

## Mission

**To strengthen the social and economic well-being of our community by providing safe, attainable housing to our residents and our workforce.**

## Vision

**The Town of Winter Park's attainable housing program is committed to:**

- Helping to build an inclusive and diverse Winter Park.
- Enhancing the economic sustainability of our community by providing adequate housing for at least thirty percent (30%) of our local workforce.
- Ensuring that there is an adequate supply of housing available to seasonal workers.
- Protecting and preserving our existing stock of attainable housing.
- Providing comprehensive and innovative leadership to our clients and to our partners.
- Encouraging community awareness in all new construction projects and redevelopments.

### **1. Services for Homeowners, Potential Homeowners and those Transitioning between Housing Choices**

One of the key components to building a vibrant, sustainable community is providing an opportunity for the local workforce to become invested in the Town through homeownership. It is documented and understood that the cost of buying and maintaining a home is far beyond the resources of the vast majority of our local workforce. In providing services for homeowners (and potential homeowners) the Town will provide for a range of housing options to meet our current and future demands.

#### **1-1) Goal – Create attainable housing opportunities in vibrant, accessible neighborhoods.**

The goal of attainable housing is not to simply put a roof over someone's head. Successful housing projects in Winter Park should integrate into the community and should encourage a sense of connectivity with surrounding neighborhoods and the rest of the Town. To meet this goal, the Town will encourage developers to provide a range of housing. The Town will also utilize its own resources to create quality attainable housing.

#### **1-2) Goal – Identify and utilize financial and educational resources available for potential homeowners and/or new homeowners.**

Homeownership needs to be sustainable. To help people acquire and stay in attainable housing the Town will provide homeowners with access to a wide range of financial assistance and educational programs.

#### **1-3) Goal – Provide opportunities for people to transition between different attainable housing choices.**

As people's lives change, their housing needs change. The Town should create policies and opportunities that will help people transition through various types of housing.

1-4) Goal – Ensure that current workforce housing remains a viable and accessible housing option in the future.

In order to maintain the viability of its attainable housing program, the Town will establish policies and practices that ensure properties are maintained in a quality state and that properties remain dedicated to the provision of attainable housing.

2. **Services for Renters and Seasonal Employees**

Rental housing plays a vital role in providing housing for seasonal workers. It also provides needed housing for people who are hoping to eventually move into home ownership and for those who would prefer to rent. To meet the housing needs of these populations, the Town must take steps to significantly increase the rental opportunities that are available.

2-1) Goal – Ensure that members of the Town’s workforce have access to quality attainable rental properties.

Rental properties are often the best way to provide housing to the lower-income members of our workforce. It is incumbent upon the Town to promote the marketing of existing rental properties and the development of new rental properties that will not only provide needed housing for the local workforce, but will enhance the surrounding neighborhoods while providing for the quality of life that our citizens deserve.

2-2) Goal – Develop quality attainable rental projects that can serve as a model for future projects.

Providing quality rental units to low- and middle-income members of our workforce will require community investment. It is the goal of the Town that any Town-owned rental projects focus on sustainability by incorporating the very best design, construction and management practices.

2-3) Goal – Identify and utilize financial and educational resources to help renters maintain an attainable residence.

The Town will help renters to understand their rights and responsibilities as renters. The Town will also provide the assistance necessary to enable renters to take advantage of programs providing economic support.

3. **Services for Housing Providers, Developers, Local Businesses and Employers**

A comprehensive housing plan must utilize private development as a key component of providing attainable housing. Whether this housing is provided by local business owners, property developers or individual homeowners, the Town needs to provide the support and encouragement necessary to make their attainable housing projects viable.

**3-1) Goal - Encourage the private development of attainable housing.**

The Town must take steps to ensure that private development plays an active role in the creation of attainable housing. The Town will use regulations, incentives and education to promote private development of attainable housing that will help the Town catch up with the current need and keep up with future needs.

**3-2) Goal – Foster a sense of partnership and cooperation between the Town and housing providers.**

To meet its housing needs, the Town must have the support of the private development community. The Town must leverage its resources to create effective partnerships with private developers and local employers that can help with the provision of attainable housing.

**3-3) Goal – Furnish housing providers with the necessary resources to make the development of attainable housing economically viable.**

There are many private developers who are interested in creating attainable housing; however, they often need support in order for their projects to be financially viable. The Town will work to provide private developers and local employers with access to the financial and knowledge based resources necessary for the effective development of attainable housing.

**4. Services for Citizens**

Attainable housing decisions must serve the needs and desires of all the members of the community along with the needs of those seeking housing. A successful housing program will utilize the tools of thoughtful, efficient governance in order to meet its goals.

**4-1) Goal – Ensure that all housing projects are developed to create a sense of community.**

Too often, attainable housing projects fail to consider the impacts that they have on the community. The Town will strive to ensure that future projects maximize community benefits while minimizing potential negative impacts.

**4-2) Goal – Promote community involvement in attainable housing decisions.**

The residents of Winter Park represent an invaluable resource for the Town as it establishes its housing priorities and policies. In order to maximize the potential for successful projects, the Town will communicate with and listen to its citizens. The Town will also communicate with other Grand County governments and authorities to avoid unnecessary redundancies.

**4-3) Goal – Promote sound fiscal judgment in department decisions.**

Now more than ever, citizens expect efficiency and transparency when the Town invests their limited resources. To maximize the benefits that residents receive, the Town will ensure that public resources are used efficiently, effectively, and accountably to benefit those who need them most.

**4-4) Goal - Create a clear and understandable vision for the attainable housing program.**

Among the most common causes for the failure of attainable housing projects are limited or confusing goals and policies. The Town’s policies and actions will be cohesive, easy to understand and easy to implement.

**TOOLS**

**Policy and Planning**

**Community Investment**

**Partnerships**

DRAFT

DRAFT