema.gov/grants/mitigation>



Recommendations: Housing Diversity & Affordability

Housing Conditions: Homes Lost and Permits Issued

TABLE 1: RESIDENTIAL PROPERTY LOSSES (LOUISVILLE AND SUPERIOR)					
	TOTAL UNITS	RESIDENTIAL PROPERTIES DESTROYED	PROPERTY TYPE		PERCENT LOST
			Detached Single-Family	Attached SF and Multi-Family	
Louisville	8,668	549	519	30	6.3%
Superior	4,790	389	372	17	12.3%
Total	13,458	938	891	47	6.8%

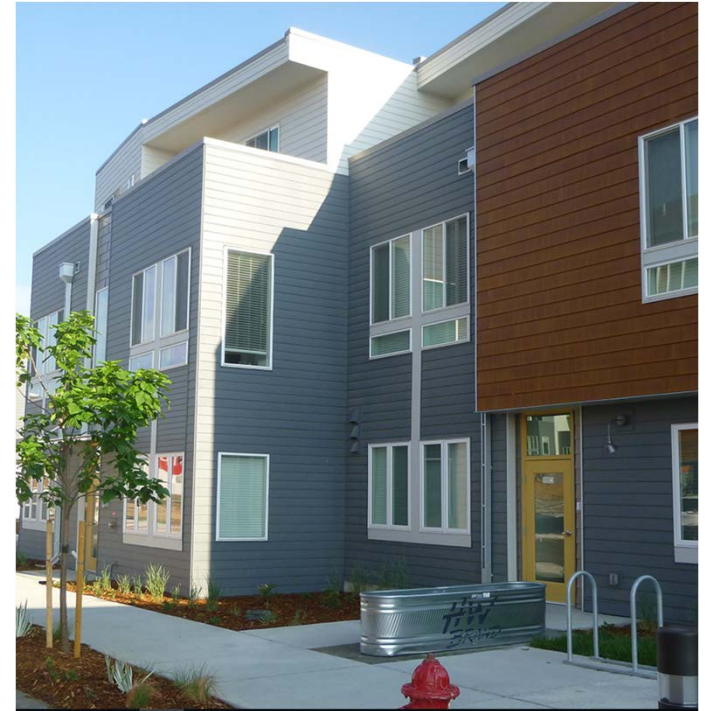
Sources: U.S. Census, 2020 (Total Units), all other data City of Louisville and Town of Superior, 2023.

TABLE 3: BUILDING PERMITS ISSUED TO DATE			
	PERMITS ISSUED	PERMITS UNDER REVIEW	C.O.s ISSUED
Louisville	184	59	2
Superior	156	29*	4 (2 residential; 2 commercial)
Total	340	88	6

Source: Recovery dashboards for Louisville and Superior. *As of publication date, an additional ten permits in Superior were ready for pick-up.

Adopted Housing Policies

- **Louisville and Superior** both adopted the Boulder County Regional Housing Plan in December 2017
 - Goal: 12% of housing as permanently affordable to low- to middle-income households by 2035
 - Applies to both rental and homeownership
- **Louisville and Superior** both adopted Inclusionary Housing Ordinances (IHO) in 2021
 - **Louisville:** Requires 12% of new residential development to be affordable, with half targeting below 60% AMI and half targeting those earning 60% to 80% AMI
 - **Superior:** Requires 15% of new residential development (over 10 units) to target 80% AMI



<https://www.olsson.com/Projects/kestrel-affordable-housing-project>

Housing Findings from Stakeholders

- Perception that municipalities are built out and annexation opportunities are limited.
- Without a housing strategy (additional density, rezonings, developer incentives, etc.) the communities will not meet their housing need goals.
- Renter housing needs have not been addressed.
- Homes lost in Original Superior and Sagamore represented most of the *naturally occurring affordable housing*.
- ADUs and Housing Density need to be considered across both communities and not in one or two specific neighborhoods.
- Limited housing availability spurred rental price gouging.
- Community believes higher density housing is a fiscal drain.
- Lack of data on the socioeconomic characteristics of the displaced households.
- Under insurance has exacerbated the rebuild process.

2022 Boulder County Area Median Income (AMI)

Salaries – for local workers

AMI	Household Size				
	1 person	2 person	3 person	4 person	5 person
60%	\$ 52,680	\$ 60,240	\$ 67,740	\$ 75,240	\$ 81,300
80%	\$ 70,240	\$ 80,320	\$ 90,320	\$ 100,320	\$ 108,400
100%	\$ 87,800	\$ 100,400	\$ 112,900	\$ 125,400	\$ 135,500
120%	\$ 105,360	\$ 120,480	\$ 135,480	\$ 150,480	\$ 162,600

Teacher at Boulder Valley School District
 Starting: \$50,731
 Mid-level: \$58,726

Case Worker at Boulder County HHS
 Starting: \$55,956
 Top: \$80,484

AMI	Bedroom Size				
	0BR	1BR	2BR	3BR	4BR
60%	\$ 1,317	\$ 1,411	\$ 1,693	\$ 1,956	\$ 2,182
80%	\$ 1,756	\$ 1,882	\$ 2,258	\$ 2,609	\$ 2,910
100%	\$ 2,195	\$ 2,352	\$ 2,822	\$ 3,261	\$ 3,637
120%	\$ 2,634	\$ 2,823	\$ 3,387	\$ 3,913	\$ 4,365

City Police and Fire:
 Average: \$62,661 to \$73,968

Source: HUD

Affordable Housing Definition

- Housing affordable to the residents and workers
- Housing priced for a range of household types
 - Retail and service workers
 - Teachers and municipal workers
 - Singles and first-time home buyers
 - Seniors and retirees on fixed income
 - Multigenerational households
- Housing products
 - Rental housing (30-60% of AMI or 80%-120%)
 - Low- and middle-income
 - For-sale housing priced affordably (100-140% of AMI)
 - Entry level townhouses and small single family
 - Affordable by design



Household Income, Housing Costs, and Affordability

Median Household Income: Louisville: \$92,832; Superior: \$86,795 (2020\$) [1]

Communities of Louisville and Superior			
Sales and Rentals	Cost [2]	Household Income Needed	Income Category [3]
Median sale price	\$688,000 - \$715,000	\$174,000 - \$181,000	Above-Moderate =>190% of County Median Inc.
Average asking rent	\$2,200	\$88,000	Median-Income ~95% of County Median Inc.

[1] Source: US Census Bureau, 2020 American Community Survey.

[2] Source: Redfin, March 2023 (median sale price); CoStar, March 2023 (rental rate representative of new market rate apartments).

[3] 2022 Boulder County Area Median Income for a household of 3 (based on average household size of 2.5), CHFA.

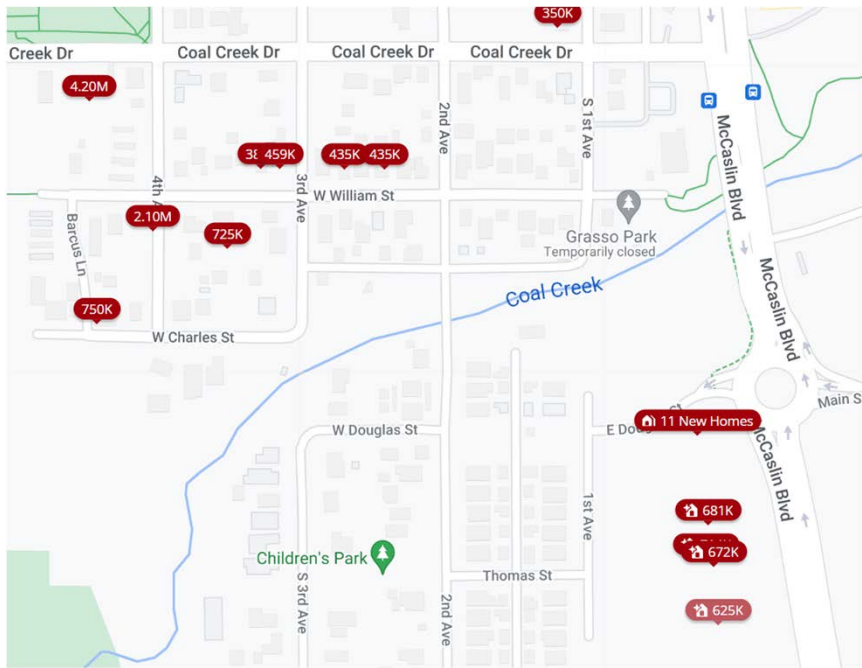
Affordable by Design

Product	Lot Size	Average SF	Sale Price	AMI Level	Household Income
Cottage Home	45 x 30	1,000	\$350,000	95%	\$88,000
4-plex Unit	90 x 100	1,200	\$420,000	115%	\$106,000
Zero Lot Line Home	26 x 60	1,400	\$490,000	130%	\$124,000
Townhouse	90 x 22.5	1,800	\$630,000	170%	\$159,000
Single Family	90 x 40	2,000	\$650,000	180%	\$164,000



Affordability of New Housing is Not Very Affordable

Example: a 2-bedroom Wee Cottages



Zillow.com on 3/15/2023

Save Share Hide More

\$625,220 2 bd | 3 ba | 1,138 sqft

146 Mesa Way, Superior, CO 80027



Mortgage Breakdown

Home Price		\$625,000
Down Payment	10%	\$62,500
Loan Terms	30 year	
Interest Rate	7.10%	
Principle Payment		\$3,780
HOA Payment		\$250
Taxes		\$400
Insurance		\$100
Total Monthly Payment		\$4,530

Annual Mortgage Payment

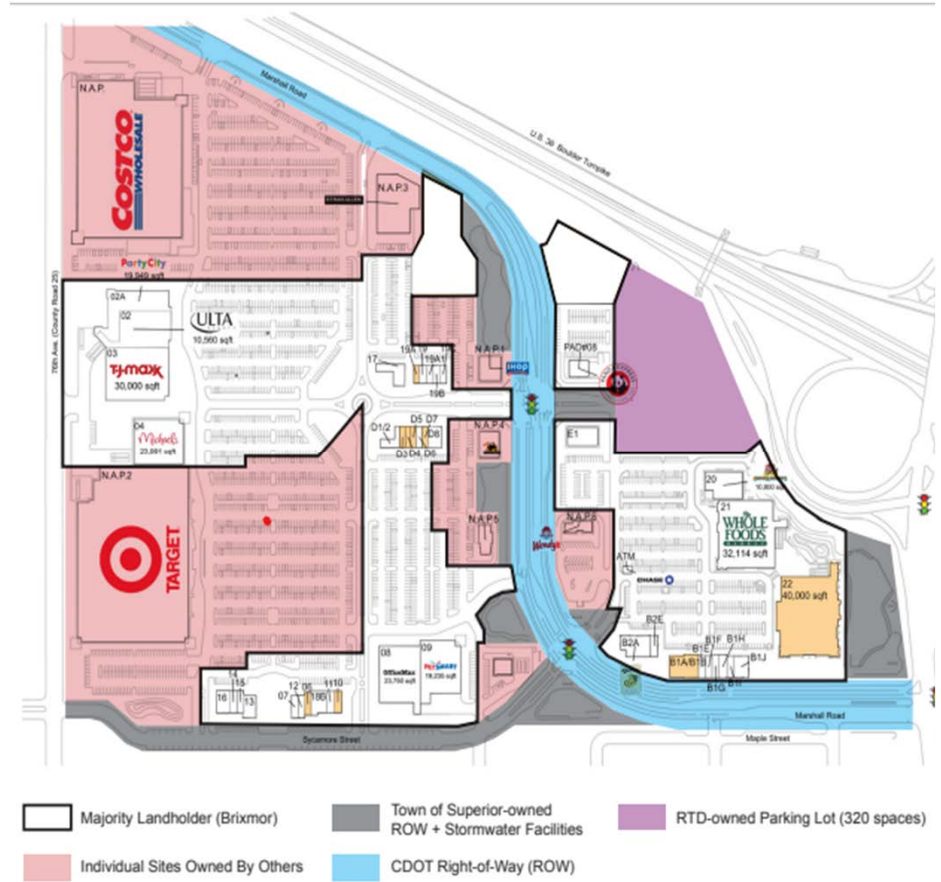
\$54,362

Salary Needed to Afford Home

\$163,086 ~170% AMI

Opportunities for Diverse Housing Types

- There are multiple sites where additional housing can be built
 - Redevelopment of outmoded commercial
 - Vacant boxes – e.g., Lowe's
 - Superior Marketplace
 - Sample vacant sites
 - RTD Park-n-Ride site
 - Redtail Ridge
 - Zaharias (20-acre site)
 - Vacant residential lots and industrial land in Original Superior



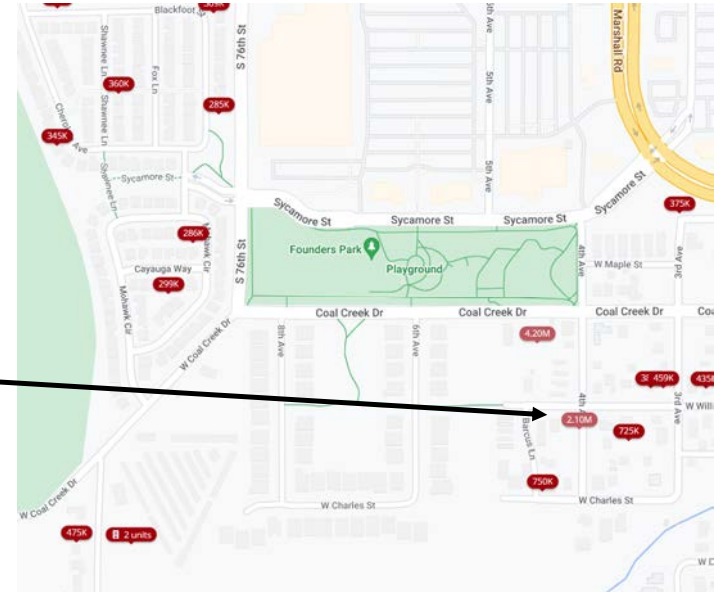
Opportunity for Missing Middle Housing

Opportunity: Develop deed restricted housing

- Vacant industrial site in **Original Superior**
- \$4.1 M for 6 lots (7,000 SF each)
- ADUs permitted across entire town

Strategy: split the lots to allow 12 lots (3,500 SF) and 12 ADUs

- Land = \$350,000 per lot
 - Use Affordable Housing funding to purchase land
 - Land bank and re-sale
- Modular home = \$350,000 (for sale at 95% AMI)
- ADU = \$200,000 (for rent to 80% AMI)



Recommendations to Meet Community Housing Needs

Short-Term Recommendations

1. **Both Communities** should **complete** Housing Plans (IHOP) and **adopt** recommended strategies
 - Both Louisville and Superior have received funding from DOLA to draft Housing Plans
2. **Louisville and Superior** should consider adopting an **ADU ordinance citywide**
 - Could include external and internal ADU options
3. **Build Dedicated Housing Expertise** in both communities
 - Superior and Louisville can share in, or individually, hire a housing staff person to advance affordable housing goals, pursue and administer housing funding opportunities, and oversee policy initiatives.
4. Utilize **Rebuilding Efforts** to Promote "Affordability by Design"
 - Purchase lots that come up for sale
 - Add deed restrictions for permanent affordability
 - Subsidize costs using significant funding sources at the state level to ensure affordable pricing.

Recommendations to Meet Community Housing Needs

Short- to Mid-Term Recommendations

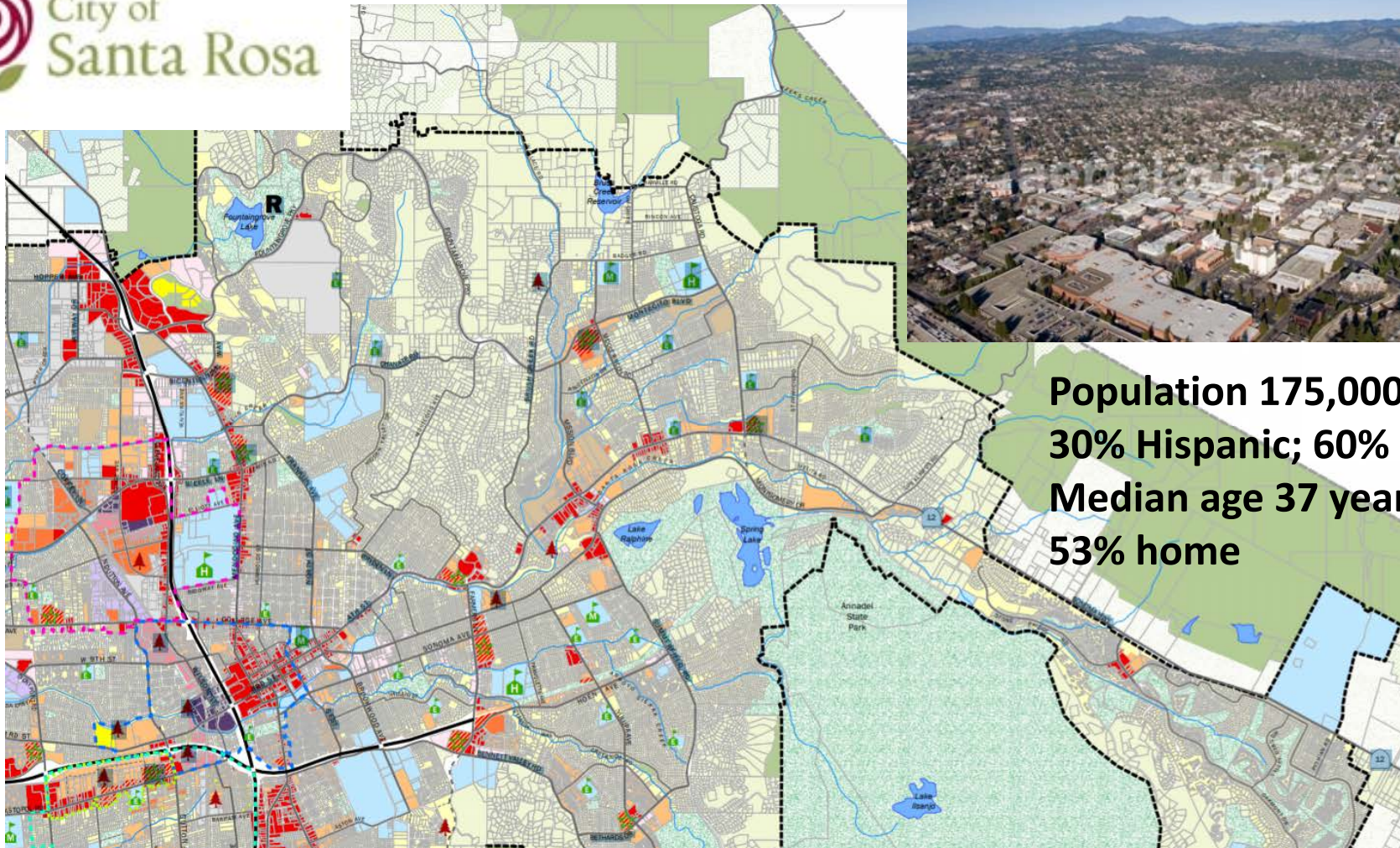
5. Consult findings of research conducted by Marshall Fire Unified Survey Team to understand the community's housing related needs.
 - Understand the socioeconomic characteristics of the affected residents will help in developing an approach to meeting housing needs.

Mid-Term Recommendations

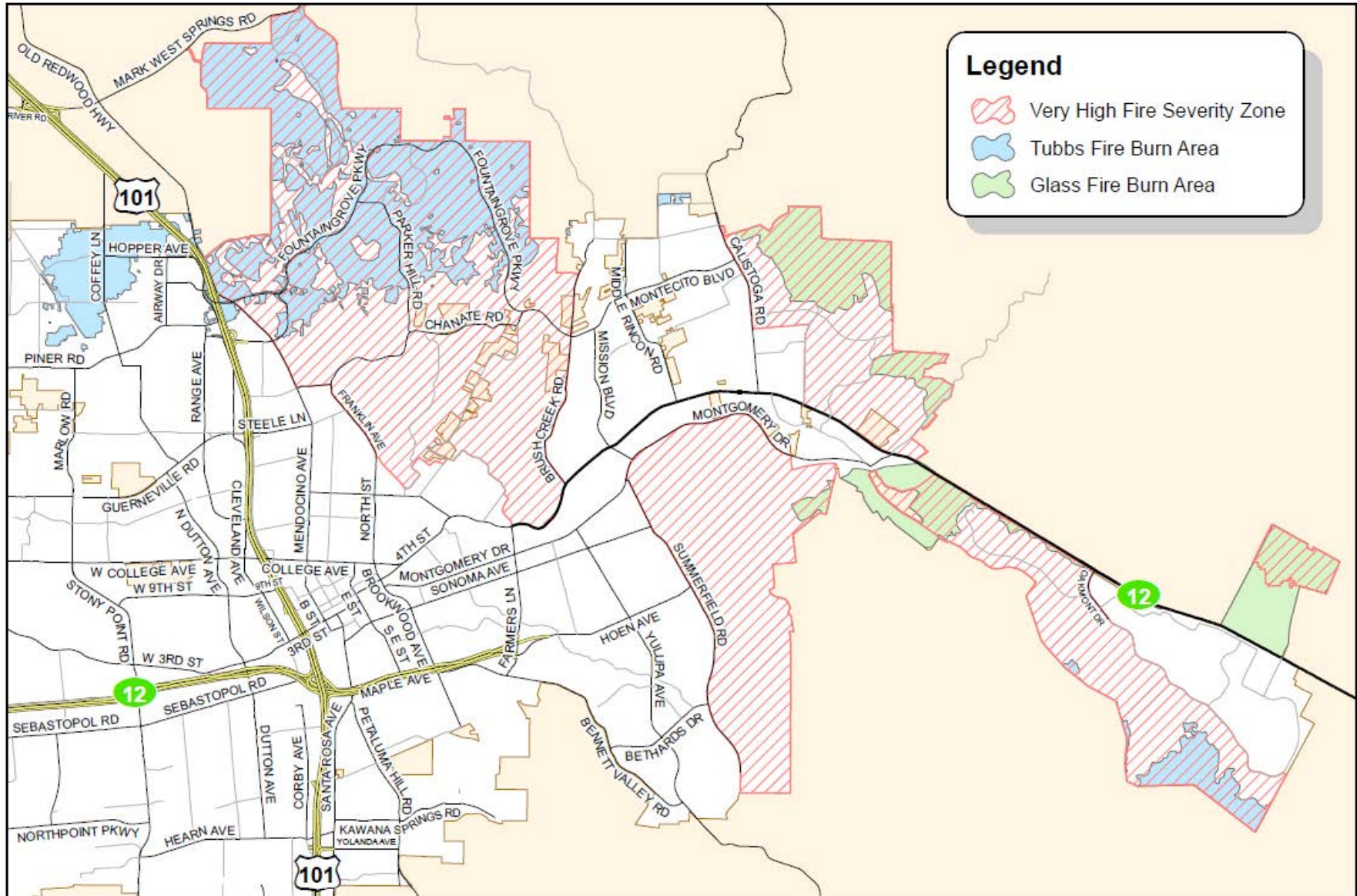
1. Consider a **range of housing strategies** to develop needed housing.
 - Lot splits – Original Superior
 - Mixed use development
 - Complete DOLA sponsored Housing Plans
 - Include a community education outreach component
 - Purchase sites for infill housing
 - Developer Incentives for needed housing products (rental and missing middle housing products)
 - First time homeowner financial assistance
 - Allow ADUs in more locations in Superior and Louisville
 - Craft a Transfer of Development Rights (TDR) program to help shuffle density when appropriate
2. Work with Boulder County to explore implementing a **disaster-related rental housing voucher program** with a housing habitability requirement.

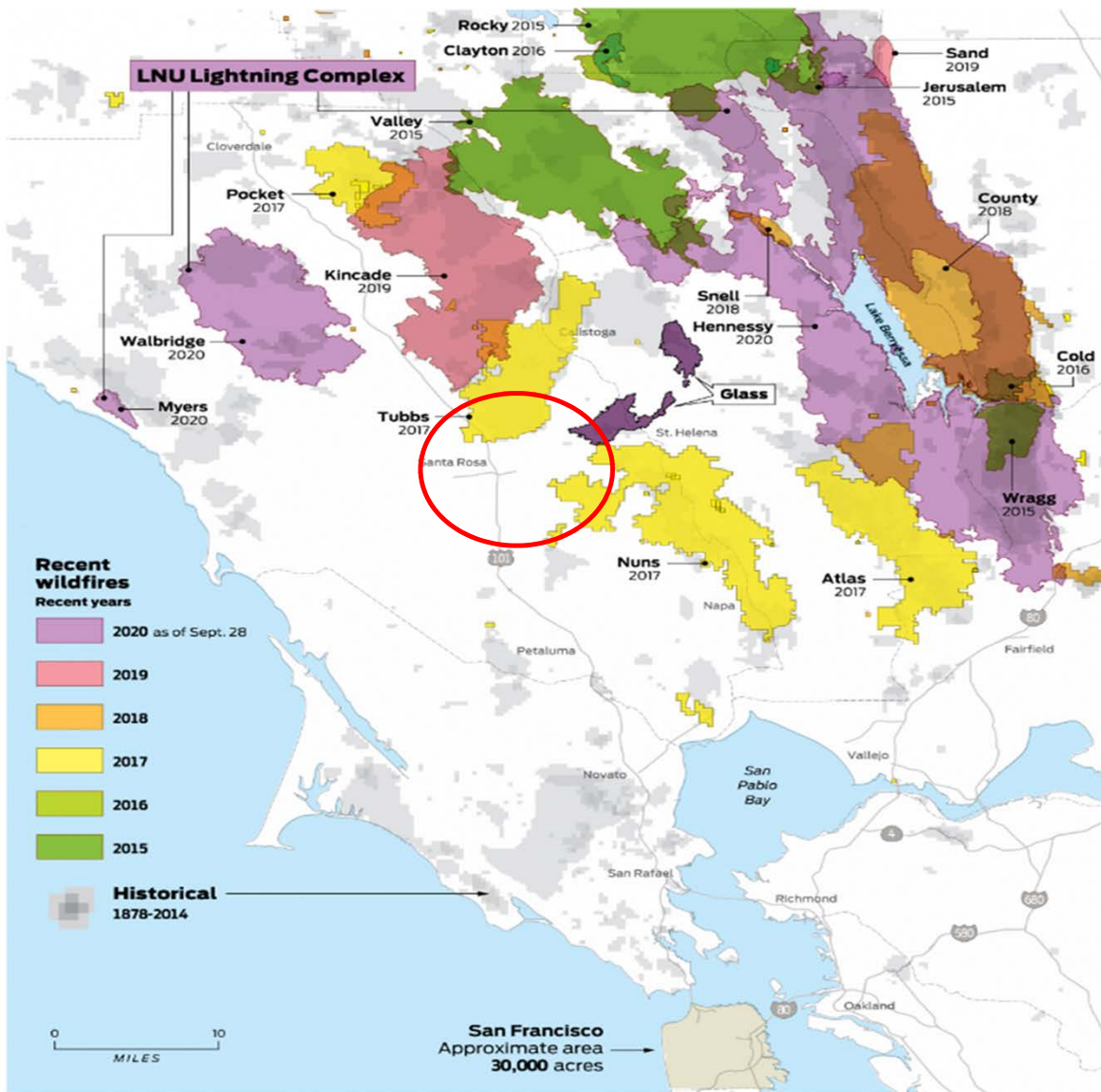


Lessons Learned from Santa Rosa

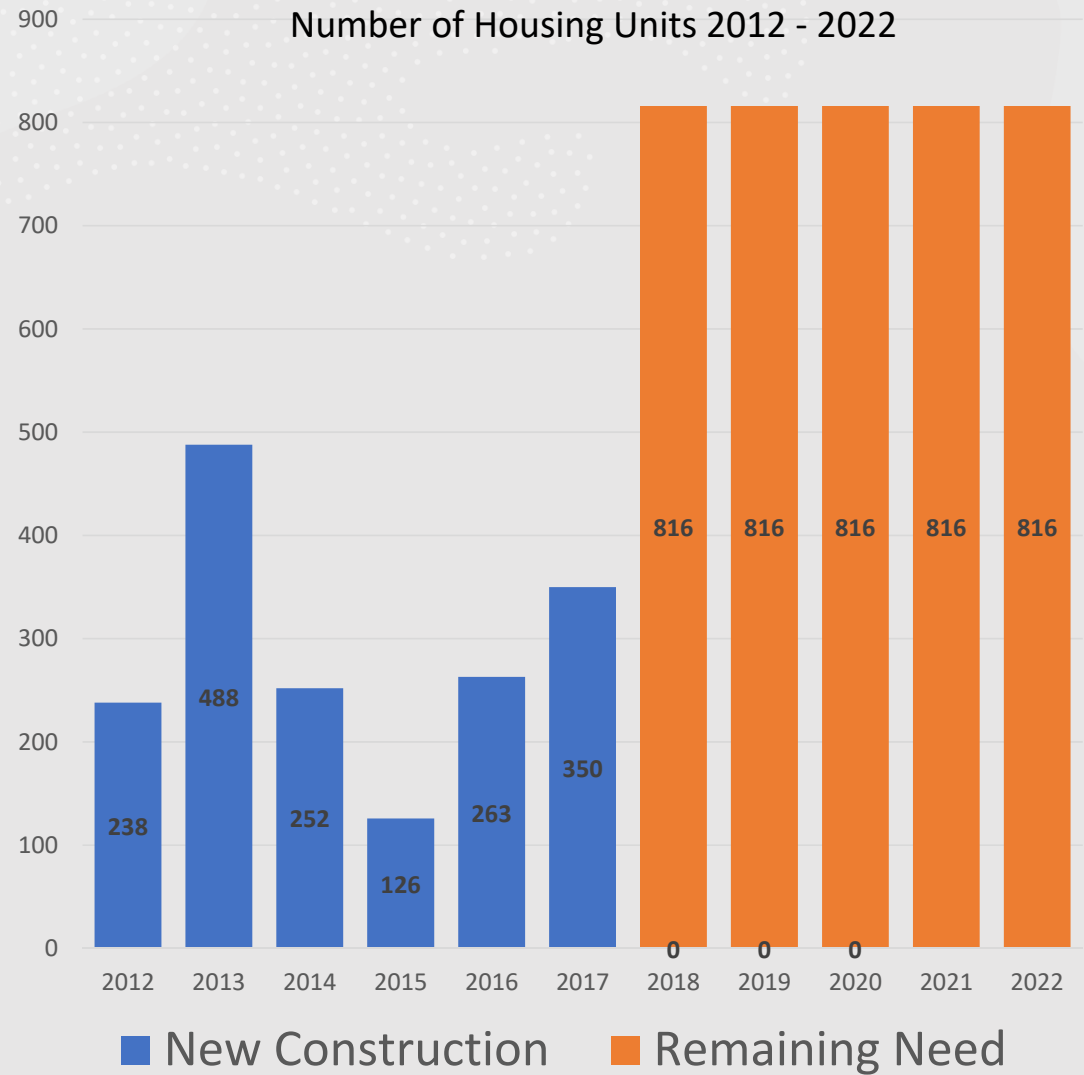


Population 175,000
30% Hispanic; 60% white
Median age 37 years old
53% home





HOUSING NEEDS PRE-TUBBBS *NEW CONSTRUCTION*



Tubbs Rebuild – Immediate Action

Year 1
October 2017-2018

Council Priority #1 - Rebuild

- Resilient City Permit Center & srcity.org/rebuild
- Dedicated Staffing – 6000 peak monthly staff hours (30 positions)
- Expedited Plan Review – 5 days for minor changes
- Average of 3,000 building inspections per month
- Building Resource Library – guides, resources, FAQ's
- Resilient City Ordinances – adapt, amend, extend
 - Rebuild Area Overlay
 - City-wide Incentives
- Education on Wildland-Urban Interface
- Community engagement – Coffey Strong



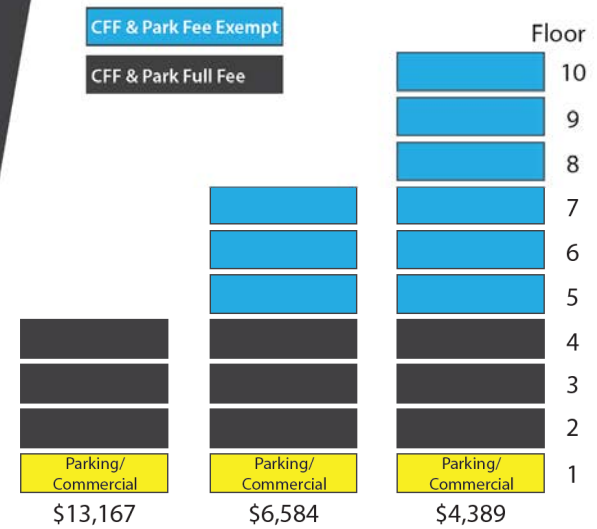
Council Priority #2 – Citywide Housing and Economic Recovery

- Permit Streamlining
 - Infill housing
 - ADUs
 - Childcare
 - Hotels
 - Temporary Housing
- CEQA Streamlining
- Fees & Incentives
- Opportunity Zone
- Downtown Plan Update
- City owned assets
- Regional Housing Fund
- Staffing & Professional Services



Updated Downtown Station Specific Plan to meet standards of California Environmental Quality Act (CEQA).

Opportunity Zones



HOUSING NEEDS POST-TUBBS

*FIRE REBUILD AND
NEW CONSTRUCTION*

Number of Housing Units 2012 - 2022

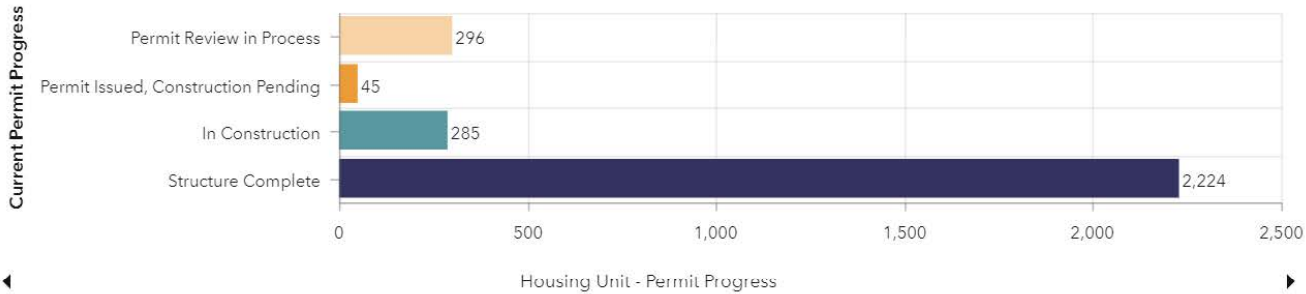


Tubbs Rebuild Progress – srcity.org/Rebuild

 Resilient City Recovery Reporting Dashboard Data Tracking for the City of Santa Rosa's residential recovery progress after the October 2017 C...

Progress by Housing Units

Chart depicts the number of Residential Housing Units in each respective stage of the active permit process.



Total	2,854
Total Active	2,338
Accessory	113 units
Temporary	90 units

Counts | Background Information

Progress by Parcels Rebuilding

Chart depicts the number of Residential Properties (parcels) in each respective stage of the active permit process.



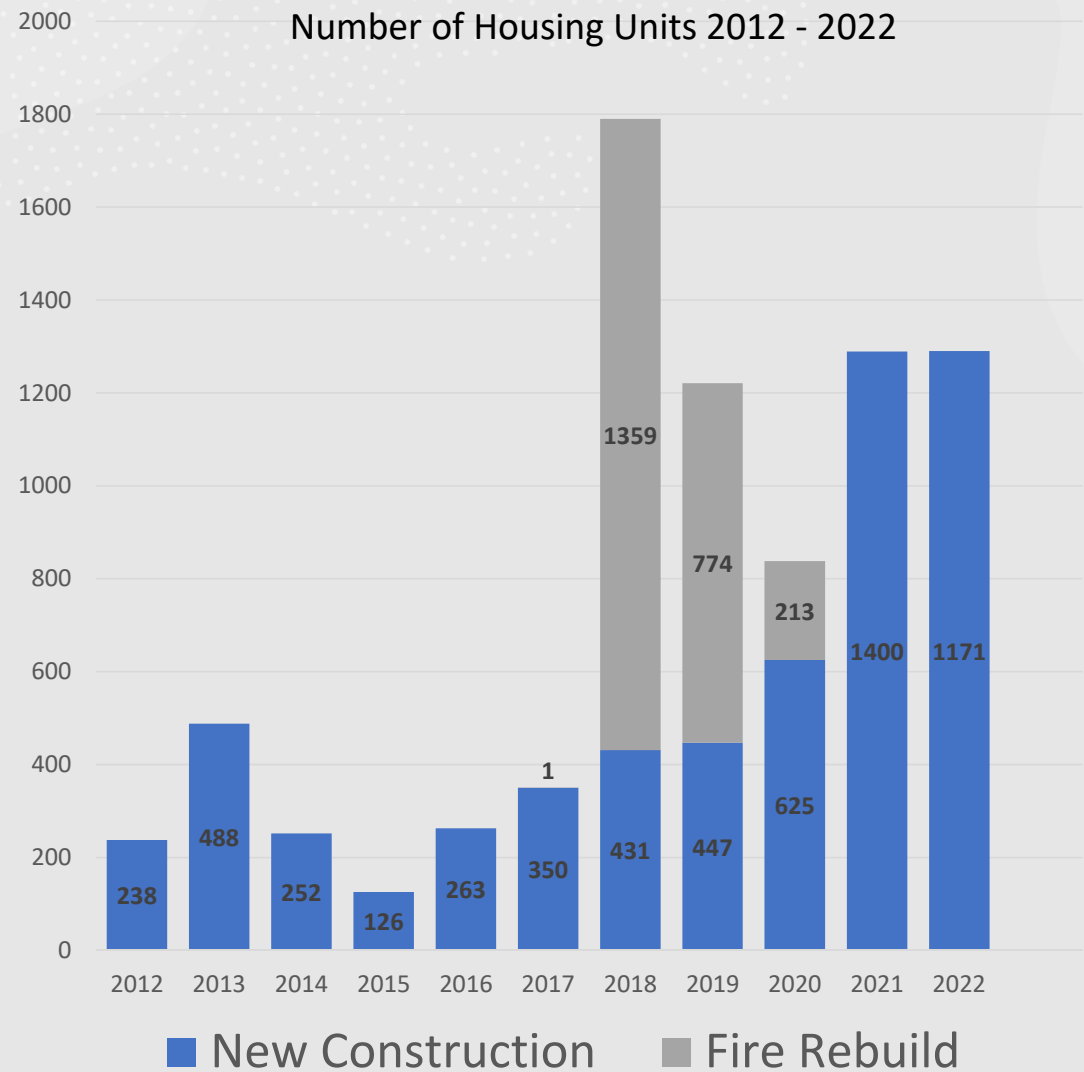
Residential Housing Units by Type

Unit Type	Count
Single Family	2,300
Multi-Family	441
Accessory Dwelling	113

Units by Type | Building Plan Changes

Parcel - Permit Progress | Parcel - Rebuild Totals | Parcels - Area Totals

HOUSING NEEDS POST TUBBS & POST GLASS *REBUILD AND NEW CONSTRUCTION*



Lessons Learned

From Santa Rosa

- Align on a Vision – "Recover as One"
- Build back the community, not just rebuild area
- Tap into the social capital that has emerged, Everyone has a role if you think city-wide
- Build/strengthen lines of communication leveraging Neighborhood Liaisons and NextDoor/Slack
- One-stop website resource, coordinate with County, clearinghouse/dashboards
- Leverage regional, state and college partners
- Address equity in representation in technical and community advisory committees
- Bold results require bold moves – Streamline/Adapt
- Celebrate successes!





Key Takeaways

Key Takeaways

Recovery & Resiliency Planning

- Balance focus on **rebuilding** with broader conversation about **longer-term vision and priorities**
- Integrate **resilience principles** throughout community comprehensive plans
- Build and maintain **local and regional capacity** in disaster recovery, response, and mitigation
- Expand **funding support** for resiliency projects

Housing Diversity & Affordability

- Understand housing needs and **pursue a variety of strategies** to implement
- Cultivate a **Housing Champion**

Wildland-Urban Interface Best Practices

- Grassland WUIs exist across the West
- There are opportunities to increase community fire adaptation
- Recommendations include:
 - **Comprehensive education**
 - **WUI vegetation management ordinance**
 - **WUI construction ordinance**

Community Engagement

- Tap into the social capital that has emerged, everyone has a role if you think city-wide
- Build/strengthen lines of communication leveraging Neighborhood Liaisons and NextDoor/Slack
- Address equity in representation in technical and community advisory committees



Q&A

Next Steps

- Nurture Neighborhood Groups
- Take care of Existing Staff and Elected Officials
- Communicate Regularly with County and State officials for Guidance and Support
- Identify Vision and Strategy for mid-term recovery
- Identify priorities and Guiding Principles
- Consider Recovery Working Groups – develop objectives and project ideas
- Include Sustainability and Resiliency in each project
- Develop Communication Strategies and Materials to Educate the Public
- Assign Housing Champion
- Assign Recovery Coordinator
- Identify and Seek Funding Opportunities
- Complete Housing Plan
- Conduct Comprehensive Plan

Blueprint Placeholder Outline

Integrate these things into other sections?

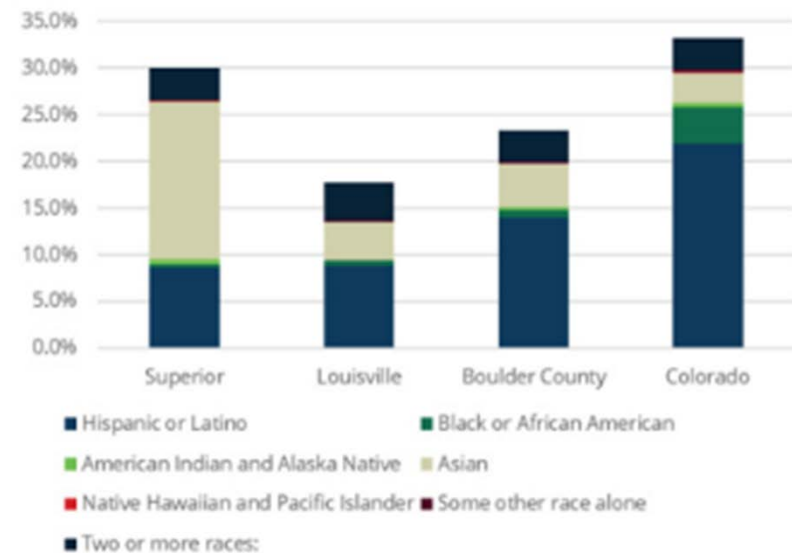
- Education
 - Educate on a blue-sky day about the importance of adequate insurance (educate and prepare)
 - Educate on the value of affordable housing
- Coordination of Visions
 - Coordinated leadership – move as a group
 - Tie into comprehensive plans
 - Organize and coordinate plans: Housing, WUI,
 - Collaboration
 - Leverage friendly competition for leadership in housing and resilience
 - Further share resources via the IGA model - utilizing experienced staff, shadowing
 - Establish an example of IGAs with other communities
 - Building social capital via HOAs, neighborhoods, etc. – bring them in early and have them at the table (don't pitch your idea to them later instead/only)
- Community engagement
 - Who is community? Match representation with demographics
 - Meet them where they are – in the field, at their church/school, through SLACK
 - Trust & transparency
- Getting involved in state and federal policymaking (integrate into other sections)

Community Demographics

TABLE 5: DEMOGRAPHIC PROFILE			
	LOUISVILLE	SUPERIOR	TOTAL
Population	20,855	13,053	33,908
Households	8,400	4,668	13,068
Avg. Household Size	2.5	2.85	2.63
Median Age	42.5	36.8	40.31
Avg. Household Income	\$131,757	\$125,124	\$129,204
Avg. Median Income	\$92,832	\$86,795	\$90,508
Cost-burdened Households	41%	39.7%	57%

Source: U.S. Census Bureau, 2020 American Community Survey

FIGURE 2: NON-WHITE POPULATION



Source: Census Bureau, 2010 Decennial Census, 2020 ACS 5-year estimate

What We've Heard

Communication

- Information overload
- Learning on the fly – how to use information/what information to use
- Different perceptions about which sources are accurate/reliable
- Lack of understanding about roles and responsibilities
- Concern about equitable representation
- Concern that diverting attention from recovery will take away from capacity/focus
- Community members finding capacity and passion for citizen participation – now more than ever

Until we all get home

A Slack Community For Fire-Affected
Members Of Our Community

A small group of fire survivors started a Slack community for all Marshall Fire survivors to help support the uncertain next steps. This community is over 1,200 members strong and encompasses Superior, Louisville, and Unincorporated Boulder County members.

This is one way to find out what others who are in your shoes are considering, researching, and organizing. Come join us. You are never alone.

[Read the community guidelines here](#)

[JOIN HERE](#)

Economic Resiliency

Address, prevent, or withstand impacts to a city's economic base and fiscal viability

- Maintain a fiscally balanced land use mix
 - Employment, retail, residential
 - Address at the comp plan level
- Maximize retail/commercial sales tax
 - Support downtown Louisville & Superior
 - Allow for mixed use on vacant boxes
 - Support retail anchors – Costco, Target, Whole Foods
- Seek employment diversification opportunities
- Responsibly manage growth
 - No growth does not mean no impacts
 - There are multiple redevelopment opportunities
- Ensure that new growth pays its fair share



Louisville Main Street