



BOARD OF TRUSTEES
February 11, 2025
6:30 PM

Leeper Center, 3800 Wilson Avenue, Wellington, CO

Regular Meeting Agenda

Individuals wishing to make public comments must attend the meeting in person or may submit comments by sending an email to hillha@wellingtoncolorado.gov. The email must be received by 4:00 p.m. on the day of the meeting. The comments will be provided to the Trustees and added as an addendum to the packet. Emailed comments will not be read during the meeting.

The Zoom information below is for online viewing and listening only.

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Webinar ID: 848 7116 2393

A. CALL TO ORDER

1. Pledge of Allegiance
2. Roll Call
3. Amendments to Agenda
4. Conflict of Interest

B. COMMUNITY PARTICIPATION

1. Public Comment

C. PRESENTATION

1. Update on the Roadway Improvements to the Intersections of Highway 1 with Larimer County Roads 9 and 62E
2. Draft Housing Needs & Affordability Assessment
Presentation: Cody Bird, Planning Director & Dr. Christian Caron, Matrix Design Group

D. CONSENT AGENDA

1. January 28, 2025 Meeting Minutes
2. Resolution No. 06-2025 Approving a Third Amendment to the Intergovernmental Agreement Between the Town of Berthoud, Colorado, and the Town of Timnath, Colorado Concerning a Joint Agreement for Animal Control Services with NOCO Humane
3. Resolution No. 07-2025 – A Resolution Authorizing the Temporary Closure of Portions of State Highway 1/Cleveland Avenue, First Street, Second Street, Third Street, Fourth Street, and Fifth Street within the Town of Wellington during the Inaugural St. Paddy’s Parade & Festival on March 15, 2025

E. REPORTS

1. Town Attorney
2. Town Administrator
3. Staff Communications
 - a. NOCO Humane 4th Quarter and Annual Report
4. Board Reports

F. ADJOURN

G. WORK SESSION

1. Continuation of Board of Trustees By-Laws Discussion

The Town of Wellington will make reasonable accommodations for access to Town services, programs, and activities and special communication arrangements. Individuals needing special accommodation may request assistance by contacting at Town Hall or at 970-568-3380 ext. 110 at least 24 hours in advance.



Board of Trustees Meeting

Date: February 11, 2025

Subject: Update on the Roadway Improvements to the Intersections of Highway 1 with Larimer County Roads 9 and 62E

EXECUTIVE SUMMARY

The area that encompasses the intersections of Highway 1, Larimer County Road (LCR) 9, and LCR 62E (commonly referred to as the "curve") has been a topic of concern for the community and staff for many years. Wellington staff, the Colorado Department of Transportation (CDOT), and Larimer County have worked together on many attempts to fund, design, and construct improvements with the goal of improving the safety and functionality of these two intersections. It is expected that this conversation will continue into the future, especially as regards long-term solutions for this area.

This area has a unique overlap of jurisdictions. CDOT is responsible for Highway 1, Larimer County is responsible for the sections of LCR9 and LCR62E that intersect Highway 1, and the Town is responsible for the sections of LCR9 and LCR62E north and west of their intersection.

Currently, CDOT is proceeding with an improvement project along Highway 1 that encompasses the two intersections on Highway 1 with the two county roads, as well as other improvements along Highway 1. The goal of this presentation is to briefly describe the timeline of past events and present the solutions contemplated by CDOT.

BACKGROUND / DISCUSSION

These intersections have been the target of several improvement efforts in the past. The following is a brief timeline and description of the history of those improvement efforts, which began as the Poudre School District (PSD) was planning the new Wellington Middle/High School.

2018-2019:

PSD begins the annexation and site development entitlement processes for the new school. The information presented at that time included site plans, engineering plans, and various studies, including a Traffic Impact Study (TIS). The TIS did not recommend improvements to the intersections of LCR9 and LCR6E with Highway 1.

2019 - 2021:

The jurisdictions discuss elimination of the curve and improvements to the intersection of LCR9 and LCR62E. The Town appropriates \$70,000 in funds to prepare a planning study of the intersection. The Town hires Feldsburg Holt & Ullevig (FHU) to develop and evaluate alternatives to improve the intersection and improve safety in the area. The recommended alternative is the construction of a roundabout at the intersection of LCR9 and LCR62E.

2020-2021:

The Town applies for and is awarded a \$710,000 Congestion Mitigation and Air Quality (CMAQ) grant for design and initial construction of the roundabout. The FHU study discussed above continues in anticipation of moving into design and pursuing additional funding for construction.



2022:

The Town begins applying for various grants for the Revitalizing Main Street Project (now referred to as the Cleveland Avenue Improvement Project). As part of discussion with the Upper Front Range Transportation Planning Region, the Town relinquishes the CMAQ funding in support of an Estes Park project. This essentially enables what is ultimately \$4.4 million in grant monies for the Cleveland Avenue Improvements Project. The jurisdictions begin discussions of a separate project to address the Highway1/LCR9/LCR62E intersections, and CDOT indicates they may be able to fund a project in that location.

2023:

CDOT initiates the design of a roundabout at the intersection of LCR9 and LCR62E. This is ambitiously envisioned as a full roundabout with full or partial elimination of the curve, which is roughly in accordance with the FHU recommendations. The Town and Larimer County are the local jurisdictions for this new CDOT project. CDOT funds the project at approximately \$5 million and proceeds into the preliminary design.

During 2024, CDOT proceeded through various design phase efforts. CDOT personnel will be in attendance at the Board of Trustees meeting to present current information regarding the scope, budget and schedule of the project.

CONNECTION WITH ADOPTED MASTER PLANS

Strategic Plan - Grow Responsibly

- Proactively maintain and improve utilities, streets, and the built environment
- Reinforce and align plans for corridors and jurisdiction boundaries

FISCAL IMPLICATIONS

This project includes past grants and expenditures as described above, along with implications for future transportation funding

STAFF RECOMMENDATION

N/A

ATTACHMENTS

1. 2025-02-11 CDOT Presentation for packet



COLORADO
Department of Transportation

CO 1 Safety Improvements

February 6, 2025



Agenda



Project Timeline/Schedule



Project Goals



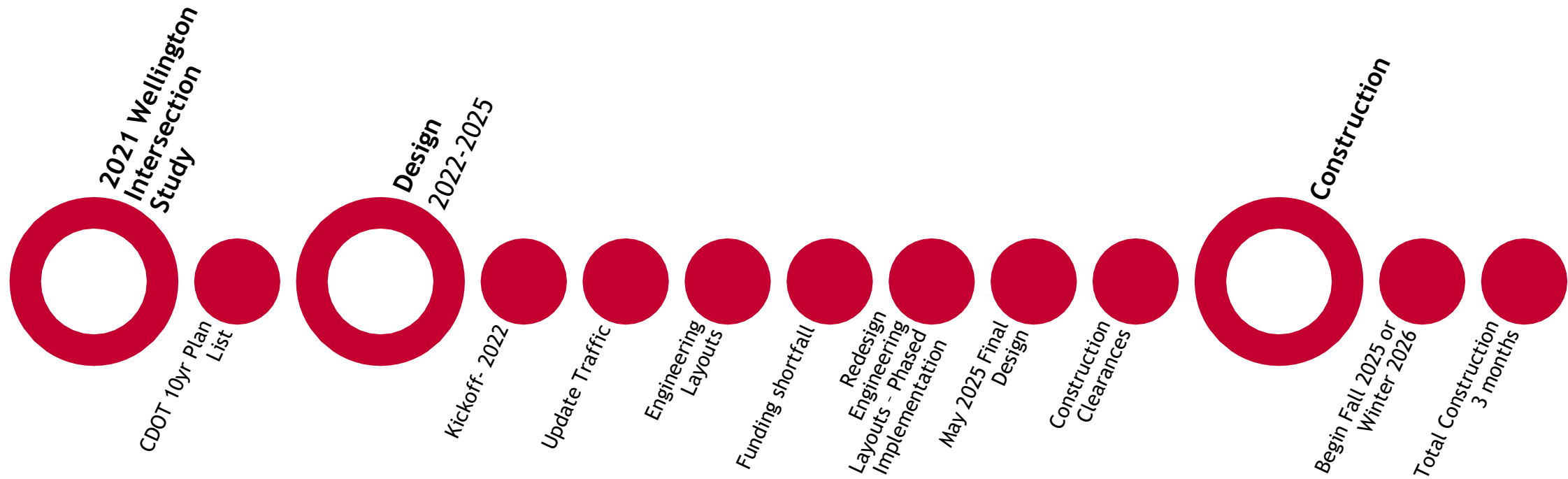
Project Location



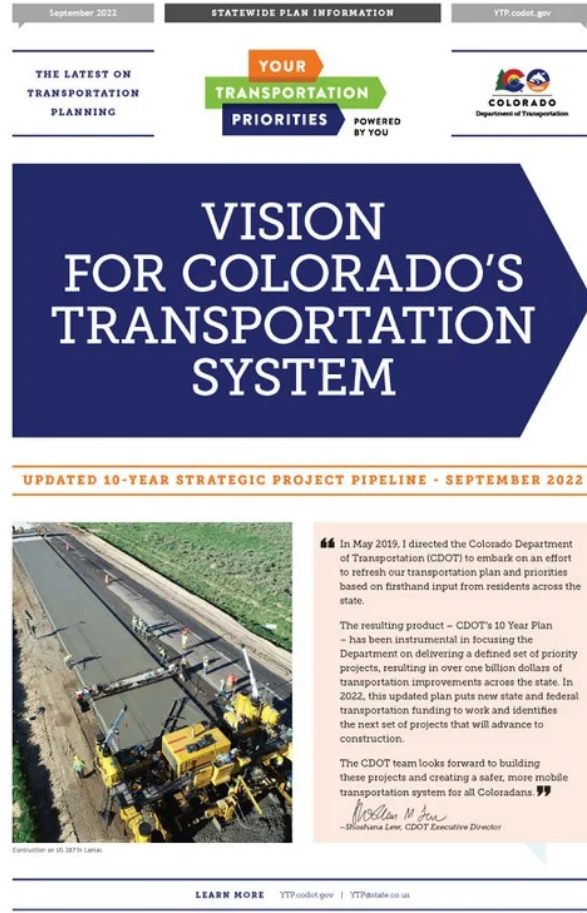
Project Funding



Project Schedule Overview



CDOT's 10-Year Plan of Projects



- List of projects was created by Planners with input from other Priority Lists (i.e., NFRMPO, UFR TPR, etc.)
- CDOT's Transportation Commission approved partial funding projects on the 10-year Plan List
- Total of \$4M funded to project by CDOT



Project Goals

Safety

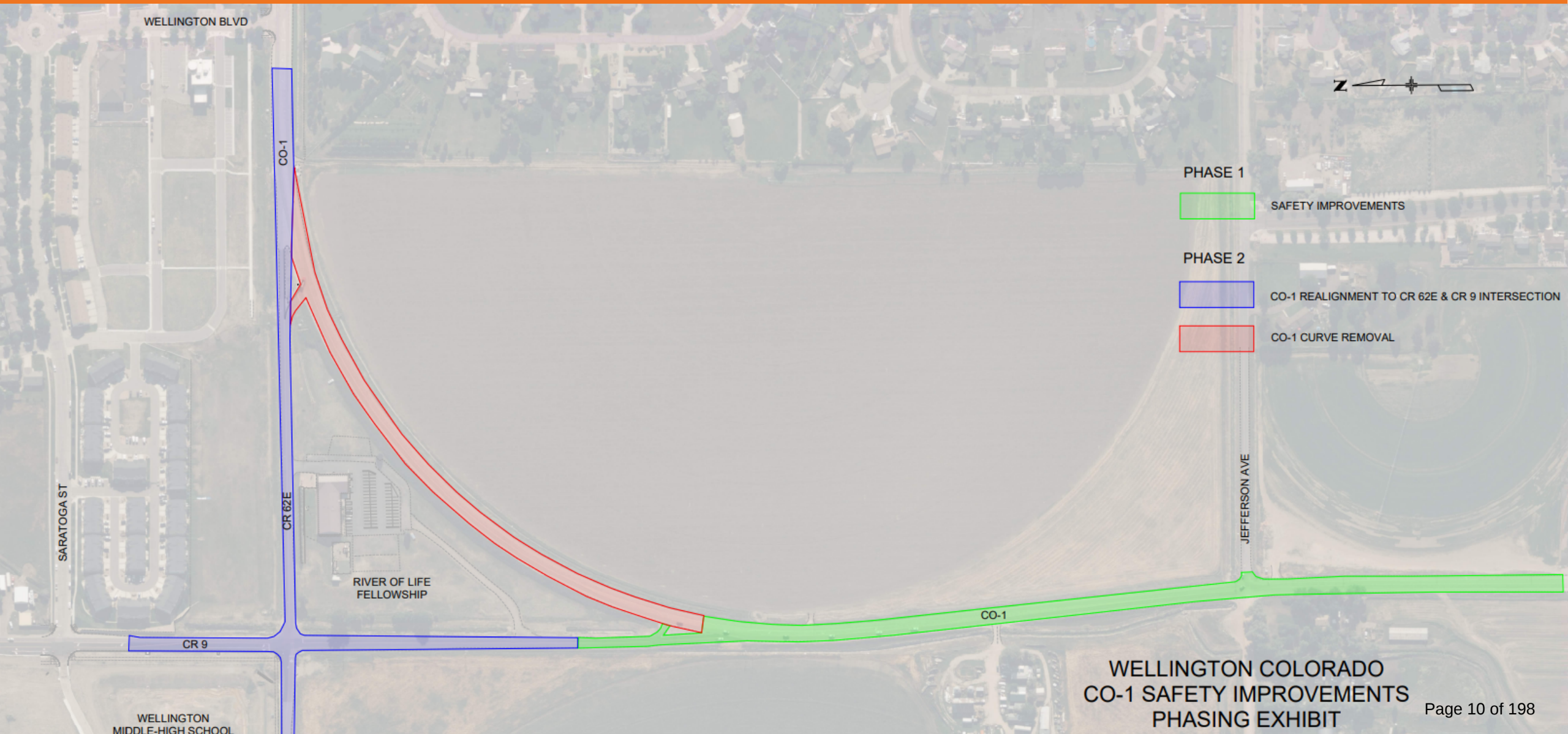
Improve safety at accesses with CO 1

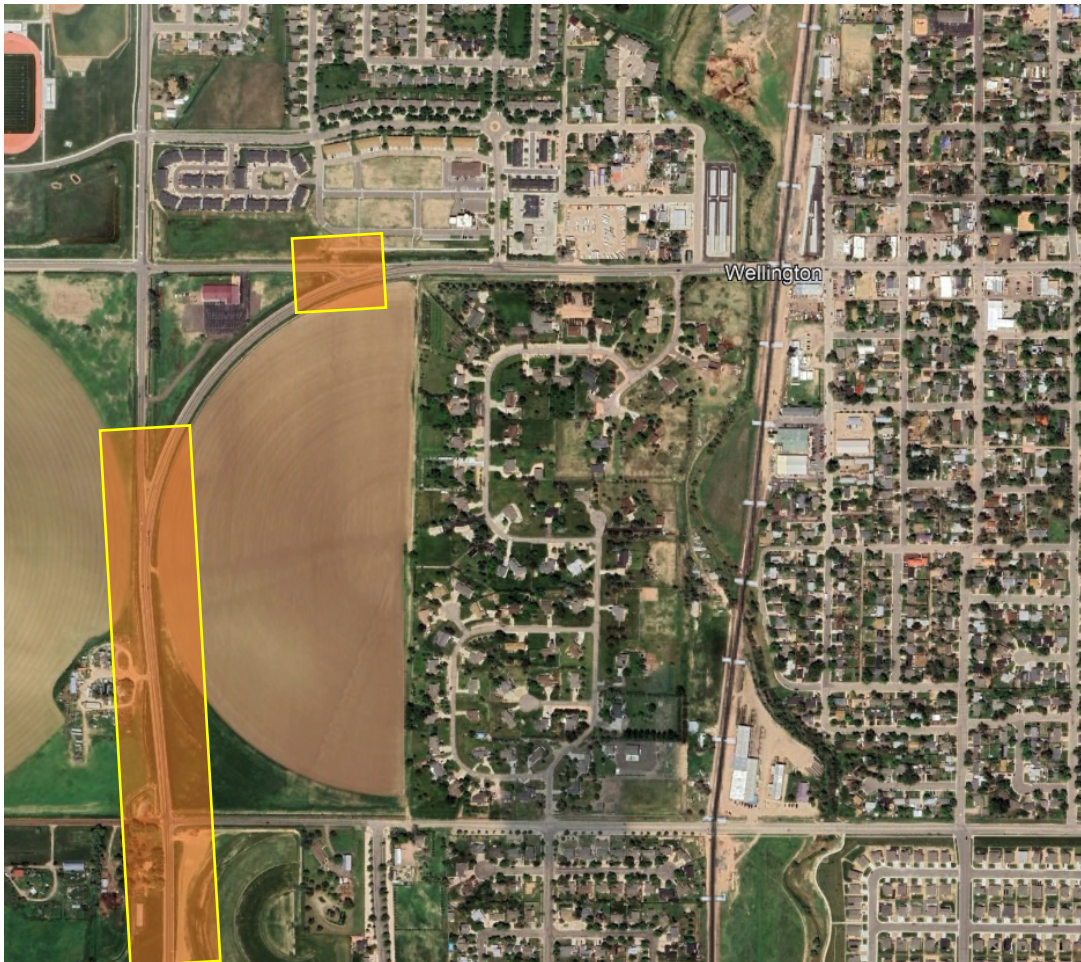
Stakeholders

Coordinate with stakeholders and the public



Proposed Phasing Exhibit





Colorado Highway 1

- Widening of CO 1 for Installation of Left Turn Lane at CO1/LCR62
- Acceleration Lane from LCR 9 onto CO 1
- Signing improvements at LCR 62E and CO 1

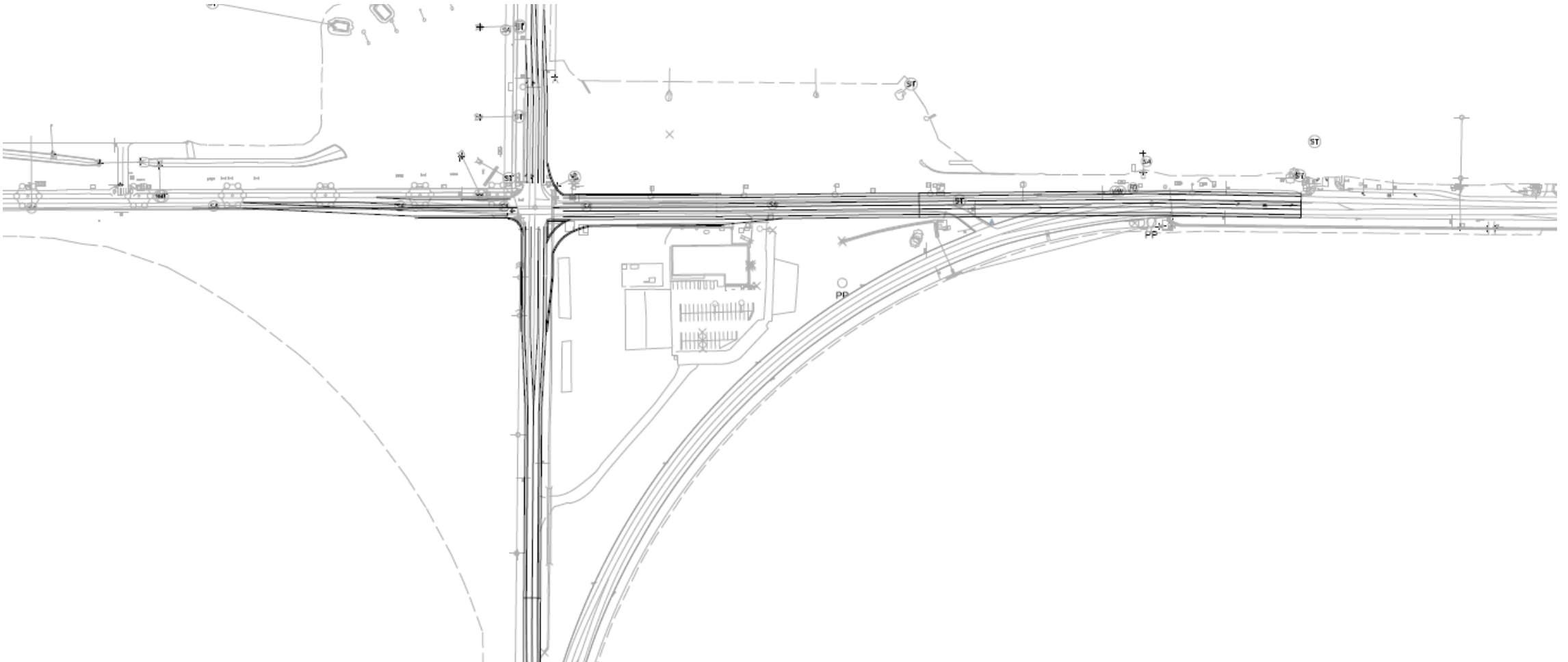


Proposed Striping Pattern



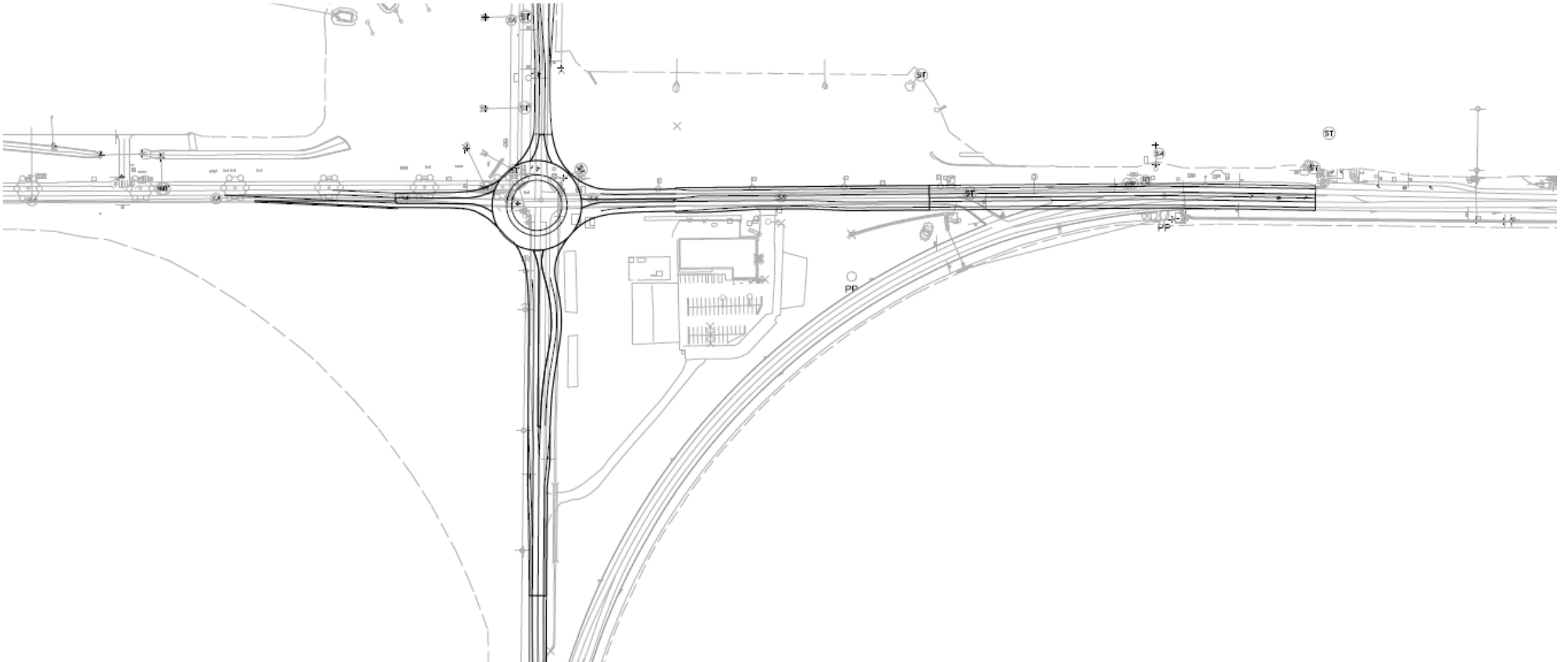


Ultimate Configuration - Signalized





Ultimate Configuration - 2 Lane Roundabout





Project Budget

Update Traffic Data/Engineering (~\$80k)

- Volume and Turn Counts
- Intersection Signal Warrant Analysis
- LOSS evaluation
- Weave pattern modeling

Survey (~\$180k)

- Survey Existing Terrain and Features
- Subsurface Utility Investigation

Geotechnical (~\$30k)

- Geotechnical Report - Soil analysis

Engineering Design (~\$250k)

- Roadway
- Drainage
- Environmental
- Utilities
- Right-of-Way

Construction Estimate (~\$2M)

Contact Information

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Board of Trustees Meeting

Date: February 11, 2025

Subject: Draft Housing Needs & Affordability Assessment

Presentation: Cody Bird, Planning Director & Dr. Christian Caron, Matrix Design Group

EXECUTIVE SUMMARY

The Town is undertaking a Housing Needs and Affordability Assessment. Matrix Design Inc. was selected to assist the Town with conducting research and analysis and preparing recommendations for opportunities to support and increase housing affordability in Wellington. A first draft of initial research findings for existing housing inventory, community income levels, and housing market gaps was shared with the Planning Commission at its December 9, 2024 work session. Feedback from the Planning Commission and Town staff was evaluated and incorporated into the revised 2nd Draft attached with this report. This 2nd Draft includes new sections for community engagement and outreach results, along with appendices of resident survey feedback. Town staff and Matrix are continuing to seek additional public engagement and stakeholder engagement to better understand community housing needs.

Strategies and opportunities have been identified for increasing affordable housing in the community and includes an implementation timeline of short-term, medium-term and long-term strategies. Town staff and Matrix are seeking discussion and feedback on the findings and recommended strategies identified in the report. A revised report will be prepared to reflect the feedback and direction from the community, Planning Commission and Board of Trustees. A final draft along with recommended strategies for adoption will be presented at an upcoming meeting of the Planning Commission and Board of Trustees.

BACKGROUND / DISCUSSION

N/A

CONNECTION WITH ADOPTED MASTER PLANS

Strategic Plan

Grow Responsibly

- Improve Housing Diversity
- Explore Financing Options for Development

Foster Economic Vibrancy

- Recruit new businesses

Comprehensive Plan

CP Goal 2. Ensure that existing and future residential developments contribute to enhancing quality of life.

- CP. 2.1. Update the Land Use Code to allow a greater mix of housing types and styles that cater to a variety of families, including older adults, first time home-buyers, lower income earners, and people with disabilities, among others.

- CP. 2.2. Support Housing Catalyst in their mission to provide affordable housing.
- CP. 2.3. Identify incentives to encourage new housing developments and retrofits to include energy-efficient and water-wise materials and practices while ensuring homes are both affordable and cost comparable.

TE Goal 4. Develop a supportive business environment that aids in creating a thriving local economy.

- TE. 4.1. Balance residential with commercial land uses to promote local job opportunities and needed services for residents.

FISCAL IMPLICATIONS

This Housing Needs and Affordability Assessment is made possible by grant funding provided by the Colorado Department of Local Affairs (DOLA).

STAFF RECOMMENDATION

This agenda item is for review, discussion and direction. There will be no final actions on this item.

ATTACHMENTS

1. Draft Housing Needs & Affordability Assessment
2. Presentation Slides

Wellington Housing Needs & Affordability Assessment

Prepared for:



TOWN OF
WELLINGTON

Prepared by:



Matrix

Excellence by Design

707 17th St
Suite 3150
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Contact: Christian Caron, PhD

Updated: January 30, 2025

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Executive Summary

In July 2024, the Town of Wellington contracted with Matrix Design Group, Inc. (Matrix) to conduct a *Housing Needs and Affordability Assessment*. A Colorado Department of Local Affairs Innovative Housing Opportunities Planning (IHOP) grant provided the funding for this project. As the title implies, the assessment serves to quantify the gaps in the town's housing stock. Because demographics are inextricably linked to a community's housing needs, the assessment features a comprehensive analysis of the town's population and household characteristics. It also assesses the state of the town's housing stock and rental and ownership markets. The findings are set to aid local leaders and stakeholders in achieving the *Wellington Comprehensive Plan 2021*'s goal of ensuring that "existing and future residential developments contribute to enhancing quality of life."

What is the composition of Wellington's population and households in terms of demographics, socioeconomic status, and housing tenure?

In 2023, Wellington's population reached 11,871. It is projected to rise to 13,510 in 2030, 15,070 in 2035, and 16,629 in 2040. Seniors have outpaced other age groups in population growth, with the 2022 five-year American Community Survey (ACS) showing that residents aged 65 and over accounted for 10% of the population. There is a clear need for accessible housing for people with disabilities, as well as assisted living and memory care facilities: An estimated 245 seniors reported experiencing an ambulatory difficulty, while 143 were impacted by a self-care or living difficulty. Cognitive disabilities were less common, affecting an estimated 56 seniors.

According to the ACS, the median Wellington household earned \$101,259. Given that housing is considered affordable when monthly costs account for less than 30% of gross household income, it was

advisable for the typical Wellington household to spend no more than \$2,531 on total rental or ownership costs. Despite Wellington's relatively high median household income, it had substantial income inequality. ***The town's family poverty rate of 7.4% exceeded the regional and statewide rates, underscoring the need for low-income housing.***

As of 2022, approximately 84% of the town's 4,000 households owned their homes. This rate was almost identical to the one observed five years earlier, even though recent home price and interest rate surges have rendered homeownership less attainable. Homeownership is far more common in Wellington than in other parts of the state, which likely reflects the town's limited rental options.

What are some key characteristics of Wellington's housing stock?

Consistent with the observation that Wellington households overwhelmingly own their homes, about nine-in-ten residential properties in Wellington are single-family detached homes. The housing stock also features 300 townhomes and 123 condos. Other housing types, including duplexes, triplexes, and apartments, are rarer.

By any measure, the housing stock is in exceptional condition. The town has been the beneficiary of a significant amount of new development, with the median home having been constructed in 2007. However, Wellington does have its share of older homes, especially in the north central neighborhoods. Substandard units, defined as those with incomplete kitchen or plumbing facilities, are so rare in Wellington that none appeared in the most recent ACS sample.

Vacancies have consistently been scarce in Wellington. As of 2022, just one percent of the town's homes were unoccupied. This rate, which was considerably lower than the countywide and statewide rates, suggests that Wellington has faced a housing

shortage. Wellington's constrained housing supply has fostered favorable market conditions for sellers and landlords, who can generally command high asking prices.

How affordable is Wellington for renters?

In August 2024, median asking rent in Wellington was \$2,395. To limit gross rent (including utilities) to less than 30% of household income, a household would need to earn at least \$113,800. This represents 96% of the FY 2024 area median income (AMI) of \$118,800 for the Fort Collins, CO Metropolitan Statistical Area (MSA). But because one- and two-person households generally earn significantly less than AMI, which is calculated for a family of four, they often struggle to afford the typical rental unit in Wellington. **Compared to Larimer County in its entirety, Wellington is about 43% more expensive for renters.** Previously, this disparity was significantly smaller.

Per the 2022 ACS, Wellington was home to 251 cost-burdened renter households, defined as those that devote 30% or more of household income to gross rent. This equates to a cost-burdened rate of 41%, which, encouragingly, fell below the countywide and statewide rates and marked a decline from 2017. **Among the subset of renters who qualified as cost burdened, though, more than eight in ten qualified as "severely burdened," in that they spent 50% or more of their income on housing.**

How affordable is Wellington for homeowners?

In September 2024, the median Wellington home sold for \$475,000, a 23% real increase over pre-pandemic levels. Assuming a 20% down payment, a 30-year loan term, and a 7% interest rate, such a home would carry a mortgage of \$2,528. In accordance with the general rule that a home's sale price should represent no more than three times household income, a family would need to earn at least \$159,982 to afford a home at this price point. Homes that sell for substantially less than the median price are more likely to be older and, by extension, require repairs and upgrades. Prices tend to be lower in Wellington, and Larimer County more generally, than in Weld County and the state as a whole. Inadequate supply has been a main contributing factor to

Wellington's escalating home prices. **While availability has increased more recently, there were periods in 2022 and 2023 when the entire inventory was estimated to sell out in just two months or less.**

Whereas prospective homeowners can expect to pay over \$2,500 on the mortgage alone, among all homeowners in Wellington, median monthly costs (inclusive of property taxes, HOA fees, utilities, and insurance) totaled \$1,965 as of 2022. Homeowners faced less severe affordability challenges than renters. About 23% of the town's homeowners met the definition of cost burdened, spending 30% or more of household income on housing costs. By comparison, the countywide and statewide homeowner cost-burdened rates were 27% and 29%, respectively.

What are Wellington's current and future housing gaps?

Wellington's renter households spanned the income spectrum, yet its rental units were concentrated in a price range suitable for households earning at least 50% AMI (\$55,650). **At the below 50% AMI level, the rental shortage amounted to 139 units.** This mismatch exposes the community's lowest-income renters to increased housing instability.

Likewise, the owner housing stock did not fully reflect the income distribution of homeowners. **For example, 1,448 owner households earned below 80% AMI, yet just 233 homes would have been affordable to them at today's market values.** This finding underscores the need for additional entry-level for-sale housing in Wellington, especially if the town aims to sustain a diverse homeowner population.

When market conditions are unfavorable to renters and buyers, much of the demand for housing is unrealized, or latent, as individuals and families turn to shared living arrangements to reduce housing expenses. **As of 2022, 4,000 realized, or actual, households resided in Wellington, but an additional 170 to 307 would have formed if housing were more affordable.** These latent households would have been disproportionately low income, further highlighting the need for additional affordable options.

In 2030, 793 renter households and 4,050 owner households are projected to reside in Wellington. These totals are anticipated to rise to 884 and 4,518 by 2035, respectively. ***To accommodate this expected growth, the town requires approximately 800 new units by 2030 and over 1,300 new units by 2035.*** The new units must cater to a wide range of residents in order to preserve Wellington's current socioeconomic diversity.

What strategies can Wellington pursue to address existing and emerging shortages?

By implementing various policy and regulatory changes, as well as pursuing key funding opportunities, Wellington can reinforce its housing supply for current and future generations. A high-level list of recommended strategies appears below.

1. Support the development of accessory dwelling units;
2. Reevaluate parking standards, amend the design review process, and introduce inclusionary zoning to incentivize affordable development;
3. Create a naturally occurring affordable housing (NOAH) inventory and consider other measures aimed at promoting housing rehabilitation and preservation;
4. Modify dimensional standards and other regulations to increase housing diversity;
5. Increase senior housing options and facilitate aging in place;
6. Pursue funding opportunities through HUD and DOLA.

What tangible benefits will increased housing diversity bring to Wellington?

Expanding housing diversity in Wellington is vital to fostering economic and workforce development. A variety of housing options—including affordable apartments, townhomes, and single-family residences—would accommodate a broader range of workers, enabling workers, families, and retirees to live in the

community. This inclusivity would help attract and retain a diverse consumer base and skilled workforce for local businesses. Indeed, shorter commute times can boost employee satisfaction by promoting work-life balance and lowering stress. Additionally, the perception that a community has suitable housing for employees can stimulate economic growth by encouraging new businesses and industries to establish operations in Wellington. In sum, an adequate supply of safe, quality housing for younger workers, middle-income families, and older residents looking to downsize can help Wellington build a more resilient economy and vibrant community that meets the needs of all residents.

Introduction

Located in northern Larimer County, Colorado, the Town of Wellington is a rapidly growing community known for its small-town charm, proximity to Fort Collins, and easy access to Colorado's Front Range. With an estimated population of approximately 12,000, Wellington has experienced remarkable growth since the turn of the century. The sources of the town's appeal include its rural character, quality schools, and scenic views. Wellington has grown from its agricultural roots to become a residential and commuter-friendly community, while still retaining elements of its cultural heritage.

Wellington's growth has been fueled by its strategic location along Interstate 25, which has led many who work in Fort Collins, Denver, and nearby urban centers to make it their home. This connectivity, paired with the town's reputation for safety and community-oriented values, has attracted a diverse mix of families, professionals, and retirees. First-time homebuyers have been particularly drawn to Wellington for its affordability compared to communities such as Fort Collins and Boulder, as well as its growing community amenities.

While this rapid growth has helped create a thriving community, it also presents challenges, especially as it relates to housing. Demand for affordable and attainable housing has surged, outpacing the development of new housing stock and placing pressure on existing resources. Although Wellington's growth has far exceeded that of the state and nation, the housing shortage is by no means confined to the town. Indeed, Colorado is estimated to face a housing deficit ranging from 127,000 to 225,000 units, while the national shortage is thought to range from 3.8 to 4.5 million units.

To be sure, housing-related challenges predate the COVID-19 pandemic, but a myriad of pandemic-related factors, including supply chain constraints, labor shortages, increased material costs, and the proliferation of remote work, caused them to exacerbate. Wellington faces the task of balancing its growth with sustainable

planning to ensure housing accessibility, quality, and affordability for all residents. Rising property values and housing costs, shifting demographics, and the limited availability of developable land underscore the importance of data-driven decision-making to guide Wellington's future development and maintain its welcoming, inclusive character.

To that end, the Town of Wellington retained Matrix Design Group, Inc. (Matrix) to conduct a *Housing Needs and Affordability Assessment*. The insights gained will help the town realize its goal, as stated in *Wellington Comprehensive Plan 2021*, of ensuring that "existing and future residential developments contribute to enhancing quality of life." While the town is concerned about the housing needs of all residents, the Comprehensive Plan emphasizes the need to create viable housing options for the local workforce specifically. The demographic, socioeconomic, and housing data presented in this study are intended to help the community ascertain the extent of this need for the workforce and residents more generally, as well as strategize for the future.

Methodology

To provide a comprehensive picture of housing conditions in Wellington, Matrix employed a rigorous, mixed-methods approach that combined data analysis with community engagement. For the various metrics presented throughout the study, Larimer County, Weld County, and Colorado serve as points of comparison, thus adding key context to the findings. The analyses leverage the premier sources of demographic, socioeconomic, and housing data, which are described below.

- **American Community Survey:** Administered by the U.S. Census Bureau on an ongoing basis, the American Community Survey (ACS) is the leading source of statistically valid demographic, socioeconomic, and housing data. *The U.S. Census Bureau employs probability*

sampling, statistical weighting, and other scientific methods to ensure the sample is representative of the population. Unlike real estate and rental listing data, ACS data are not limited to the housing units currently available for sale or rent. At the time of this

writing, the most current estimates for Wellington are available from the 2022 five-year ACS, which covers the period from 2018 to 2022. When discussing five-year ACS data, this report references only the year featured in the title of the survey. Particularly for small communities such as Wellington, ACS estimates can have wide margins of error and therefore carry considerable statistical uncertainty. Readers should be aware of this limitation as they interpret the findings.

- **Larimer County Assessor's Office:** The parcel database from the Larimer County Assessor's Office provides 2024 residential property values for Wellington. Commercial properties were excluded from all analyses.
- **Redfin:** The Redfin Real Estate Data Center compiles data from multiple listing service (MLS) databases, which track real estate transactions in nearly real time, in every locale across the country. A variety of indicators that, collectively,

shed light on the state of the for-sale housing market are available.

- **Zillow:** A leading online real estate marketplace, Zillow provides up-to-date rental listing data. Available rentals are usually classified by location, price, and size.
- **Apartments.com:** Similar to Zillow, apartments.com is a comprehensive source of current rental market data. Landlords and property managers typically list the unit's location, price, and size.
- **Esri:** The Updated Demographics Dataset offers population and household projections at several geographic levels. While the latest projections are for 2027, Matrix uses extrapolation methods to extend them through 2040.

Central to the study is a gap analysis that compares the housing supply to the number of households below a certain area median income (AMI) threshold. The tiers are based on the FY 2024 AMI of \$111,300 for the Fort Collins, CO Metropolitan Statistical Area (MSA). Table 1 displays the upper income limit associated with each tier. In addition, it presents the maximum amounts that households can afford to spend on monthly housing costs without qualifying as cost burdened.

Table 1. Wellington Housing Affordability Tiers

AMI level	Household income	Monthly housing costs
<30% AMI	<\$33,390	<\$835
<50% AMI	<\$55,650	<\$1,391
<80% AMI	<\$89,040	<\$2,226
<120% AMI	<\$133,560	<\$3,339
<200% AMI	<\$222,600	<\$5,565

Source: Department of Housing and Urban Development; Matrix Design Group, Inc.

Note: Ranges based on the area median income of \$111,300 for the Fort Collins, CO MSA. Monthly housing costs were calculated to represent 30% of household income.

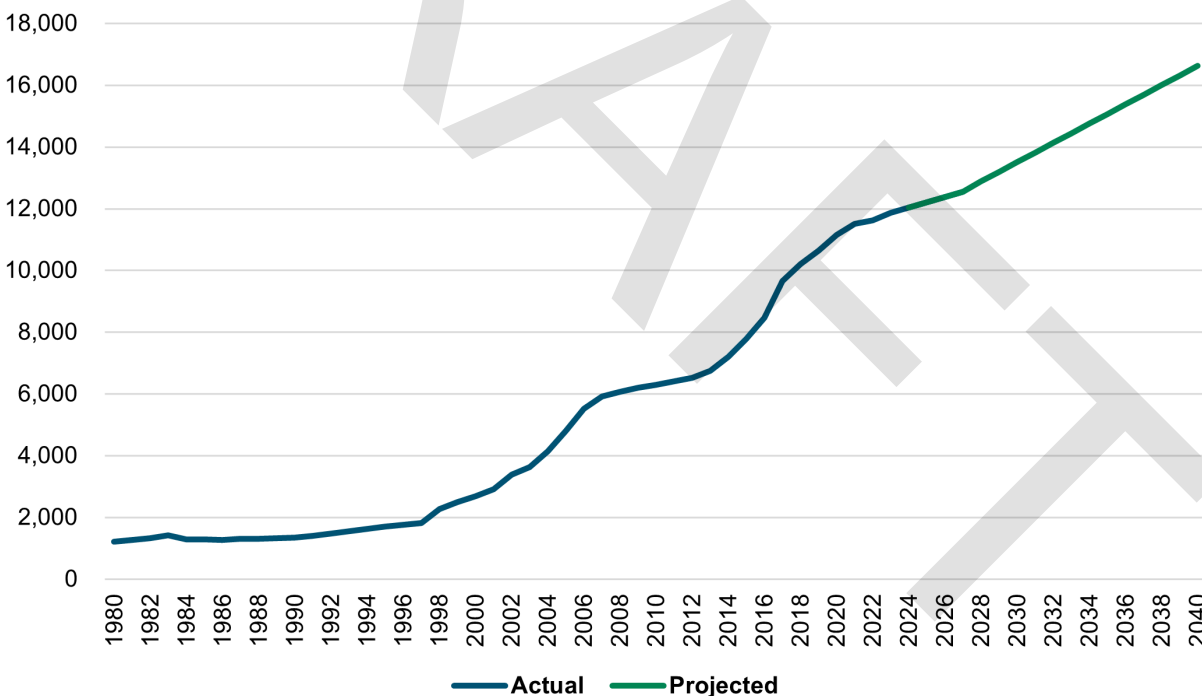
Demographic and Socioeconomic Conditions

This section examines Wellington's population and household characteristics. It explores population size and age, race and ethnicity, socioeconomics, household type and size, overcrowding, and housing tenure. Broadly, the data underscore the need for Wellington to be attentive to the housing needs of low-income households, seniors, and other underserved groups as it continues to grow.

Population

Wellington's population has increased exponentially in recent decades (see Figure 1). Indeed, although growth was modest through the mid-1990s, the town's population rose by 227%, from 1,809 to 5,924, between 1997 and 2007. Growth would slow through 2013, before escalating again in subsequent years. From 2013 to 2023, Wellington added over 5,000 residents as its population reached nearly 12,000. Wellington is expected to continue growing at a healthy rate over the next decade. On average, the town's population is projected to grow by two percent annually from 2024 to 2030. **The town's forecasted 2030 population is 13,510.** Over the course of the 2030s, it is slated to add over 3,000 new residents. The town's continued expected growth will translate into increased demand for housing.

Figure 1. Actual and Projected Population Growth in Wellington, 1980-2040



Source: Colorado Department of Local Affairs, State Demography Office; Esri; Matrix Design Group, Inc.

Population Age

Data on the age composition of Wellington's population are displayed in Table 2. As of 2022, more than half of Wellington's population was under the age of 35. Residents aged 19 and younger represented just shy of one-third of the population, nearly the same share observed five years earlier, while the 20-to-24 cohort more than doubled in relative size over the same period, increasing to five percent of the population. In contrast, although the absolute size of the 25-to-34 cohort grew slightly from 2017 to 2022, its share of the population fell from 20% to 15%. The 35-to-64 range increased in proportion with the rest of the population, accounting for nearly 40% of residents in 2022. **The senior population increased markedly in size.** The most current data indicate that over 1,000 residents are aged 65 and over, equal to about 10% of the population. As the size of this demographic increases, so will the need for accessible housing to promote aging in place, memory care, and assisted and independent living facilities.

Table 2. Age Composition of Wellington's Population, 2017 and 2022

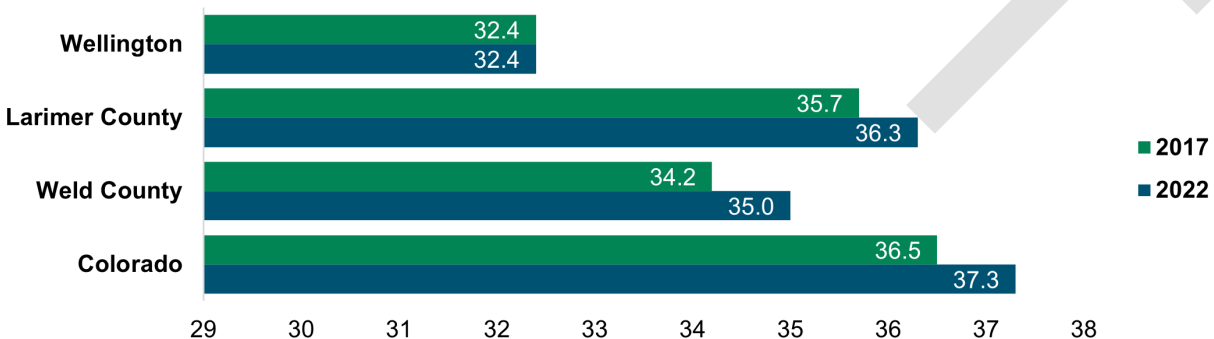
Age Group	2017		2022	
	Number	Percent	Number	Percent
19 years and under	2,583	33%	3,617	32%
20 to 24 years	166	2%	586	5%
25 to 34 years	1,553	20%	1,653	15%
35 to 44 years	1,535	19%	2,173	20%
45 to 64 years	1,509	19%	2,073	19%
65 years and over	595	7%	1,061	10%

Source: Five-Year American Community Survey; Matrix Design Group, Inc.

Note: 2017 data cover period from 2013 to 2017; 2022 data cover period from 2018 to 2022.

Despite Wellington's shifting age demographics, its median population age remained constant at 32.4 years (see Figure 2). In comparison to Larimer County, Weld County, and Colorado overall, Wellington has consistently had a younger population. **In fact, the median Wellington resident was nearly five years younger than his or her statewide counterpart as of 2022.** This highlights the vital role of entry-level housing in the town.

Figure 2. Median Population Age by Region, 2017 and 2022



Source: Five-Year American Community Survey; Matrix Design Group, Inc.

Note: 2017 data cover period from 2013 to 2017; 2022 data cover period from 2018 to 2022.

Race and Ethnicity

Data on the racial and ethnic makeup of Wellington's population appear in Table 3. About 85% of the town's residents identified as white. The black or African American, American Indian and Alaskan Native, and Asian populations accounted for a combined three percent of residents. The remaining 13% of the population belonged to either some other race or two or more races. Over 1,900 residents—equal to 17% of the population—identified as Hispanic or Latino.

Table 3. Racial and Ethnic Composition of Wellington's Population, 2022

	Number	Percent
Race		
White	9,440	85%
Black or African American	66	1%
American Indian and Alaska Native	100	1%
Asian	71	1%
Native Hawaiian and other Pacific Islander	0	0%
Other	502	4%
Two or more races	984	9%
Ethnicity		
Hispanic or Latino	1,908	17%
Not Hispanic or Latino	9,255	83%

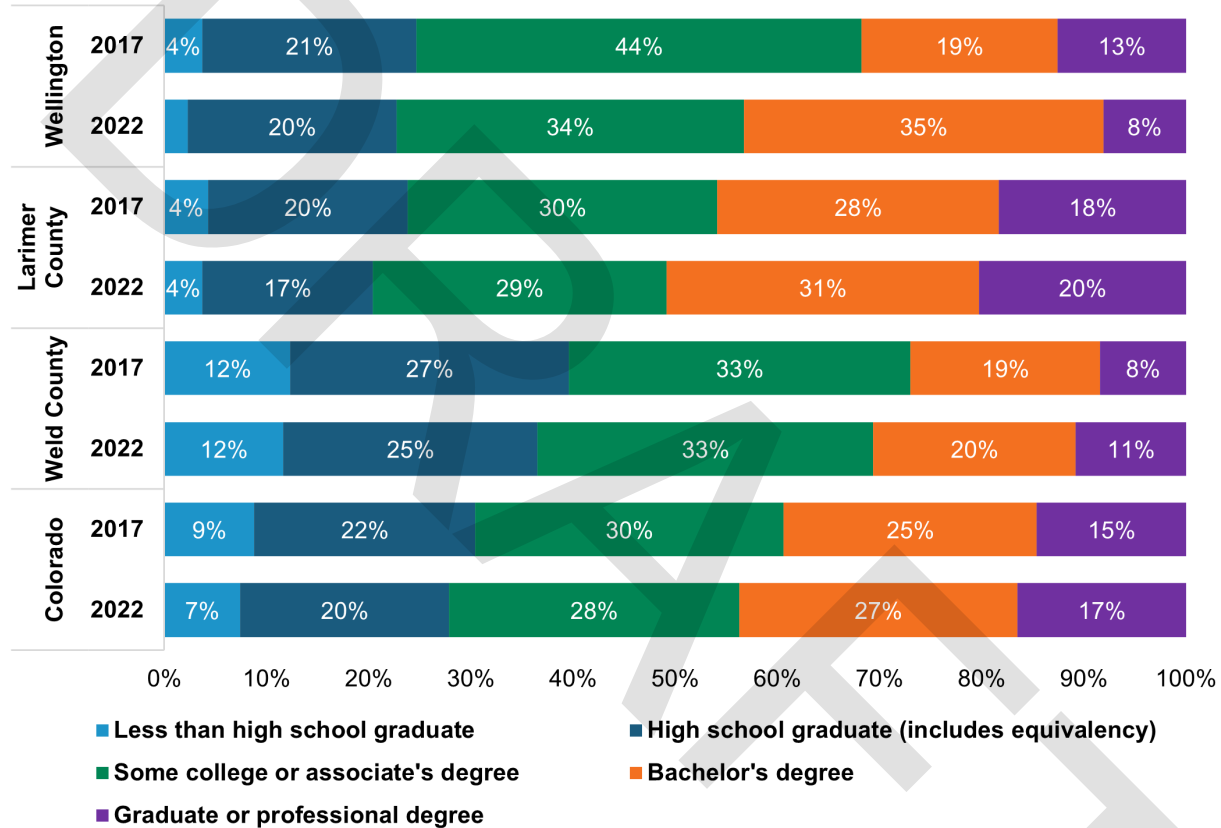
Source: Five-Year American Community Survey; Matrix Design Group, Inc.

Note: Data cover period from 2018 to 2022.

Educational Attainment

As educational attainment is strongly associated with income and housing stability, it is significant that the share of Wellington residents with college degrees has increased dramatically in recent years (see Figure 3). **Forty-three percent of the population had earned at least a bachelor's degree in 2022, up from 32% in 2017.** Still, even in 2022, Wellington had proportionally fewer college graduates than Larimer County, primarily because only eight percent of the town's population reported having earned a graduate or professional degree, compared to 20% for the county. While Wellington's share of residents with a bachelor's degree or higher mirrored Colorado's, it exceeded that of Weld County.

Figure 3. Population Educational Attainment by Region, 2017 and 2022



Source: Five-Year American Community Survey; Matrix Design Group, Inc.

Note: Estimates pertain to 25-years-and-over population. 2017 data cover period from 2013 to 2017; 2022 data cover period from 2018 to 2022.

Disability

People with disabilities often require homes that are wheelchair accessible or equipped with universal design features, such as adjustable countertops, grab bars, and lever-style door handles. ***In Wellington, 872 residents (equal to 8% of the population) reported experiencing a disability in 2022 (see Table 4).*** As expected, disability rates were highest among seniors. Home modification and other accommodations tend to be required by those facing ambulatory, self-care, and independent living difficulties. Nearly 250 seniors were impaired by an ambulatory disability, equal to 23% of the 65-years-and-over population. The population of seniors impacted by a self-care or independent living difficulty was smaller, at 143. These residents typically require assistance from caregivers to stay in their homes or accommodations in assisted living facilities or nursing homes.

Table 4. Wellington Disability Profile, 2022

	Number of residents	Percent of civilian noninstitutionalized population
Total residents with a disability	872	8%
Residents under 18 years	121	4%
Residents 18 to 64 years	462	7%
Hearing or vision	181	3%
Cognitive	78	1%
Ambulatory	222	3%
Self-care or independent living	121	2%
Residents 65 years and over	289	27%
Hearing or vision	61	6%
Cognitive	56	5%
Ambulatory	245	23%
Self-care or independent living	143	13%

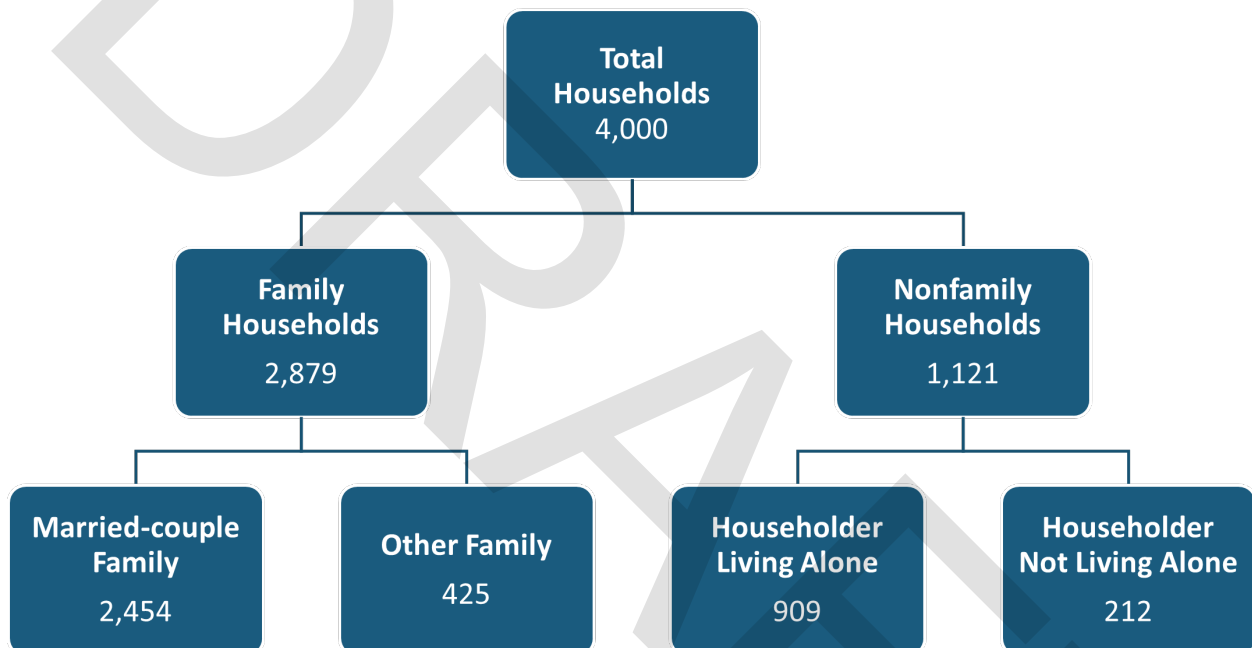
Source: Five-Year American Community Survey; Matrix Design Group, Inc.

Note: The ACS defines a self-care disability as one that causes the person to have “difficulty bathing or dressing,” while an independent living disability causes a person to have “difficulty doing errands alone such as visiting a doctor’s office or shopping.” A cognitive disability causes a person to have “difficulty remembering, concentrating, or making decisions due to a physical, mental, or emotional problem.” Because residents can have multiple disabilities, values do not sum to totals. Data cover period from 2018 to 2022.

Household Type and Size

Figure 4 offers insight into the composition of Wellington's estimated 4,000 households. About 72% of the town's households were family households, defined as those with at least one person who was related by birth, marriage, or adoption to the householder. This subset of households can be further divided into married-couple family and other family households. In Wellington, 85% of family households and 61% of all households featured a married couple. Wellington's 1,121 nonfamily households overwhelmingly consisted of one person. Roommate households were among the 212 nonfamily households in which the householder did not live alone.

Figure 4. Breakdown of Wellington's Households, 2022



Source: Five-Year American Community Survey; Matrix Design Group, Inc.

Note: Data cover period from 2018 to 2022.

Younger generations are more likely than their ancestors to delay marriage, leading to an increased number of nonfamily households.

Table 5 presents the size composition of Wellington's households. In total, Wellington was home to 909 one-person households, for whom studio or one-bedroom units are likely to be suitable in most cases.

Surprisingly, Wellington's one-person households disproportionately consisted of homeowners, as opposed to renters. Two-person households represented a plurality (29%) of households, numbering over 1,100.

Overall, a majority of Wellington households featured one or two people.

Nearly equal numbers of three-, four-, and five-person households existed. These moderate-to-large households represented 43% of all households. Notably, almost one-in-three renter households had five people, indicating that many large families had opted to rent in Wellington. With 3.3 people, the average renter household in Wellington was slightly larger than its owner counterpart.



Table 5. Wellington Households by Size, 2022

Household size	All households		Owner households		Renter households	
	Number	Percent	Number	Percent	Number	Percent
One person	909	23%	813	24%	96	15%
Two persons	1,153	29%	967	29%	186	28%
Three persons	582	15%	582	17%	0	0%
Four persons	548	14%	435	13%	113	17%
Five persons	590	15%	383	11%	207	32%
Six or more persons	218	5%	165	5%	53	8%
Average household size	2.8 persons		2.7 persons		3.3 persons	

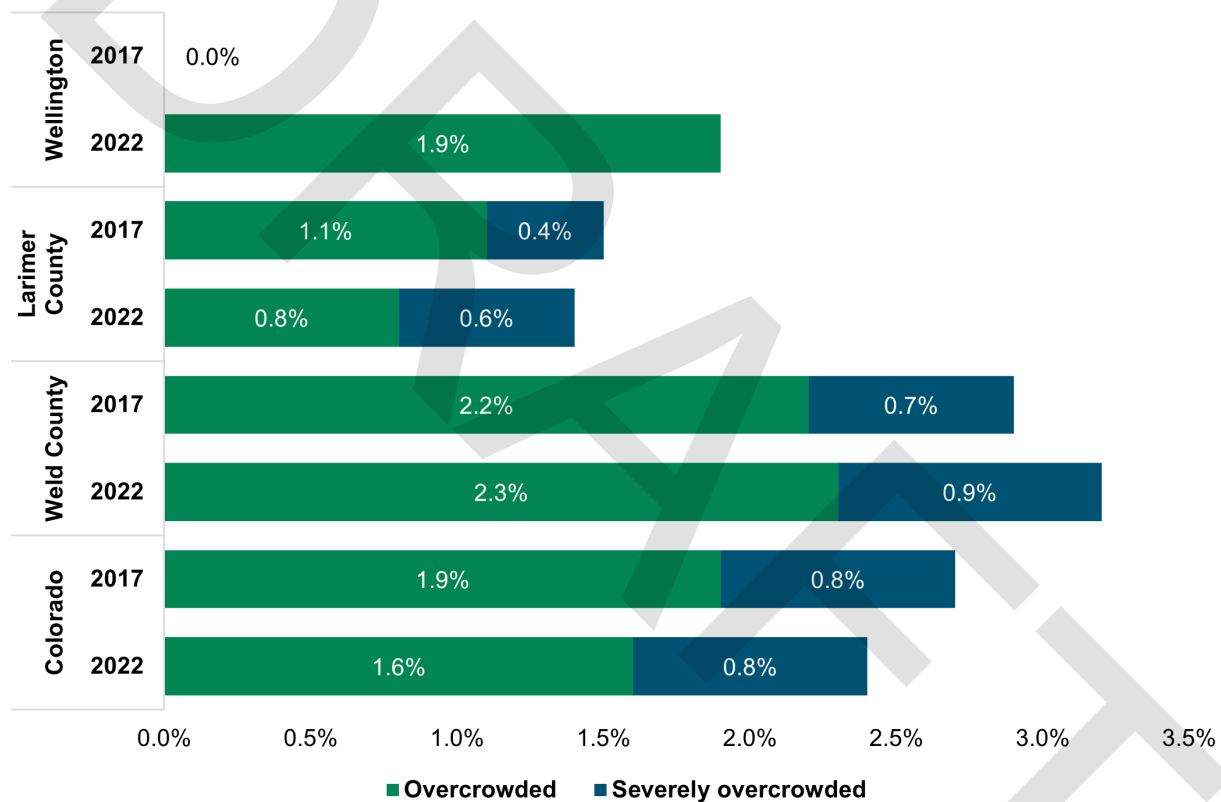
Source: Five-Year American Community Survey; Matrix Design Group, Inc.

Note: Data cover period from 2018 to 2022.

Overcrowding

A community's rate of overcrowding is strongly associated with the extent of its housing affordability challenges. Overcrowding typically results when families opt for a smaller home than they require or choose to “double up” on housing to save money on rent, utilities, and other costs. In Figure 5, “overcrowded” households are defined as those with between 1.01 and 1.50 occupants per room, while households with 1.51 or more occupants per room are considered “severely overcrowded.” No overcrowded households appeared in the 2017 ACS sample for Wellington, which distinguished the town from the broader region. According to the 2022 ACS, however, nearly two percent of Wellington's households were overcrowded—slightly exceeding the rate of 1.4% for Larimer County. Despite witnessing an uptick in overcrowded households, Wellington continued to be in a strong position relative to Weld County and Colorado as a whole.

Figure 5. Rate of Overcrowding by Region, 2017 and 2022



Source: Five-Year American Community Survey; Matrix Design Group, Inc.

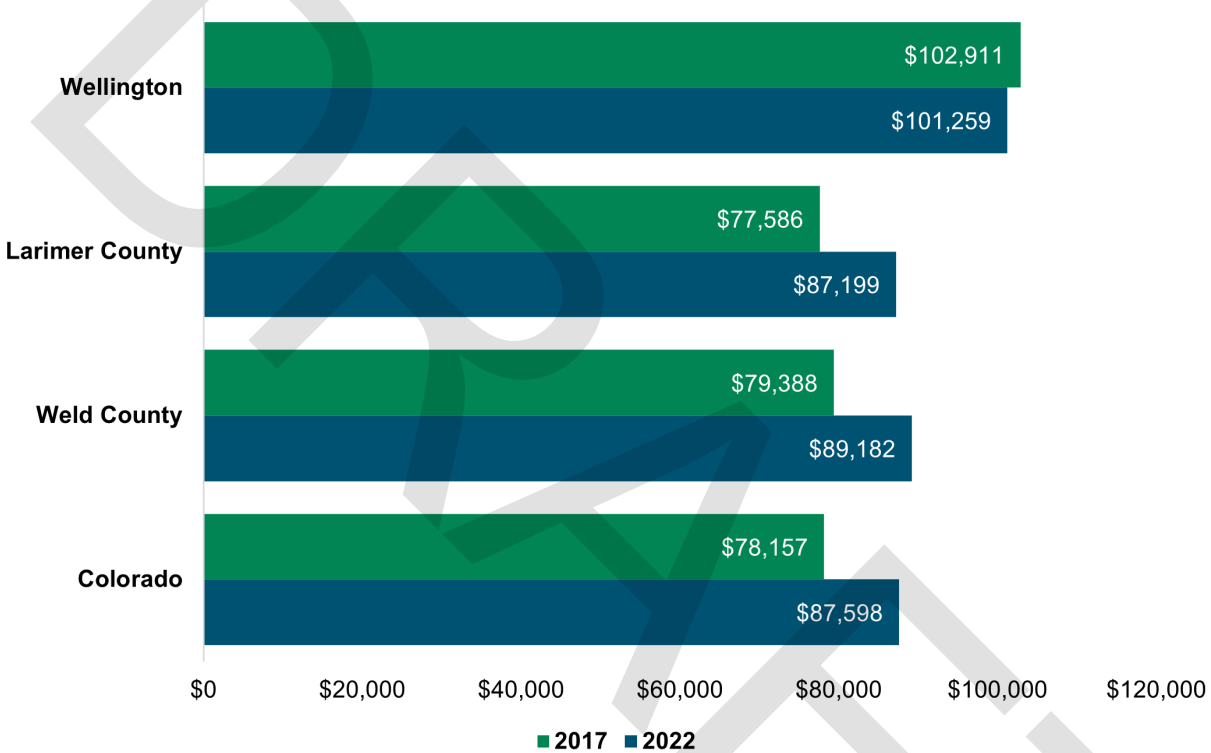
Note: “Overcrowded” households have between 1.01 and 1.50 occupants per room. “Severely overcrowded” households have 1.51 or more occupants per room. 2017 data cover period from 2013 to 2017; 2022 data cover period from 2018 to 2022.

Overcrowding can have negative impacts on mental and emotional health, interpersonal relationships, and children’s development.

Income, Poverty, and Wages

Wellington's population is relatively affluent. **In 2022, the typical Wellington household earned \$101,259 (see Figure 6).** This sum was about 16% higher than Larimer County's median household income (\$87,199), which closely resembled those of Weld County and the state as a whole. Unlike the broader region, however, Wellington did not experience an increase in real median household income from 2017 to 2022.¹ **Given that housing is considered affordable when costs represent less than 30% of household income, the typical Wellington household's total monthly housing expenses should ideally not have exceeded \$2,531.**

Figure 6. Median Household Income by Region, 2017 and 2022



Source: Five-Year American Community Survey; Bureau of Labor Statistics; Matrix Design Group, Inc.

Note: Values adjusted for inflation to constant 2022 dollars. 2017 data cover period from 2013 to 2017; 2022 data cover period from 2018 to 2022.

¹ Nominally, 2017 median household income was \$86,190 in Wellington.

A more detailed analysis of household incomes in Wellington appears in Table 6. Just over 300 households earned less than \$15,000, while an additional 277 households earned from \$15,000 to \$34,999. These low-income households, which represented 23% of all households, likely found it challenging to meet their monthly housing costs. A sizeable number of households (347) fell into the \$35,000-to-\$49,999 range. Middle-income households, defined in this case as those earning between \$50,000 and \$99,999, accounted for a quarter of all households. Household incomes between \$100,000 and \$149,999 were similarly common. This income bracket included over 1,200 households, or about 30% of Wellington's estimated 4,000 households. A comparable number of households (862) earned \$150,000 or more. ***Contrary to expectations, the median renter household reported about \$22,000 more in earnings than the equivalent owner household.*** This income gap, which sets Wellington apart from most other communities, could be explained, in part, by the larger average size of its renter households.

Table 6. Household Income Distribution for Wellington, 2022

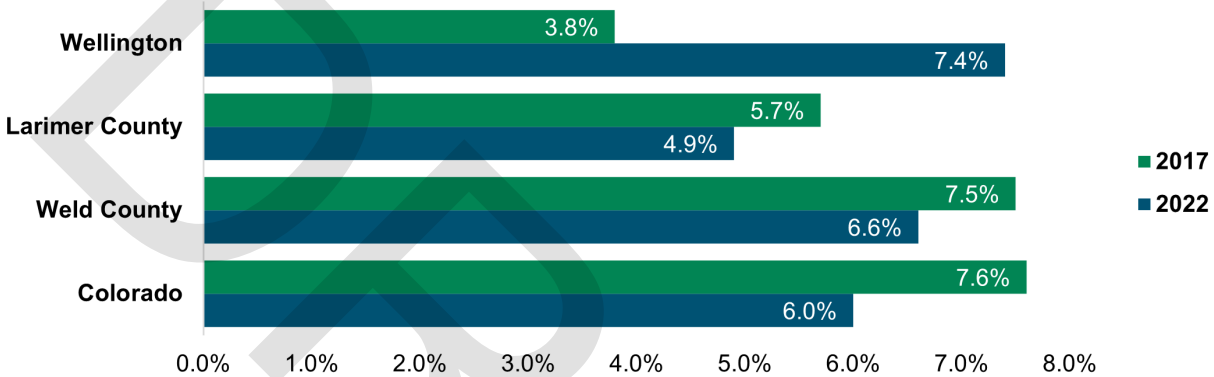
Income range	All households		Owner households		Renter households	
	Number	Percent	Number	Percent	Number	Percent
Less than \$15,000	305	8%	267	8%	38	6%
\$15,000 to \$24,999	210	5%	191	6%	19	3%
\$25,000 to \$34,999	67	2%	18	1%	49	7%
\$35,000 to \$49,999	347	9%	347	10%	0	0%
\$50,000 to \$74,999	509	13%	364	11%	145	22%
\$75,000 to \$99,999	495	12%	466	14%	29	4%
\$100,000 to \$149,999	1,205	30%	1,041	31%	164	25%
\$150,000 or more	862	22%	651	19%	211	32%
Median household income	\$101,259		\$100,393		\$122,688	

Source: Five-Year American Community Survey; Matrix Design Group, Inc.

Note: Data cover period from 2018 to 2022.

How prevalent is family poverty in Wellington compared to the broader region? **According to Figure 7, Wellington's poverty rate was 7.4% as of the most recent ACS.** This means that 213 of Wellington's 2,879 families lived below the poverty line, which equaled \$29,678 for a family of four. While the data suggest Wellington's poverty rate has increased dramatically in recent years, the 2017 rate of 3.8% was likely an underestimate that stemmed from a limited sample size. **In 2022, poverty was more prevalent in Wellington than in Larimer County, which had a poverty rate of 4.9%, as well as Weld County and Colorado.** The combination of Wellington's relatively high median household income and elevated family poverty rate indicates the existence of significant income inequality.

Figure 7. Family Poverty Rate by Region, 2017 and 2022

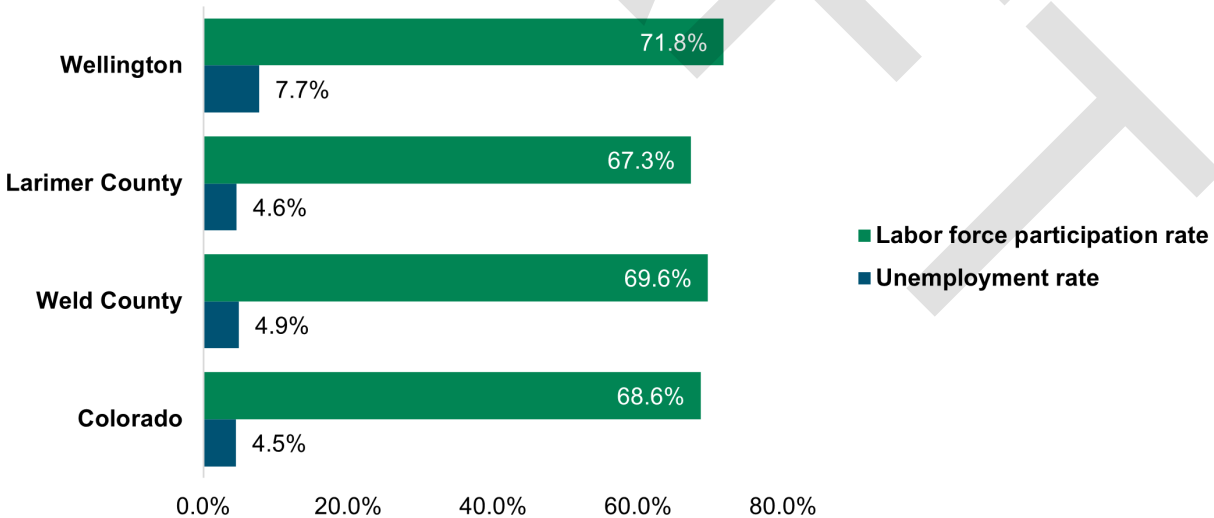


Source: Five-Year American Community Survey; Matrix Design Group, Inc.

Note: 2017 data cover period from 2013 to 2017; 2022 data cover period from 2018 to 2022.

Figure 8 compares Wellington's labor market to those of surrounding communities. At nearly 72%, Wellington's labor force participation rate was relatively high. This finding is consistent with the fact that the town's population is young in comparison to other nearby communities. **However, Wellington's unemployment rate of 7.7% exceeded those of Colorado, Larimer County, and Weld County by approximately three percentage points.**

Figure 8. Labor Force Participation and Unemployment Rates by Region, 2022

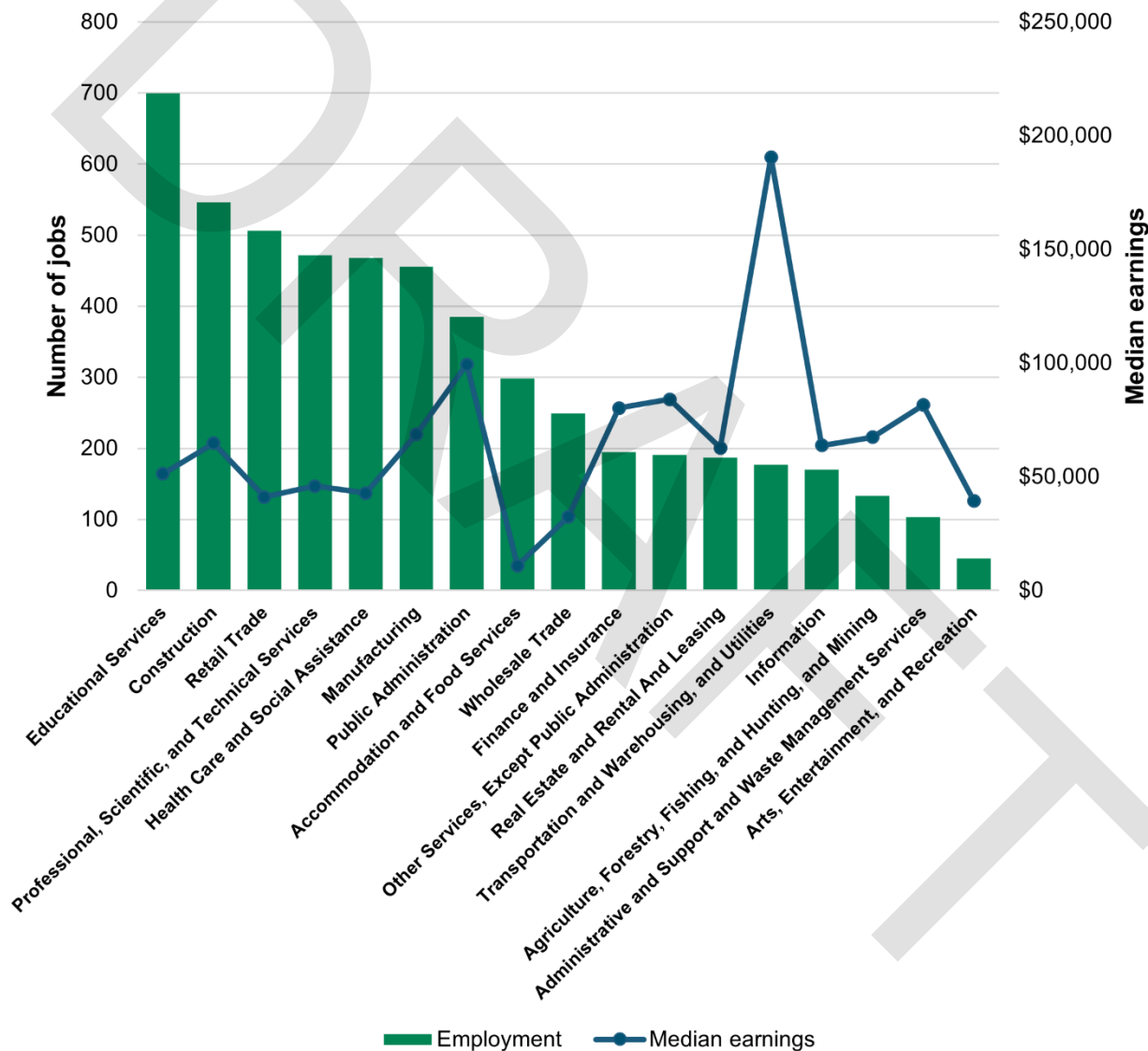


Source: Five-Year American Community Survey; Matrix Design Group, Inc.

Note: Data cover period from 2018 to 2022.

Figure 9 illustrates how total employment varied in relation to median earnings by sector in Wellington. Sector employment is arranged in descending order from left to right and represented by the vertical bars, while the line plots median earnings. Wellington's largest sector is *Educational Services*, which employed 700 people, followed by *Construction*; *Retail Trade*; and *Professional, Scientific, and Technical Services*. Median earnings in these sectors, however, were modest, ranging from \$41,121 for *Retail Trade* to \$64,694 for *Construction*. Wellington's highest-paying sectors were responsible for a relatively small share of total employment. For example, median earnings in *Public Administration* were \$99,408, but the sector employed only 385 residents. Similarly, Wellington's most lucrative sector (*Transportation and Warehousing, and Utilities*) was also its fifth smallest by total employment.

Figure 9. Total Employment and Median Earnings by Sector in Wellington, 2022



Source: Five-Year American Community Survey; Matrix Design Group, Inc.

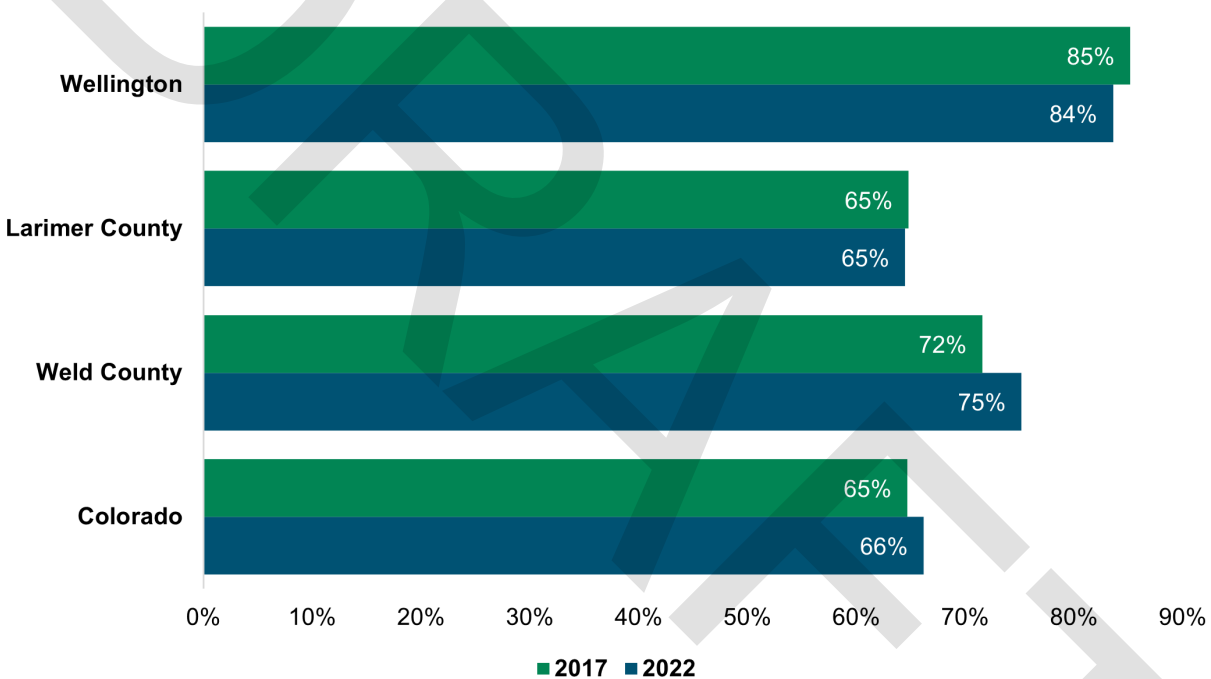
Note: Includes full- and part-time workers. Estimates are specific to Wellington residents. Data cover period from 2018 to 2022.

Tenure

Despite escalating home prices and interest rates, the homeownership rate has largely held steady in Wellington and the surrounding region.² Indeed, Wellington's 2022 ownership rate of 84% was statistically indistinguishable from the rate observed five years earlier (see Figure 10). Reflecting its limited rental inventory, Wellington has consistently had a higher ownership rate than Larimer County, Weld County, and Colorado. *Although homeownership is vital to building intergenerational wealth, increased rental availability could help promote Wellington's continued growth given current market conditions.*

A community's balance of homeowners and renters is directly influenced by the physical composition of the housing stock.

Figure 10. Homeownership Rate by Region, 2022



Source: Five-Year American Community Survey; Matrix Design Group, Inc.

Note: 2017 data cover period from 2013 to 2017; 2022 data cover period from 2018 to 2022.

² Future releases of the ACS may tell a different story, especially considering that home prices and interest rates did not begin to increase significantly until the end of the five-year period covered by the 2022 ACS.

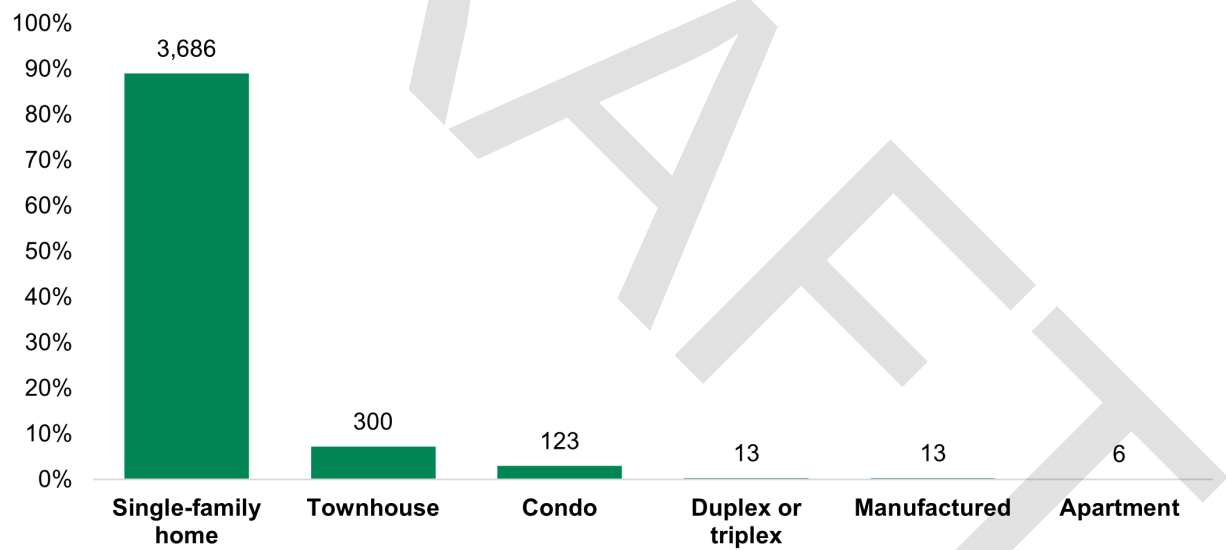
Housing Stock

This section focuses on Wellington’s housing stock. Along with presenting vacancy data, it decomposes the stock’s physical characteristics, age, and condition. The data reveal that the town has limited housing diversity, with single-family detached homes accounting for about nine-in-ten homes. Wellington’s housing stock is also characterized by its youth and favorable condition. Another distinguishing characteristic of Wellington’s housing stock is its low vacancy rate, which affords sellers and landlords substantial leeway to set higher prices.

Physical Characteristics

Figure 11 provides a breakdown of Wellington’s 4,141 residential properties using the Larimer County Assessor’s 2024 parcel data. By a wide margin, traditional single-family homes are the most common property type in Wellington. **Nearly 90% of the town’s residential parcels featured a single-family home.** Townhomes are the second most common property type, currently numbering 300. In addition, Wellington is home to 123 condominiums. The other housing types—duplexes or triplexes, manufactured homes, and apartments—account for the remaining one percent of residential properties.

Figure 11. Wellington Residential Properties by Type, 2024

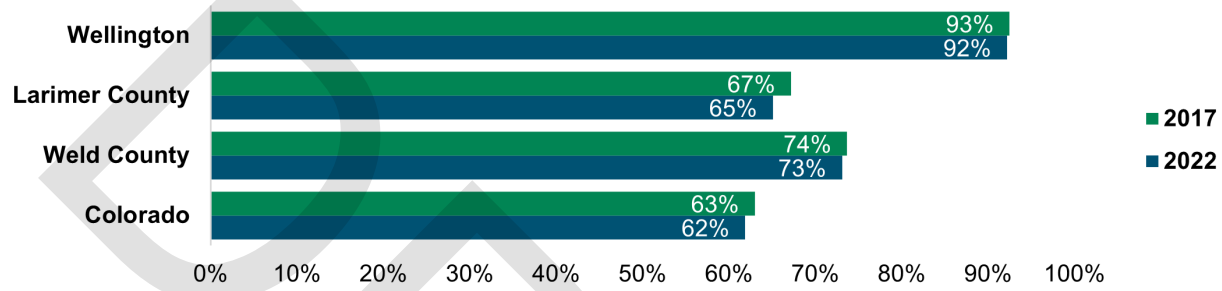


Source: Larimer County Assessor’s 2024 parcel data; Matrix Design Group, Inc.

Note: The unit of analysis is the land parcel.

Figure 12 underscores the lack of diversity in Wellington's housing stock. In this visual, the unit of analysis is the housing unit, rather than the property or land parcel. Ninety-two percent of the town's 4,041 estimated housing units were single-family detached homes in 2022. By contrast, these percentages were 65% for Larimer County, 73% for Weld County, and 62% for Colorado. Across the region, single-family detached homes have declined marginally as a share of the housing stock in recent years as communities have sought to address affordability challenges by emphasizing alternative housing types, including the "missing middle."

Figure 12. Percentage of Single-Family Detached Homes by Region, 2022



Source: Five-Year American Community Survey; Matrix Design Group, Inc.

Note: The unit of analysis is the housing unit. Estimates pertain to occupied and unoccupied units. 2017 data cover period from 2013 to 2017; 2022 data cover period from 2018 to 2022.

As Table 7 demonstrates, Wellington's housing stock has undergone substantial growth in recent years. From 2017 to 2022, the total number of units increased by 48%. Three- and four-bedroom units accounted for most of the new development, representing 60% and 27% of the total stock by 2022, respectively. Units with two or fewer bedrooms were rare by comparison. Only 178 such units existed in the town, equal to 4% of all units. Five-or-more bedroom units grew in proportion with the overall stock, making up 8% of all units in both 2017 and 2022. Wellington's increased emphasis on three- and four-bedroom units has likely helped it attract young families with children. But at the same time, the housing stock has become less favorable to smaller households in search of affordable options. **Considering that younger households are having children at a lower rate than previous generations, a mismatch may exist between Wellington housing stock, which disproportionately consists of larger homes, and the needs of residents.**

Table 7. Wellington's Housing Stock by Bedroom Count, 2017 and 2022

Number of bedrooms	2017		2022	
	Number	Percent	Number	Percent
Two or fewer	293	11%	178	4%
Three	1,760	65%	2,438	60%
Four	454	17%	1,092	27%
Five or more	216	8%	333	8%
Total	2,723	100%	4,041	100%

Source: Five-Year American Community Survey; Matrix Design Group, Inc.

Note: The unit of analysis is the housing unit. Estimates pertain to occupied and unoccupied units. 2017 data cover period from 2013 to 2017; 2022 data cover period from 2018 to 2022.

Age and Condition

Wellington features a young housing stock (see Table 8). ***This is exemplified by the fact that the median home was constructed in 2007.*** Just 152 homes—equal to 4% of the stock—date back to 1959 or earlier. From 1960 to 1989, 274 homes were added. It was not until the 1990s, when 400 homes were built, that residential development accelerated. Development would increase exponentially through 2009, with the town adding 1,323 homes in the first decade of the twenty-first century. In the 2010s, Wellington saw slightly more development. Since 2020, 513 homes have been constructed, suggesting development has not slowed despite the supply chain disruptions and labor shortages that occurred due to the COVID-19 pandemic. ***That the bulk of Wellington's housing units were built only recently suggests that town likely has a dearth of "naturally occurring affordable housing" (NOAH).³***

Table 8. Age of Wellington's Housing Stock, 2024

Year built	Number	Percent
1959 or earlier	152	4%
1960s	15	0%
1970s	186	4%
1980s	73	2%
1990s	400	10%
2000s	1,323	32%
2010s	1,479	36%
2020s	513	12%
Median year built	2007	

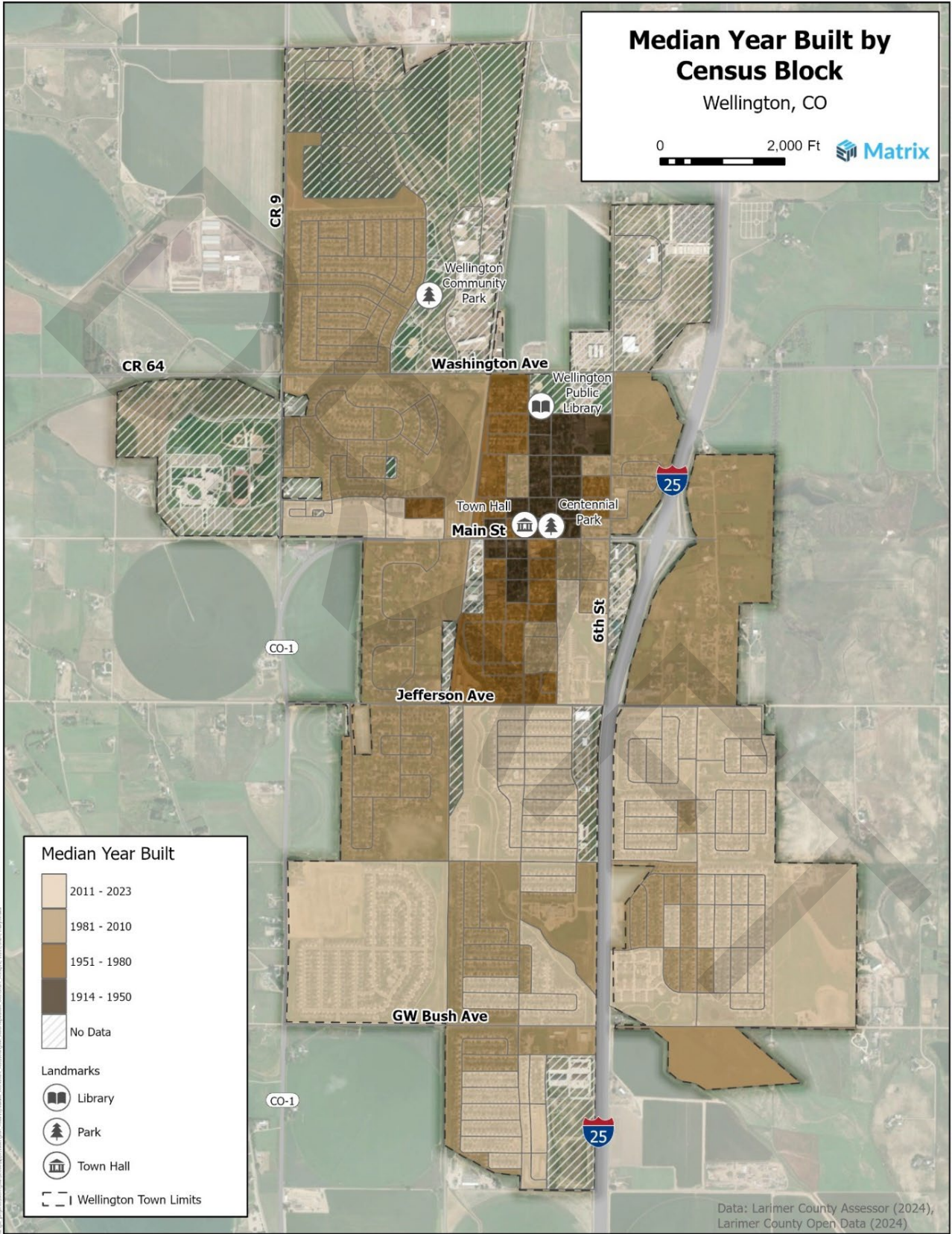
Source: Larimer County Assessor's 2024 parcel data; Matrix Design Group, Inc.

Note: The unit of analysis is the land parcel.

Figure 13 classifies neighborhoods based on the age of the housing stock. The neighborhoods are technically census blocks, the smallest available geographic unit. On average, census blocks contain about 40 people. Wellington's older homes (i.e., those built before 1980) tend to exist in the town's north central neighborhoods, south of the Wellington Public Library. In general, Wellington's outskirts have moderately aged housing stock, with the median year of construction ranging from 1981 to 2010. The town's newer homes (i.e., those built between 2011 and 2023) tend to be found in its southern neighborhoods.

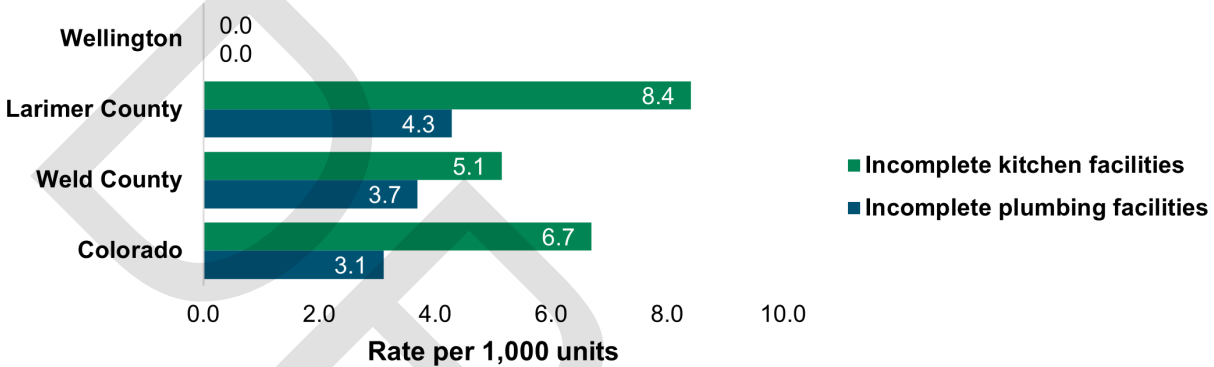
³ NOAH refers to residential properties that are affordable to low- and moderate-income households in the absence of government subsidy. Building age, condition, and location are the key drivers of their lower costs.

Figure 13. Median Property Age by Census Block, 2024



Reflecting its youth, Wellington's housing stock was in exceptional condition as of 2022 (see Figure 14). Housing condition is commonly measured as the prevalence of units with incomplete kitchen or plumbing facilities. No substandard units appeared in the most recent ACS sample of Wellington. This sets Wellington apart from the surrounding region. In Larimer County, 8.4 units per 1,000 lacked complete kitchen facilities, while incomplete plumbing facilities were present in 4.3 per 1,000 units. These rates were higher than those observed in both Weld County and Colorado overall. The absence of substandard units in Wellington represents a boon for property values and residents' quality of life.

Figure 14. Substandard Occupied Housing Units by Region, 2022



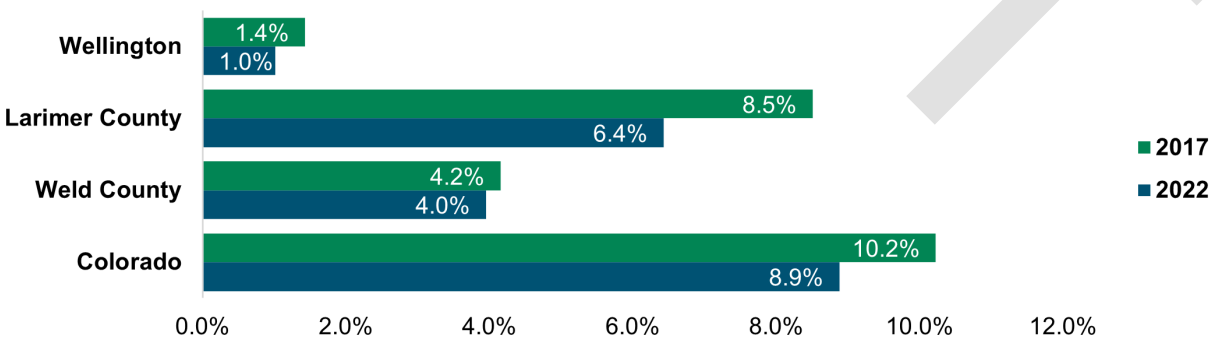
Source: Five-Year American Community Survey; Matrix Design Group, Inc.

Note: Data cover period from 2018 to 2022.

Vacancies

Compared to the broader region, Wellington has consistently had a low vacancy rate (see Figure 15). *As of the 2022 ACS, 41 housing units were vacant, for a rate of 1%.* This does not represent a meaningful decline from the 2017 vacancy rate of 1.4%. In 2022, vacancy rates were notably higher in Larimer and Weld Counties, despite falling to 6.4% and 4.0%, respectively. But as a share of the total housing stock, unoccupied units were less common in these two northern counties than in the rest of the state, as indicated by the statewide vacancy rate of 8.9%. *For context, a vacancy rate of five to eight percent indicates a healthy balance between supply and demand.* The inadequate availability of housing in Wellington has fostered favorable market conditions for sellers and landlords. At the same time, the town's low vacancy rate also suggests it had few dilapidated or otherwise unsuitable homes.

Figure 15. Vacancy Rate by Region, 2017 and 2022



Source: Five-Year American Community Survey; Matrix Design Group, Inc.

Note: 2017 data cover period from 2013 to 2017, and 2022 data cover period from 2018 to 2022.



Rental Housing Market

Wellington’s rental market is the subject of this section. The analyses shed light on inventory, rent levels, and affordability. Due to the combined impacts of inadequate supply and limited housing diversity, rents are high in Wellington compared to the rest of the region. While the town’s rate of cost-burdened renters was relatively low as of 2022, those renters tended to far exceed the recommended 30% income-to-rent threshold.

Availability

A breakdown of Wellington’s available rental inventory as of August 2024 appears in Table 9. *In total, just 19 units were listed for rent, thus*

reinforcing the earlier finding that Wellington’s housing supply is likely inadequate to meet demand. Twelve of those units were single-family detached homes. The market also featured three townhomes and four apartments. The single-family detached homes and townhomes ready for immediate occupancy exclusively had three or more bedrooms; Wellington’s only two-bedroom rental options were apartments.

Table 9. Available Rental Units in Wellington, August 2024

Unit type	Fewer than two bedrooms	Two bedrooms	Three bedrooms	Four or more bedrooms	Total
Single-family detached home	0	0	6	6	12
Townhouse	0	0	2	1	3
Apartment	0	3	1	0	4
Total	0	3	9	7	19

Source: Zillow; Apartments.com; Matrix Design Group, Inc.

Rent Levels and Affordability

Table 10 displays the distribution of asking rents for Wellington's available units. Eight units (42% of the available inventory) were available for between \$1,750 and \$2,000. Given that gross rent (including utilities) is considered affordable when it constitutes no more than 30% of household income, and assuming \$450 in average monthly utility costs, a household would need to earn at least \$98,000 to afford every unit in this price range. This sum is equal to 82% of the FY 2024 area median income (AMI) of \$118,800 for the Fort Collins, CO Metropolitan Statistical Area (MSA). An additional eight units were priced between \$2,001 and \$2,800, meaning that only households earning above AMI could afford all of them. Rents for the final three units ranged from \$2,801 to \$3,200. A family would need to earn at least \$146,000 (or 123% AMI) to afford a unit at the high end of this range. ***The lack of units available for less than \$1,750 suggests it is exceedingly difficult for families earning significantly below AMI to secure rental housing in Wellington.***

Table 10. Asking Rent Distribution for Wellington's Available Units, August 2024

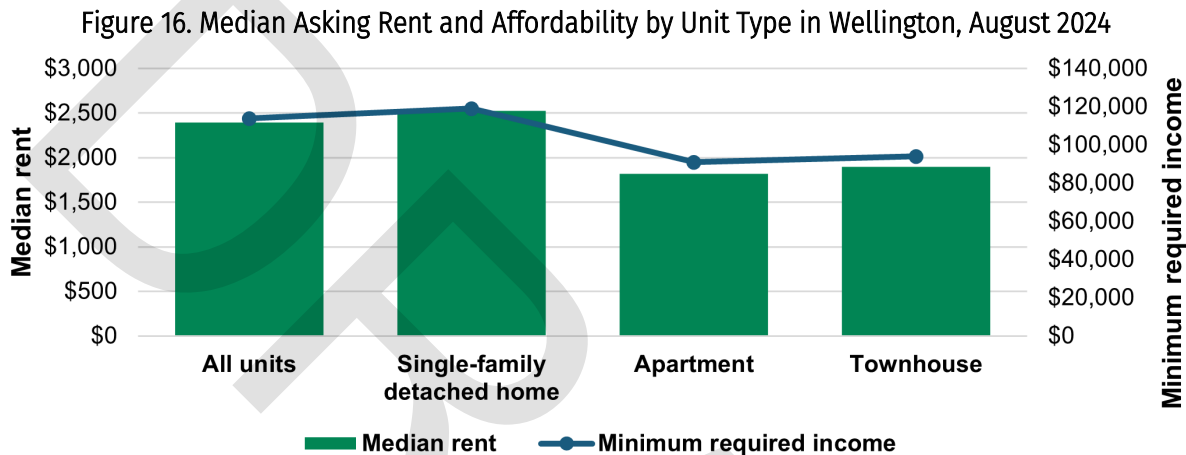
Rent	Available units		Minimum required income	
	Number	Percent	Value	Percent AMI
\$1,750-\$2,000	8	42%	\$71,500-\$98,000	74%-82%
\$2,001-\$2,395	2	11%	\$98,001-\$113,800	82%-96%
\$2,396-\$2,550	4	21%	\$113,801-\$120,000	96%-101%
\$2,551-\$2,800	2	11%	\$120,001-\$130,000	101%-109%
\$2,801-\$3,200	3	16%	\$130,001-\$146,000	109%-123%

Source: Zillow; Apartments.com; Department of Housing and Urban Development; Matrix Design Group, Inc.

Note: FY 2024 area median income (AMI) for the Fort Collins, CO Metropolitan Statistical Area is \$118,800. Asking rent does not include utilities, but an estimated \$450 of monthly utility costs were factored into income calculations. Groups were determined using Jens natural breaks optimization.

For families earning substantially below AMI, locating affordable rental housing in Wellington is exceedingly difficult.

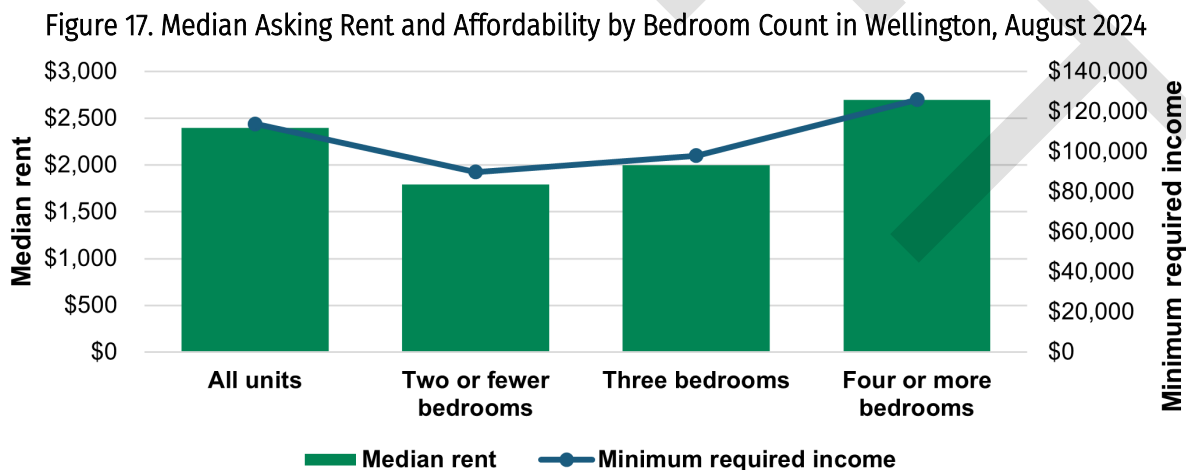
Figure 16 displays median rent by unit type for Wellington. In addition, it plots the minimum household income required to afford median rent. Income calculations were based on the general guidance that gross rent (including utilities) should not exceed 30% of monthly income. **Across all units, median rent was \$2,395. Assuming an average monthly utility payment of \$450, a household had to earn at least \$113,800 annually to afford the typical rental in Wellington.** A large share of Wellington households earn below this threshold, which represents 96% of FY 2024 AMI. As the typical single-family detached home was listed for \$2,525, a household needed to earn at least \$119,000 to comfortably cover rent and utilities. Apartments and townhomes were typically available for just under \$2,000. In most cases, a household income of at least \$90,880 was required to afford an apartment, compared to \$94,000 for a townhouse.



Source: Zillow; Apartments.com; Matrix Design Group, Inc.

Note: Asking rent does not include utilities, but an estimated \$450 of monthly utility costs were factored into income calculations.

Figure 17 presents data on median asking rent by unit size for Wellington. The typical unit with two or fewer bedrooms was listed for \$1,795, meaning that a minimum income of \$89,800 was required to limit rent and utilities to less than 30% of household income. To afford the typical three-bedroom unit, which had an asking rent of \$2,000, a household needed to earn at least \$98,000. Rent for the typical four-or-more bedroom unit was \$2,700. To avoid being burdened by these costs, a household's income needed to exceed AMI (\$118,800) by over \$7,000.



Source: Zillow; Apartments.com; Matrix Design Group, Inc.

Note: Asking rent does not include utilities, but an estimated \$450 of monthly utility costs were factored into income calculations.

Table 11 measures the affordability of Wellington's available rental housing for families in the Fort Collins, CO MSA. The values represent the difference between median family income, which varies by household size, and the minimum income required to afford median rent. Put simply, negative values indicate that the associated unit type is generally unaffordable to families in the region, while positive values denote the opposite. For the median one-person household, 2024 household income in the MSA is estimated to be \$83,200. To limit housing costs to less than 30% of monthly income, the typical one-person household can afford to spend no more than \$2,080 on rent and utilities. Across all unit sizes, median rent alone (\$2,395) exceeds this sum. After accounting for utilities, the median one-person household's income falls \$30,600 short of the amount needed to afford the typical unit. Likewise, the median two-person household's income (\$95,100) is \$18,700 below the threshold needed to afford median gross rent across the town. While smaller units are generally affordable to two-person households, inventory is limited. Due to their higher incomes, larger families generally enjoy more options.



Table 11. Gap between Median Family Income by Household Size and Minimum Income Required to Afford Median Rent

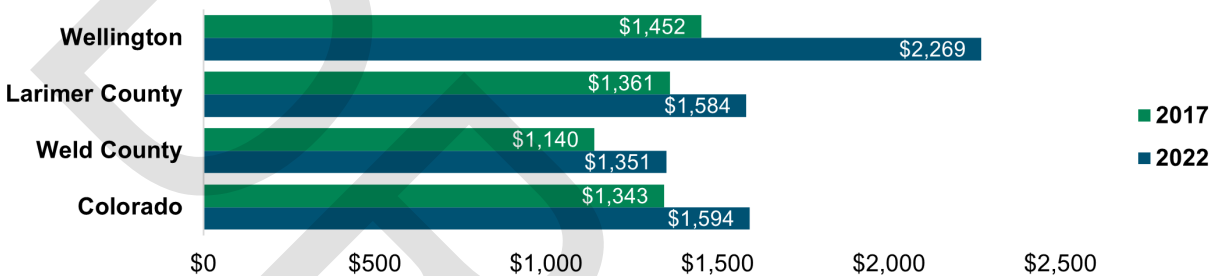
	One-person household	Two-person household	Three-person household	Four-person household	Five-person household
All units	-\$30,600	-\$18,700	-\$6,800	\$5,000	\$14,600
Two or fewer bedrooms	-\$6,600	\$5,300	\$17,200	\$29,000	\$38,600
Three bedrooms	-\$14,800	-\$2,900	\$9,000	\$20,800	\$30,400
Four or more bedrooms	-\$42,800	-\$30,900	-\$19,000	-\$7,200	\$2,400

Source: Zillow; Apartments.com; Department of Housing and Urban Development; Matrix Design Group, Inc.

Note: FY 2024 area median income (AMI) for the Fort Collins, CO Metropolitan Statistical Area is \$83,200 for one-person households, \$95,100 for two-person households, \$107,000 for three-person households, \$118,800 for four-person households, and \$128,400 for five-person households. August 2024 median rent was \$2,395 for all units, \$1,795 for units with two or fewer bedrooms, \$2,000 for three-bedroom units, and \$2,700 for four-or-more bedroom units.

Estimates of real median gross rent by region for 2017 and 2022 appear in Figure 18. The data pertain to renter-occupied units generally, rather than only those units available for rent, and are thus unmatched in their comprehensiveness. **As of 2022, the median renter household's gross monthly costs amounted to \$2,269—a 56% increase over the inflation-adjusted 2017 total.** Compared to their counterparts in the broader region, Wellington renters generally faced high costs. This was especially true in 2022, when median rent in Wellington exceeded the equivalent sums for Larimer County, Weld County, and Colorado by \$685, \$918, and \$675, respectively. Furthermore, rental growth has been far less drastic in the latter three regions over time. The findings suggest that market conditions in Wellington have been particularly unfavorable to renters. **The primary culprits have likely been the rental inventory's heavy orientation toward single-family detached homes and an undersupply of units more generally.**

Figure 18. Real Median Gross Rent by Region, 2017 and 2022

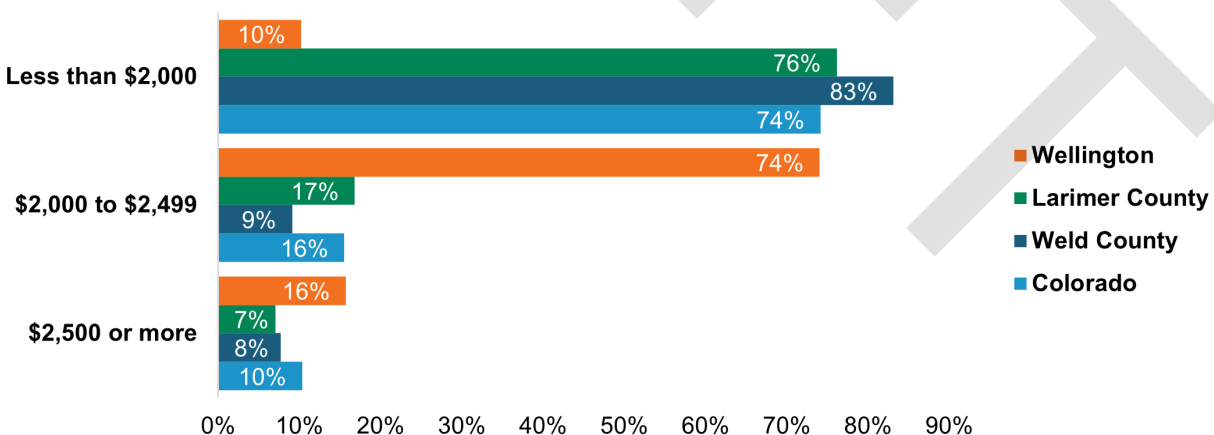


Source: Five-Year American Community Survey; Bureau of Labor Statistics; Matrix Design Group, Inc.

Note: Values adjusted for inflation to constant 2022 dollars and include contract rent, utilities and fuel costs, and other fees. 2017 data cover period from 2013 to 2017; 2022 data cover period from 2018 to 2022.

Wellington's elevated rent levels are further illustrated in Figure 19. In 2022, ten percent of the town's renter households paid less than \$2,000 in rent. This compared to 76% for Larimer County, 83% for Weld County, and 74% statewide. **For a significant majority of Wellington renter households (74%), gross rent fell between \$2,000 and \$2,499.** Gross rent totaled \$2,500 or more for 16% of Wellington renters—over twice the countywide rate of 7%. That rent equaled \$2,000 or more for 90% of Wellington renters implies they overwhelmingly resided in single-family homes.

Figure 19. Gross Rent Distribution by Region, 2022



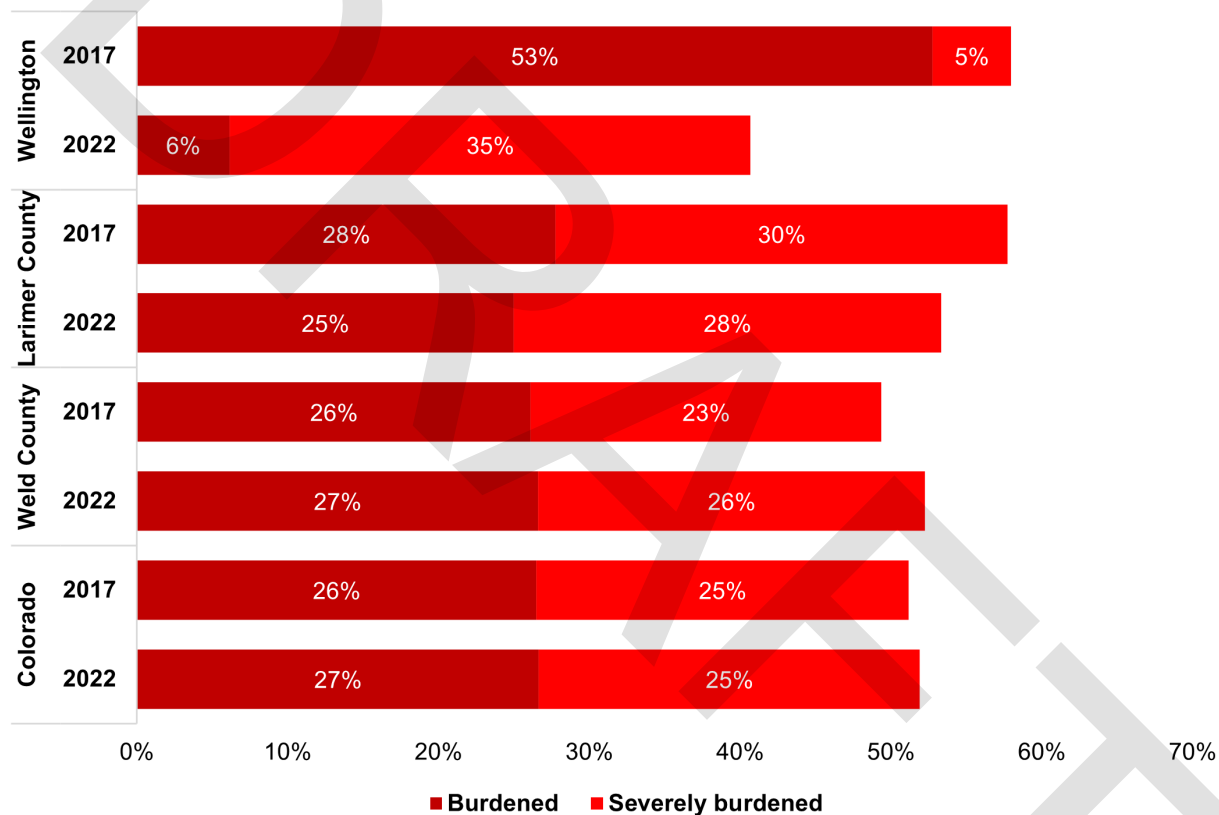
Source: Five-Year American Community Survey; Matrix Design Group, Inc.

Note: Values adjusted for inflation to constant 2022 dollars and include contract rent, utilities and fuel costs, and other fees. Data cover period from 2018 to 2022.

Cost-Burdened Renters

Despite the high cost of renting in Wellington, the town had proportionally fewer cost-burdened renter households than Larimer County, Weld County, and Colorado overall in 2022. **Indeed, 41% of renters devoted 30% or more of household income to gross rent (see Figure 20).** The overall renter cost-burdened rates for Larimer County, Weld County, and Colorado were nearly identical to each other, ranging from 52% to 53%. Furthermore, Wellington's overall cost-burdened rate fell by 17 percentage points from 2017 to 2022 despite the rent hikes that impacted the town. Wellington's relatively low overall cost-burdened rate reflects the affluence of its renter households, who reported a median income of \$122,688. **Of concern, though, is the fact that an inordinate share of Wellington's cost-burdened renters spent 50% or more of household income on gross rent, thus qualifying as "severely burdened."**

Figure 20. Renter Household Cost-Burdened Rate by Region, 2017 and 2022



Source: Five-Year American Community Survey; Matrix Design Group, Inc.

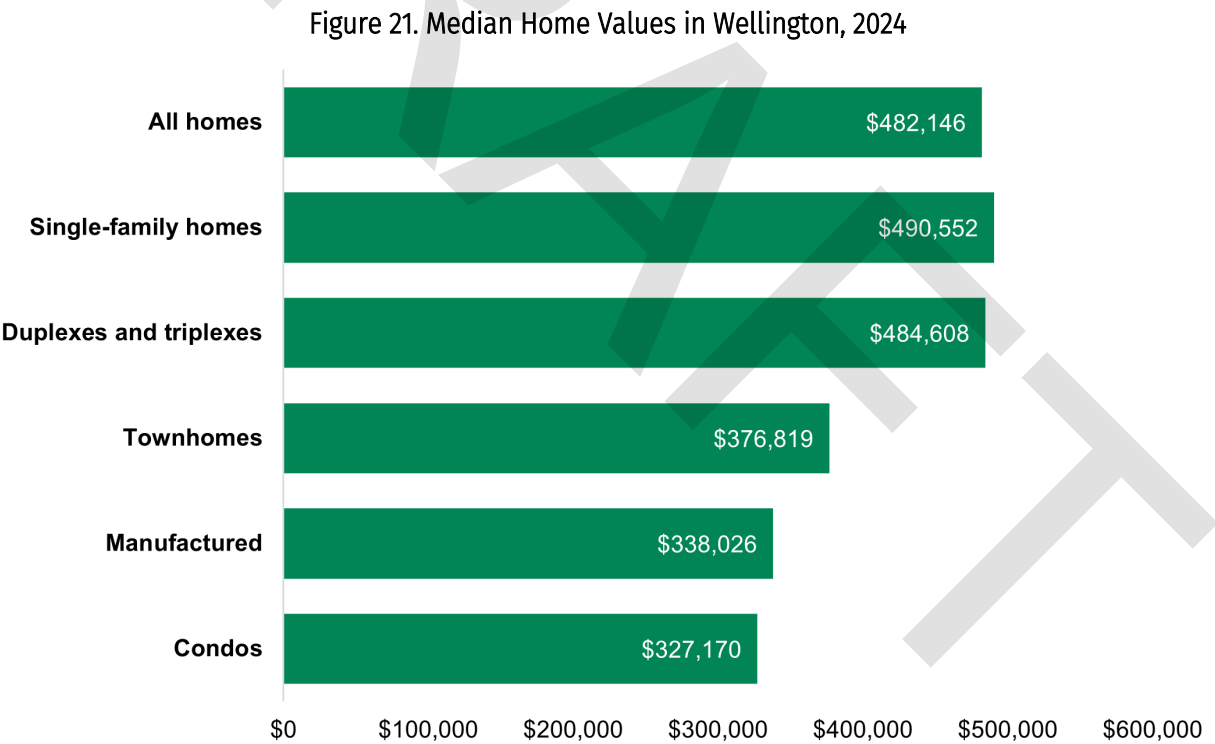
Note: "Burdened" households spent from 30% to 49.9% of household income on total monthly housing costs, compared to 50% or more for "severely burdened" households. 2017 data cover period from 2013 to 2017; 2022 data cover period from 2018 to 2022.

Homeownership Market

This section presents a detailed assessment of Wellington’s owner housing market. It features a thorough analysis of home values, sale prices, supply, and affordability. Currently, the town’s median home sale price is approaching \$500,000, which is unaffordable for a family earning less than approximately \$160,000. In addition to being significantly higher than AMI, the latter sum marks a dramatic increase over the income required to purchase a home in Wellington prior to the pandemic. Home price surges are indicative of a housing shortage—a challenge that is by no means exclusive to Wellington. Nonetheless, according to the most recent data, more than three-in-four homeowners in Wellington do not struggle to meet their total monthly housing costs.

Home Values

Figure 21 presents 2024 median property values for various housing types in Wellington. *Among all homes across the town, the median value is \$482,146.* Single-family homes, as well as duplexes and triplexes, are generally worth more. The opposite is true for other housing types. The median townhome is valued at \$376,819, compared to \$338,026 for the median manufactured home and \$327,170 for the median condo.

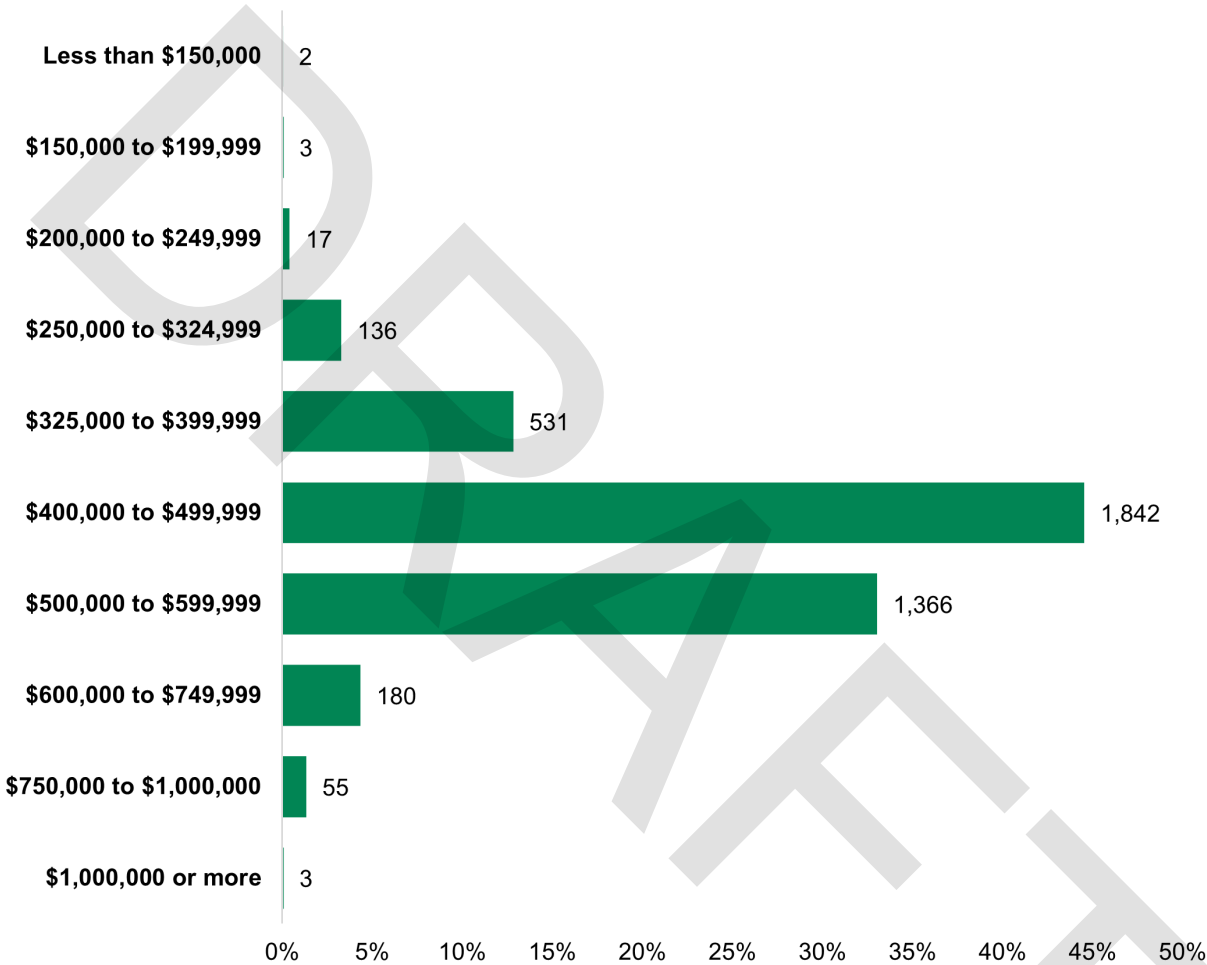


Source: Larimer County Assessor’s 2024 parcel data; Matrix Design Group, Inc.

Note: The unit of analysis is the land parcel.

Figure 22 presents the distribution of Wellington’s home values. The distribution is skewed to the right, with just three percent of homes valued at less than \$324,999. Thirteen percent of homes are worth between \$325,000 and \$399,999. Nearly half of Wellington’s homes are valued from \$400,000 to \$499,999, while 33% fell within the \$500,000-to-\$599,999 range. Homes valued at \$600,000 or more are rare, accounting for six percent of the stock. This figure includes the three homes valued at \$1,000,000 or more.

Figure 22. Home Value Distribution in Wellington, 2024

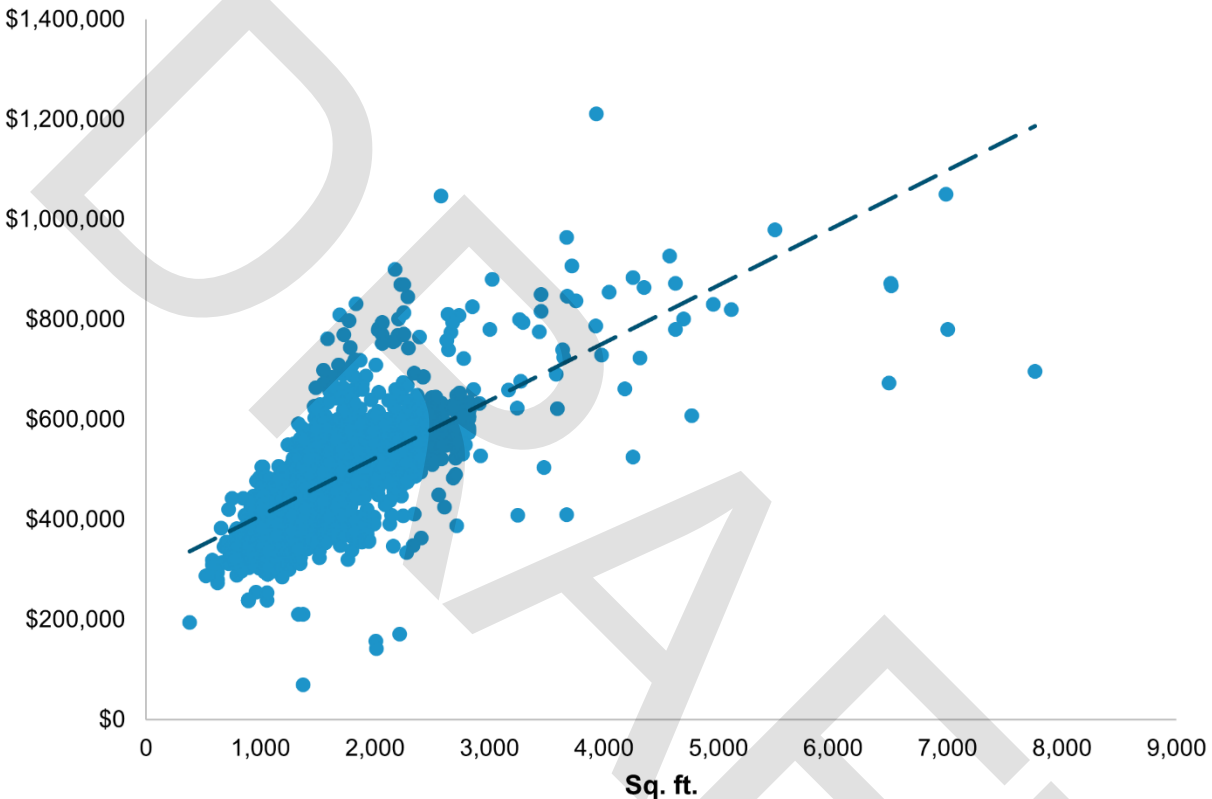


Source: Larimer County Assessor’s 2024 parcel data; Matrix Design Group, Inc.

Note: The unit of analysis is the land parcel.

Figure 23 depicts the relationship between home size and value. The two variables share a strong, positive relationship, confirming the expectation that larger homes are generally worth more.⁴ The relationship, however, is not perfectly linear, since a home's location, age, and other characteristics also influence its value. The best-fit line estimates a home's expected value based on square footage. A 1,500-square-foot home is estimated to be worth \$465,742, compared to \$580,792 for a 2,500 square-foot home and \$695,842 for a 3,500 square-foot home. **On average, each additional square foot increases a home's value by \$115.05.**

Figure 23. Relationship Between Home Size and Value



Source: Larimer County Assessor's 2024 parcel data; Matrix Design Group, Inc.

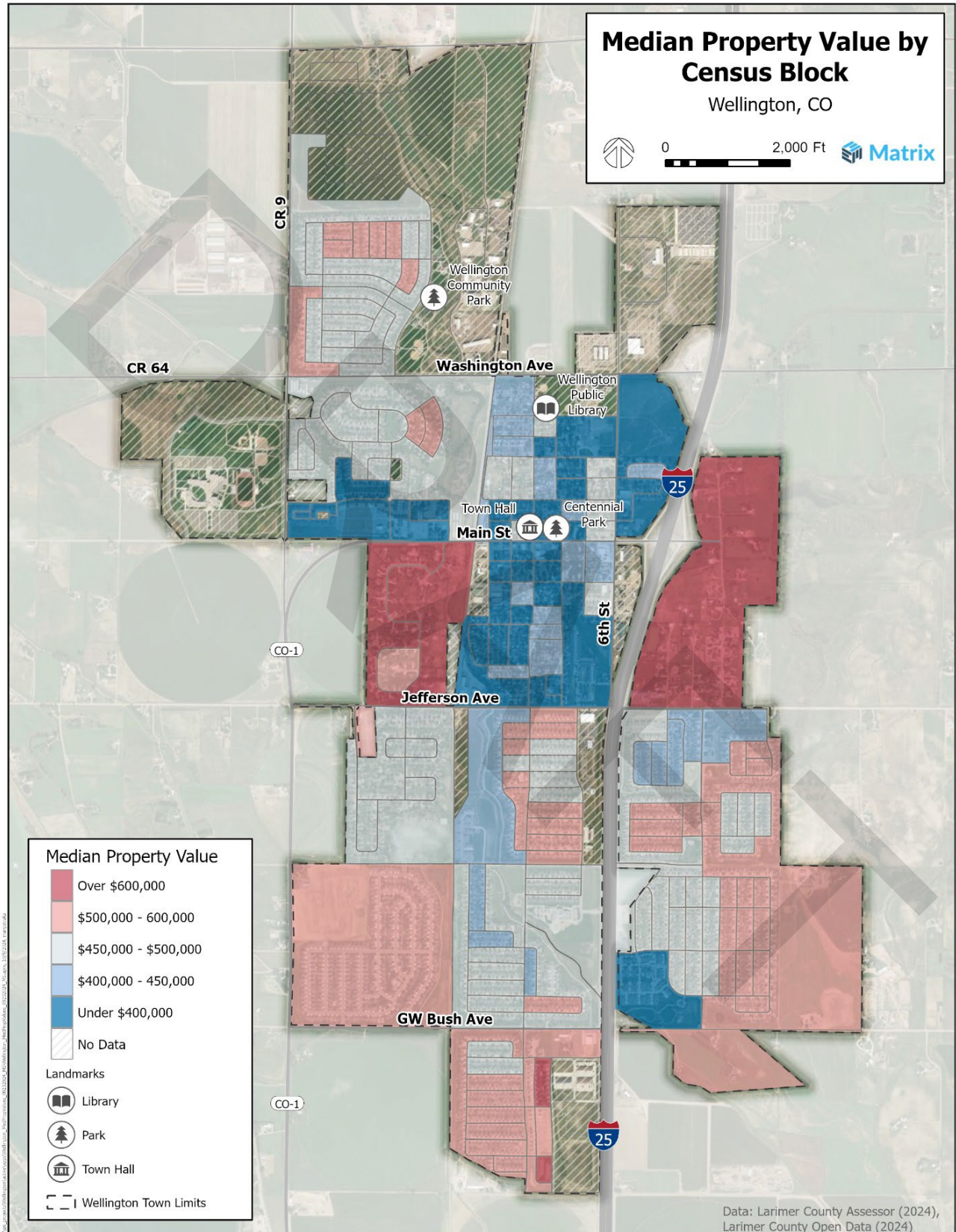
Note: The unit of analysis is the land parcel.

⁴ The correlation coefficient, also known as the *r*-value, is .68. Correlation coefficients close to one or negative one suggest that two variables share a strong association, whereas values near zero indicate a weak association.

How do home values vary throughout the town? In Figure 24, census blocks shaded red have higher median home values, while those shaded blue have lower median home values; the darker the shade, the more extreme the value. According to the map, home values tend to be higher in the outskirts, especially those located north of Jefferson Avenue. Conversely, lower valued homes are heavily concentrated in the neighborhoods near Wellington Public Library and Centennial Park. The town's southern neighborhoods tend to have a light shade, denoting moderate median values (i.e., from \$400,000 to \$600,000). But even this part of the town contains a mix of affluent and more affordable neighborhoods.



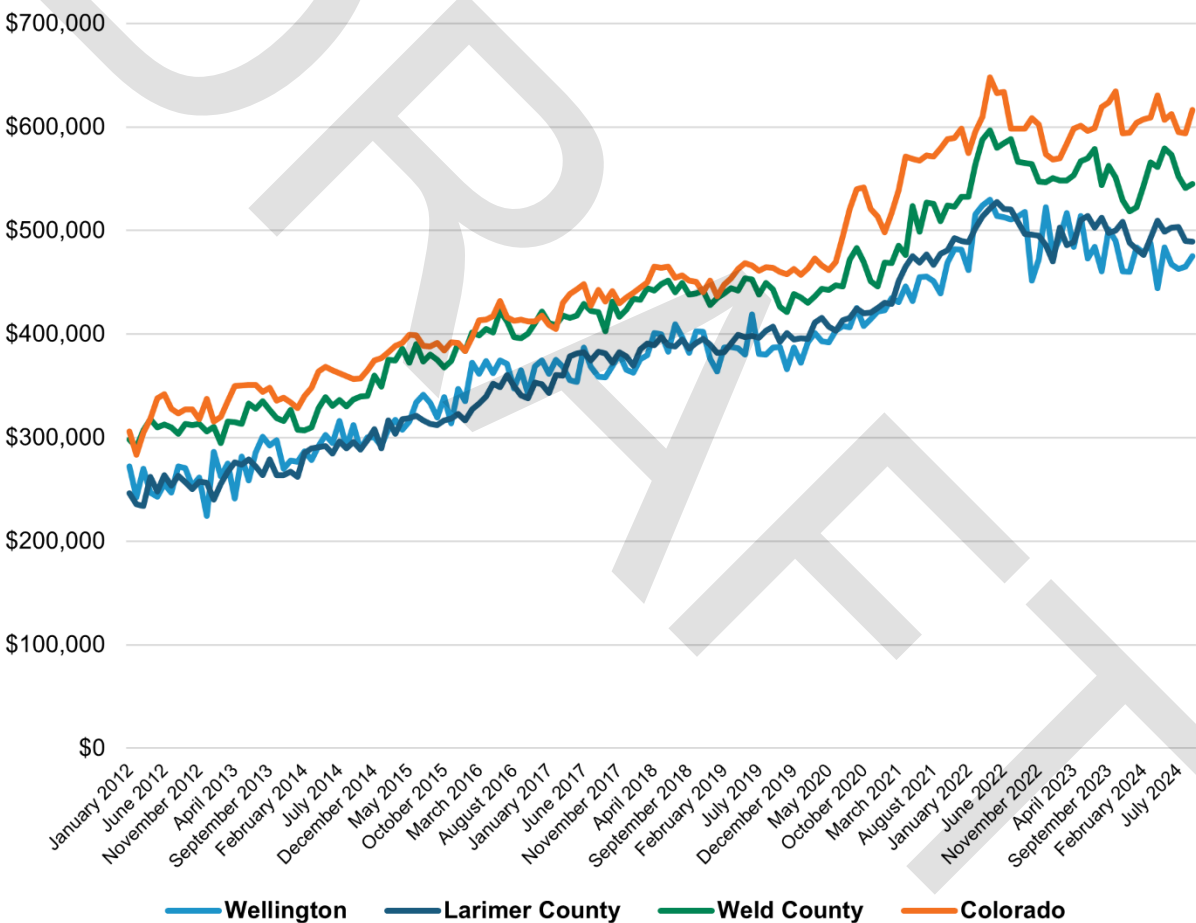
Figure 24. Median Property Value by Census Block, 2024



Sales, Inventory, and Affordability

A historical comparison of median home sale prices across the region appears in Figure 25. To more accurately capture how purchasing power has changed, the values have been adjusted for inflation to September 2024 dollars. In January 2012, when the housing market was still in the early stages of recovery from the Great Recession, the median Wellington home sold for \$272,408. Real home prices rose steadily over the course of the decade, reaching \$372,589 in January 2020. Prices would then start climbing dramatically due to a myriad of factors, including low interest rates, increased demand for space, rising construction costs, and low inventory and supply chain issues. Wellington's median home sale price peaked at \$522,284 in December 2022, nearly doubling the January 2012 inflation-adjusted sum. **The most current estimate of Wellington's median sale price (from September 2024) is \$475,000.** Wellington's housing market nearly mirrors that of Larimer County, but compared to Weld County and Colorado as a whole, Wellington remains considerably more affordable.

Figure 25. Real Median Home Sale Price by Region, January 2012-September 2024

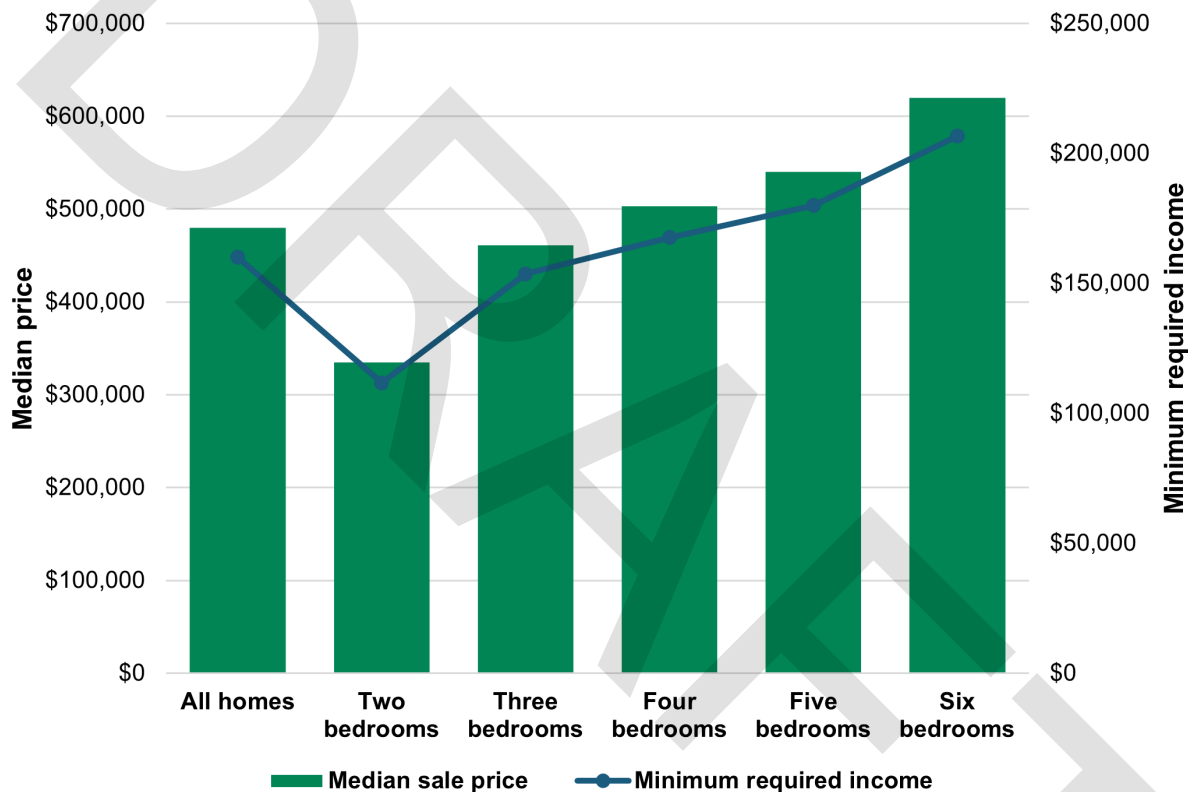


Source: Redfin; Bureau of Labor Statistics; Matrix Design Group, Inc.

Note: Values adjusted for inflation to constant September 2024 dollars.

A home's bedroom count is strongly related to its sale price. Among all homes, Wellington's median sale price fell just short of \$480,000 from January 2023 to August 2024 (see Figure 26). **Assuming a 7% interest rate, 30-year repayment period, and 20% down payment, the median mortgage payment was \$2,555.** Affordability guidelines suggest that a home's sale price should represent no more than three times household income. Under this rule, a family would need to earn at least \$159,982 (or 135% of the AMI of \$118,800) to afford the typical Wellington home. The 15 two-bedroom homes had a median sale price of \$335,000, meaning they were typically affordable to households that earned \$111,666 or more. To purchase a three-bedroom home at the median price of \$461,000, a family's income needed to equal at least \$153,665—about \$35,000 higher than AMI. Not surprisingly, the gaps were substantially wider for four-, five-, and six-bedroom homes. **In sum, AMI was sufficient to afford only the median two-bedroom home in Wellington.**

Figure 26. Median Home Sale Price and Affordability by Bedroom Count in Wellington, January 2023-August 2024



Source: Redfin; Matrix Design Group, Inc.

Note: Estimated median mortgage is \$2,528 for all homes, \$1,756 for two-bedroom homes, \$2,454 for three-bedroom homes, \$2,680 for four-bedroom homes, \$2,874 for five-bedroom homes, and \$3,300 for six-bedroom homes. Mortgage calculations assume a 20% down payment, 30-year loan term, and 7% interest rate. Minimum income requirements are calculated to limit the sale price to three times household income.

MLS data indicate that Wellington's housing market is now relatively upper-income oriented. A plurality of homes (43%) sold for between \$400,000 and \$499,999 in 2023 and 2024 (see Table 12). For context, a home at the upper end of this price range requires an income of at least \$166,665 (or 140% AMI) to be affordable. A substantial share of homes (25%) sold for between \$500,000 and \$599,999. Sale prices below \$250,000 or above \$599,999 were less common. Notably, only one home sold for less than \$250,000.

Table 12. Sale Price Distribution for Homes Purchased in Wellington, January 2023-August 2024

Sale price	Homes sold		Minimum income required	
	Number	Percent	Value	Percent AMI
\$100,000-\$249,999	1	0%	\$33,333-\$83,332	28%-70%
\$250,000-\$399,999	49	16%	\$83,333-\$133,332	70%-112%
\$400,000-\$499,999	129	43%	\$133,333-\$166,665	112%-140%
\$500,000-\$599,999	74	25%	\$166,666-\$199,998	140%-168%
\$600,000-\$749,999	21	7%	\$199,999-\$249,997	168%-210%
\$750,000-\$999,999	15	5%	\$249,998-\$333,330	210%-281%
\$1,000,000-\$1,816,000	9	3%	\$333,331-\$605,327	281%-510%

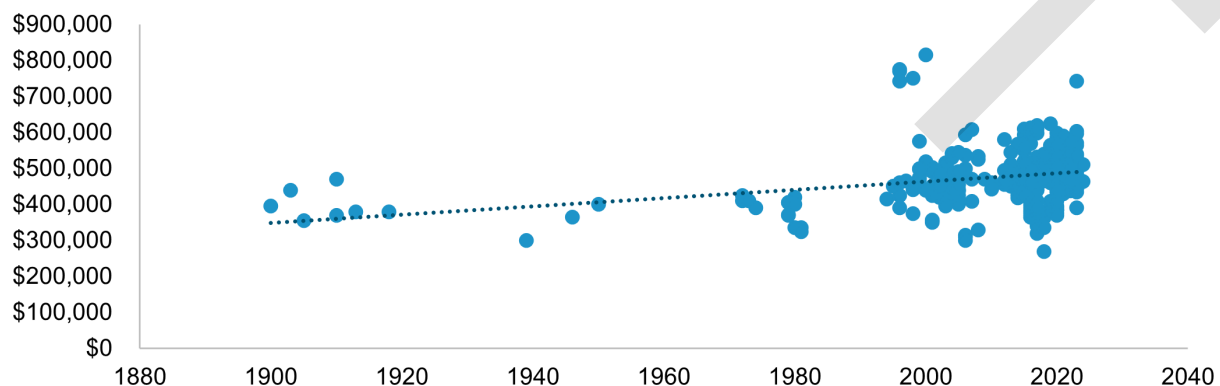
Source: Redfin; Matrix Design Group, Inc.

Note: Minimum income requirements are calculated to limit the sale price to three times household income.

The relationship between home age and sale price is displayed in Figure 27. There is a modest relationship between the two variables, with older homes generally selling for less than newer homes. On average, each one-year increase in a home's age reduces its sale price by \$1,148. The best-fit line predicts that a home built in 1960 would sell for \$417,000, compared to \$486,000 for one built in 2020. Although there are exceptions, a disproportionate percentage of homes that sell for less than \$400,000, and, by extension, are affordable to families earning less than AMI, were built before 1980.

This finding is notable because Wellington's older homes commonly require energy efficiency, insulation, electrical, and plumbing upgrades, as well as repairs.

Figure 27. Relationship between Home Age and Sale Price, January 2023-August 2024



Source: Larimer County Assessor's Office; Matrix Design Group, Inc.

Table 13 presents the gap between actual median family income and the minimum income required to limit the median sale price to three times household income. ***The results indicate that households of all sizes have limited options in Wellington, with median income falling well below the threshold needed to afford the typical home in each case.*** The median one-person household in the MSA earns \$83,200, about \$77,000 less than the sum needed to afford Wellington's median sale price of \$479,950. For most two- and three-person households in the MSA, even two-bedroom homes are generally out of reach. Moreover, four- and five-person households can usually only afford undersized homes. These findings confirm the widely held belief that homeownership has become increasingly unattainable in Wellington.

Table 13. Gap between Median Family Income by Household Size and Minimum Income Required to Afford Median Sale Price

	One-person household	Two-person household	Three-person household	Four-person household	Five-person household
All homes	-\$76,782	-\$64,882	-\$52,982	-\$41,182	-\$31,582
Two bedrooms	-\$28,466	-\$16,566	-\$4,666	\$7,134	\$16,734
Three bedrooms	-\$70,465	-\$58,565	-\$46,665	-\$34,865	-\$25,265
Four bedrooms	-\$84,402	-\$72,502	-\$60,602	-\$48,802	-\$39,202
Five bedrooms	-\$96,798	-\$84,898	-\$72,998	-\$61,198	-\$51,598
Six bedrooms	-\$123,465	-\$111,565	-\$99,665	-\$87,865	-\$78,265

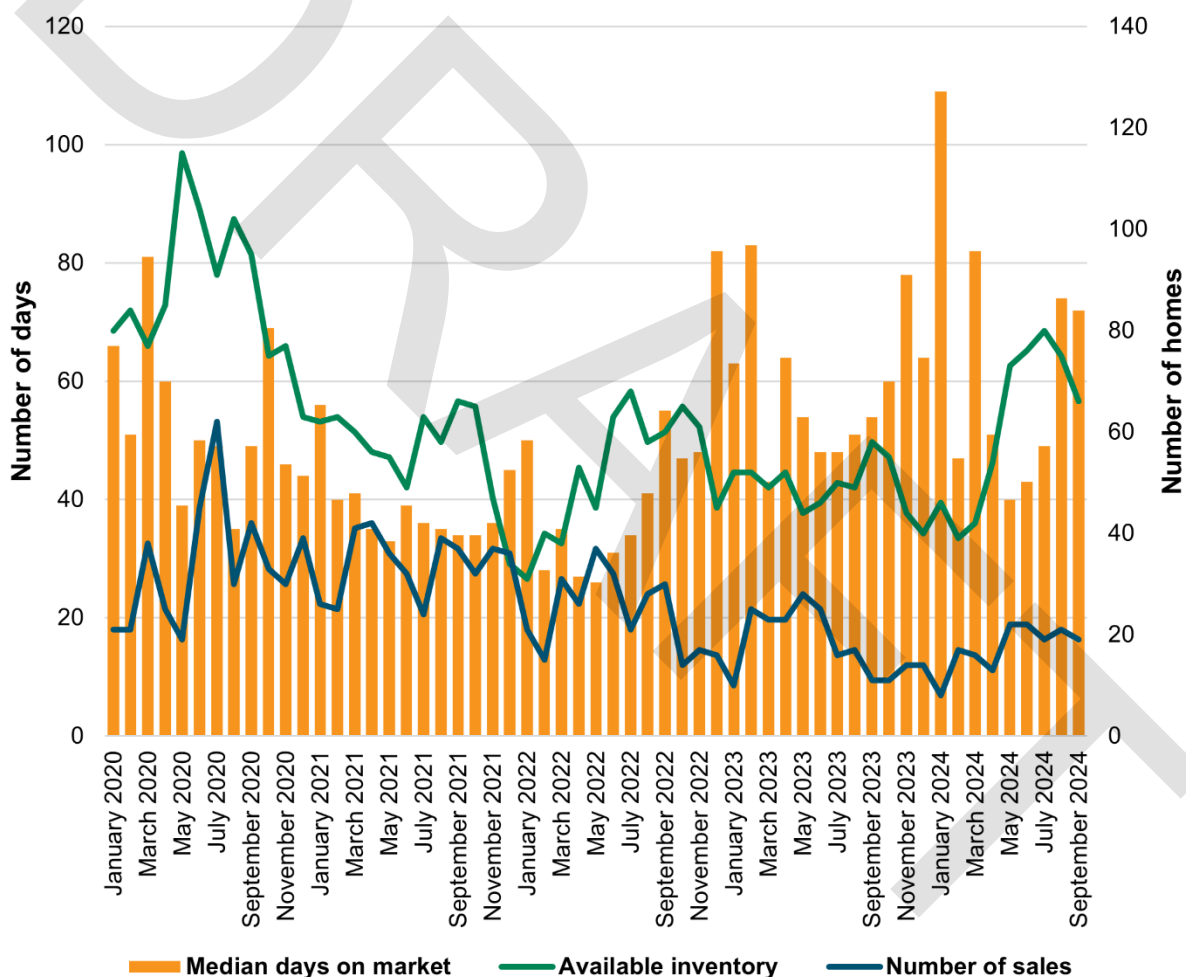
Source: Zillow; Apartments.com; Department of Housing and Urban Development; Matrix Design Group, Inc.

Note: 2024 median income (AMI) for the Fort Collins, CO Metropolitan Statistical Area is \$83,200 for one-person households, \$95,100 for two-person households, \$107,000 for three-person households, \$118,800 for four-person households, and \$128,400 for five-person households. Median sale price was \$479,950 for all homes, \$335,000 for two-bedroom homes, \$461,000 for three-bedroom homes, \$502,813 for four-bedroom homes, \$540,000 for five-bedroom homes, and \$620,000 for six-bedroom homes. Minimum income requirements are calculated to limit the sale price to three times household income.

To afford the typical Wellington home, a family needs to earn significantly more than area median income (AMI).

Figure 28 provides more detailed insight into Wellington's housing market, examining how key indicators of supply and demand have varied since January 2020. As the orange bars show, the number of days that the median home spent on the market declined dramatically through May 2022. That month, the median home sold just 26 days after being listed. A shorter window from listing to sale indicates that the market is more favorable to sellers. Since then, homes have generally taken longer to sell, although an uptick in buyer demand regularly occurs in the spring and summer months. By September 2024, 72 days typically elapsed from listing to sale. Consistent with the tendency of homes to sell more slowly during times of higher inventory, and vice versa, this increase coincided with a rise in the number of available homes. From May 2022 to September 2024, Wellington's inventory grew from 45 to 66 homes, the equivalent of a 42% increase. The decline in home sales since 2022 is another indication that the market has become less seller oriented. From January 2024 to September 2024, Wellington averaged just 17 home sales per month, a 39% decline over 2022 levels. A key contributor to this trend has been the sharp rise in interest rates that occurred in 2022 and 2023.

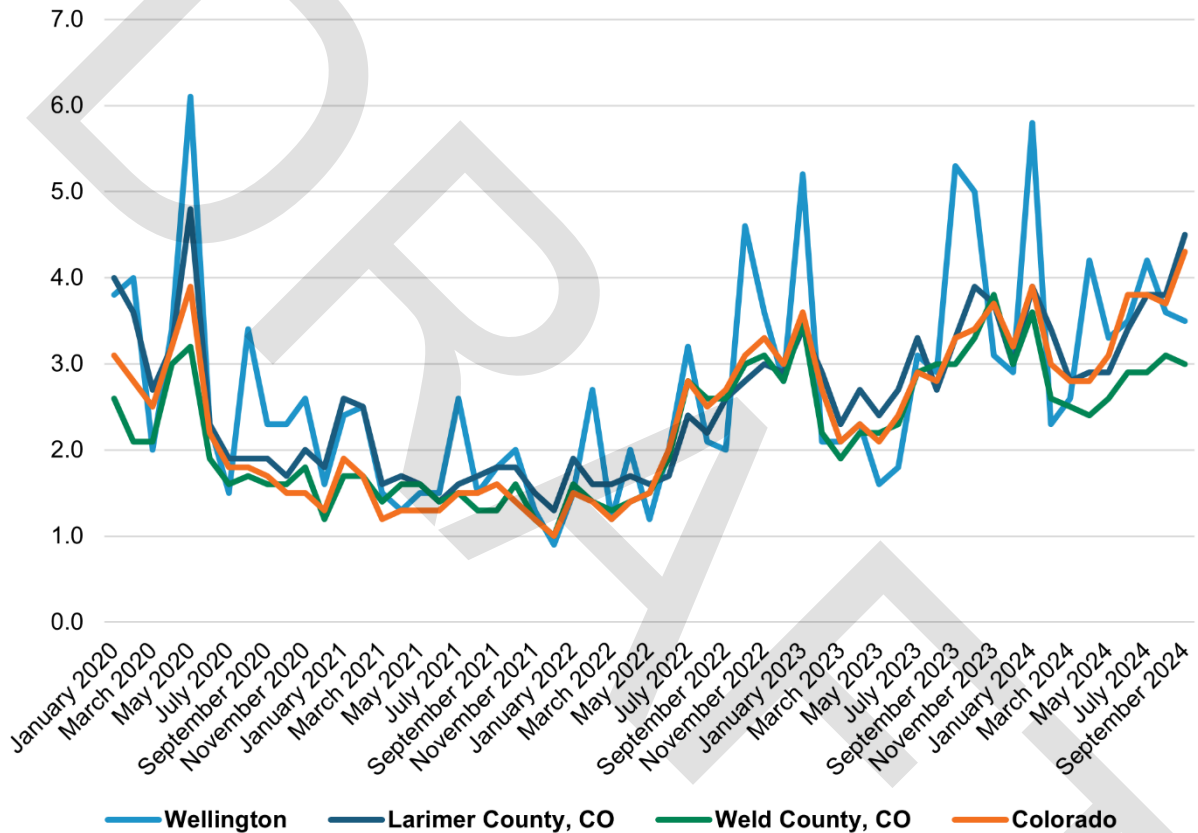
Figure 28. Housing Market Dynamics in Wellington, January 2020-September 2024



Source: Redfin; Matrix Design Group, Inc.

Despite the recent increases in inventory, Wellington's housing market continues to favor sellers. As Figure 29 shows, from January to September 2024, the town averaged 3.6 months of supply. ***This means that assuming sales continued at their previous pace, Wellington's entire inventory was projected to sell out in just over three-and-a-half months, on average, through the first nine months of 2024.*** By comparison, Wellington averaged 2.4 months of supply in 2022 and 3.1 months of supply in 2023. For context, a balanced market is thought to have been five and six months of supply; lower values are indicative of a seller's market, whereas higher values are associated with favorable conditions for buyers. The statewide and Weld County markets have typically been more imbalanced than those of Wellington and Larimer County.

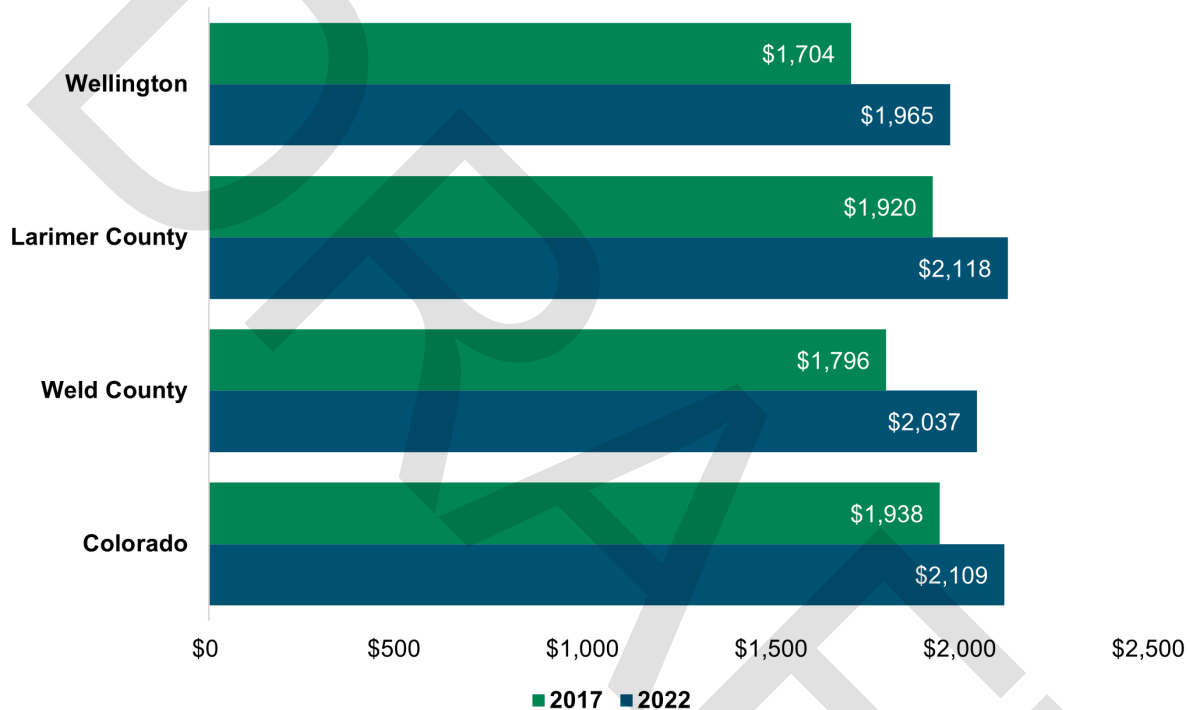
Figure 29. For-Sale Inventory Months of Supply by Region, January 2020-September 2024



Source: Redfin; Matrix Design Group, Inc.

Figure 30 presents estimates of median total monthly owner costs for households with mortgages. Note that the population from which the sample was drawn includes all mortgagor households regardless of purchase date. As such, the values do not reflect what the typical new homeowner in Wellington pays. In 2017, the median mortgagor household's real monthly costs in Wellington totaled \$1,704. In addition to the mortgage payment, this sum includes property taxes, utilities and fuels, HOA fees, and other required payments. ***Consistent with the appreciation in home prices that occurred during the intervening period, median total costs reached \$1,965 five years later.*** Wellington homeowners have consistently paid less for housing than their counterparts in the broader region. For example, the median homeowner in Larimer County paid \$2,118 in total monthly costs in 2022.

Figure 30. Median Monthly Owner Costs for Mortgagor Households, 2017 and 2022



Source: Five-Year American Community Survey; Matrix Design Group, Inc.

Note: The mortgage payment, property taxes, homeowner's insurance, utilities and fuels, HOA fees, and other required payments are factored into monthly owner cost totals. 2017 data cover period from 2013 to 2017; 2022 data cover period from 2018 to 2022.



Table 14 shows that Wellington homeowners' monthly costs were moderate compared to the broader region. As of 2022, about 72% of homeowners with mortgages paid between \$1,500 and \$2,499 in total monthly costs. This compared to 49% for Larimer County, 50% for Weld County, and 44% for Colorado. Relatively few Wellington homeowners paid less than \$1,500 or more than \$3,000 in total costs. Note that the estimates are heavily influenced by the period covered (2018 to 2022); future releases of the ACS will almost certainly show that the share of residents paying \$3,000 or more has increased substantially.

Table 14. Distribution of Monthly Costs for Mortgagor Households by Region, 2022

Monthly costs	Wellington	Larimer County	Weld County	Colorado
Less than \$1,500	16.2%	19.7%	22.7%	22.4%
\$1,500 to \$1,999	37.0%	24.5%	25.6%	23.1%
\$2,000 to \$2,499	34.5%	24.5%	24.3%	20.8%
\$2,500 to \$2,999	10.5%	14.7%	14.6%	14.4%
\$3,000 to \$3,999	0.1%	11.7%	9.6%	13.0%
\$4,000 or more	1.7%	4.9%	3.4%	6.4%

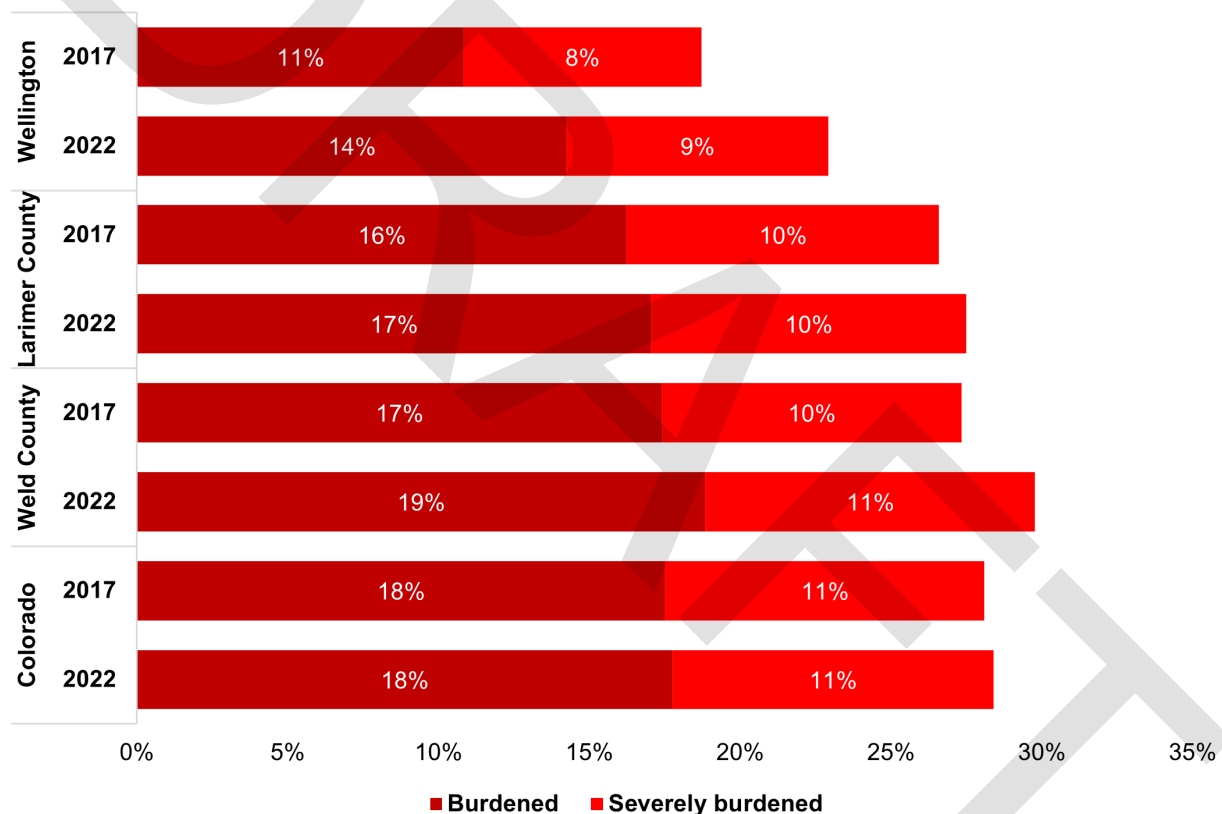
Source: Five-Year American Community Survey; Matrix Design Group, Inc.

Note: The mortgage payment, property taxes, homeowner's insurance, utilities and fuels, HOA fees, and other required payments are factored into monthly owner cost totals. Data cover period from 2018 to 2022.

Cost-Burdened Homeowners

Reflecting Wellington's rising home prices, the share of mortgagor households who spend at least 30% of gross income on housing—and thus qualify as “burdened” or “severely burdened”—has increased (see Figure 31). **From 2017 to 2022, the overall cost-burdened rate rose from 19% to 23%.** The percentage of “severely burdened” homeowners shifted marginally, growing from 8% to 9% of all mortgagor households. As of 2022, Wellington had proportionally fewer cost-burdened homeowners than Larimer County, Weld County, and Colorado. Although these findings appear encouraging when compared to the renter cost-burdened rates, it is important to consider that homeowners are not representative of the general population; rather, homeownership is more attainable for more affluent households. Further, as mentioned above, the fact that the sample includes households who purchased their homes long before the pandemic-related surge in home prices heavily contributes to the relatively low homeowner cost-burdened rate. Accordingly, the findings should not be interpreted to mean that Wellington is widely affordable for prospective homeowners.

Figure 31. Mortgagor Household Cost-Burdened Rate by Region, 2017 and 2022



Source: Five-Year American Community Survey; Matrix Design Group, Inc.

Note: “Burdened” households spent from 30% to 49.9% of household income on total monthly housing costs, compared to 50% or more for “severely burdened” households. 2017 data cover period from 2013 to 2017; 2022 data cover period from 2018 to 2022.

Housing Needs

Collectively, the analyses featured in this section illustrate current and future gaps in Wellington's housing supply. As of 2022, Wellington's rental market predominantly served households earning from 50% to 120% of that year's AMI (or \$55,650 to \$133,650), leading to shortages that particularly impacted low-income households. Wellington's owner housing stock was similarly mismatched. Significantly, the overwhelming majority of Wellington's over 2,800 owner households with incomes below 50% AMI would be unable to afford their homes at today's market values. The findings also reveal that a sizeable share of demand for housing is unrealized, or latent, as individuals and families have resorted to shared living arrangements to save on housing costs.

Rental Housing Needs

A housing gap analysis can provide insight into a community's supply-demand dynamics. The customary approach involves, first, estimating the cumulative number of households below a specified AMI level and, second, determining the number of units affordable to those households based on the widely accepted standard that housing costs should not exceed 30% of household income.⁵ The difference between these two values represents the housing gap. A negative value denotes a housing shortage, which arises when the number of households exceeds the number of housing units. Conversely, a positive value denotes a housing surplus, which occurs when supply outstrips demand. This methodology, developed by Florida Metropolitan University's Jorge M. Pérez Metropolitan Center and refined by Matrix, minimizes assumptions by measuring only the gaps facing existing households.

It is rare for a community's housing stock to perfectly align with the income composition of households, in part because price is not the sole determinant of consumer preferences. Nonetheless, communities should strive to minimize housing shortages, which have direct and indirect adverse impacts on residents. At lower AMI tiers, they increase the likelihood that low-income households will be cost burdened or unable to find housing. When a shortage of market rate or luxury units exists, higher-income households have the flexibility to move into more moderately priced homes. However, this increases competition for these units, driving up prices and placing additional financial strain on middle-income households.



⁵ The AMI-based income ranges were as follows: Below 30% AMI (\$33,390), below 50% AMI (\$55,650), below 80% AMI (\$89,040), below 120% AMI (\$133,560), and below 200% AMI (\$222,600).

The results of the rental housing gap analysis are presented in Table 15. An estimated 98 renter households earned below 30% AMI (equal to \$33,390) in 2022. At this income level, a household could pay, at most, \$835 in gross rent without exceeding the 30% affordability threshold. *Since no units rented out for less than \$835 at the time of data collection, the town's estimated deficit amounted to 98 units.* The below 50% AMI level, encompassing households earning up to \$55,650, included an additional 41 households. Because there were no units in the corresponding rent range (\$1,391 and lower), the total deficit facing below 50% AMI households totaled 139 units. Rental shortages at the below 50% AMI level can lead to severe housing instability for low-income households, forcing them to spend disproportionate amounts of their income on rent. This strain increases the risk of homelessness, reduces disposable income for essentials like food and healthcare, and exacerbates income inequality.

Wellington's rental market exclusively served moderate- and high-income earners. At the 120% AMI level (\$133,560), 655 rental units were available, compared to 391 households, resulting in a surplus of 264 units. Wellington was also home to an estimated 264 renter households who earned 120% AMI or more. These households earned at least \$133,560 annually, allowing them to afford rents of \$3,339 or higher. As of 2022, Wellington's most expensive units were priced below this threshold. Shortages of luxury units force more affluent households to compete with workforce and middle-income households for housing. *Ultimately, this market pressure can give landlords leeway to command higher prices.*

Table 15. Rental Housing Gaps in Wellington, 2022

AMI level	Households	Housing units	Gap
<30% AMI	98	0	-98
<50% AMI	139	0	-139
<80% AMI	268	287	19
<120% AMI	391	655	264
<200% AMI	463	655	192
All	655	655	0

Source: Five-Year American Community Survey; Department of Housing and Urban Development; Matrix Design Group, Inc.

Note: Affordability tiers based on the 2022 AMI of \$111,300 for the Fort Collins, CO MSA. Units were deemed affordable if they did not cause households to spend 30% or more of income on gross rent. Due to rounding, *Gap* may not equal difference between *Housing Units* and *Households*. Data cover period from 2018 to 2022. Household estimates do not account for latent demand.

How is demand for rental housing likely to change in Wellington over the short and long term? According to Table 16, the number of renter households is expected to reach 793 in 2030. By 2035, 884 renter households are anticipated to reside in Wellington. ***The growth will be dispersed across the income spectrum, but given the existing 139-unit shortage at the below 50% AMI level, it is particularly notable that 29 low-income households are projected to emerge through 2030.*** To meet the total 2030 projected demand for below 80% AMI rental housing, Wellington requires 168 new units. If, as projected, Wellington adds 19 below 50% AMI households in the following five-year period, the total 2035 need would be 187 units. The projected growth in households earning 120% AMI or higher indicates that market pressures on middle-income households from higher-income households could intensify if new development fails to keep pace. Wellington is projected to be home to 320 such households in 2030. This figure is projected to rise to 357 households by 2035.

Table 16. Projected Rental Housing Demand in Wellington, 2030 and 2035

AMI level	2030		2035	
	Households	Change from 2022	Households	Change from 2022
<30% AMI	118	20	132	34
<50% AMI	168	29	187	48
<80% AMI	324	56	361	93
<120% AMI	473	82	527	136
<200% AMI	560	97	624	161
All	793	138	884	229

Source: Esri; Matrix Design Group, Inc.

Note: Housing demand forecasts were inferred from population projections. Due to rounding, values may not sum to totals. Household estimates do not account for latent demand.

Owner Housing Needs

Table 17 presents the owner housing gap analysis results. As in the rental housing gap analysis, households were categorized into cumulative AMI-based tiers. Housing units were sorted correspondingly based on the rule that total monthly owner costs (inclusive of the mortgage, property taxes, HOA fees, utilities, and insurance) should not exceed 30% of household income. Existing homeowners' actual costs were used as the basis of the analysis. Put simply, the gap represents the difference between the cumulative number of households and the number of units affordable to them.

Since existing homeowners are commonly locked into fixed-rate mortgages, their housing costs are less responsive to market conditions than renters'. In Wellington, an estimated 96% of homeowners purchased their homes before 2021, when prices and interest rates were lower than current levels. **Accordingly, Wellington homeowners' monthly costs were overwhelmingly affordable to families with incomes below 120% AMI (\$133,560) as of 2022.** Just 80 units required a household income of 120% AMI or higher to be affordable, a figure that fell far short of the 993 owner-occupied households in the associated income range. Households also outnumbered housing units at the below 50% AMI level, with an estimated 870 homes carrying monthly costs of less than \$1,391—the maximum amount that 905 households could afford to spend. While the monthly costs of 614 homes were affordable to the 473 owner-occupied households earning less than 30% AMI, a large share of these homes were purchased at significantly lower prices than current market values or have limited expenses due to being owned outright. Overall, the results confirm the earlier finding that Wellington's longer-term homeowners face limited affordability challenges.

Table 17. Existing Homeowner Housing Gaps in Wellington, 2022

AMI level	Households	Housing units	Gap
<30% AMI	473	614	141
<50% AMI	905	870	-35
<80% AMI	1,448	2,464	1,015
<120% AMI	2,351	3,305	953
<200% AMI	2,749	3,342	592
All	3,344	3,385	41

Source: Five-Year American Community Survey; Department of Housing and Urban Development; Matrix Design Group, Inc.

Note: Affordability tiers based on the 2022 AMI of \$111,300 for the Fort Collins, CO MSA. Units were deemed affordable if they did not cause households to spend 30% or more of income on total ownership costs. Due to rounding, *Gap* may not equal difference between *Housing Units* and *Households*. Data cover period from 2018 to 2022. Household estimates do not account for latent demand.

Table 18 builds on the previous analysis by modeling a hypothetical scenario in which Wellington homeowners are assumed to have purchased their homes at today's market values. Under this methodology, a home was deemed affordable if its market value represented less than three times a household's gross income. The findings thus illustrate how well Wellington's current market would serve existing homeowners. Compared to the prior table, fewer housing units are categorized into lower tiers; however, the income composition of households is unchanged. ***The results demonstrate that Wellington would have a severe shortage of homes at the below 80% AMI level if existing homeowners purchased their homes in today's market.*** Specifically, as of 2022, Wellington had 1,448 owner-occupied households in this income range, but only 233 homes would have been affordable to them. The combined shortfall would have amounted to 1,215 homes. The shortage would have extended to households earning up to 120% AMI. The housing deficit transitions into a surplus only when housing units in the 120% to 200% AMI range are factored in, underscoring the challenging market conditions for prospective homeowners earning at or below AMI. ***In sum, a significant share of existing homeowners would be priced out of the current market, and unless home prices fall markedly, the income composition of Wellington's households is set to shift dramatically in the coming years.***

Table 18. Market Value-Based Owner Housing Gaps in Wellington, 2022

AMI level	Households	Housing units	Gap
<30% AMI	473	121	-352
<50% AMI	905	186	-719
<80% AMI	1,448	233	-1,215
<120% AMI	2,351	1,537	-814
<200% AMI	2,749	3,213	464
All	3,344	3,385	41

Source: Five-Year American Community Survey; Department of Housing and Urban Development; Matrix Design Group, Inc.

Note: Affordability tiers based on the 2022 AMI of \$111,300 for the Fort Collins, CO MSA. Units whose values did not exceed three times household income were deemed affordable. Due to rounding, *Gap* may not equal difference between *Housing Units* and *Households*. Data cover period from 2018 to 2022. Household estimates do not account for latent demand.

Naturally, as Wellington grows, so will demand for for-sale housing (see Table 19). By 2030, 4,050 owner households are projected to reside in Wellington, an over 700-household increase from 2022. A plurality of these new households are projected to earn from 80% to 120% AMI, but consistent with recent trends, Wellington is expected to continue attracting families from across the income spectrum. Notably, over 120 new homeowners are projected to earn 200% AMI or more, though further real estate appreciation could cause this number to rise further. Wellington is projected to continue growing through at least 2035, when it will have an estimated 4,518 owner households. **To accommodate this anticipated growth, over 1,100 additional units are required.**

Table 19. Projected Owner Housing Demand in Wellington, 2030 and 2035

AMI level	2030		2035	
	Households	Change from 2022	Households	Change from 2022
<30% AMI	573	100	639	166
<50% AMI	1,096	191	1,223	318
<80% AMI	1,754	306	1,956	508
<120% AMI	2,847	496	3,176	825
<200% AMI	3,329	580	3,714	965
All	4,050	706	4,518	1,174

Source: Esri; Matrix Design Group, Inc.

Note: Housing demand forecasts inferred from population projections. Due to rounding, values may not sum to totals. Household estimates do not account for latent demand.

Latent Demand

According to the 2022 ACS, there were 41 fewer total households than housing units in Wellington, seemingly suggesting that supply outstripped demand. However, a portion of the demand for housing is unrealized, or latent. **Indeed, rising housing costs tend to suppress household formation and encourage shared living arrangements.** Common examples include adult children staying with parents, families “doubling up” on housing, and roommates cohabiting. These arrangements artificially reduce the number of independent households. To estimate a community’s number of latent households, one can calculate the additional households that would form if the market operated at its natural vacancy rate (NVR), defined as the point at which supply and demand are at equilibrium. Under balanced market conditions, upward price pressures are less likely to significantly discourage household formation, although affordability challenges may still exist for certain demographics.

Assuming that Wellington's NVR lies somewhere between five and eight percent, it likely had between 170 and 307 latent households as of 2022 (see Table 20). This means that as much as seven percent of total housing demand in Wellington could be unrealized. Considering that the town had 4,041 housing units, it required between 129 and 266 additional units to meet the needs of actual and latent households. To fulfill this need, the bulk of the additional units would have had to be targeted at the below 80% AMI level, since latent households are disproportionately low income. Recall that the housing gap analyses presented previously accounted for only realized demand; as such, the observed shortages, especially at the lower tiers, should be interpreted as conservative estimates.

Table 20. Latent Housing Demand in Wellington, 2022

Variable	Value
Latent households	
<i>Low</i>	170
<i>Medium</i>	237
<i>High</i>	307
Actual households	4,000
Total housing units	4,041
Gap	
<i>Low</i>	-129
<i>Medium</i>	-196
<i>High</i>	-266

Source: Five-Year American Community Survey; Matrix Design Group, Inc.

Note: "Low," "medium," and high values reflect conditions under a 5%, 6.5%, and 8% natural vacancy rate.

Community Engagement

To facilitate the development of housing solutions for Wellington, residents were invited to share their experiences with housing in the community and provide input on the types of housing they would like to see. The engagement campaign consisted of a resident survey and interactive community events. To maximize participation, all engagement materials were created bilingually, ensuring accessibility for a broader range of residents.



Resident Survey

Matrix designed a 24-question survey to assess Wellington residents' level of housing stability, perceptions of the community's housing needs, and other housing-related attitudes. It was primarily disseminated via social media.

To provide residents ample opportunity to participate, the survey was live from September 6, 2024, to December 16, 2024. It garnered 104 responses, exceeding the participation rate typically seen in housing needs assessment surveys. Like most surveys conducted for community planning purposes, this survey

employed non-probability sampling methods. As such, the sample may not be representative of the population. Still, a diverse group of residents participated, especially along the lines of ethnicity, income, and age. This is made evident by the demographic composition of the respondents, which is presented in Table 21. A complete breakdown of survey results appears in the Appendix.

Table 21. Demographic Characteristics of Survey Respondents

Category	Percent of respondents
Ethnicity	
Hispanic or Latino	4%
Not Hispanic or Latino	80%
Declined to answer	14%
Household Income	
Less than \$25,000	5%
\$25,000 to \$49,999	11%
\$50,000 to \$74,999	9%
\$75,000 to \$99,999	21%
\$100,000 to \$149,999	33%
\$150,000 to \$199,999	8%
\$200,000 or more	4%
Unsure	11%
Age	
Under 18	0%
18 to 24	1%
25 to 34	13%
35 to 44	33%
45 to 54	19%
55 to 64	16%
65 and over	17%

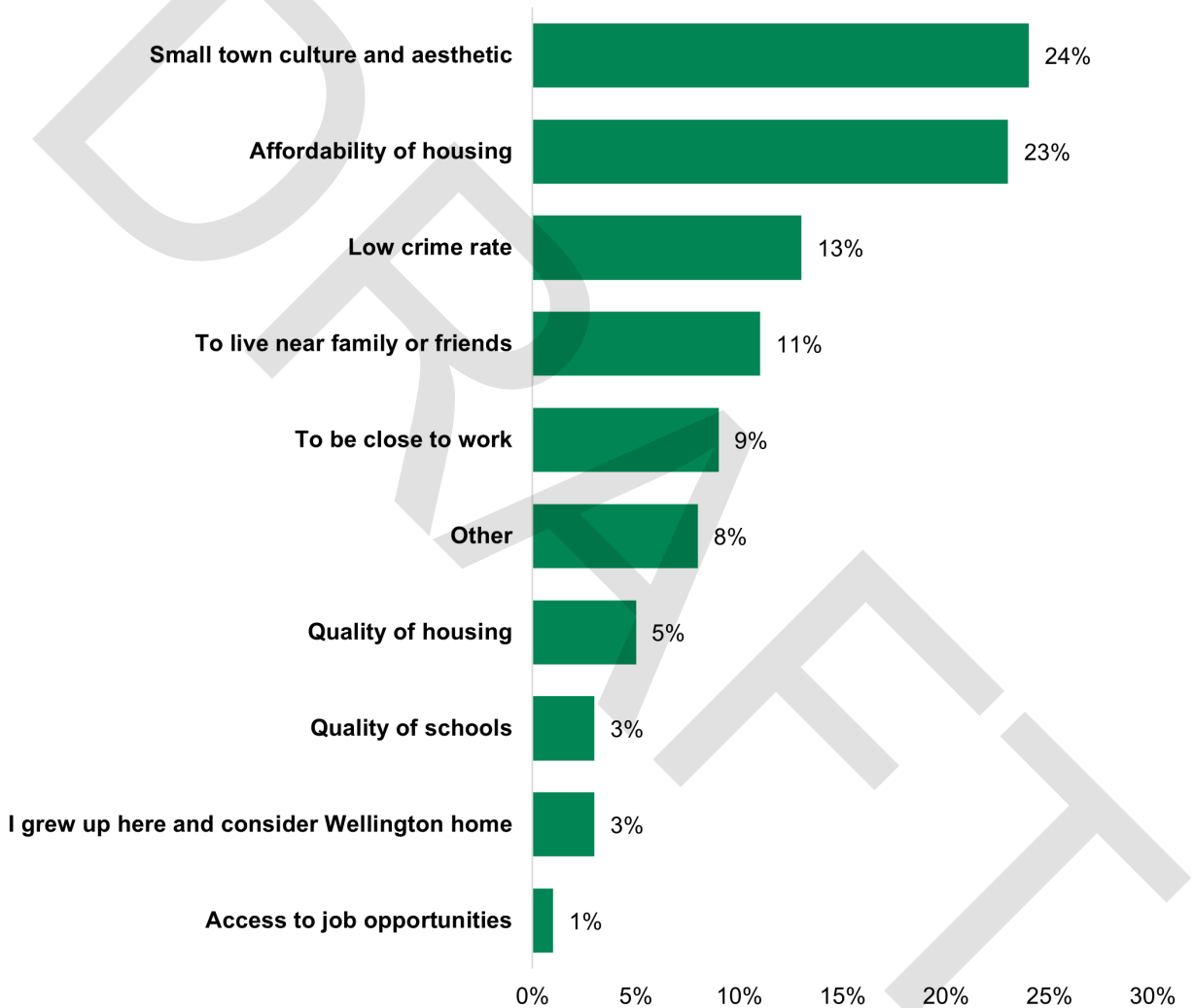
Source: Matrix Design Group, Inc.

Note: N=104

As Figure 32 illustrates, residents primarily chose to make Wellington their home for two reasons: the “affordability of housing” and “small town culture and aesthetic,” both of which were cited at nearly equal rates.

The former reason may be surprising given the recent rent and home price hikes in the town. However, the vast majority of respondents were unaffected by these market changes due to their status as homeowners with fixed-rate mortgages. Additionally, it is possible that residents view Wellington as affordable in relation to communities such as Fort Collins and Boulder. Other popular reasons for residing in Wellington include the town’s low crime rate and the desire to “live near family or friends.”

Figure 32. “Why do you choose to live in Wellington? (Check all that apply)”

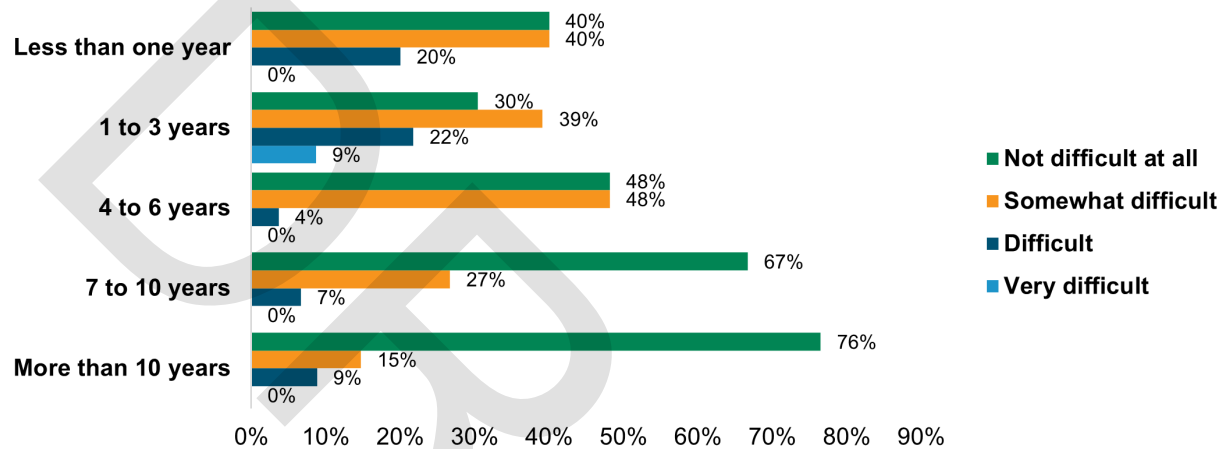


Source: Matrix Design Group, Inc.

Note: N=104

Figure 33 further confirms that locating suitable housing in Wellington has become more difficult over time. A relatively high percentage of respondents who moved into their current home within the past three years indicated it was either “difficult” or “very difficult” to find housing. **Among the subset of respondents who have lived in their current home for one to three years, 22% claimed their housing search was “difficult,” while an additional 9% attested it was “very difficult.”** A significantly smaller share of individuals who reported living in their current home for four or more years said the same.

Figure 33. “How difficult was it for you to locate housing in Wellington?” (By Length of Stay in Current Housing)

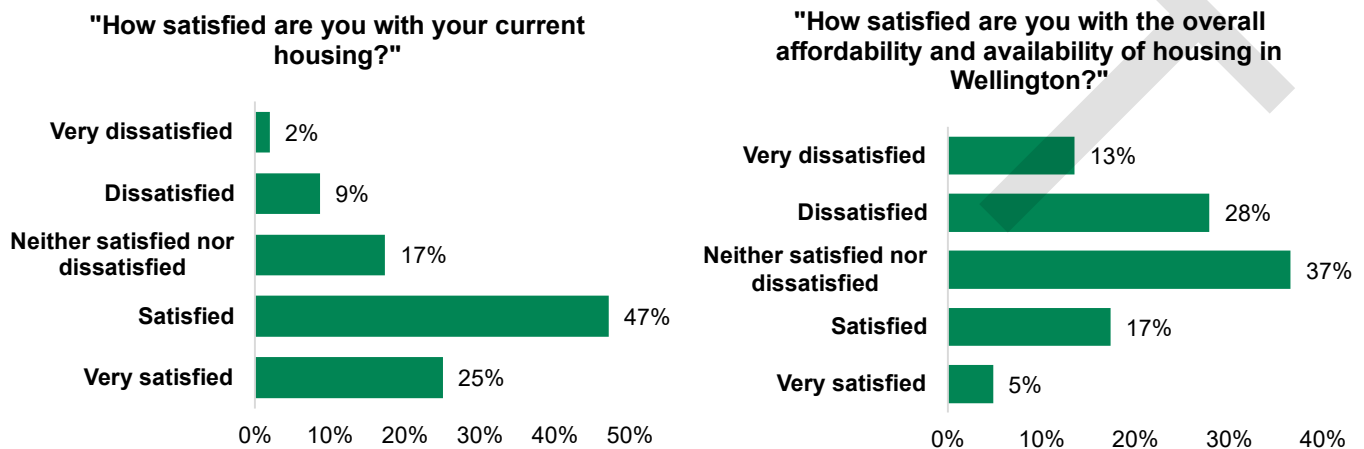


Source: Matrix Design Group, Inc.

Note: N=104

Figure 34 suggests that Wellington residents are generally pleased with their personal housing situations. Indeed, 72% of respondents reported being “satisfied” or “very satisfied” with their current housing. This finding is consistent with the fact that the sample mostly consists of longtime homeowners. **At the same time, respondents acknowledged the affordability and availability challenges facing prospective homeowners and renters, with only 22% of respondents claiming to be “satisfied” or “very satisfied” with overall, community-wide housing conditions.**

Figure 34. Satisfaction with Personal and Community-Wide Housing Conditions

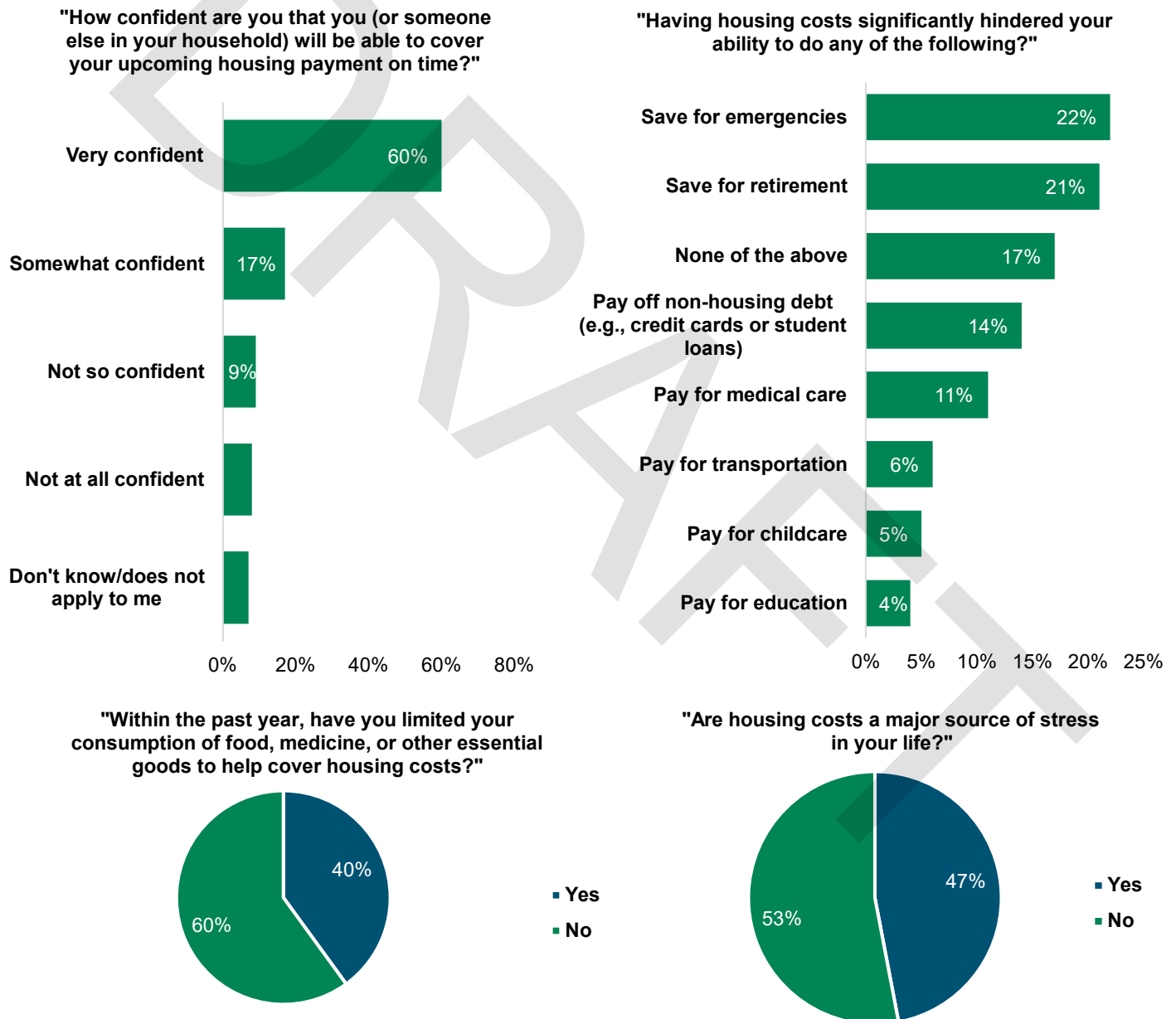


Source: Matrix Design Group, Inc.

Note: N=104

The vast majority of respondents reported being “very confident” or “somewhat confident” that they would be able to cover their upcoming housing payment on time (see Figure 35). However, a sizeable minority (17%) expressed little or no confidence in their ability to do so. Importantly, the fact that most residents are likely to meet their upcoming payment does not mean that housing-related expenses impose no burden on them. A substantial share of respondents reported that housing costs have adversely affected their ability to save for emergencies and retirement, pay off non-housing debt, and cover other essential expenses—such as medical care, transportation, and childcare. **Concerningly, 47% claimed that housing costs are a “major source of stress,” while 40% admitted to limiting their “consumption of food, medicine, or other essential goods to help cover housing costs.”**

Figure 35. The Burden of Housing Costs on Wellington Residents

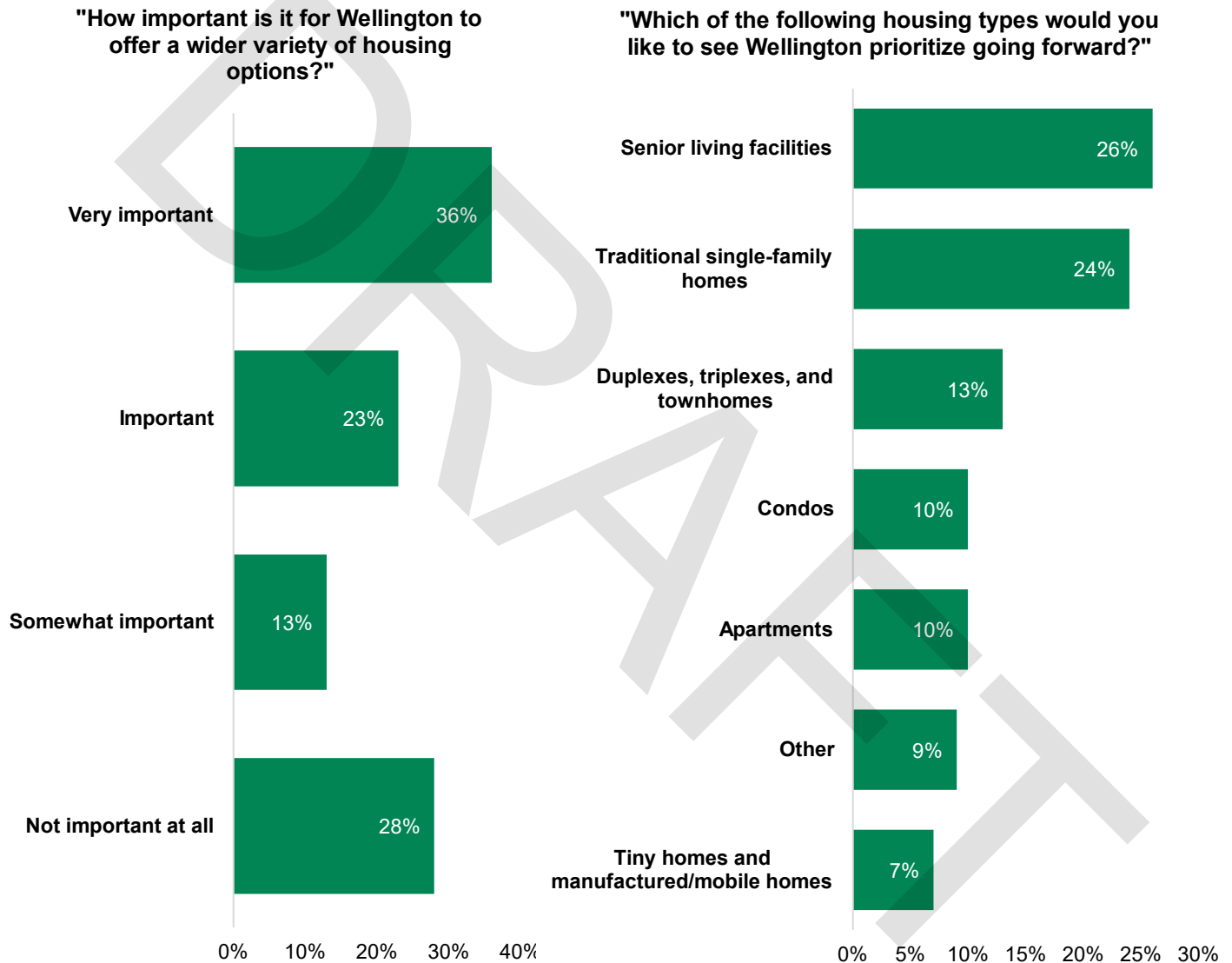


Source: Matrix Design Group, Inc.

Note: N=104

Broad support for alternatives to single-family detached homes exists in Wellington (see Figure 36). **Nearly 60% of respondents indicated it was “very important” or “important” for the town to offer a more diverse array of housing options.** When asked which housing types the town should prioritize in the future, a plurality selected “senior living facilities.” While the second most popular option was “traditional single-family homes,” a substantial share of participants expressed support for duplexes, triplexes, and townhomes, as well as condos and apartments. Tiny homes and manufactured/mobile homes received the least support.

Figure 36. Support for Housing Diversity in Wellington

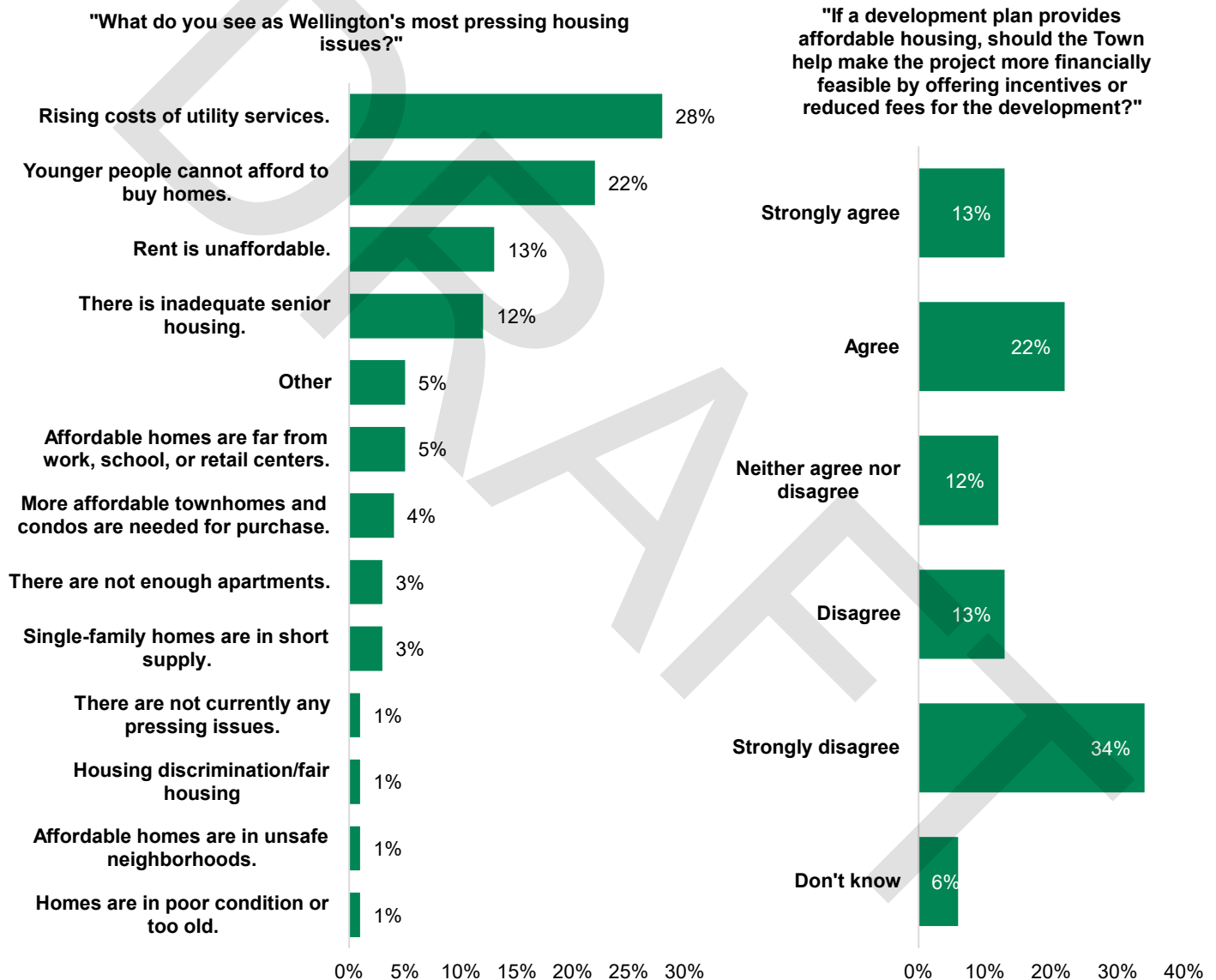


Source: Matrix Design Group, Inc.

Note: N=104

High water rates represent a vexing challenge for the town and its residents. *This is reflected in the fact that a plurality of survey respondents (28%) indicated Wellington's "most pressing" housing issue was the "rising costs of utility services" (see Figure 37).* Concerns about the ability of younger people to become homeowners, the affordability of rent, and the adequacy of the senior housing stock were also relatively widespread. Despite their acknowledgement of Wellington's affordability challenges, respondents viewed a hypothetical policy to encourage the development of affordable housing unfavorably, on net. About 47% "disagreed" or "strongly disagreed" with the policy, compared to 35% who "agreed" or "strongly agreed" with it.

Figure 37. Wellington Residents' Attitudes Toward Housing Issues



Source: Matrix Design Group, Inc.

Note: N=104

The survey concluded with an open-ended section that invited respondents to provide additional housing-related comments. Many residents emphasized the need for Wellington to offer more affordable options, especially for seniors. Others, however, expressed opposition to any form of new residential development, citing Wellington's high utility rates, inadequate dining and retail options, and transportation issues. A representative sample of the open-ended responses appears below.

"Would love to see more affordable senior housing. Either HUD properties or private companies that are income based."

"We wish that Wellington was not building more homes off of GW Bush and Cleveland. Also, will Wellington build another grocery store besides Ridley's?"

"Not enough affordable rentals. Greed has taken over."

"Housing really shouldn't be discussed until road improvements and utilities can be established. More homes shouldn't strain our town, but help it."

"Water rates are the biggest problem outside of lack of senior housing."

"Wellington desperately needs more restaurants and stores."

"Apartments or affordable condos would be so so nice."

"Currently, we are my son's childcare provider. In order to continue, it would be helpful if there were housing options for young people so they could stay in the community."

"We need senior housing and transportation."

"Housing in Wellington to us is fairly priced, but we feel that downtown could be redeveloped to have mixed-use housing."

"The amount of affordable low-income housing available in this town is ridiculously low!"

"Stop the building and taking away the farmlands and small-town feel! Especially stop ANY and ALL new development until the water issues get fixed."

"If affordable housing options are part of the town's plan, I'd like to see further investment in community policing and addressing safety issues including vandalism and teen behavior issues."

"I am concerned that any grants by the town to increase affordable housing will go towards developers, not people."

"I think that there should be more affordable options for water, gas/electric, and internet services. Currently, many of these services have a monopoly and can charge any amount they want without outside supervision and regulation. Those prices have drastically increased, which is causing hardship to residents who are already working multiple jobs to cover necessary expenses and not spending on extraneous items outside of their means or budget."

Community Events

At multiple pop-up community events, residents reviewed informational boards that presented data on Wellington's demographics and housing market. Using a visual reference board, residents were then invited to share their preferences by selecting from a series of photos representing alternatives to single-family detached homes, which dominate Wellington's housing stock. **Feedback indicated strong support for a diverse range of housing options, particularly those that could expand rental opportunities within the community (see Figure 38).**

Figure 38. Visual Preference Board Results



Housing Strategies

Wellington faces unique housing challenges due to its limited availability of developable land and the predominance of detached single-family residential development. As the community seeks to diversify its land use composition, a multi-faceted approach is necessary to address these housing challenges effectively. The strategies outlined below reflect the need to reinvest in the existing housing stock and work within the bounds of developed parcels to create innovative housing solutions that do not require excess land.

Addressing Wellington's housing affordability and diversity issues will require a combination of policy and regulatory changes, creative land use strategies, and leveraging of various funding sources. These strategies are intended to maximize the potential of existing properties, encourage more efficient land use, and create opportunities for a wider range of housing options. Each strategy plays an important role in the overall effort to improve housing affordability and accessibility in Wellington. ***This multi-faceted approach, which is based on the premise that no single solution can address all the community's housing needs, will allow Wellington to adapt to changing demographics and housing preferences while maintaining its community character and making the most of its land resources.***

Expand Accessory Dwelling Units (ADUs)

Accessory dwelling units present an opportunity to foster multi-generational living and support the cohabitation of multiple households in non-overcrowded settings. They meet the needs of the growing senior population by facilitating aging in place while also allowing adult children to live with their parents and families to “double up” on housing. While Wellington already permits ADUs on most single-family lots, limited building permit

applications have been submitted due to high costs and challenges in meeting dimensional standards.

To encourage development, Wellington should consider several key adjustments, including increasing the current 1000-square-foot-limit on unit size, amending design requirements, reassessing utility connection and impact fees, and reconsidering owner-occupancy requirements, especially given the rental shortages documented previously.

The current 1,000-square-foot size on ADUs may be hindering their growth by limiting flexibility in design, functionality, and market appeal. The size constraint is likely too small to accommodate the needs of many homeowners, particularly for multi-bedroom layouts, accessibility features, or additional living space for extended family. Furthermore, the restriction may discourage investment in ADU development by reducing the potential for rental income and resale value, making construction less financially viable. Instead, ADUs should be allowed to occupy up to 75% of the primary residence's interior habitable area, or 1,200 square feet, whichever is less. This change would provide homeowners with greater flexibility in developing ADUs, while ensuring they remain appropriately scaled to the primary dwelling.

In addition, Wellington should consider updating the design standards for ADUs, which currently require these units to maintain the architectural design, style, appearance, and character of the primary residence. While it is recommended that attached ADUs continue to adhere to this requirement, allowing greater design flexibility for detached ADUs could help boost their development. Since many detached ADUs available on the market are modular, Wellington should consider adjusting design standards to permit variations in architectural style, provided the detached unit is painted to match the primary residence.

Wellington should also explore revising the current limit of one ADU per property, particularly for larger lots. For properties that are half an acre or more, it is recommended to permit both one attached and one detached unit. On lots exceeding one acre, allowing one attached and up to two detached units could help boost housing supply while ensuring the units remain proportional to the lot size.

Implementing a short-term rental registration program can help monitor and regulate ADU usage effectively. By requiring property owners to register ADUs used as short-term rentals, the town can gain insight into whether the units are being utilized in a way that aligns with community goals and addresses the housing shortage.

Expanding ADU allowances would enable Wellington to increase its housing supply without requiring new land development, an essential strategy given the community's limited vacant parcels. ***To facilitate ADU construction, the town could explore financing programs tailored specifically for ADUs, utilize Community Development Block Grants to support their development, introduce a pre-approved ADU design program to streamline the permitting and construction process, and collaborate with local banks to offer specialized, low-interest ADU loans.*** Collectively, these measures would reduce common barriers to ADU development.

ADU expansion offers a range of potential benefits to not only homeowners but the community more broadly. For homeowners, ADUs can generate steady rental income, helping to offset mortgage payments, property taxes, and other household expenses. This additional income can make homeownership more sustainable, especially for those on fixed or limited incomes. Moreover, ADUs can increase property values by enhancing the overall functionality and versatility of a property and provide flexible living spaces that can meet a variety of needs. At a community level, ADUs are an efficient way to diversify the housing stock without changing the character of established neighborhoods. An expanded ADU supply could help the town reduce the shortage of rental housing at the 50% AMI level and, by extension, foster a more inclusive and resilient community.

Incentivize Affordable Development

Excessive parking requirements can significantly increase development costs, thus impeding a community's housing supply. ***By reevaluating parking requirements, the town has an opportunity to effectively introduce new development incentives.*** Reducing the number of required parking spaces per unit—especially for affordable housing developments—can help lower construction costs and promote more efficient land use. However, it is essential to carefully assess the long-term implications, particularly in cases where units may transition from affordable to market rate, to ensure that parking remains sufficient to meet future needs.

Wellington should consider revisiting its current parking requirements for affordable housing projects. The existing Land Use Code mandates 1.5 parking spaces for a one-bedroom unit, two spaces for a two-bedroom unit, and 2.5 spaces for a three-bedroom unit. Updated standards of one space per one-bedroom unit, 1.5 spaces per two-bedroom unit, and two spaces per three-bedroom unit are appropriate. Parking can be a significant expense for development projects, as the size of the parking lot directly impacts overall costs. Larger lots require more materials and labor, driving up expenses. For smaller lots, adding 50 extra parking spaces can cost between \$50,000 and \$100,000. This cost includes factors such as space requirements, materials, site preparation, signage, and marking. Reducing these requirements could help lower project costs and improve feasibility.

Wellington could adopt a more flexible approach to the design review process, allowing applicants to request special exceptions to certain guidelines if their proposals enhance housing affordability. These exceptions would still require the projects to align with the community's overarching design principles, ensuring quality and consistency. By evaluating each case individually, the process balances flexibility with maintaining community standards. The Planning Director or a designee could then review and approve such requests administratively.

Goodyear, Arizona recently adopted design standards that include special exemptions aimed at increasing housing affordability. During the design review process, applicants seeking to enhance affordability can request exceptions to any “shall” guidelines, provided the project continues to align with the overarching design principles. These exceptions can be administratively approved by the Development Services Department director or a designee and may include additional conditions. Adopting a similar approach in Wellington could offer developers greater flexibility while maintaining the community’s character.

Introducing inclusionary zoning policies or ordinances can further boost affordable housing production. These policies typically require a certain percentage of new housing developments to be set aside as affordable units. ***When combined with other incentives, inclusionary zoning can be an effective tool for creating mixed-income communities.*** Such socioeconomic integration enhances social cohesion; reduces economic disparities; and improves access to schools, healthcare, and employment for all residents.

Finally, expediting review timeframes and waiving or reducing permit fees for affordable housing projects can serve as powerful incentives to drive development. Streamlining the approval process and cutting associated costs significantly reduces both the financial and temporal barriers that often deter developers from pursuing affordable housing initiatives. By making these projects more economically viable, such measures can accelerate the construction of much-needed housing, helping to address shortages more efficiently. Additionally, these actions send a clear signal of the town’s commitment to prioritizing affordable housing solutions, fostering greater collaboration with developers and reinforcing the community’s dedication to meeting the needs of its residents. The combination of revised parking standards, inclusionary zoning, and expedited review timeframes could invite affordable multifamily residential development.

Support Housing Rehabilitation, Preservation, and Infill Development

Wellington’s approach to housing affordability should focus on a comprehensive strategy of housing rehabilitation, preservation, and infill development. While the town’s newer housing stock is in excellent condition, some older homes could benefit from incremental investments and improvements. Housing rehabilitation programs can help maintain and improve existing affordable housing stock, which is often a more cost-effective strategy than building new units. These programs are particularly valuable for pre-1960s homes that are still habitable and often serve as naturally occurring affordable housing (NOAH). Rehabilitation efforts can range from full-scale renovations to targeted improvements such as insulation upgrades, duct sealing, and window replacements, utilizing Community Development Block Grant (CDBG) funding for cost-effective measures.

To maintain the existing affordable housing stock, Wellington should prioritize the development of a comprehensive inventory of NOAH properties and implement strategies to prevent their conversion to market-rate units. A well-maintained preservation inventory would serve as a foundational tool for tracking at-risk properties and guiding proactive intervention efforts. Additionally, the town should explore targeted policies and incentives that encourage property owners to retain affordable rental rates, such as tax abatements. Partnerships with non-profit organizations, community land trusts, or mission-driven developers could further enhance preservation efforts by facilitating the acquisition and management of NOAH properties, ensuring they remain accessible to lower-income households.

While preservation and rehabilitation are critical for retaining and promoting affordability, Wellington should also recognize that redevelopment may occasionally be necessary. Factors such as severe structural deficiencies, safety hazards, health and wellness concerns, or prohibitive rehabilitation costs may render redevelopment a more viable solution. In such cases,

redevelopment projects should prioritize replacing lost affordable units.

Malden, Massachusetts' Housing Rehabilitation Program could serve as a model for Wellington. It provides financial assistance for a variety of rehabilitation activities, including roofing, heating, electrical, plumbing, and HVAC improvements. The program also addresses critical health and safety concerns such as lead abatement, radon mitigation, and mold remediation. As of 2022, more than 1,100 housing units have been preserved through the Affordable Housing Incentive Program. This initiative provides property tax reductions to landlords who commit to keeping a portion of their rental units affordable for a period of 10 years. A similar requirement in Wellington could help reduce the rental housing shortage impacting families earning below 50% AMI.

Comprehensive Plan 2021 identifies strategic areas in downtown Wellington for redevelopment and infill, both of which can increase housing supply and revitalize neighborhoods. ***Infill development, in particular, promotes the efficient use of existing infrastructure and maximizes the use of available land by developing vacant or underutilized parcels within established neighborhoods.*** In doing so, it helps preserve open spaces and agricultural lands. Additionally, infill development fosters walkable, connected neighborhoods while enhancing access to local amenities. For these reasons, it should be a core part of Wellington's housing strategy.

Update Dimensional Standards

Currently, the majority of residential development in Wellington is zoned for either *R-1: Residential Rural* or *R-2: Residential Low Density*, with limited areas zoned for *R-3: Residential Medium Density* and *R-4: Downtown Neighborhood District*. The town should consider revising lot dimensional requirements, particularly in *R-2* and *R-3* zones, to allow for additional flexibility in development. ***This could involve adjusting lot width, depth, and site area requirements.*** Specifically, it would be beneficial to align the lot width requirements in the *R-2* district with those of the *R-3* district by reducing the minimum width for detached units from 60 feet to 50

feet and for attached units from 30 feet to 25 feet. Smaller lot sizes would enable more units per acre, facilitating higher-density development. Ideally, this new development would be entry-level housing for families earning below 120% AMI.

Given the limited developable land in Wellington, increasing density allowances for multi-family products could significantly improve the housing supply.

Increasing the maximum net density, especially in the R-3 and R-4 zones, could encourage more multi-family development and better utilize available land.

In the *R-3* district, Wellington should consider increasing the maximum allowable dwelling units per acre from the current limit of 12 units to 15 units per acre.

In the *R-3* category, Wellington could encourage cluster development, which allows for higher density in certain areas while preserving open space elsewhere. Such development requires less infrastructure—and, by extension, incurs lower costs—and can make housing more affordable by spreading land costs across more units. While most of Wellington is built out, any newly annexed land should consider a balance of land uses—not just residential. As Wellington is primarily a bedroom community, incorporating additional commercial, industrial, and civic uses to support residents is important for creating a more economically viable community.

Diversify Housing Stock

To diversify Wellington's housing stock and address affordability concerns, the town must expand its focus beyond single-family detached homes. ***Amending the Land Use Code to encourage additional multi-family housing in various use categories, particularly R-4, could effectively address the rental availability deficiency and create a more diverse housing composition.*** This strategy aligns with the *Comprehensive Plan's* vision of supporting low-density housing near neighborhoods and medium-density, mixed-use development near activity centers.

A key strategy in this diversification effort is expanding the mixed-use category allowance to permit residential uses by right rather than as conditional uses. While Wellington seeks to maintain a balanced mix of land

uses and encourage non-residential development with this use type, mixed-use solutions—such as live-work spaces—can help achieve the goal of increasing housing units while also supporting revenue-generating land uses that benefit the community. This change would significantly increase rental options and housing diversity. ***Complementing this, the implementation of “gentle density” solutions, such as duplexes and triplexes designed to harmonize with single-family homes, can preserve neighborhood character while increasing housing options.*** Because it allows for the seamless integration of alternative housing types into existing neighborhoods without drastically altering their character, gentle density has emerged as a widely favored approach to addressing the national housing shortage.

Minneapolis, Minnesota focused on increasing residential density to optimize land use and accommodate population growth by allowing and encouraging duplexes and triplexes in more areas. Data from 2020 to 2022 suggest this approach has been successful, with a 45% increase in permits issued for two-to-four-unit properties. These findings have promising implications for Wellington.

Allowing smaller lot sizes is a strategic approach to facilitating higher-density development, effectively boosting the housing supply in desirable areas while preserving opportunities for economic development on available land. By enabling more homes to be built within a given area, this strategy maximizes land use efficiency and helps alleviate market pressure. Smaller lot sizes can also reduce overall development costs, making it possible to create more affordable housing options and expand access to homeownership for a wider range of buyers, including first-time homeowners and moderate-income families. Additionally, this approach promotes walkability, efficient infrastructure use, and stronger community connections.

Provide More Senior Housing Options and Facilitate Aging in Place

An abundance of evidence indicates Wellington's population is aging. As mentioned previously, about 10%

of the population was aged 65 and over as of the 2022 ACS—up from 7% just five years earlier. Moreover, the absolute size of this age demographic nearly doubled. Currently, Wellington's senior housing options are virtually nonexistent, an assessment validated by the results of the resident survey. The need extends to not only independent living facilities but also assisted living and memory care centers: 143 seniors reported experiencing an independent living or self-care difficulty, while 56 were impacted by a cognitive difficulty.

Fortunately, the strategies used to promote affordable housing in general can similarly spur the production of affordable senior housing. In this regard, Washington, D.C., serves as a useful case study. The U.S. capital was able to reinforce its supply of affordable senior housing by leveraging multiple tools at its disposal, including an expedited process for disposing of city-owned properties and rezoning land, four and nine percent federal low-income tax credits, adaptive reuse, and a loan furnished by its Housing Production Trust Fund. The efforts resulted in three developments consisting of 185 rental and ownership units. Nearly half of the units are reserved for senior households earning 60% AMI or less.

Of course, many seniors prefer to “age in place” rather than relocate to senior housing. However, it is common for homes to be inaccessible to those with ambulatory or other disabilities, with the American Housing Survey indicating that 47% of homes nationally require the use of stairs for entry from the outside. Further, ramps and lifts are exceedingly rare, existing in just six percent of homes. Administered by the Loveland Housing Authority, the Larimer Home Improvement Program offers zero- and low-interest loans for home repairs and accessibility modifications. Maximum loan amounts are \$24,999 for single-family homes and \$12,000 for mobile or manufactured homes. Households with incomes equal to 80% AMI or below are eligible for the funding. By working to increase residents' awareness of the program, Wellington could help seniors stay in their homes.

Similarly, the Department of Housing and Urban Development offers an Older Adult Home Modification Grant Program for which the Town of Wellington may be

eligible. To apply directly, it would need to demonstrate three years of experience delivering services to older adults. The town could also qualify by partnering with an eligible entity, such as a nonprofit, Larimer County, or a public housing authority. In FY 2023, \$30.5 million was available via this program.

HUD Funding Opportunities

The U.S. Department of Housing and Urban Development (HUD) offers several funding sources that present viable options for Wellington to address its housing challenges. These programs have been carefully selected based on gaps identified in the town's housing stock through comprehensive market research and community engagement. Some programs are exclusively available to the town government, while others are open to applications from nonprofits and other key stakeholders.

To capitalize on these resources, Wellington should focus on educating residents and developers about available funding opportunities. Hosting informational workshops, creating resource guides, and fostering partnerships with housing organizations can encourage participation and maximize the impact of these resources. By aligning local efforts with these proven programs, Wellington can effectively address housing affordability, increase the availability of affordable units, and build a more sustainable and inclusive community.

Community Development Block Grants

The Community Development Block Grant (CDBG) program provides flexible funding to address a wide range of community development needs, including affordable housing, infrastructure improvements, and public services. While entitlement communities receive funds directly, smaller towns like Wellington access CDBG funds through the Colorado Division of Housing, which administers grants for non-entitlement areas. For Wellington, CDBG funding could be instrumental in addressing local priorities, such as rehabilitating affordable housing, improving essential infrastructure, or supporting programs for low- and moderate-income residents. By applying for these funds or partnering with regional entities, Wellington can enhance its capacity to tackle pressing community development challenges,

promote economic growth, and improve the quality of life for its residents. This funding flexibility makes CDBG a valuable tool for advancing long-term community goals.

PRO Housing

In an omnibus bill passed in 2022, Congress established the Pathways to Removing Obstacles to Housing (PRO Housing) program. The program's primary goal is to assist communities in identifying and eliminating barriers that hinder the preservation and development of affordable and attainable housing. Examples of these barriers include outdated zoning and land use policies, inefficient permitting processes, threats from natural resource limitations, and inadequate or deteriorating infrastructure.

In the first round of funding, HUD allocated approximately \$85 million to 21 state and local governments. An additional \$100 million was made available in the second round, which had an application deadline of October 15, 2024. It is plausible that the program will be extended by Congress to support a third round of funding, considering the nation's ongoing housing affordability challenges, the strong demand seen in the first two rounds, and the bipartisan support for housing solutions.

Fair Housing Initiatives Program

Under the Fair Housing Act (FHA), it is illegal to discriminate against individuals based on race, color, sex, sexual orientation, gender identity, religion, familial status, or disability. The Fair Housing Initiatives Program (FHIP), administered by HUD's Office of Fair Housing and Equal Opportunity (FHEO) since the 1980s, provides funding to nonprofits and fair housing organizations to combat housing discrimination, giving it a critical role in upholding the FHA's protections. These organizations engage in education, outreach, and enforcement activities to address discriminatory practices. Wellington may consider partnering with regional nonprofits or advocacy groups, such as Colorado Legal Services or Volunteers of America Colorado, to bring fair housing resources to the community. In partnership with HUD, FHIP grantees assist victims of housing discrimination in filing complaints and conduct preliminary investigations.

These investigations often involve deploying “testers”—individuals trained to pose as renters or buyers to uncover discriminatory behavior by housing providers.

Self-Help Ownership Program

Authorized by the Housing Opportunity Program Extension Act of 1996, the Self-Help Homeownership Opportunity Program (SHOP) provides funding to assist nonprofit organizations and consortia in creating affordable homeownership opportunities for low-income families. The program specifically supports the purchase of home sites and the development of infrastructure for homes built or rehabilitated through sweat equity and homeowner participation.

Eligible expenses under SHOP are limited to land acquisition, infrastructure improvements, and related administrative costs necessary for these activities. The funds cannot be used for actual construction. All projects must directly benefit low-income households, enabling families who might not otherwise achieve homeownership to do so. Additionally, the average combined cost of land acquisition and infrastructure improvements for each unit must not exceed \$25,000.

HOME Investment Partnerships Program

The HOME Investment Partnerships Program (HOME) is a federally funded initiative to provide grants for the creation and preservation of affordable housing for low-income households. State and local governments can use these funds for activities such as constructing or rehabilitating affordable housing, providing tenant-based rental assistance, assisting homebuyers, and addressing homelessness. While Wellington cannot receive HOME funds directly as a non-entitlement community, it can leverage this program by collaborating with the Colorado Division of Housing, which administers HOME funds for non-entitlement areas. By partnering with the Division of Housing or eligible nonprofit organizations, Wellington could secure funding to support affordable housing projects, such as rehabilitating existing units or developing new ones to meet the needs of low-income residents. Additionally, Wellington could use HOME funds to provide down payment assistance or rental subsidies, expanding housing accessibility for its workforce and vulnerable populations. These efforts

would not only improve local housing options but also foster greater community stability and economic growth.

Section 811 Supportive Housing for Persons with Disabilities Program

The Section 811 Supportive Housing for Persons with Disabilities Program provides funding to develop and subsidize rental housing with supportive services for very low-income adults with disabilities. This program enables individuals with disabilities to live independently while receiving the assistance they need to thrive. Section 811 funds can be used for the construction, rehabilitation, or acquisition of affordable housing units and include rental subsidies to ensure affordability for residents. For a community like Wellington, the program could address gaps in accessible and affordable housing for individuals with disabilities, a need often overlooked in smaller towns. By partnering with nonprofits or housing authorities experienced in serving this population, Wellington could help direct funding toward the creation of supportive housing options, thereby enhancing inclusivity and quality of life for residents with disabilities.

DOLA Funding Opportunities

Matrix identified several key funding sources from the Colorado Department of Local Affairs (DOLA) that are specifically designed to address the state’s growing need for affordable housing. These programs, many of which are relatively new, demonstrate Colorado’s heightened focus on and renewed commitment to tackling housing challenges. By strategically utilizing these programs, communities like Wellington can leverage state resources to address pressing housing needs and foster long-term economic and social growth.

Housing Development Grant and Loan Funds

The Housing Development Grant Fund (HDGF) program offers Wellington an opportunity to stimulate the production of affordable housing through infill projects and adaptive reuse of existing structures. Administered by the Colorado Division of Housing, the program provides grants to support key activities such as the acquisition, rehabilitation, and construction of affordable housing. Beyond these core uses, the funds can also

finance foreclosure prevention initiatives and data collection efforts to better inform housing strategies. Grants are awarded on a competitive basis to nonprofit developers, public housing authorities, and local governments, making the program a flexible tool for addressing Wellington's housing needs. Its sister program, the Housing Development Loan Fund, provides collateral loans to nonprofit developers and housing authorities for the (re)development and rehabilitation of affordable housing.

Proposition 123

In 2022, Colorado voters approved Proposition 123, creating the State Affordable Housing Fund (SAHF) to address the state's growing affordable housing crisis. Funded by 0.1% of existing state tax revenue, SAHF is projected to allocate up to \$300 million annually to local governments, nonprofits, community land trusts, and private entities. To qualify, jurisdictions must commit to increasing their affordable housing stock by 3% annually over a three-year period. SAHF funds can be used for a wide range of activities, including the acquisition, maintenance, and development of land; rental and down payment assistance; case management for individuals experiencing homelessness; and streamlining land use, permitting, and zoning processes.

For Wellington, opting into Proposition 123 offers an opportunity to secure substantial funding to tackle local housing challenges. These resources could support initiatives such as new affordable housing developments, assisting renters and first-time homebuyers, and enhancing the town's capacity to process development applications efficiently. While meeting the 3% annual growth requirement may present some challenges, especially for a community of Wellington's size, the potential benefits make it a compelling option. At the time of this writing, 202 of Colorado's 336 eligible local governments have opted into Proposition 123, representing over 90% of the state's population.

Creation of Supportive Housing Program

In the resident survey, 32% of residents indicated they were "concerned" or "very concerned" about homelessness. To address the housing needs of its

most vulnerable populations, including those experiencing homelessness or housing instability, Wellington can apply for grants and loans available through the Creation of Supportive Housing Program in collaboration with nonprofit organizations, housing authorities, or private developers experienced in building and managing supportive housing projects. In fiscal year 2024, the program awarded three projects totaling over \$12 million, facilitating the development of 218 supportive housing units. More recently, a November 2024 Request for Applications (RFA) designated \$2.7 million for the Creation of Supportive Housing program.

Implementation Plan

Table 22 outlines a comprehensive set of strategies designed to address Wellington's housing needs across short-, medium-, and long-term horizons, as well as ongoing initiatives. These strategies aim to balance immediate interventions with sustainable, long-term planning, ensuring a broad range of housing options are available to meet the diverse needs of the community. By categorizing these approaches by timeframe, the table provides a clear framework for prioritization and implementation, offering actionable steps to guide Wellington's housing policy and development efforts effectively.

Table 22. Implementation Timeline

Short-Term Strategies (0-2 years)
Amend the Land Use Code to expand ADUs by increasing unit size limit, updating design standards, and pursuing funding opportunities.
Revise parking standards for affordable housing projects.
Amend the dimensional standards to encourage alternative housing options and sizes.
Medium-Term Strategies (2-5 years)
Create and implement a short-term rental registration program for ADUs.
Update the design review process to allow for special exemptions for affordable housing projects.
Expedite review timeframes and waive or reduce permit fees for affordable housing projects.
Introduce inclusionary zoning policies, requiring new developments to include a percentage of affordable units.
Enhance community education by hosting informational workshops on available funding opportunities.
Long-Term Strategies (5+ years)
Introduce a pre-approved ADU design program.
Prioritize senior housing and facilitate aging in place.
Develop incentives for infill projects that maximize existing infrastructure.
Explore partnerships with non-profit organizations and community land trusts for NOAH preservation.
Establish a housing rehabilitation program.
Ongoing Strategies
Pursue HUD and DOLA funding mechanisms
Develop and maintain naturally occurring affordable housing (NOAH) inventory

Appendix

Table 23. Full Resident Survey Results

1. Do you currently live in Wellington?	Yes (97%)	No (3%)											
2. Do you own or rent your home?	<i>I rent my home or live in a home rented by another member of my household. (3%)</i>	<i>I own my home or live in a home owned by another member of my household. (95%)</i>	<i>Other (2%)</i>										
3. If you are currently renting your home, do you plan to buy a home in Wellington in the future?	<i>Yes, I plan to buy a home in Wellington within the next two years. (0%)</i>	<i>Yes, I plan to buy a home in Wellington within the next three to five years. (0%)</i>	<i>Yes, I plan to buy a home in Wellington at some point, but I am not sure when. (3%)</i>	<i>No, I plan to buy a home outside of Wellington. (4%)</i>	<i>No, I plan to continue to rent indefinitely, either in Wellington or elsewhere. (1%)</i>	<i>I do not currently rent a home. (92%)</i>							

4. Why do you choose to live in Wellington? (Check all that apply)	<i>I grew up here and consider Wellington home (3%)</i>	<i>To live near family or friends (11%)</i>	<i>To be close to work (9%)</i>	<i>Affordability of housing (23%)</i>	<i>Quality of housing (5%)</i>	<i>Access to job opportunities (1%)</i>	<i>Quality of schools (3%)</i>	<i>Low crime rate (13%)</i>	<i>Small town culture and aesthetic (24%)</i>	<i>Other (8%)</i>			
5. How long have you lived in your current housing?	<i>Less than one year (5%)</i>	<i>1 to 3 years (22%)</i>	<i>4 to 6 years (26%)</i>	<i>7 to 10 years (14%)</i>	<i>More than 10 years (33%)</i>								
6. How difficult was it for you to locate housing in Wellington?	<i>Very difficult (2%)</i>	<i>Difficult (11%)</i>	<i>Somewhat difficult (32%)</i>	<i>Not difficult at all (56%)</i>									
7. How satisfied are you with your current housing?	<i>Very satisfied (25%)</i>	<i>Satisfied (47%)</i>	<i>Neither satisfied nor dissatisfied (17%)</i>	<i>Dissatisfied (9%)</i>	<i>Very dissatisfied (2%)</i>								
8. How satisfied are you with the overall affordability and availability of housing in Wellington?	<i>Very satisfied (5%)</i>	<i>Satisfied (17%)</i>	<i>Neither satisfied nor dissatisfied (37%)</i>	<i>Dissatisfied (28%)</i>	<i>Very dissatisfied (13%)</i>								
9. How confident are you that you (or someone else in your household) will be able to cover your	<i>Very confident (60%)</i>	<i>Somewhat</i>	<i>Not so confident (9%)</i>	<i>Not at all confident (8%)</i>	<i>Don't know/does not</i>								

upcoming housing payment on time?		confident (17%)			apply to me (7%)								
10. Are housing costs a major source of stress in your life?	Yes (47%)	No (53%)											
11. Within the past year, have you limited your consumption of food, medicine, or other essential goods to help cover housing costs?	Yes (40%)	No (60%)											
12. Have housing costs significantly hindered your ability to do any of the following (Check all that apply)?	Pay off non-housing debt (e.g., credit cards or student loans) (14%)	Save for retirement (21%)	Save for emergencies (22%)	Pay for medical care (11%)	Pay for education (4%)	Pay for childcare (5%)	Pay for transportation (6%)	None of the above (17%)					
13. How important is it for Wellington to offer a wider variety of housing options?	Very important (36%)	Important (23%)	Somewhat important (13%)	Not important at all (28%)									
14. Which of the following housing types would you like to see Wellington prioritize going forward?	Apartments (10%)	Condos (10%)	Traditional single-family homes (24%)	Duplexes, triplexes, and	Senior living facilities (26%)	Tiny homes and manufactured/mobile	Other (9%)						

				town-homes (13%)		homes (7%)							
15. How concerned are you about homelessness in Wellington?	Very concerned (13%)	Concerned (19%)	Somewhat concerned (27%)	Not at all concerned (41%)									
16. What do you see as Wellington's most pressing housing issues?	There is inadequate senior housing. (12%)	Younger people cannot afford to buy homes. (22%)	Rent is unaffordable. (13%)	Homes are in poor condition or too old. (1%)	Single-family homes are in short supply. (3%)	There are not enough apartments. (3%)	More affordable town-homes and condos are needed for purchase. (4%)	Rising costs of utility services. (28%)	Affordable homes are far from work, school, or retail centers. (5%)	Affordable homes are in unsafe neighborhoods. (1%)	Housing discrimination/fair housing (1%)	There are not currently any pressing issues. (1%)	Other (5%)
17. If a development plan provides affordable housing, should the Town help make the project more financially feasible by offering incentives or reduced fees for the development?	Strongly agree (13%)	Agree (22%)	Neither agree nor disagree (12%)	Disagree (13%)	Strongly disagreed (34%)	Don't know (6%)							
18. What is your age?	Under 18 (0%)	18-24 (1%)	25-34 (13%)	35-44 (33%)	45-54 (19%)	55-64 (16%)	65+ (17%)						
19. Within the past year, how much has your entire household earned in income?	Less than	\$25,000 to	\$50,000 to	\$75,000 to	\$100,000 to	\$150,000 to	\$200,000 or more (4%)	Not sure (11%)					

	\$25,000 (5%)	\$49,999 (11%)	\$74,999 (9%)	\$99,999 (21%)	\$149,999 (33%)	\$199,999 (8%)							
20. How many people live in your household (including you)?	One (13%)	Two (31%)	Three (19%)	Four (29%)	Five or more (9%)								
21. What is the highest level of education you have completed?	Less than high school (0%)	High school diploma or equivalent (8%)	Some college or associate's degree (25%)	Bachelor's degree (37%)	Graduate or professional degree (24%)	I'd rather not say (7%)							
22. What is your race?	White (79%)	Black (0%)	American Indian or Alaska Native (0%)	Asian (0%)	Native Hawaiian or Pacific Islander (0%)	Other (3%)	Two or more races (2%)	I'd rather not answer (16%)					
23. Are you Hispanic or Latino?	Yes (4%)	No (80%)	I'd rather not say (14%)										
24. Thank you for taking the time to share your feedback. If you have any additional comments about housing in Wellington, please provide them below.	Open-ended responses												

Glossary

Area Median Income: The midpoint of household incomes for a specific geographic area, indexed to a household size of four. In this case, the Fort Collins MSA is the geographic area of interest. FY 2024 AMI was \$118,800.

Condo: A type of multifamily residential property where an individual owns the interior of their specific unit, but the land and exterior structure are jointly owned with other unit owners in the development.

Cost-Burdened Households: Households that spend at least 30% of household income on total housing costs. For renters, total costs include contract rent and utilities; for homeowners, they include the mortgage, property taxes, homeowner's insurance, utilities and related expenses, and other fees.

Duplex: A residential building that contains two separate housing units within a single structure. The units typically share a common wall, floor, or ceiling but have separate entrances and living facilities.

Family Household: A household in which at least one person is related by birth, marriage, or adoption to the householder.

Household: The people who occupy a housing unit as their usual place of residence. A community's number of households equals its number of occupied housing units. People who do not reside in housing units, such as those in group quarters, are not considered part of a household. Nonresidential units and groups quarters are excluded.

Housing Unit: A house, apartment, mobile home, group of room, or a single room that is occupied as separate living quarters or intended for occupancy as separate living quarters.

Latent Household: A group of individuals or family unit that has the potential to form a separate household but is currently unable to due to housing affordability and availability constraints.

Median Household Income: The midpoint of household incomes for a specific geographic area. For Wellington, the most recent estimate of median household income is \$101,259.

Months of Supply: The number of months it would take to sell all the homes currently available on the market, given the current pace of sales, if no new homes were listed. This metric helps assess whether the market favors buyers or sellers.

Townhome/Townhouse: A single-family attached dwelling in which the owner owns both the interior and exterior of their unit, as well as the land beneath it. Townhomes are often constructed in rows, sharing walls with adjacent units.

Triplex: A residential building that contains three separate housing units within a single structure. The units typically share a common wall, floor, or ceiling but have separate entrances and living facilities.

Wellington Housing Needs & Affordability Assessment



February 11, 2025



COLORADO
Department of Local Affairs

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Matrix

Joining You Today



Christian Caron, PhD
Project Manager



Laney Corey
Senior Planner

Agenda

- HNA Recap
- Community Engagement Summary
- Housing Strategies

HNA Recap



Key Findings

- **Median household income: \$101,259**
- **Poverty rate: 7.4%**
- **Ownership rate: 84%**
- **Median age of construction: 2007**
- **Housing insecurity**
 - 2% of households are overcrowded
 - 41% of renters are cost burdened
 - 23% of homeowners with mortgages are cost burdened
- **Median rent (\$2,395) requires an income of \$113,800**
- **Median home price (\$479,950) requires an income of ~\$160,000**

Housing Gaps

Rental Housing

AMI level	Households	Housing units	Gap
<30% AMI	98	0	-98
<50% AMI	139	0	-139
<80% AMI	268	287	19
<120% AMI	391	655	264
<200% AMI	463	655	192
All	655	655	0

For-Sale Housing

AMI level	Households	Housing units	Gap
<30% AMI	473	121	-352
<50% AMI	905	186	-719
<80% AMI	1,448	233	-1,215
<120% AMI	2,351	1,537	-814
<200% AMI	2,749	3,213	464
All	3,344	3,385	41

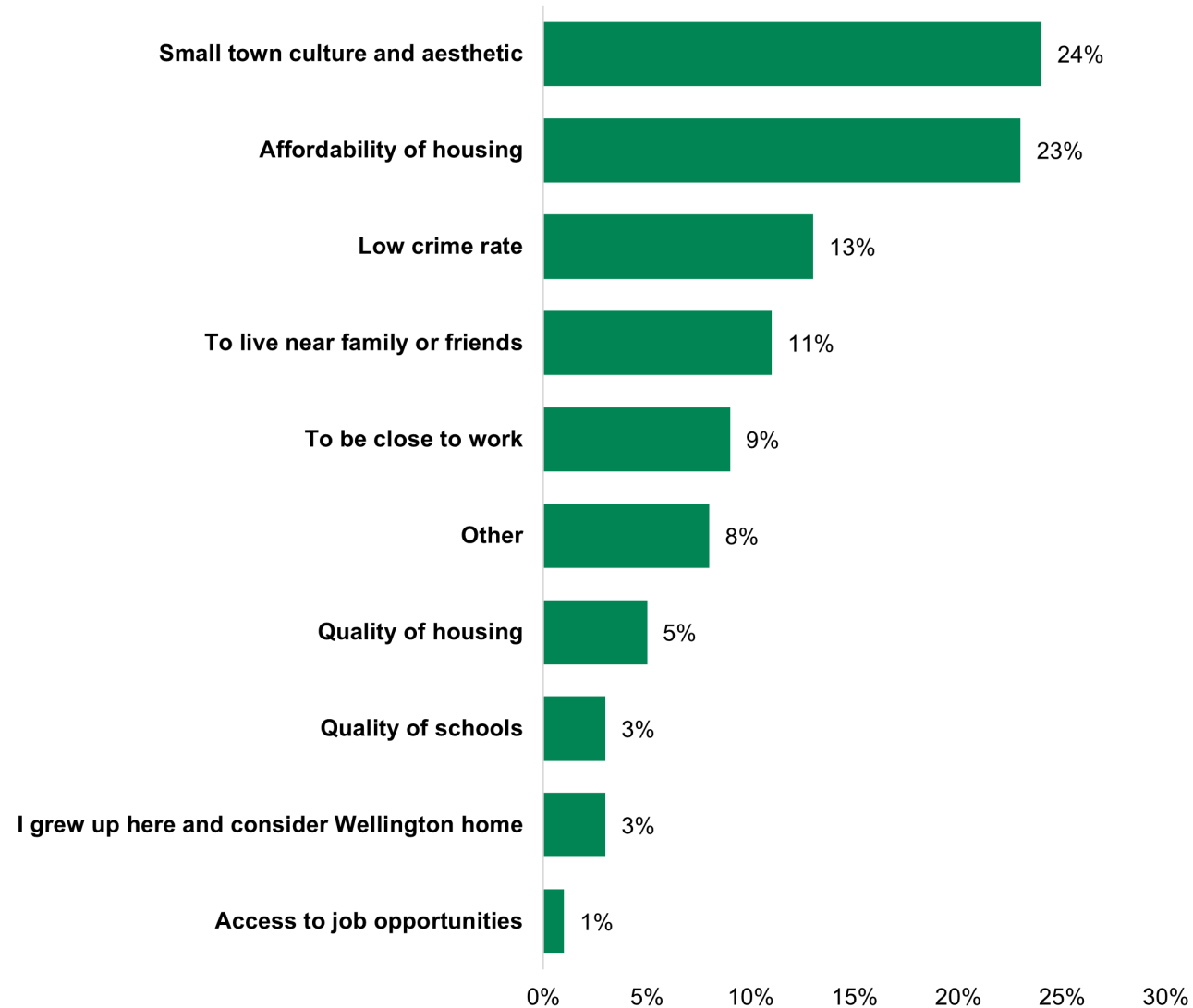
Community Engagement Summary

Community Outreach Activities

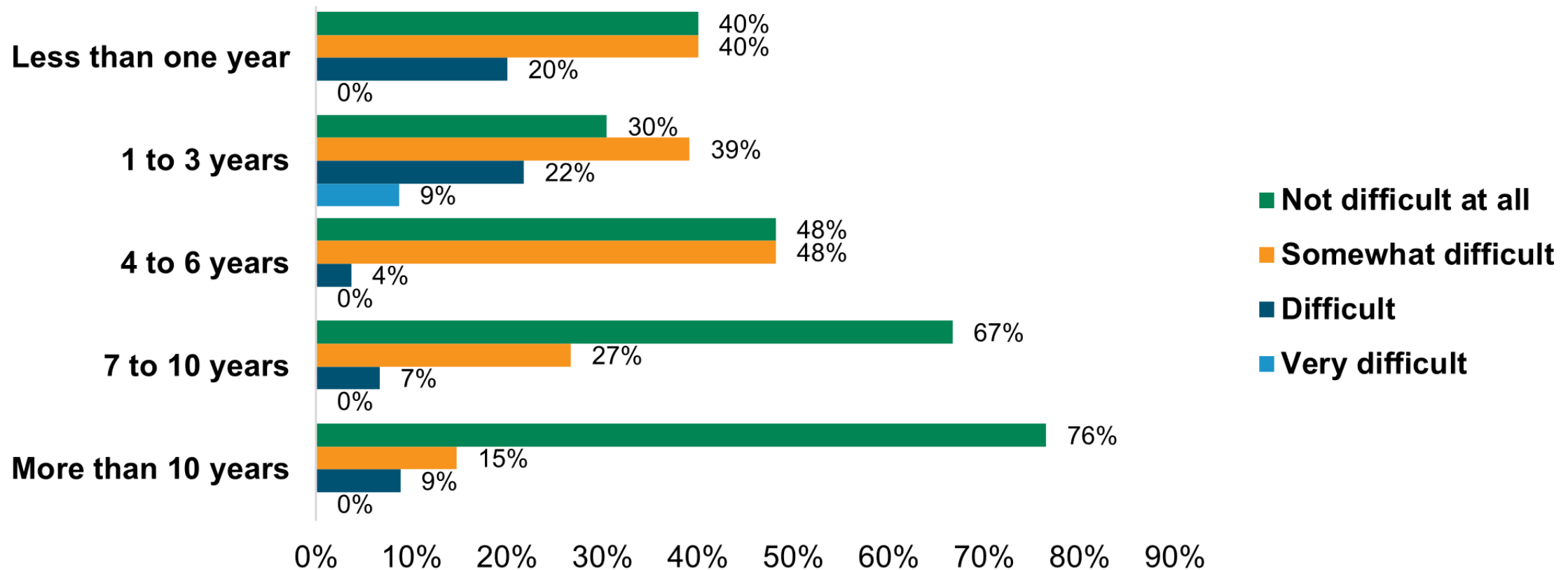
- **Stakeholder Interviews (ongoing)**
- **Community Events – Visual Preference**
- **Resident Survey**



“Why do you choose to live in Wellington”?

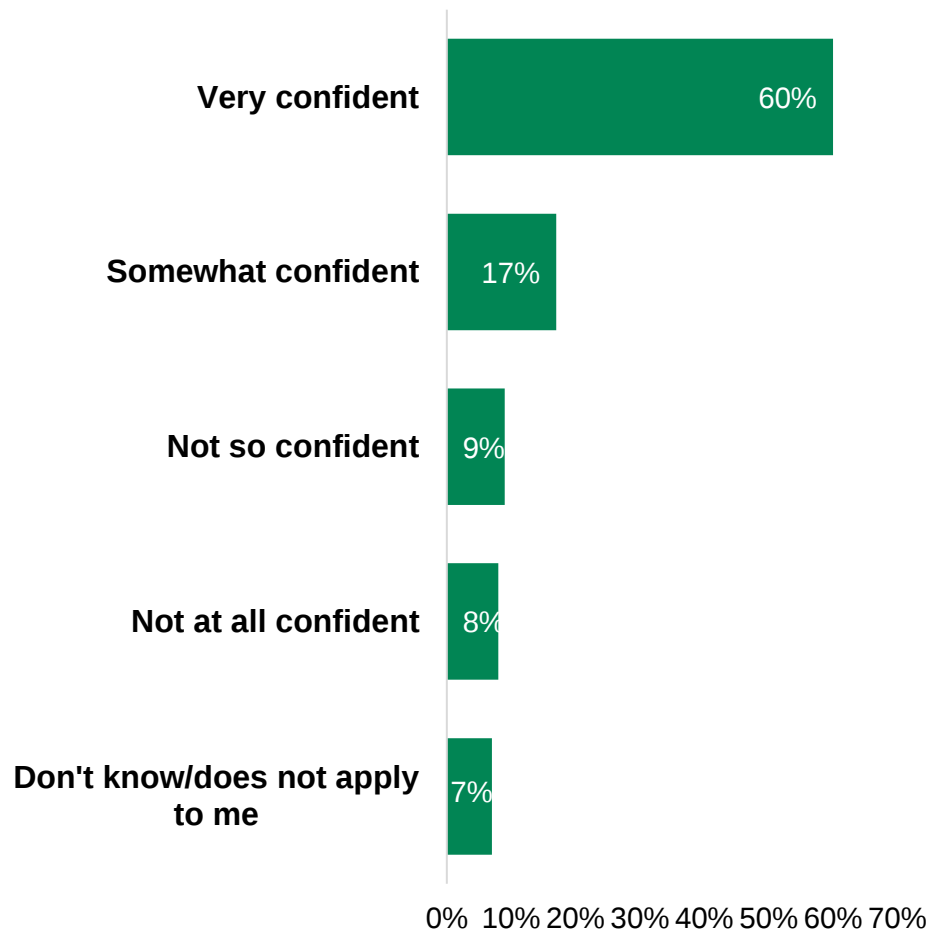


“How difficult was it for you to locate housing in Wellington?” (By Length of Stay in Current Housing)

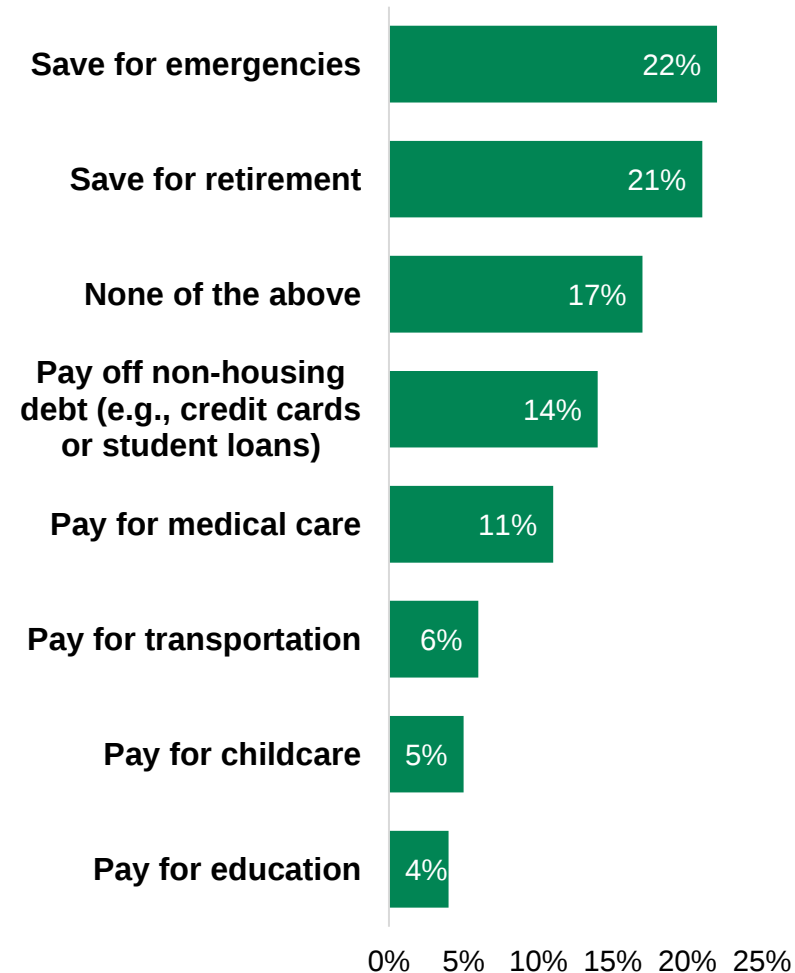


The Burden of Housing Costs on Residents

"How confident are you that you (or someone else in your household) will be able to cover your upcoming housing payment on time?"

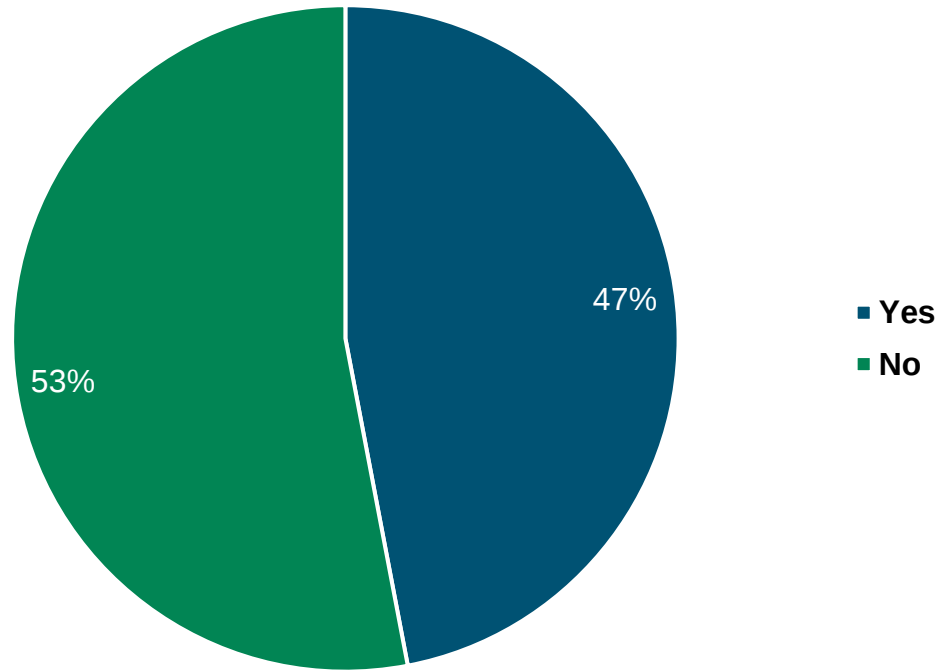


"Having housing costs significantly hindered your ability to do any of the following?"

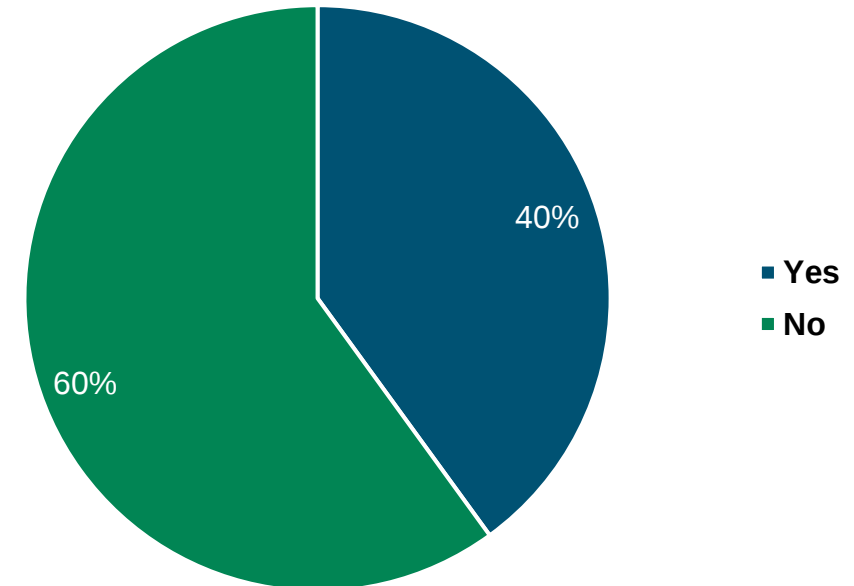


The Burden of Housing Costs on Residents

"Are housing costs a major source of stress in your life?"

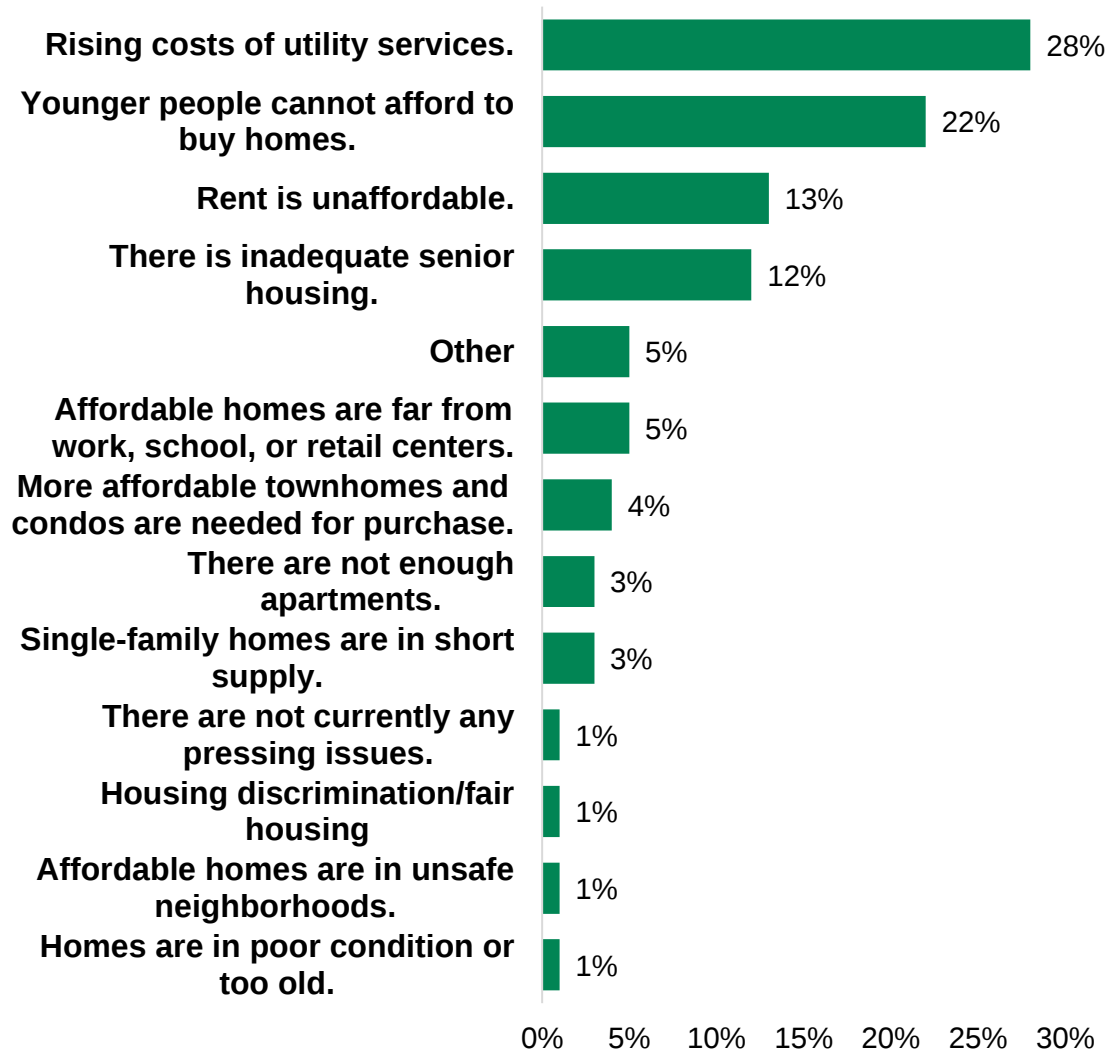


"Within the past year, have you limited your consumption of food, medicine, or other essential goods to help cover housing costs?"

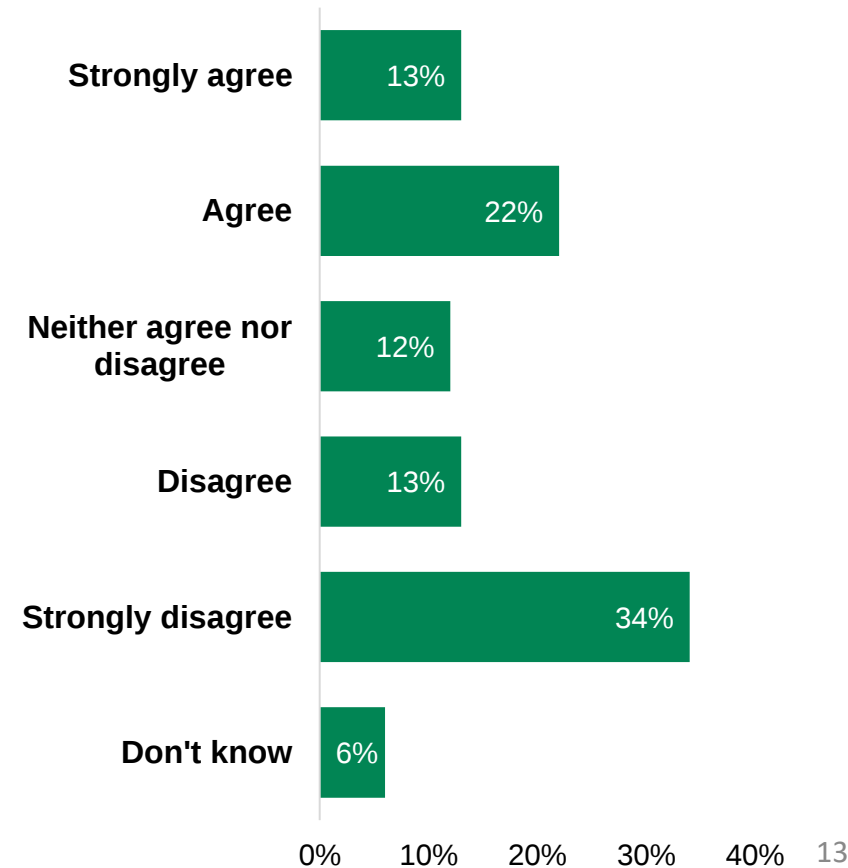


Attitudes toward Housing Issues

What do you see as Wellington's most pressing housing issues?"



"If a development plan provides affordable housing, should the Town help make the project more financially feasible by offering incentives or reduced fees for the development?"



Housing Strategies

General Considerations

- **Near Build-Out:** Limited availability of developable land constrains new residential construction
- **Housing Composition:** 90% of residential properties are single-family detached homes
- **Economic Considerations:** Current land use generates limited revenue; future annexations will prioritize non-residential development
- **Housing Strategies:** Primary focus on optimizing existing housing stock rather than large-scale new development



Expand Accessory Dwelling Units (ADUs)

Strategies:

- Increase maximum square footage and ADU quantities
- Amend design requirements
- Reassess utility connection and impact fees
- Reconsider owner-occupancy requirements
- Introduce pre-approved ADU program

Why?

- Limited ADU development despite being permitted
- Supports multi-generational housing (seniors & young professionals)
- Rental shortage of 139 units for below 50% AMI households
- 10% of population aged 65 and over, indicating need for aging-in-place options

Incentivize Affordable Development

Strategies:

- Reevaluate parking standards for affordable housing proposals
- Introduce flexibility in the design review process
- Adopt inclusionary zoning
- Expedite review timeframes or waived/reduced permit fees for affordable housing proposals

Why?

- Lowers construction and application costs
- Can boost affordable housing development in Wellington
- 41% of renters cost-burdened
- Median asking rent of \$2,395 unaffordable for many households

Support Housing Rehabilitation, Preservation, & Infill Development

Strategies:

- Introduce housing rehabilitation programs
- Create a naturally occurring affordable housing (NOAH) inventory
- Encourage infill development

Why?

- Housing rehabilitation maintains existing housing stock, often more cost-effective than building new units
- Prevents conversion to market-rate units
- Comprehensive Plan 2021 identifies strategic areas in downtown Wellington for redevelopment and infill
- Promotes efficient use of existing infrastructure

Update Dimensional Standards

Strategies:

- Revise lot dimensional requirements in R-2 and R-3
- Increase maximum net density in R-3 and R-4
- Annexed land should consider a balance of land uses—not just residential

Why?

- Smaller lot sizes enable more units per acre, facilitating higher-density development
- Requires less infrastructure, incurring lower costs

Diversify Housing Stock

Strategies:

- Promote multi-family in R-4
- Expand the mixed-use category to permit residential uses by right rather than as conditional live-work spaces
- Support gentle density
- Permit smaller lots

Why?

- Addresses rental availability deficiency
- Maximizes land use efficiency

Senior Housing

Strategies:

- Support independent, assisted living, and memory care facilities
- Promote the Larimer Home Improvement Program
- Utilize the Older Adult Home Modification Grant Program

Why?

- 10% of population aged 65 and over
- Encourages “aging in place”
- Improvement programs help seniors stay in their homes by funding low-cost housing renovations to meet ADA needs

HUD Funding Opportunities

- **Community Development Block Grants**
- **PRO Housing**
- **Fair Housing Initiatives Program**
- **Self-Help Ownership Program**
- **HOME Investment Partnership Program**
- **Section 811 Supportive Housing for Persons with Disabilities Program**



DOLA Funding Opportunities

- Housing Development Grant and Loan Funds
- Proposition 123
- Creation of Supportive Housing Program



Questions?

Board of Trustees Meeting

Date: February 11, 2025
Subject: January 28, 2025 Meeting Minutes

EXECUTIVE SUMMARY

January 28, 2025 Meeting Minutes

BACKGROUND / DISCUSSION

N/A

CONNECTION WITH ADOPTED MASTER PLANS

N/A

FISCAL IMPLICATIONS

N/A

STAFF RECOMMENDATION

Approve the meeting minutes on the consent agenda.

ATTACHMENTS

1. 1.28.2025 Minutes



BOARD OF TRUSTEES
January 28, 2025 Meeting Minutes
6:30 PM

A. CALL TO ORDER

Mayor Chaussee called the meeting to order at 6:30 p.m.

1. Pledge of Allegiance

Mayor Chaussee asked for all to rise for the pledge of allegiance.

2. Roll Call

The Clerk noted a quorum with the follow roll call:

Cannon – Present

Dailey – Present

Moyer – Present

Tietz – Present

Wiegand – Present

Mason – Present

Chaussee – Present

3. Amendments to Agenda

Mayor Chaussee asked if there were any amendments to the agenda, and there were none.

4. Conflict of Interest

Mayor Chaussee asked if there were any conflicts of interest on agenda items; there were none.

B. COMMUNITY PARTICIPATION

1. Public Comment

There was no public comment.

C. LIQUOR LICENSE AUTHORITY BOARD

1. Family Dollar #29016 2025 Liquor License Renewal and Modification of Premise

Mayor Chaussee recessed the Regular Meeting and called the Liquor License Authority Board to order at 6:34 p.m. and the Clerk noted a quorum with the following roll call:

Cannon – Present

Dailey – Present

Moyer – Present

Tietz – Present

Wiegand – Present

Mason – Present

Chaussee – Present

Hannah Hill, Town Clerk, noted the liquor license renewal application with all items meeting requirements for a renewal and noted the applicant submitted a request for modification of premise. There was no public comment for this item.

Trustee Cannon moved to approve the Liquor License Renewal and Modification of Premise

Trustee Wiegand seconded and the motion passed unanimously.

Mayor Chaussee adjourned the Liquor License Authority Board and reconvened the Regular Meeting at 6:38 p.m.

D. CONSENT AGENDA

1. January 14, 2025 Meeting Minutes
2. Resolution No. 04-2025 Approving the CIP Purchase of a Parks and Recreation Maintenance Truck
3. Resolution No. 05-2025 Amending the Town of Wellington Fee Schedule Effective January 29, 2025

Trustee Cannon moved to approve the consent agenda.

Trustee Tietz seconded and the motion passed unanimously.

E. ACTION ITEMS

1. Ordinance No. 01-2025 Amending Chapter 10 of the Wellington Municipal Code
Dan Sapienza, Town Attorney, presented this item to the Board, noting this is an administrative update related to separation of various lists included in the code, with inconsistencies in the lists being updated prior. This update would make no substantive change, it simply notes the list of criminal violations and everything else would be subject to non-criminal.

The Board asked for clarification if the Court is required to allow a trial by jury for municipal infractions. Mr. Sapienza noted that if there is no possibility of jail time as a result of the charge, which is the case for all non-criminal infractions, a trial by jury is not required.

Trustee Cannon moved to approve Ordinance No. 01-2025 Amending Chapter 10 of the Wellington Municipal Code.

Trustee Moyer seconded and the motion passed unanimously.

F. REPORTS

1. Town Attorney
Mr. Sapienza noted the upcoming work session related to the Board's bylaws and asked for feedback before February 11, 2025.
2. Town Administrator
There was no Town Administrator report.
3. Staff Communications
Items were included in the packet.
 - a. Treasurer's Report (November 2024)
 - b. Report of Bills (November 2024)
 - c. Larimer County Sheriff's Office Report (December 2024)
 - d. Utilities Report (December 2024)
4. Board Reports

Trustee Dailey noted PROST and Main Street board are currently undergoing annual training.

G. EXECUTIVE SESSION

1. For the purpose of determining positions relative to matters that may be subject to negotiations, developing strategy for negotiations, and/or instructing negotiators pursuant to § 24-6-402(4)(e), C.R.S., and for the purpose of receiving legal advice pursuant to § 24-6-402(4)(b), C.R.S., – regarding matters with the North Poudre Irrigation Company. As required by C.R.S. §24-6-402(2)(d.5)(II)(A) and (II) (E) the Executive Session proceedings will be electronically recorded and the record will be preserved for 90 days through April 28, 2025.

Trustee Tietz moved to recess into executive session

Trustee Moyer seconded and the motion passed.

Mayor Chaussee recessed into executive session at 6:46 pm.

Mayor Chaussee reconvened the meeting at 7:49 pm.

H. ADJOURN

The meeting was adjourned at 7:49 p.m.

Calar Chaussee, Mayor

Hannah Hill, Town Clerk



Board of Trustees Meeting

Date: February 11, 2025

Subject: Resolution No. 06-2025 Approving a Third Amendment to the Intergovernmental Agreement Between the Town of Berthoud, Colorado, and the Town of Timnath, Colorado Concerning a Joint Agreement for Animal Control Services with NOCO Humane

EXECUTIVE SUMMARY

The Town has partnered with NOCO Humane (formerly "Larimer County Humane Society") to provide services to meet the Town's animal sheltering needs. NOCO Humane also provides animal control services to support the Town and Larimer County Sheriff's Office services. NOCO Humane partnered with the communities of Berthoud and Timnath in 2023 to provide animal sheltering along with animal control services, and in 2024, the Town of Wellington joined the agreement.

The communities and NOCO Humane entered into a Joint Agreement for the services as a means of sharing existing resources and keeping costs lower for all parties.

BACKGROUND / DISCUSSION

The Second Amendment to the Intergovernmental Agreement (the current and existing agreement) is the IGA that the Town of Wellington first entered into the Joint Agreement. The Second Amendment to the IGA is attached for reference.

CONNECTION WITH ADOPTED MASTER PLANS

Strategic Plan

Ensure Strong Town Operations

- Ensure safety and security, including emergency response
- Leverage and expand external relationships

Comprehensive Plan

CP Goal 4 - Ensure Residents and Visitors Are and Feel Safe

- CP. 4.1. Provide responsive local law enforcement at the level and in the areas necessary to ensure public safety

FISCAL IMPLICATIONS

Wellington's portion of the costs associated with this Intergovernmental Agreement were contemplated and approved with the 2025 Budget adoption.

STAFF RECOMMENDATION

Approve Resolution No. 06-2025 on the consent agenda.

ATTACHMENTS

1. Resolution No. 06-2025 Approving an Intergovernmental Agreement for Animal Control Services
2. Third Amendment to IGA - Berthoud, Timnath, and Wellington AMG 12.12.24



3. Existing IGA (Second Amendment)

TOWN OF WELLINGTON

RESOLUTION NO. 06-2025

A RESOLUTION OF THE BOARD OF TRUSTEES OF THE TOWN OF WELLINGTON, COLORADO APPROVING THE THIRD AMENDMENT TO THE INTERGOVERNMENTAL AGREEMENT BETWEEN THE TOWN OF BERTHOUD, COLORADO AND THE TOWN OF TIMNATH, COLORADO AND THE TOWN OF WELLINGTON CONCERNING A JOINT AGREEMENT FOR ANIMAL CONTROL SERVICES WITH NOCO HUMANE (FORMERLY LARIMER HUMANE SOCIETY)

WHEREAS, the Town of Berthoud, Colorado, the Town of Timnath, Colorado and the Town of Wellington, Colorado previously entered into an Agreement for animal control services with NOCO Humane (formerly Larimer Humane Society) (the “Agreement”); and

WHEREAS, the Town of Wellington’s Board of Trustees desires to collaborate with the Parties to the Agreement, agrees to the proposed Agreement, and wishes to memorialize this agreement.

NOW, THEREFORE, be it resolved by the Board of Trustees of the Town of Wellington, Colorado, as follows:

1. The Agreement is hereby approved.
2. A copy of the Agreement is attached hereto and made a part hereof.
3. The Mayor is hereby authorized to execute the Agreement on behalf of the Town.

Upon a motion duly made, seconded and carried, the foregoing Resolution was adopted this ____ day of _____, 2025.

TOWN OF WELLINGTON

By: _____
Calar Chaussee, Mayor

ATTEST:

Hannah Hill, Town Clerk

**THIRD AMENDMENT TO THE INTERGOVERNMENTAL AGREEMENT
BETWEEN THE TOWN OF BERTHOUD, THE TOWN OF TIMNATH, AND THE
TOWN OF WELLINGTON CONCERNING A JOINT AGREEMENT FOR ANIMAL
CONTROL SERVICES WITH LARIMER HUMANE SOCIETY**

THIS THIRD AMENDMENT TO THE INTERGOVERNMENTAL AGREEMENT BETWEEN THE TOWN OF BERTHOUD, THE TOWN OF TIMNATH, AND THE TOWN OF WELLINGTON CONCERNING A JOINT AGREEMENT FOR ANIMAL CONTROL SERVICES WITH LARIMER HUMANE SOCIETY (the “Second Amendment”) is entered into on this ____ day of _____, 2025, by and between the TOWN OF BERTHOUD (“BERTHOUD”), the TOWN OF TIMNATH (“TIMNATH”), and the TOWN OF WELLINGTON (“WELLINGTON”). BERTHOUD, TIMNATH, and WELLINGTON are referred to herein collectively as the “Parties” or the “Towns” or individually as a “Party” or a “Town”.

RECITALS:

WHEREAS, BERTHOUD is a municipality located in both Larimer County, Colorado and Weld County, Colorado;

WHEREAS, TIMNATH is a municipality located in both Larimer County, Colorado and Weld County, Colorado;

WHEREAS, WELLINGTON is a municipality located in Larimer County, Colorado;

WHEREAS, NOCO HUMANE (formerly known as the Larimer Humane Society) is a non-profit entity under 501(c)(3) of the Internal Revenue Code serving Northern Colorado communities through a broad range of animal-related issues, such as animal control, care, sheltering, impound, lost and found, and licensing;

WHEREAS, under C.R.S. § 29-1-203, the Town of Berthoud and the Town of Timnath entered into an Intergovernmental Agreement Between the Town of Berthoud and the Town of Timnath Concerning a Joint Agreement for Animal Control Services with Larimer Humane Society in 2022 (the Original Agreement”) as amended by the First Amendment to Intergovernmental Agreement Between the Town of Berthoud and the Town of Timnath Concerning a Joint Agreement for Animal Control Services with Larimer Humane Society entered into in or around December 2022 (“First Amendment” and together with the Original Agreement, the “Agreement”);

WHEREAS, the Town of Wellington was added as a party to the Agreement through the Second Amendment to Intergovernmental Agreement Between the Town of Berthoud, the Town of Timnath, and the Town of Wellington Concerning a Joint Agreement for Animal Control Services with Larimer Humane Society entered into in or around December 2023

("Second Amendment);

WHEREAS, the Agreement states that the Towns will annually agree on how to split the costs of Animal Control Services from the NOCO Humane; and

WHEREAS, the Parties would like to agree to an updated split of fees for 2025. Any provisions of the Agreement not addressed in this Third Amendment shall remain unchanged.

Now therefore for good and valuable consideration, the Parties agree as follows.

1. The Title of the Agreement is hereby amended to read: THE INTERGOVERNMENTAL AGREEMENT BETWEEN THE TOWN OF BERTHOUD, THE TOWN OF TIMNATH, AND THE TOWN OF WELLINGTON CONCERNING A JOINT AGREEMENT FOR ANIMAL CONTROL SERVICES WITH NOCO HUMANE.

2. Paragraph 4 of the Agreement is hereby amended to read in its entirety:

4. Cost and information sharing. The Parties shall each fund the total annual obligation set forth in the Joint Agreement in their respective annual budget based on a split to which they will agree annually, with the split in 2025 as follows:

Berthoud	\$39,461.34
Timnath	\$28,675.33
Wellington	\$35,368.33

Any report that the NOCO Humane provides a Party pursuant to the Joint Agreement is not confidential and shall be shared between the Parties.

3. The Agreement shall continue in full force and effect except as hereby amended.

IN WITNESS WHEREOF, the parties hereto have caused this Third Amendment to be executed the day and year first written above.

TOWN OF BERTHOUD

By _____
William Karspeck, Mayor

ATTEST:

APPROVED AS TO FORM:

Christian Samora, Town Clerk

Erin Smith, Attorney for Town

TOWN OF TIMNATH

By _____
Aaron Adams, Town Manager

ATTEST:

Milissa Peters-Garcia, Town Clerk

APPROVED AS TO FORM:

Carolyn R. Steffl, Attorney for Town

TOWN OF WELLINGTON

By _____
Calar Chaussee, Mayor

ATTEST:

Hannah Hill, Town Clerk

APPROVED AS TO FORM:

Dan Sapienza, Legal Advisors LLC,
Attorney for Town

**SECOND AMENDMENT TO THE INTERGOVERNMENTAL AGREEMENT
BETWEEN THE TOWN OF BERTHOUD AND THE TOWN OF TIMNATH
CONCERNING A JOINT AGREEMENT FOR ANIMAL CONTROL SERVICES
WITH LARIMER HUMANE SOCIETY**

THIS SECOND AMENDMENT TO THE INTERGOVERNMENTAL AGREEMENT BETWEEN THE TOWN OF BERTHOUD AND THE TOWN OF TIMNATH CONCERNING A JOINT AGREEMENT FOR ANIMAL CONTROL SERVICES WITH LARIMER HUMANE SOCIETY (the “Second Amendment”) is entered into on this ____ day of _____, 2024, by and between the TOWN OF BERTHOUD (“BERTHOUD”), the TOWN OF TIMNATH (“TIMNATH”), and the TOWN OF WELLINGTON (“WELLINGTON”). BERTHOUD, TIMNATH, and WELLINGTON are referred to herein collectively as the “Parties” or the “Towns” or individually as a “Party” or a “Town”.

RECITALS:

WHEREAS, BERTHOUD is a municipality located in both Larimer County, Colorado and Weld County, Colorado;

WHEREAS, TIMNATH is a municipality located in both Larimer County, Colorado and Weld County, Colorado;

WHEREAS, WELLINGTON is a municipality located in Larimer County, Colorado;

WHEREAS, at the present time, BERTHOUD, TIMNATH, and WELLINGTON provide some of their own animal control services, and each Town also has an arrangement with NOCO HUMANE (formerly known as the Larimer Humane Society) that NOCO HUMANE will provide certain animal-related services to the Town the Towns;

WHEREAS, NOCO HUMANE is a non-profit entity under 501(c)(3) of the Internal Revenue Code serving Northern Colorado communities through a broad range of animal-related issues, such as animal control, care, sheltering, impound, lost and found, and licensing;

WHEREAS, the Parties want to achieve shared efficiencies and benefits by collaborating and cost-sharing as to the animal control services described herein, as well as state their intent, agreement, rights, and obligations related thereto;

WHEREAS, the Colorado Constitution (Article XIV, Section 18) and Colorado statutes (Title 29, Article 1, Part 2) permit and encourage governments to make the most efficient and effective use of their powers and responsibilities by cooperating and contracting with each other;

WHEREAS, under C.R.S. § 29-1-203, the Parties entered into an Intergovernmental Agreement Between the Town of Berthoud and the Town of Timnath Concerning a Joint Agreement for Animal Control Services with Larimer Humane Society in 2022 (the Original Agreement”) as amended by the First Amendment to Intergovernmental Agreement Between the Town of Berthoud and the Town of Timnath Concerning a Joint Agreement for Animal Control Services with Larimer Humane Society entered into in or around December 2022 (“First Amendment” and together with the Original Agreement, the “Agreement”);

WHEREAS, the Town of Berthoud and the Town of Timnath wish to include the Town of Wellington as a party to the Agreement;

WHEREAS, the Agreement states that the Towns will annually agree on how to split the costs of Animal Control Services from the NOCO Humane (the “Society”); and

WHEREAS, the Parties would like to agree to an updated split of fees for 2024. Any provisions of the Agreement not addressed in this Second Amendment shall remain unchanged.

Now therefore for good and valuable consideration, the Parties agree as follows.

1. The Title of the Agreement is hereby amended to read: THE INTERGOVERNMENTAL AGREEMENT BETWEEN THE TOWN OF BERTHOUD, THE TOWN OF TIMNATH, AND THE TOWN OF WELLINGTON CONCERNING A JOINT AGREEMENT FOR ANIMAL CONTROL SERVICES WITH LARIMER HUMANE SOCIETY (NOW KNOWN AS NOCO HUMANE).

2. Paragraph 4 of the Agreement is hereby amended to read in its entirety:

4. Cost and information sharing. The Parties shall each fund the total annual obligation set forth in the Joint Agreement in their respective annual budget based on a split to which they will agree annually, with the split in 2024 as follows:

Berthoud	\$52,256.00
Timnath	\$27,353.00
Wellington	\$19,694.00

Any report that the NOCO Humane provides a Party pursuant to the Joint Agreement is not confidential and shall be shared between the Parties.

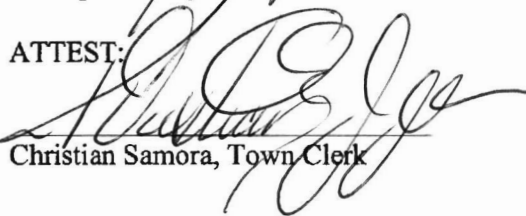
3. The Agreement shall continue in full force and effect except as hereby amended.

IN WITNESS WHEREOF, the parties hereto have caused this Second Amendment to be executed the day and year first written above.

TOWN OF BERTHOUD

By 
William Karspeck, Mayor

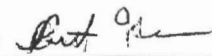
ATTEST:


Christian Samora, Town Clerk

APPROVED AS TO FORM:


Erin Smith, Attorney for Town

TOWN OF TIMNATH

By 
Brett Hansen, Mayor Pro Tem

ATTEST:


Milissa Peters-Garcia, Town Clerk

APPROVED AS TO FORM:


Carolyn R. Steffl, Attorney for Town

TOWN OF WELLINGTON

By 
Calar Chaussee, Mayor

ATTEST:


Ethan Muhs, Town Clerk

APPROVED AS TO FORM:


Dan Sapienza, Legal Advisors LLC,
Attorney for Town





Board of Trustees Meeting

Date: February 11, 2025

Subject: Resolution No. 07-2025 – A Resolution Authorizing the Temporary Closure of Portions of State Highway 1/Cleveland Avenue, First Street, Second Street, Third Street, Fourth Street, and Fifth Street within the Town of Wellington during the Inaugural St. Paddy's Parade & Festival on March 15, 2025

EXECUTIVE SUMMARY

The Town of Wellington, in collaboration with the Wellington Colorado Main Street Program and Wellington Area Chamber of Commerce, is hosting the inaugural St. Paddy's Parade & Festival on Saturday, March 15, 2025. The event will include a parade, fun run, festival in Centennial Park, and family friendly activities and entertainment. These road closures will provide protection for the large number of attendees expected to attend. Temporary road closures are permitted by C.R.S. 42-4-106 and Section 106(6)(b) of the Colorado Model Traffic Code.

BACKGROUND / DISCUSSION

N/A

CONNECTION WITH ADOPTED MASTER PLANS

N/A

FISCAL IMPLICATIONS

N/A

STAFF RECOMMENDATION

Staff recommends approval of Resolution No. 07-2025 – A Resolution of the Town of Wellington Authorizing the Temporary Closure of Roads for St. Paddy's Parade & Festival

ATTACHMENTS

1. Resolution No. 07.2025_ St. Paddy's Parade & Festival - Road Closure
2. 2025 St. Paddy's Day Parade & Festival - PAGE 1-A (1)
3. 2025 St. Paddy's Day Parade & Festival - PAGE 1-B (1)
4. 2025 St. Paddy's Day Parade & Festival - Detour

TOWN OF WELLINGTON
RESOLUTION 07-2025

A RESOLUTION AUTHORIZING THE TEMPORARY CLOSURE OF PORTIONS OF
STATE HIGHWAY 1/CLEVELAND AVENUE, FIRST STREET, SECOND STREET, THIRD
STREET, FOURTH STREET, AND FIFTH STREET WITHIN THE TOWN OF
WELLINGTON DURING THE INAUGURAL ST. PADDY’S PARADE & FESTIVAL
EVENT ON MARCH 15, 2025.

WHEREAS, the Town of Wellington, Wellington Colorado Main Street Program, and Wellington Area Chamber of Commerce are conducting the St. Paddy’s Parade & Festival for the residents of Wellington on Saturday, March 15, 2025; and

WHEREAS, it is necessary to temporarily close a portion of State Highway 1 and Cleveland Avenue within the Town of Wellington to traffic on March 15, 2025 for the parade and festival; and

WHEREAS, said temporary closures are permitted by C.R.S. 42-4-106 and Section 106(6)(b) of the Colorado Model Traffic Code.

NOW, THEREFORE BE IT RESOLVED BY THE BOARD OF TRUSTEES OF THE TOWN OF WELLINGTON, LARIMER COUNTY, COLORADO.

Section 1. The following streets are to be closed to automobile traffic, except for residents and/or business owners of these streets at the time specified;

Section 2. State Highway 1 from the Y (intersection of CR 9 and Hwy 1) - North to First Street and Cleveland Avenue from First Street to Fifth Street from 9:00 am to 1:00 pm.; and First Street South from Cleveland Avenue to Roosevelt Avenue from 9:00 a.m. to 1:00 p.m.; and Fifth Street from Cleveland Avenue to Kennedy Avenue from 9:00 a.m. to 1:00 p.m.;

Section 3. State Highway 1 and Cleveland Avenue traffic during the time of closure will be rerouted on State Highway 1 at Jefferson Avenue (County Road 62) East to Sixth Street and North to Cleveland Avenue, on State Highway 1 at County Road 9 and north to E. County Road 64, or Cleveland Avenue at Sixth Street South to Jefferson Avenue and West on Jefferson Avenue to State Highway 1.

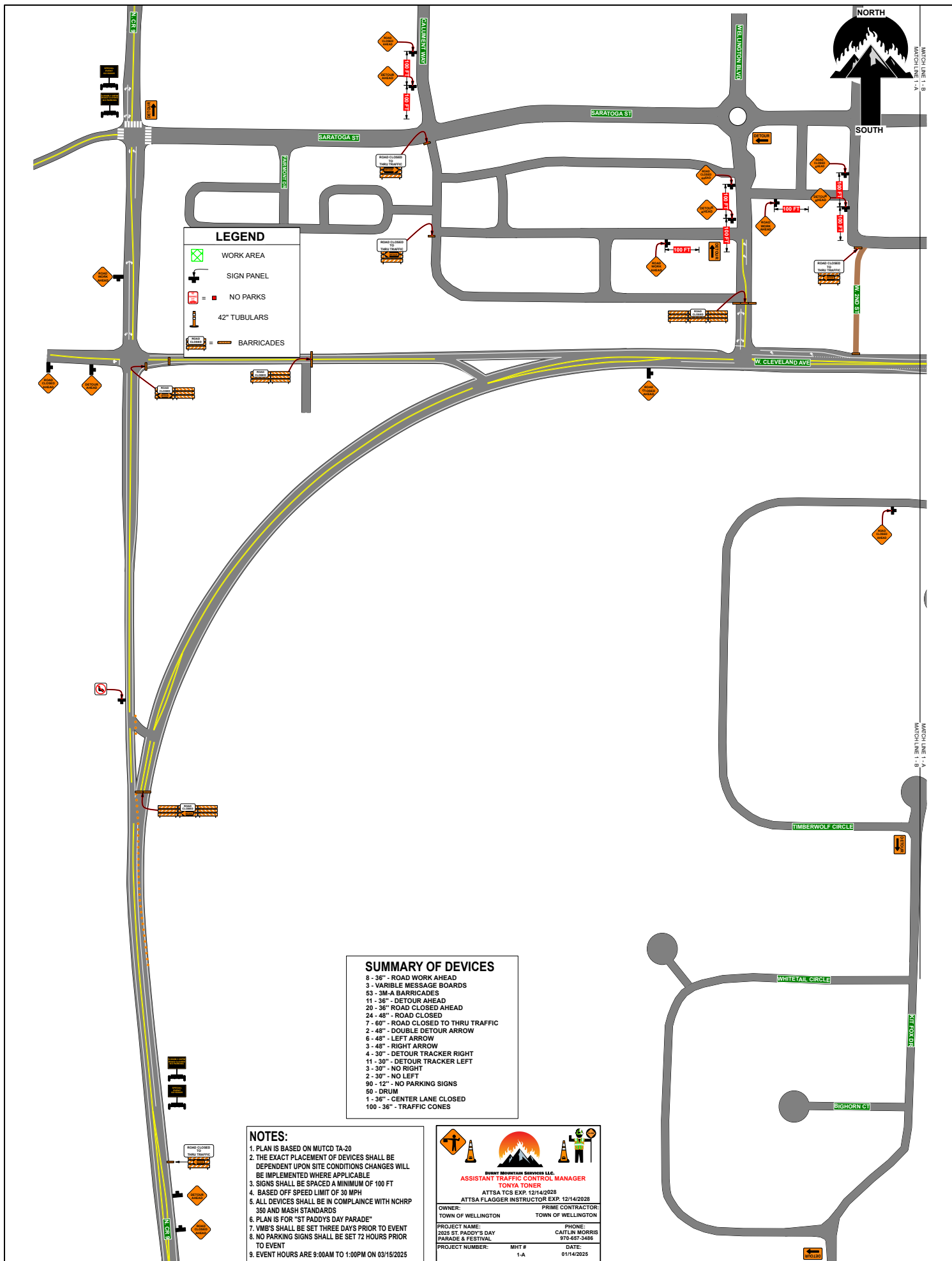
Upon a motion duly made, seconded and carried, the foregoing Resolution was adopted this 11th day of February 2025.

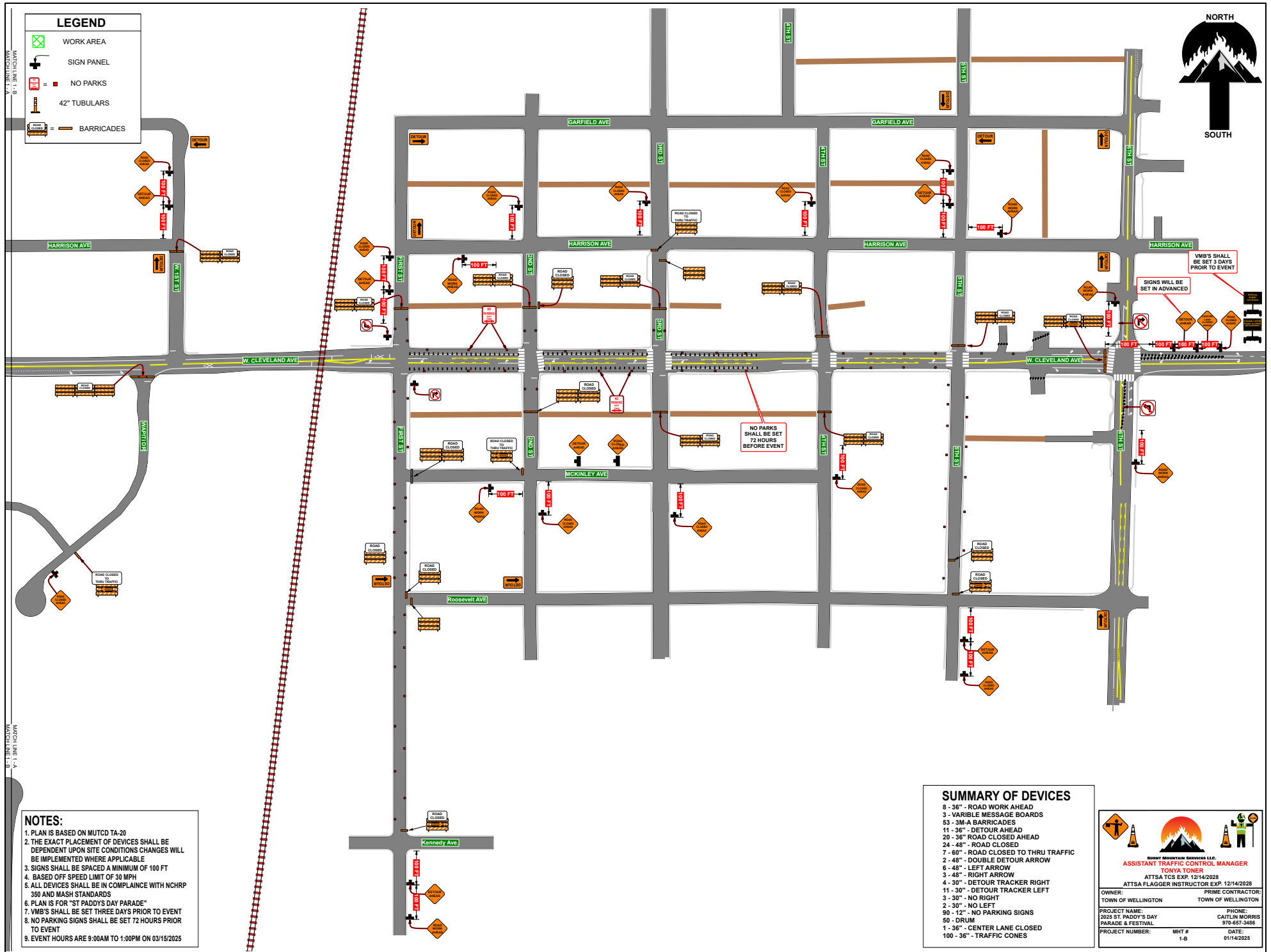
TOWN OF WELLINGTON, COLORADO

Calar Chaussee, Mayor

ATTEST:

Hannah Hill, Town Clerk

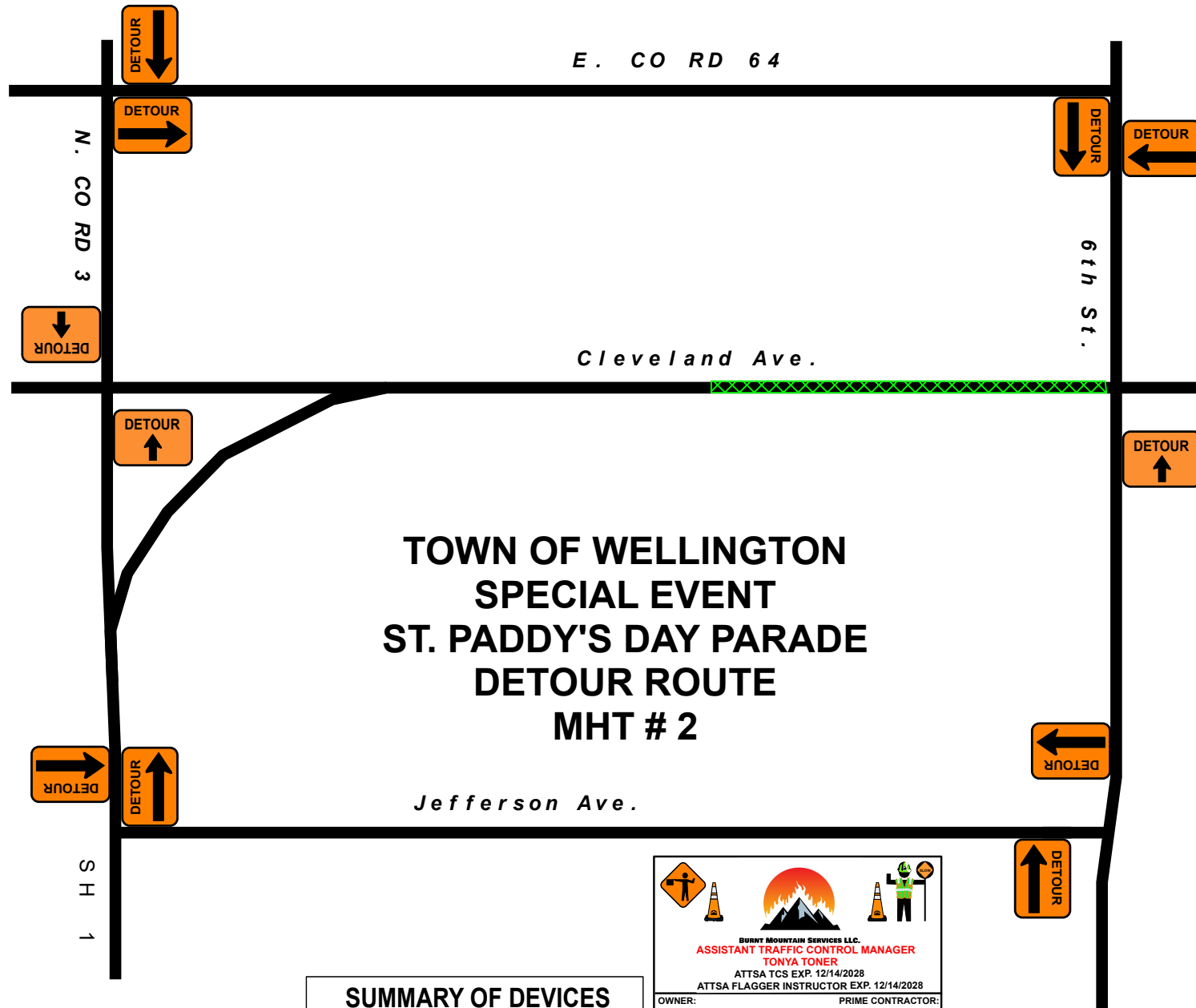






Legend

 Work Area



**TOWN OF WELLINGTON
SPECIAL EVENT
ST. PADDY'S DAY PARADE
DETOUR ROUTE
MHT # 2**

SUMMARY OF DEVICES

- 4 - 30" - DETOUR TRACKER RIGHT
- 4 - 30" - DETOUR TRACKER LEFT
- 3 - 30" - DETOUR TRACKER STRAIGHT

 BURNT MOUNTAIN SERVICES LLC. ASSISTANT TRAFFIC CONTROL MANAGER TONYA TONER ATTSa TCS EXP. 12/14/2028 ATTSa FLAGGER INSTRUCTOR EXP. 12/14/2028	
OWNER: TOWN OF WELLINGTON	PRIME CONTRACTOR: TOWN OF WELLINGTON
PROJECT NAME: 2025 ST PADDY'S DAY PARADE	PHONE: CAITLIN MORRIS 970-657-3486
PROJECT NUMBER: MHT # 2	DATE: 01/14/2025

Board of Trustees Meeting

Date: February 11, 2025

Subject: NOCO Humane 4th Quarter and Annual Report

EXECUTIVE SUMMARY

NOCO Humane has submitted a report for the fourth quarter and their annual report.

BACKGROUND / DISCUSSION

N/A

CONNECTION WITH ADOPTED MASTER PLANS

N/A

FISCAL IMPLICATIONS

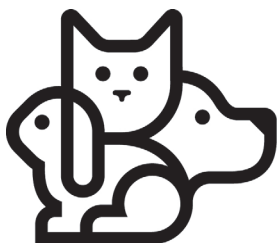
N/A

STAFF RECOMMENDATION

Review and retain report.

ATTACHMENTS

1. NOCO Humane WE Animal Control and Sheltering Services Annual Report 2024-print
2. NOCO - Income Statement Consolidated Larimer Weld GAC 123124
3. NOCO Humane WE Animal Control and Sheltering Services 4th Quarter Report-print
4. NOCO Humane Audited Financial Statements 063024



NOCO HUMANE

Animal Control and Sheltering Services

Quarterly Jurisdictional Report

Jurisdiction: Wellington

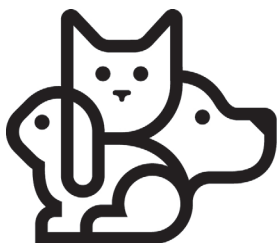
Reporting period: 01/01/2024-12/31/2024

License Report

1)	Number of Licenses issued to residents	1,369
2)	Total License Fees Collected from Residents	\$ 21,920
3)	Total Licenses issued	52,578

Animal Facility Report

1)	Domestic Animals Impounded from Jurisdiction	115
a)	Field	47
b)	Over the Counter	68
2)	Number of Domestic Animals Impounded at Facility	11,567
3)	Number of Wild Animals Impounded from Jurisdiction	11
a)	Field	9
b)	Over the Counter	2
4)	Number of Wild Animals Impounded at Facility	1,831
5)	Total number of animals impounded from Jurisdiction	126
6)	Number of Dead animals brought to Facility from Jurisdiction	11
7)	Number of animals from jurisdiction seen by Veterinary Services Staff	39
8)	Number of Impound Days for Animals Impounded from Jurisdiction	999
9)	Number of Impound Days for Animals Impounded at Facility	109,316
10)	Number of Domestic Animals Euthanized from Jurisdiction	19
11)	Number of Wild Animals Euthanized from Jurisdiction	4
12)	Number of Owner Requested Euthanasia from Jurisdiction	10



NOCO HUMANE

Animal Control and Sheltering Services Quarterly Jurisdictional Report

Jurisdiction: Wellington

Reporting period: 01/01/2024-12/31/2024

Field Services Report

(* totals are counts of original service calls w/o follow-up)

1)	Total Number of Field Service activities: calls and follow-up	1,188
2)	Number of Calls for Service *	878
a)	Average Response time to Priority Calls	19 min
b)	Average Response Time to Non-Priority Calls	57 min
3)	Number of Emergency/Afterhours Calls*	26
a)	Total Working Time for Emergency/Afterhours Calls	5 hrs 35 min
4)	Number of Dead Animals Removed from Jurisdiction roads/public areas	9
a)	Dead Domestic Animals	2
b)	Dead Wild Animals	7
5)	Number Calls for Sick/Injured Wildlife*	6
6)	Number of Calls for Stray Livestock*	0
7)	Number of Reported Animal Bites*	40
a)	Animal Bite Follow-up	91
8)	Number of Disturbance Calls*	42
a)	Disturbance Follow-up	79
9)	Number of Animal Welfare Calls*	29
a)	Animal Welfare Follow-up	42
10)	Number of Stray Animal Calls*	708
a)	At-Large*	17
b)	Aggressive*	9
c)	In-Custody*	28

Warnings/Citations/Violations

See Attached Warning/Citation Report

NOCO Humane

Income Statement FY25 GAC

Consolidated

	Current Month				Year to Date				Annual
	FY25 Actual	FY25 Budget	Variance	FY24 Actual	FY25 Actual	FY25 Budget	Variance	FY24 Actual	FY25 Budget
Operating Revenue									
Service Revenue									
Adoption Fees	0	10,417	(10,417)	0	0	62,500	(62,500)	0	125,000
Adoption Refunds	0	(104)	104	0	0	(625)	625	0	(1,250)
Merchandise Sales	0	508	(508)	0	0	3,050	(3,050)	0	6,100
Total Service Revenue	0	10,821	(10,821)	0	0	64,925	(64,925)	0	129,850
Total Operating Revenue	0	10,821	(10,821)	0	0	64,925	(64,925)	0	129,850
Operating Expenses									
Employee Wages and Benefits									
Salaries and Wages	0	25,429	(25,429)	0	1,595	152,574	(150,979)	0	305,148
Overtime Expense	0	667	(667)	0	0	4,000	(4,000)	0	8,000
Unemployment Expense	0	104	(104)	0	0	625	(625)	0	1,250
Payroll Tax Expense	0	2,117	(2,117)	0	124	12,702	(12,578)	0	25,404
Health Insurance Expense	0	1,069	(1,069)	0	(57)	6,416	(6,473)	0	12,831
Employee Assistance Progr	0	31	(31)	0	0	186	(186)	0	371
Employee Recognition Exp	0	353	(353)	0	0	2,120	(2,120)	0	4,239
Retirement Contribution Ex	0	0	0	0	45	0	45	0	0
Employee Recruitment Exp	0	269	(269)	0	0	1,611	(1,611)	0	3,223
Total Employee Wages and Be	0	30,039	(30,039)	0	1,707	180,233	(178,526)	0	360,466
Employee Training and Development									
Employee Training Expense	0	218	(218)	0	0	1,307	(1,307)	0	2,614
Meeting Meal Expense	0	105	(105)	0	0	627	(627)	0	1,255
Travel and Lodging Expens	0	18	(18)	0	0	110	(110)	0	220
Total Employee Training	0	341	(341)	0	0	2,044	(2,044)	0	4,089
Animal Care									
Animal Care Supplies	0	525	(525)	0	0	3,150	(3,150)	0	6,300
Animal Food Expense	0	692	(692)	0	0	4,150	(4,150)	0	8,300
Adoption Supplies	0	604	(604)	0	0	3,625	(3,625)	0	7,250

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NOCO Humane

Income Statement FY25 GAC

Consolidated

	Current Month				Year to Date				Annual
	FY25 Actual	FY25 Budget	Variance	FY24 Actual	FY25 Actual	FY25 Budget	Variance	FY24 Actual	FY25 Budget
Behavior and Enrichment E	0	258	(258)	0	0	1,550	(1,550)	0	3,100
Microchip Expense	0	42	(42)	0	0	250	(250)	0	500
Outside Veterinary Services	0	417	(417)	0	0	2,500	(2,500)	0	5,000
Vaccine Expense	0	667	(667)	0	0	4,000	(4,000)	0	8,000
Veterinary Meds and Suppl	0	500	(500)	0	0	3,000	(3,000)	0	6,000
Total Animal Care	0	3,704	(3,704)	0	0	22,225	(22,225)	0	44,450
Merchandise Cost of Goods Sold									
Merchandise Cost of Good:	0	358	(358)	0	0	2,150	(2,150)	0	4,300
Total Merchandise COGS	0	358	(358)	0	0	2,150	(2,150)	0	4,300
Equipment and Supplies									
Copy Machine Maintenanc	0	300	(300)	0	0	1,800	(1,800)	0	3,600
Disposable Equipment and	0	696	(696)	0	0	4,175	(4,175)	0	8,350
Equipment Purchase Expen	0	5,237	(5,237)	0	0	31,425	(31,425)	0	62,850
Equipment Repair and Mai	0	188	(188)	0	0	1,125	(1,125)	0	2,250
Safety Expense	0	88	(88)	0	0	530	(530)	0	1,060
Telecommunications Exper	0	712	(712)	0	0	4,274	(4,274)	0	8,548
Uniform Expense	0	320	(320)	0	0	1,919	(1,919)	0	3,838
Total Equipment and Supplies	0	7,541	(7,541)	0	0	45,248	(45,248)	0	90,496
Printing and Postage									
Outside Printing Expense	0	624	(624)	0	0	3,745	(3,745)	0	7,490
Postage Expense	0	29	(29)	0	0	175	(175)	0	350
Total Printing and Postage	0	653	(653)	0	0	3,920	(3,920)	0	7,840
Transportation									
Fuel Expense	0	208	(208)	0	0	1,250	(1,250)	0	2,500
Mileage Expense	0	196	(196)	0	0	1,175	(1,175)	0	2,350
Vehicle Repair	0	92	(92)	0	0	550	(550)	0	1,100
Total Transportation	0	496	(496)	0	0	2,975	(2,975)	0	5,950

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NOCO Humane

Income Statement FY25 GAC

Consolidated

	Current Month				Year to Date				Annual
	FY25 Actual	FY25 Budget	Variance	FY24 Actual	FY25 Actual	FY25 Budget	Variance	FY24 Actual	FY25 Budget
Facility									
Facility Repair and Mainten	1,283	3,904	(2,621)	0	6,003	23,425	(17,422)	0	46,850
Housekeeping Supply Expe	0	1,733	(1,733)	0	0	10,395	(10,395)	0	20,790
Utilities Expense	0	1,667	(1,667)	0	517	10,000	(9,483)	0	20,000
Total Facility	1,283	7,303	(6,020)	0	6,520	43,820	(37,300)	0	87,640
Recognition and Community Involvement									
Board Enhancement and Ri	0	14	(14)	0	0	81	(81)	0	163
Community Involvement	0	66	(66)	0	0	395	(395)	0	790
Total Recognition	0	79	(79)	0	0	476	(476)	0	953
Insurance									
Business Insurance Expense	643	700	(57)	0	6,253	4,200	2,053	0	8,400
Workers Comp Expense	0	300	(300)	0	0	1,800	(1,800)	0	3,600
Total Insurance	643	1,000	(357)	0	6,253	6,000	253	0	12,000
Professional Fees									
Accounting Fees Expense	0	125	(125)	0	0	750	(750)	0	1,500
Bank Expense	0	208	(208)	0	0	1,250	(1,250)	0	2,500
Consulting and Legal Exper	0	56	(56)	0	0	338	(338)	0	675
Dues, Fee and License Expe	0	149	(149)	0	0	891	(891)	0	1,782
IT Support	0	833	(833)	0	0	5,000	(5,000)	0	10,000
Payroll Processing Expense	0	325	(325)	0	0	1,950	(1,950)	0	3,900
Software License Expense	0	0	0	0	666	650	16	0	650
Total Professional Fees	0	1,696	(1,696)	0	666	10,828	(10,163)	0	21,007
Total Operating Expenses	1,926	53,212	(51,286)	0	15,146	319,921	(304,775)	0	639,191
Other Revenue and Expenses									
Other Revenue									
Capital Campaign Restrict	10,000	0	10,000	0	25,437	0	25,437	0	0
Total Other Revenue	10,000	0	10,000	0	25,437	0	25,437	0	0

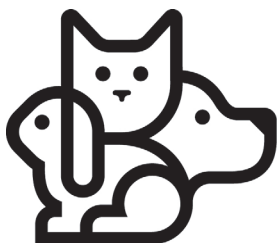
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NOCO Humane

Income Statement FY25 GAC

Consolidated

	Current Month				Year to Date				Annual
	FY25 Actual	FY25 Budget	Variance	FY24 Actual	FY25 Actual	FY25 Budget	Variance	FY24 Actual	FY25 Budget
Other Expenses									
Interest Expense	0	3,500	(3,500)	0	0	21,000	(21,000)	0	42,000
Depreciation Expense	0	5,000	(5,000)	0	0	30,000	(30,000)	0	60,000
Total Other Expenses	0	8,500	(8,500)	0	0	51,000	(51,000)	0	102,000
Total Other Revenue and Expenses	10,000	(8,500)	18,500	0	25,437	(51,000)	76,437	0	(102,000)
NET SURPLUS/(DEFICIT)	8,074	(50,891)	58,965	0	10,291	(305,996)	316,287	0	(611,341)



NOCO HUMANE

Animal Control and Sheltering Services

Quarterly Jurisdictional Report

Jurisdiction: Wellington

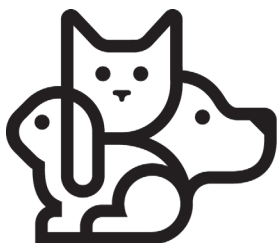
Reporting period: 10/01/2024-12/31/2024

License Report

1)	Number of Licenses issued to residents_____	303
2)	Total License Fees Collected from Residents_____	\$ 5,093
3)	Total Licenses issued_____	12,637

Animal Facility Report

1)	Domestic Animals Impounded from Jurisdiction_____	29
a)	Field_____	11
b)	Over the Counter_____	18
2)	Number of Domestic Animals Impounded at Facility_____	2,796
3)	Number of Wild Animals Impounded from Jurisdiction_____	2
a)	Field_____	2
b)	Over the Counter_____	0
4)	Number of Wild Animals Impounded at Facility_____	651
5)	Total number of animals impounded from Jurisdiction_____	31
6)	Number of Dead animals brought to Facility from Jurisdiction_____	0
7)	Number of animals from jurisdiction seen by Veterinary Services Staff_____	10
8)	Number of Impound Days for Animals Impounded from Jurisdiction_____	193
9)	Number of Impound Days for Animals Impounded at Facility_____	25,385
10)	Number of Domestic Animals Euthanized from Jurisdiction_____	6
11)	Number of Wild Animals Euthanized from Jurisdiction_____	1
12)	Number of Owner Requested Euthanasia from Jurisdiction_____	4



NOCO HUMANE

Animal Control and Sheltering Services Quarterly Jurisdictional Report

Jurisdiction: Wellington

Reporting period: 10/01/2024-12/31/2024

Field Services Report

(* totals are counts of original service calls w/o follow-up)

1)	Total Number of Field Service activities: calls and follow-up	318
2)	Number of Calls for Service *	227
	a) Average Response time to Priority Calls	21 min
	b) Average Response Time to Non-Priority Calls	1 hr 5 min
3)	Number of Emergency/Afterhours Calls*	4
	a) Total Working Time for Emergency/Afterhours Calls	50 min
4)	Number of Dead Animals Removed from Jurisdiction roads/public areas	1
	a) Dead Domestic Animals	0
	b) Dead Wild Animals	1
5)	Number Calls for Sick/Injured Wildlife*	4
6)	Number of Calls for Stray Livestock*	0
7)	Number of Reported Animal Bites*	12
	a) Animal Bite Follow-up	29
8)	Number of Disturbance Calls*	12
	a) Disturbance Follow-up	26
9)	Number of Animal Welfare Calls*	9
	a) Animal Welfare Follow-up	14
10)	Number of Stray Animal Calls*	181
	a) At-Large*	5
	b) Aggressive*	2
	c) In-Custody*	5

Warnings/Citations/Violations

See Attached Warning/Citation Report

**NOCO Humane
f/k/a Larimer Humane Society**

(a nonprofit Colorado corporation)

Financial Statements

June 30, 2024 and 2023

NOCO Humane f/k/a Larimer Humane Society

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Statements of Cash Flows Years ended June 30, 2024 and 2023	Page 8
Notes to Financial Statements	Pages 9-22

Independent Auditor's Report

To the Board of Directors
NOCO Humane f/k/a Larimer Humane Society
Loveland, Colorado

Opinion

We have audited the financial statements of NOCO Humane f/k/a Larimer Humane Society (a nonprofit Colorado corporation), which comprise the statements of financial position as of June 30, 2024 and 2023, and the related statements of activities, functional expenses, and cash flows for the years then ended, and the related notes to the financial statements.

In our opinion, the accompanying financial statements present fairly, in all material respects, the financial position of NOCO Humane f/k/a Larimer Humane Society as of June 30, 2024 and 2023, and the changes in its net assets and cash flows for the years then ended in accordance with accounting principles generally accepted in the United States of America.

Basis for Opinion

We conducted our audits in accordance with auditing standards generally accepted in the United States of America. Our responsibilities under those standards are further described in the Auditor's Responsibilities for the Audit of the Financial Statements section of our report. We are required to be independent of NOCO Humane f/k/a Larimer Humane Society and to meet our other ethical responsibilities in accordance with the relevant ethical requirements relating to our audits. We believe that the evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

Responsibilities of Management for the Financial Statements

Management is responsible for the preparation and fair presentation of these financial statements in accordance with accounting principles generally accepted in the United States of America, and for the design, implementation, and maintenance of internal control relevant to the preparation and fair presentation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, management is required to evaluate whether there are conditions or events, considered in the aggregate, that raise substantial doubt about NOCO Humane f/k/a Larimer Humane Society's ability to continue as a going concern within one year after the date that the financial statements are available to be issued.

Independent Auditor's Report (continued)

Auditor's Responsibility for the Audit of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance but is not absolute assurance and therefore is not a guarantee that an audit conducted in accordance with generally accepted auditing standards will always detect a material misstatement when it exists. The risk of not detecting a material misstatement resulting from fraud is higher than one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control. Misstatements, including omissions, are considered material if there is substantial likelihood that, individually or in the aggregate, they would influence the judgement made by a reasonable user based on the financial statements.

In performing an audit in accordance with generally accepted auditing standards, we:

- Exercise professional judgment and maintain professional skepticism throughout the audit.
- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, and design and perform audit procedures responsive to those risks. Such procedures include examining, on a test basis, evidence regarding the amounts and disclosures in the financial statements.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of NOCO Humane f/k/a Larimer Humane Society's internal control. Accordingly, no such opinion is expressed.
- Evaluate the appropriateness of accounting policies used and the reasonableness of significant accounting estimates made by management, as well as evaluate the overall presentation of the financial statements.
- Conclude whether, in our judgment, there are conditions or events, considered in the aggregate, that raise substantial doubt about NOCO Humane f/k/a Larimer Humane Society's ability to continue as a going concern for a reasonable period of time.

We are required to communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit, significant audit findings, and certain internal control related matters that we identified during the audit.

Brock and Company, CPAs, P.C.

Certified Public Accountants

Boulder, Colorado
October 7, 2024

NOCO Humane f/k/a Larimer Humane Society

Statements of Financial Position

June 30	2024	2023
ASSETS		
Current Assets		
Cash and cash equivalents	\$ 1,521,426	\$ 2,025,538
Investments	12,699,913	12,580,099
Accounts receivable	11,813	10,929
Contributions receivable	-	24,700
Prepaid expenses and other current assets	69,974	89,520
Total current assets	<u>14,303,126</u>	<u>14,730,786</u>
Property and Equipment, net	<u>18,910,678</u>	<u>16,430,325</u>
Other Assets		
Beneficial interest in assets held by community foundation	35,598	31,842
Cash surrender value of life insurance	47,786	-
Total other assets	<u>83,384</u>	<u>31,842</u>
Total assets	<u>\$ 33,297,188</u>	<u>\$ 31,192,953</u>
LIABILITIES AND NET ASSETS		
Current Liabilities		
Accounts payable and other accrued expenses	\$ 192,311	\$ 116,863
Accrued compensation and benefits	425,579	303,514
Deferred revenue	118,159	40,906
Refundable advances	296,594	304,371
Current maturities of notes payable, net	227,528	190,903
Total current liabilities	<u>1,260,171</u>	<u>956,557</u>
Long-Term Liabilities		
Refundable advances, net of current portion	3,754,465	4,051,059
Notes payable, net of current maturities	7,934,256	7,505,346
Total long-term liabilities	<u>11,688,721</u>	<u>11,556,405</u>
Total liabilities	<u>12,948,892</u>	<u>12,512,962</u>
Net Assets		
Without donor restrictions		
Undesignated	11,246,360	12,262,401
Board-designated	2,371,057	2,014,244
Net investment in property and equipment	6,697,835	4,378,646
	<u>20,315,252</u>	<u>18,655,291</u>
With donor restrictions	33,044	24,700
Total net assets	<u>20,348,296</u>	<u>18,679,991</u>
Total liabilities and net assets	<u>\$ 33,297,188</u>	<u>\$ 31,192,953</u>

The accompanying Notes are an integral
part of these financial statements

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NOCO Humane f/k/a Larimer Humane Society

Statement of Activities

Year ended June 30, 2024

	Without Donor Restrictions	With Donor Restrictions	Total
Operating Revenue and Support			
Operating Revenue			
Contract revenue	\$ 3,361,093	\$ -	\$ 3,361,093
License fees	704,847	-	704,847
Adoption fees	495,207	-	495,207
Impound fees	124,206	-	124,206
Other program revenue	158,282	-	158,282
Merchandise sales, net	26,862	-	26,862
Total operating revenue	<u>4,870,497</u>	<u>-</u>	<u>4,870,497</u>
Operating Support			
Contributions	2,820,952	155,000	2,975,952
Contributions, in-kind	2,378,151	-	2,378,151
Special event income, net	241,480	-	241,480
Net assets released from restrictions			
Satisfaction of purpose restrictions	121,956	(121,956)	-
Expiration of time restrictions	24,700	(24,700)	-
Total operating support	<u>5,587,239</u>	<u>8,344</u>	<u>5,595,583</u>
Total operating revenue and support	<u>10,457,736</u>	<u>8,344</u>	<u>10,466,080</u>
Operating Expenses			
Program services	8,720,670	-	8,720,670
Supporting services			
General and administrative	785,673	-	785,673
Fundraising	724,863	-	724,863
Total operating expenses	<u>10,231,206</u>	<u>-</u>	<u>10,231,206</u>
Total operating revenue and support in excess of operating expenses	<u>226,530</u>	<u>8,344</u>	<u>234,874</u>
Other Changes			
Investment income, net	1,409,054	-	1,409,054
Other income	18,877	-	18,877
Gain on sale of equipment	5,500	-	5,500
Total other changes	<u>1,433,431</u>	<u>-</u>	<u>1,433,431</u>
Change in Net Assets	<u>1,659,961</u>	<u>8,344</u>	<u>1,668,305</u>
Net Assets, Beginning of Year	<u>18,655,291</u>	<u>24,700</u>	<u>18,679,991</u>
Net Assets, End of Year	<u>\$ 20,315,252</u>	<u>\$ 33,044</u>	<u>\$ 20,348,296</u>

The accompanying Notes are an integral
part of these financial statements

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NOCO Humane f/k/a Larimer Humane Society

Statement of Activities

Year ended June 30, 2023

	Without Donor Restrictions	With Donor Restrictions	Total
Operating Revenue and Support			
Operating Revenue			
Contract revenue	\$ 2,170,804	\$ -	\$ 2,170,804
License fees	739,562	-	739,562
Adoption fees	402,069	-	402,069
Impound fees	82,896	-	82,896
Other program revenue	144,556	-	144,556
Merchandise sales, net	17,628	-	17,628
Total operating revenue	<u>3,557,515</u>	<u>-</u>	<u>3,557,515</u>
Operating Support			
Contributions	1,862,860	24,700	1,887,560
Contributions, in-kind	871,466	-	871,466
Special event income, net	234,502	-	234,502
Net assets released from restrictions			
Expiration of time restrictions	41,850	(41,850)	-
Total operating support	<u>3,010,678</u>	<u>(17,150)</u>	<u>2,993,528</u>
Total operating revenue and support	<u>6,568,193</u>	<u>(17,150)</u>	<u>6,551,043</u>
Operating Expenses			
Program services	5,200,803	-	5,200,803
Supporting services			
General and administrative	723,388	-	723,388
Fundraising	659,963	-	659,963
Total operating expenses	<u>6,584,154</u>	<u>-</u>	<u>6,584,154</u>
Total operating expenses in excess of operating revenue and support	(15,961)	(17,150)	(33,111)
Other Changes			
Investment income, net	1,016,608	-	1,016,608
Other income	9,127	-	9,127
Total other changes	<u>1,025,735</u>	<u>-</u>	<u>1,025,735</u>
Change in Net Assets	1,009,774	(17,150)	992,624
Net Assets, Beginning of Year	<u>17,645,517</u>	<u>41,850</u>	<u>17,687,367</u>
Net Assets, End of Year	<u>\$ 18,655,291</u>	<u>\$ 24,700</u>	<u>\$ 18,679,991</u>

The accompanying Notes are an integral
part of these financial statements

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NOCO Humane f/k/a Larimer Humane Society

Statement of Functional Expenses

Year ended June 30, 2024

	Program Services	Supporting Services		Total
		General and Administrative	Fundraising	
Salaries and wages	\$ 4,149,247	\$ 181,211	\$ 323,331	\$ 4,653,789
Payroll taxes	327,620	10,333	25,353	363,306
Employee benefits	210,666	26,090	20,400	257,156
Total personnel costs	4,687,533	217,634	369,084	5,274,251
Facility maintenance	726,512	13,502	12,972	752,986
Animal care	616,558	-	-	616,558
Interest expense	-	329,641	-	329,641
Contract labor	282,357	15	-	282,372
Information technology	204,750	11,682	45,879	262,311
Printing expense	91,643	1,424	149,686	242,753
Equipment and supplies	216,548	6,367	3,673	226,588
Occupancy	192,343	13,255	11,573	217,171
Grant expense	194,000	-	-	194,000
Staff and volunteer expense	175,862	8,583	4,831	189,276
Insurance	168,601	10,499	8,827	187,927
Legal and professional	82,107	60,392	13,361	155,860
Transportation expense	110,478	6,917	1,771	119,166
Bank fees	34,491	17,547	33,256	85,294
Postage	69,780	2,142	9,863	81,785
Miscellaneous expense	39,997	24,174	14,859	79,030
Telecommunications	63,292	3,944	3,889	71,125
Advertising	35,765	-	-	35,765
Licenses and dues	11,949	14,062	4,575	30,586
Office expenses and maintenance	25,519	843	925	27,287
Total operating expenses before depreciation	8,030,085	742,623	689,024	9,461,732
Depreciation	690,585	43,050	35,839	769,474
Total operating expenses	\$ 8,720,670	\$ 785,673	\$ 724,863	\$ 10,231,206

The accompanying Notes are an integral
part of these financial statements

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NOCO Humane f/k/a Larimer Humane Society

Statement of Functional Expenses

Year ended June 30, 2023

	Program Services	Supporting Services		Total
		General and Administrative	Fundraising	
Salaries and wages	\$ 2,795,835	\$ 201,118	\$ 301,442	\$ 3,298,395
Payroll taxes	221,068	15,769	23,367	260,204
Employee benefits	198,506	25,892	18,515	242,913
Total personnel costs	3,215,409	242,779	343,324	3,801,512
Interest expense	-	311,895	-	311,895
Animal care	244,047	-	137	244,184
Printing expense	64,889	163	156,637	221,689
Occupancy	153,369	12,172	11,751	177,292
Information technology	135,982	6,706	18,662	161,350
Facility maintenance	134,598	10,682	10,682	155,962
Insurance	123,478	9,275	9,083	141,836
Legal and professional	93,818	41,070	3,669	138,557
Equipment and supplies	84,728	4,985	4,495	94,208
Staff and volunteer expense	75,170	5,989	4,493	85,652
Postage	66,234	456	9,217	75,907
Transportation expense	71,816	2,419	467	74,702
Miscellaneous expense	29,356	18,866	18,238	66,460
Bank fees	35,031	2,807	26,367	64,205
Grant expense	56,000	-	-	56,000
Telecommunications	47,157	3,354	3,540	54,051
Contract labor	30,562	-	-	30,562
Licenses and dues	11,892	12,882	2,313	27,087
Office expenses and maintenance	21,723	1,078	1,078	23,879
Advertising	23,638	-	-	23,638
Total operating expenses before depreciation	4,718,897	687,578	624,153	6,040,435
Depreciation	481,906	35,810	35,810	553,526
Total operating expenses	\$ 5,200,803	\$ 723,388	\$ 659,963	\$ 6,593,961

The accompanying Notes are an integral
part of these financial statements

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NOCO Humane f/k/a Larimer Humane Society

Statements of Cash Flows

Increase (Decrease) in Cash and Cash Equivalents

Years ended June 30	2024	2023
Cash Flows From Operating Activities		
Change in net assets	\$ 1,668,305	\$ 992,624
Adjustments to reconcile change in net assets to net cash (used) provided by operating activities		
Depreciation	769,474	553,526
Amortization of discount on note payable	304,371	311,895
Interest contributions on note payable	(304,371)	(311,895)
Forgiveness of note payable	(495,274)	(495,274)
Gain on sale of equipment	(5,500)	-
Net realized and unrealized gain on investments	(1,031,002)	(718,749)
Donated property and equipment	(1,521,854)	-
Donated investments	(118,860)	-
Increase (decrease) from changes in assets and liabilities		
Accounts receivable	(884)	95
Contributions receivable	24,700	17,150
Prepaid expenses and other current assets	19,546	(39,897)
Accounts payable and other accrued expenses	75,448	9,828
Accrued compensation and benefits	122,065	28,636
Deferred revenue	77,253	(21,027)
Net cash (used) provided by operating activities	<u>(416,583)</u>	<u>326,912</u>
Cash Flows From Investing Activities		
Proceeds from sale of investments	6,284,549	10,788,633
Purchases of investments	(5,306,043)	(10,116,128)
Proceeds from sale of equipment	5,500	-
Purchases of equipment	(1,055,973)	(194,812)
Net cash (used) provided by investing activities	<u>(71,967)</u>	<u>477,693</u>
Cash Flows From Financing Activities		
Payments on note payable	(15,562)	-
Net cash used by financing activities	<u>(15,562)</u>	<u>-</u>
Net (Decrease) Increase in Cash and Cash Equivalents	(504,112)	804,605
Cash and Cash Equivalents, Beginning of Year	2,025,538	1,220,933
Cash and Cash Equivalents, End of Year	\$ 1,521,426	\$ 2,025,538
Supplemental Information		
Property acquired with a note	\$ 672,000	\$ -
Cash paid for interest	\$ 25,269	\$ -

The accompanying Notes are an integral
part of these financial statements

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NOCO Humane f/k/a Larimer Humane Society

Notes to Financial Statements

June 30, 2024 and 2023

Note 1 – Nature of Organization and Significant Accounting Policies

Nature of Organization. NOCO Humane f/k/a Larimer Humane Society (the Organization) was formed in April 1969 for the purpose of providing economical, safe, and humane animal treatment and control. In October 2023, the Organization's mission expanded to include new geographical areas. Funding for the Organization is obtained through program service fees and charitable contributions from interested parties.

Basis of Accounting. The financial statements of the Organization have been prepared on the accrual basis of accounting and, accordingly, reflect all significant receivables, payables, and other liabilities.

Basis of Presentation. The Organization reports information regarding its financial position and activities according to two classes of net assets: net assets without donor restrictions and net assets with donor restrictions.

Net Assets Without Donor Restrictions. Net assets resulting from revenues generated by receiving contributions that have no donor stipulations, providing services, and receiving interest and other income, less expenses incurred in providing program related services, raising contributions, and performing administrative functions.

Net Assets With Donor Restrictions. Net assets resulting from gifts of cash and other assets that are received with donor stipulations that limit the use of the donated assets, until the donor restriction expires, that is until the stipulated time restriction ends or the purpose of the restriction is accomplished.

Use of Estimates. The preparation of financial statements in conformity with generally accepted accounting principles in the United States of America requires management to make estimates and assumptions that affect certain reported amounts and disclosures. Accordingly, actual results could differ from those estimates.

Change in Accounting Principle. Effective July 1, 2023, the Organization adopted Financial Accounting Standards Board (FASB) Accounting Standards Codification (ASC) 326, *Financial Instruments - Credit Losses*, which changes the method of measuring credit losses for most financial assets and certain other instruments that are not measured at fair value through change in net assets. The standard changes the measurement of credit losses from the incurred loss model to the expected loss model, and requires enhanced disclosures to provide information for analysis of the Organization's exposure to credit risk and the measurement of credit losses. Financial assets held by the Organization that are subject to the new standard consist of accounts receivable. The impact of the adoption is not considered to be material to the financial statements and primarily resulted in enhanced disclosures.

Cash and Cash Equivalents. Cash consists of checking and savings accounts held at financial institutions. For purposes of the statement of cash flows, the Organization considers all highly liquid debt instruments with maturities of three months or less to be cash equivalents.

NOCO Humane f/k/a Larimer Humane Society

Notes to Financial Statements

June 30, 2024 and 2023

Note 1 – Nature of Organization and Significant Accounting Policies (continued)

Investments. The Organization's investments are stated at fair value. Fair value is the price that would be received to sell an asset or paid to transfer a liability in an orderly transaction between market participants at the measurement date. The Organization's management determines the valuation policies utilizing information provided by the investment advisors and custodians.

Unrealized gains and losses are included in the change in net assets in the accompanying statements of activities. Investment income and gains restricted by donors are reported as increases in net assets without donor restrictions if the restrictions are met (either a stipulated time period ends or a purpose restriction is accomplished) in the reporting period in which the income and gains are recognized.

Fair Value Measurements. The Organization reports using fair value measurements, which among other things requires enhanced disclosures about investments that are measured and reported at fair value and establishes a framework for measuring fair value. The framework provides a fair value hierarchy that prioritizes the inputs to valuation techniques used to measure fair value. The hierarchy gives the highest priority to unadjusted quoted prices in active markets for identical assets or liabilities (Level 1 measurements) and the lowest priority to unobservable inputs (Level 3 measurements). The three levels of the fair value hierarchy are described below:

Level 1 Inputs to the valuation methodology are unadjusted quoted prices for identical assets or liabilities in active markets that the Organization has the ability to access.

Level 2 Inputs to the valuation methodology include:

- Quoted prices for similar assets or liabilities in active markets;
- Quoted prices for identical or similar assets or liabilities in inactive markets;
- Inputs other than quoted prices that are observable for the asset or liability;
- Inputs that are derived principally from or corroborated by observable market data by correlation or other means.

If the asset or liability has a specified (contractual) term, the Level 2 input must be observable for substantially the full term of the asset or liability.

Level 3 Inputs to the valuation methodology are unobservable and significant to the fair value measurement.

The asset's or liability's fair value measurement level within the fair value hierarchy is based on the lowest level of any input that is significant to the fair value measurements. Valuation techniques used need to maximize the use of observable inputs and minimize the use of unobservable inputs.

NOCO Humane f/k/a Larimer Humane Society

Notes to Financial Statements

June 30, 2024 and 2023

Note 1 – Nature of Organization and Significant Accounting Policies (continued)

Fair Value Measurements (continued). Following is a description of the valuation methodologies used for assets measured at fair value on a recurring basis:

Equity Securities and Mutual Funds. The Organization values equity securities and mutual funds with readily determinable market values at fair value as determined by quoted market prices on national securities exchanges valued at the closing price on the last business day of the fiscal year. Securities traded on the over-the-counter market are valued at the last reported bid price.

Real Estate Investment Trusts. The Organization values real estate investment trusts' at the net asset value ("NAV") of units held by the Organization at year end. The NAV, as provided by the holding corporations, is used as a practical expedient to estimate fair value. The NAV is based on the fair value of the underlying assets held by the corporation less its liabilities. This practical expedient is not used when it is determined to be probable that the corporation will sell the assets for an amount different than the reported NAV.

Beneficial Interest in Assets Held by Community Foundation. The Organization values the beneficial interest in assets held by community foundation at the net asset value ("NAV") of units held by the Organization at year end. The NAV, as provided by Community Foundation of Northern Colorado (the Foundation), is used as a practical expedient to estimate fair value. The NAV is based on the fair value of the underlying investments held by the Foundation less its liabilities. This practical expedient is not used when it is determined to be probable that the Foundation will sell the investment for an amount different than the reported NAV.

The methods described above may produce a fair value calculation that may not be indicative of net realizable value or reflective of future fair values. Furthermore, while the Organization believes its valuation methods are appropriate and consistent with other market participants, the use of different methodologies or assumptions to determine the fair value of certain financial instruments could result in a different fair value measurement at the reporting date. There have been no changes in the methodologies used at June 30, 2024 and 2023.

In general, investments are exposed to various risks, such as interest rate, credit and overall market volatility risk. Due to the level of risk associated with certain investments, it is reasonably possible that changes in the values of the investments will occur in the near term and that such changes could materially affect the investment balances and the amounts reported in the statements of financial position.

Accounts Receivable and Allowance for Credit Losses. Accounts receivable are stated at the amount of consideration from customers, of which the Organization has an unconditional right to receive. The Organization's accounts receivable are primarily derived from contract revenue. The Organization grants credit in the normal course of business to customers and recognizes an expected allowance for credit losses to reduce credit risk. At each reporting date, this estimate is updated to reflect any changes in credit risk since the receivable was initially recorded.

NOCO Humane f/k/a Larimer Humane Society

Notes to Financial Statements

June 30, 2024 and 2023

Note 1 – Nature of Organization and Significant Accounting Policies (continued)

Accounts Receivable and Allowance for Credit Losses (continued). This estimate is calculated on a pooled basis where similar risk characteristics exist. Accounts receivable are evaluated individually when they do not share similar risk characteristics which could exist in circumstances where amounts are considered at risk or uncollectible. The allowance estimate is derived from a review of the Organization's historical losses based on the aging of receivables. This estimate is adjusted for management's assessment of current conditions, reasonable and supportable forecasts regarding future events, and any other factors deemed relevant by the Organization. The Organization believes historical loss information is a reasonable starting point in which to calculate the expected allowance for credit losses as the Organization's customers have remained fairly constant for many years. Management believes all accounts receivables are fully collectible, and accordingly, no allowance for credit losses has been recorded.

The Organization writes off receivables when there is information that indicates the debtor is facing significant financial difficulty and there is no possibility of recovery. If any recoveries are made from any accounts previously written off, they will be recognized in revenue. The total amount of write-offs was immaterial to the financial statements as a whole for the years ending June 30, 2024 and 2023.

Contributions Receivable. Unconditional promises to give are recognized as revenue in the period received. Contributions receivable are recorded at the amount the Organization expects to receive, allowing for estimated uncollectible contributions. The allowance for uncollectible contributions is estimated based on management's review of specific contributions outstanding. As of June 30, 2023, management believed all contributions receivable were fully collectible, and accordingly, no allowance for doubtful contributions has been recorded. Conditional promises to give are recognized when the conditions on which they depend are substantially met.

Property and Equipment. It is the Organization's policy to capitalize property and equipment at cost for purchases over \$1,500, while repair and maintenance items are charged to expense. Donations of property and equipment are capitalized at their estimated fair value at the date of gift. Such donations are reported as contributions without donor restrictions unless the donor has restricted the donated asset to a specific purpose. Property and equipment are depreciated using the straight-line method over the estimated useful lives of the assets. In general, asset lives are as follows:

	<u>Life in Years</u>
Building and improvements	5 - 52
Machinery and equipment	3 - 7
Vehicles	3 - 5
Furniture and fixtures	5 - 25

Works of Art. It is the Organization's policy to capitalize works of art at cost for purchases, while donations are capitalized at their estimated fair value at the date of gift. Works of art are not depreciated as the estimated useful lives are extraordinarily long.

NOCO Humane f/k/a Larimer Humane Society

Notes to Financial Statements

June 30, 2024 and 2023

Note 1 – Nature of Organization and Significant Accounting Policies (continued)

Cash Surrender Value of Life Insurance. The Organization is the owner and beneficiary of a life insurance policy that covers the life of a donor. The policy has a cash surrender value which is reported on the statements of financial position at the surrender value provided to the Organization by the insurance carrier. The cash surrender value of the policy was \$47,786 at June 30, 2024. The death benefit of the policy is \$100,000.

Impairment of Long-Lived Assets. In the event that facts and circumstances indicate that property and equipment, or other assets, may be impaired, an evaluation of recoverability would be performed. If an evaluation is required, the estimated future undiscounted cash flows associated with the asset are compared to the asset's carrying amount to determine if a write-down to market value would be necessary. No impairment losses were recorded during the years ended June 30, 2024 and 2023.

Refundable Advances. Grant funding received in advance of incurring related expenses are considered refundable advances and are deferred. Revenue is recognized as the related costs are incurred.

Revenue Recognition. The Organization's revenues from contracts with customers is comprised of contract revenue, licenses fees, adoption fees, impound fees, other program fees, and merchandise sales.

Contract revenue consists of animal control services for local municipalities. Any amounts received prior to the performance of the service is recorded as a contract liability. Revenue is recognized evenly over the term of the contract with the local municipalities, which satisfies the Organization's performance obligation. Contract revenue recognized over time for the years ended June 30, 2024 and 2023 was \$3,361,093 and \$2,170,804, respectively.

License fees consist of fees for licensing domesticated animals. Revenue is recognized at the point in time in which the license is granted, which satisfies the Organization's performance obligation. License fee revenue recognized at a point in time for the years ended June 30, 2024 and 2023 was \$704,847 and \$739,562, respectively.

Adoption fees consist of fees in exchange for adopting an animal. Revenue is recognized at the point in time in which the animal is picked up, which satisfies the Organization's performance obligation. Adoption fee revenue recognized at a point in time for the years ended June 30, 2024 and 2023 was \$495,207 and \$402,069, respectively.

Impound fees consist of fees collected when a lost animal is returned to the owner. Revenue is recognized at the point in time in which the animal is returned, which satisfies the Organization's performance obligation. Impound fee revenue recognized at a point in time for the years ended June 30, 2024 and 2023 was \$124,206 and \$82,896, respectively.

NOCO Humane f/k/a Larimer Humane Society

Notes to Financial Statements

June 30, 2024 and 2023

Note 1 – Nature of Organization and Significant Accounting Policies (continued)

Revenue Recognition (continued).

Other program fees consist of fees for surrendered animals, veterinary and humane education services. Any amounts received prior to the performance of the service is recorded as a contract liability. Revenue is recognized at the point in time in which the service is completed, which satisfies the Organization's performance obligation. Other program fee revenue recognized at a point in time for the years ended June 30, 2024 and 2023 was \$158,282 and \$144,556, respectively.

Merchandise sales consist of sales made in the retail store. Revenue is recognized at the point in time in which the merchandise is purchased by the customer, which satisfies the Organization's performance obligation. Gross merchandise sales recognized at a point in time for the years ended June 30, 2024 and 2023 was \$50,810 and \$39,458, respectively.

The Organization had accounts receivable representing net billed amounts due on contracts with customers of \$11,813, \$10,929, and \$11,024 as of June 30, 2024 and 2023, and July 1, 2022, respectively. The Organization did not have any contract assets associated with revenue from contracts with customers as of June 30, 2024 and 2023, or as of July 1, 2022. The Organization occasionally collects fees in advance of services being provided, which are recorded as deferred revenue (contract liabilities) on the statements of financial position. Contract liabilities as of June 30, 2024 and 2023, and July 1, 2022 totaled \$118,159, \$40,906, and \$61,933, respectively. Contract liabilities are generally recognized as revenue during the following year.

Revenues are reported at the amount of consideration which the Organization expects to be entitled in exchange for providing the goods and services. The Organization determines the transaction price based on standard charges for goods and services provided, reduced by discounts and other price concessions.

Contributions. Contributions are recognized when the donation is received. Donor-restricted contributions are reported as increases in net assets with donor restrictions depending on the nature of the restriction. When a restriction expires, net assets with donor restrictions are reclassified to net assets without donor restrictions. Contributions that are restricted by the donor are reported as increases in net assets without donor restrictions if the restrictions expire in the fiscal year in which the contributions are recognized.

Contributed Services and Materials. Contributed services are recognized if services received (a) create or enhance non-financial assets or (b) require specialized skills and are provided by individuals possessing those skills and would typically need to be purchased if not provided by donation. Certain other volunteer services are not recorded in these financial statements as they do not meet the criteria for recognition. Contributed materials are reported at fair market value on the date of gift.

Advertising. The Organization expenses advertising costs, including donated advertising, as they are incurred. Advertising expenses for the years ended June 30, 2024 and 2023 were \$35,765 and \$23,638, respectively.

NOCO Humane f/k/a Larimer Humane Society

Notes to Financial Statements

June 30, 2024 and 2023

Note 1 – Nature of Organization and Significant Accounting Policies (continued)

Income Taxes. The Organization is a nonprofit corporation exempt from income taxes as described in Section 501(c)(3) of the Internal Revenue Code and is classified by the Internal Revenue Service as other than a private foundation. Accordingly, no provision for income taxes has been made.

Functional Allocation of Expenses. The costs of providing various programs and other activities have been summarized on a functional basis in the statement of activities and in the statement of functional expenses. Accordingly, direct expenses have been allocated to the applicable program for which the expenses were incurred. Indirect expenses have been allocated between program and supporting services based on an analysis of personnel time and space utilized for the related activities.

Subsequent Events. The Organization evaluates events and transactions occurring subsequent to the date of the financial statements for matters requiring recognition or disclosure in the financial statements. The accompanying financial statements consider events through October 7, 2024, the date at which the financial statements were available for release.

Note 2 – Liquidity and Availability

The Organization's financial assets available for general expenditures within one year are as follows at June 30:

	2024	2023
Financial assets at year end:		
Cash and cash equivalents	\$ 1,521,426	\$ 2,025,538
Investments	12,699,913	12,580,099
Accounts receivable	11,813	10,929
Contributions receivable	-	24,700
Beneficial interest in assets held by foundation	35,598	31,842
	<u>14,268,750</u>	<u>14,673,108</u>
Less amounts not available to be used within one year for general expenditure:		
Designated by the board of directors for capital projects and operations	(2,335,459)	(1,982,402)
Board designated endowment fund	(35,598)	(31,842)
	<u>(2,371,057)</u>	<u>(2,014,244)</u>
Financial assets available for general expenditures within one year	<u>\$11,897,693</u>	<u>\$12,658,864</u>

The Organization receives significant contributions and promises to give that are restricted by donors, and considers contributions restricted for programs which are ongoing, major, and central to its annual operations to be available to meet cash needs for general expenditures.

NOCO Humane f/k/a Larimer Humane Society

Notes to Financial Statements

June 30, 2024 and 2023

Note 2 – Liquidity and Availability (continued)

The Organization manages its liquidity and reserves following three guiding principles: operating within a prudent range of financial soundness and stability; maintaining adequate liquid assets to fund near-term operating needs; and maintaining sufficient reserves to provide reasonable assurance that long-term obligations will be discharged. To achieve these guiding principles, the Organization forecasts its future cash flows and monitors its liquidity monthly. Additionally, in the event of an unanticipated liquidity need, the Organization could draw upon its board designated funds if the governing board approves the action. During the years ended June 30, 2024 and 2023, the level of liquidity and reserves was managed within the guiding principles.

Note 3 – Fair Value Measurements

The following table summarizes the Organization's fair value of assets measured on a recurring basis by fair value hierarchy as of June 30, 2024:

	Level 1	Level 2	Level 3	Total
Equity securities				
United States	\$ 6,553,663	\$ -	\$ -	\$ 6,553,663
International	1,894,625	-	-	1,894,625
Real estate	176,130	-	-	176,130
Mutual funds	4,007,148	-	-	4,007,148
	<u>\$ 12,631,566</u>	<u>\$ -</u>	<u>\$ -</u>	<u>12,631,566</u>
Investments measured at net asset value				68,347
Total investments				<u>\$12,699,913</u>

The following table summarizes the Organization's fair value of assets measured on a recurring basis by fair value hierarchy as of June 30, 2023:

	Level 1	Level 2	Level 3	Total
Equity securities				
United States	\$ 6,259,878	\$ -	\$ -	\$ 6,259,878
International	2,240,824	-	-	2,240,824
Real estate	168,721	-	-	168,721
Mutual funds	3,910,676	-	-	3,910,676
	<u>\$ 12,580,099</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$12,580,099</u>

Changes in Fair Value Levels. The availability of observable market data is monitored to assess the appropriate classification of financial instruments within the fair value hierarchy. Changes in economic conditions or model-based valuation techniques may require the transfer of financial instruments from one fair value level to another. In such instances, the transfer is reported at the beginning of the reporting period.

NOCO Humane f/k/a Larimer Humane Society

Notes to Financial Statements

June 30, 2024 and 2023

Note 3 – Fair Value Measurements (continued)

The Organization evaluated the significance of transfers between levels based upon the nature of the financial instruments and size of the transfer relative to total net assets available for benefits. For the years ended June 30, 2024 and 2023, there were no significant transfers in or out of fair value levels.

The following sets forth a summary of the Organization's assets reported at NAV at June 30, 2024:

<u>Investment</u>	<u>Fair Value</u>	<u>Unfunded Commitments</u>	<u>Redemption Frequency</u>	<u>Redemption Notice Period</u>
Real Estate				
Investment Trusts	\$68,347	N/A	Redemptions will only be made upon written request of the Organization	None
Beneficial interest in assets held by community foundation	\$35,598	N/A		None

The following sets forth a summary of the Organization's assets reported at NAV at June 30, 2023:

<u>Investment</u>	<u>Fair Value</u>	<u>Unfunded Commitments</u>	<u>Redemption Frequency</u>	<u>Redemption Notice Period</u>
Beneficial interest in assets held by community foundation	\$31,842	N/A	Redemptions will only be made upon written request of the Organization	None

Net investment income consisted of the following for the years ended June 30:

	<u>2024</u>	<u>2023</u>
Interest and dividends	\$ 458,202	\$ 373,551
Net unrealized gain on investments	815,992	912,069
Net realized gain (loss) on investments	215,010	(193,320)
	<u>1,489,204</u>	<u>1,092,300</u>
Investment fees	(80,150)	(75,692)
Net investment income	<u>\$ 1,409,054</u>	<u>\$ 1,016,608</u>

NOCO Humane f/k/a Larimer Humane Society

Notes to Financial Statements

June 30, 2024 and 2023

Note 4 – Property and Equipment

Property and equipment consists of the following at June 30:

	2024	2023
Land	\$ 1,604,150	\$ 1,454,150
Building and improvements	18,536,493	17,024,528
Machinery and equipment	982,912	527,481
Vehicles	596,430	502,867
Furniture and fixtures	436,514	421,054
Works of art	87,623	58,975
Assets not in service	976,708	-
	23,220,830	19,989,055
Less accumulated depreciation	(4,310,152)	(3,558,730)
Net property and equipment	<u>\$18,910,678</u>	<u>\$16,430,325</u>

Depreciation expense for the years ended June 30, 2024 and 2023 was \$769,474 and \$553,526, respectively.

Note 5 – Notes Payable, Commitments, and Refundable Advances

Long-term debt obligations consisted of the following at June 30:

	2024	2023
Promissory note payable to Larimer County, noninterest bearing (discounted using an effective interest rate of 4%), annual principal payments of \$495,274 through October 2048, collateralized by a first deed of trust on a building.	\$11,556,405	\$12,051,679
Promissory note payable to PNC Bank, N.A., bearing interest at 2.00% over the daily simple Secured Overnight Financing Rate (7.33% at June 30, 2024), variable monthly principal and interest payments due through November 2030, collateralized by a first deed of trust on a building.	656,438	-
Less unamortized discount	(4,051,059)	(4,355,430)
	8,161,784	7,696,249
Less current maturities	(227,528)	(190,903)
	<u>\$ 7,934,256</u>	<u>\$ 7,505,346</u>

NOCO Humane f/k/a Larimer Humane Society

Notes to Financial Statements

June 30, 2024 and 2023

Note 5 – Notes Payable, Commitments, and Refundable Advances (continued)

Scheduled maturities of the long-term debt obligations are as follows at June 30, 2024:

Year ended June 30	Notes Payable	Amortization of Discount	Total
2025	\$ 524,122	\$ 296,594	\$ 227,528
2026	526,014	288,499	237,515
2027	527,935	280,075	247,860
2028	530,004	271,307	258,697
2029	532,407	262,182	270,225
Thereafter	9,572,361	2,652,402	6,919,959
	<u>\$ 12,212,843</u>	<u>\$ 4,051,059</u>	<u>\$ 8,161,784</u>

Commitments. During 2014, the Organization initiated a campaign to provide funding for the new facility. A component of that campaign was the passage of a Larimer County sales tax initiative which allowed for a dedicated sales tax to help fund the construction of the new facility. The agreement with Larimer County provided that Larimer County construct the new facility with sales tax proceeds. Upon completion of the new facility, Larimer County transferred the property to the Organization in exchange for a non-interest bearing promissory note and a commitment to operate the facility and be available to provide animal control services for at least thirty years. For each year the facility is in operation, the promissory note is forgiven 1/30th. If the Organization fails to meet the commitment, Larimer County can foreclose on the building and the land on which it is built. The Organization placed the new facility in service in August 2017.

Refundable Advances. The contribution of imputed interest on the noninterest bearing note payable is determined by the excess of the fair value of the donated property over the present value of the note. Property received in advance of fulfilling the conditions of the contribution are due back to the grantor if the property is not available for use as an animal shelter for a thirty-year period. Revenue is recognized as the conditions are met. Refundable advances related to the donated interest at June 30, 2024 and 2023 was \$4,051,059 and \$4,355,430, respectively.

Note 6 – Board-designated Net Assets

Facilities Fund. Board designated net assets are unrestricted net assets subject to self imposed limits by action of the governing body. As of June 30, 2024 and 2023, the Board of Directors designated \$2,335,459 and \$1,982,402, respectively, of net assets without donor restrictions for capital projects and building repairs.

Board-designated Endowment. The Board of Directors established an agency endowment fund with Community Foundation of Northern Colorado (the Foundation). The funds held by the Foundation were contributed by the Organization for the benefit of the Organization.

NOCO Humane f/k/a Larimer Humane Society

Notes to Financial Statements

June 30, 2024 and 2023

Note 6 – Board-designated Net Assets (continued)

The Board of Directors has determined that these net assets meet the definition of endowment funds under the Uniform Prudent Management of Institutional Funds Act (UPMIFA). The Organization is governed subject to the Articles of Incorporation and Bylaws for the Organization and contributions are received subject to the terms of the governing documents.

The Organization's investment policy is to provide a reasonable, predictable, and sustainable amount of funds available for the uses intended by the original endowment. Given the Organization's commitment to support both current and future needs, the Organization advocates a total-return approach to investing and to fund distribution. The long-term investment focus is to meet needs for both distributions in the present and to provide growth in assets and income over time through the investment of excess earnings and capital appreciation.

The following summarizes the changes in net assets designated by the board of directors as an endowment fund for the years ended June 30, 2024 and 2023:

Balance, July 1, 2022	\$ 29,402
Net investment gain	2,440
Balance, June 30, 2023	31,842
Net investment gain	3,756
Balance, June 30, 2024	<u><u>\$ 35,598</u></u>

Note 7 – Net Assets With Donor Restrictions

The following summarizes the changes in net assets with donor restrictions for the years ended June 30, 2024 and 2023:

	Purpose Restrictions	Time Restrictions	Total
Balance, July 1, 2022	\$ -	\$ 41,850	\$ 41,850
Additions	-	24,700	24,700
Releases	-	(41,850)	(41,850)
Balance, June 30, 2023	-	24,700	24,700
Additions	155,000	-	155,000
Releases	(121,956)	(24,700)	(146,656)
Balance, June 30, 2024	<u><u>\$ 33,044</u></u>	<u><u>\$ -</u></u>	<u><u>\$ 33,044</u></u>

NOCO Humane f/k/a Larimer Humane Society

Notes to Financial Statements

June 30, 2024 and 2023

Note 8 – In-kind Contributions

The Organization received the following contributions of nonfinancial assets for the years ended June 30:

	2024	2023
Building and equipment	\$ 1,521,854	\$ -
Forgiveness of note payable	495,274	495,274
Forgiveness of interest	304,371	311,895
Supplies and materials	49,152	5,322
Professional services	7,500	-
Sculptures	-	58,975
	<u>\$ 2,378,151</u>	<u>\$ 871,466</u>

The Organization entered into a promissory note that is forgiven annually as the Organization remains in operation. Additionally, the stated interest rate on the promissory note is less than what would be charged for similar debt. The Organization valued the forgiven interest at the Organization's incremental borrowing rate at the commencement of the note. A contributed building and sculptures received by the Organization was recorded at appraised value. Contributed equipment, supplies and materials received by the Organization are valued at the current price for similar items as located on publicly available websites. Contributed professional services are reported using current rates for similar services.

All donated nonfinancial assets were utilized by the Organization's programs and supporting services. The donor-imposed restrictions associated with the in-kind contributions were met within each fiscal year.

Note 9 – Special Events

The following summarizes net revenue from special events for the year ended June 30, 2024:

	Top Cat & Tails Gala	Fire Hydrant 5k	Other Events	Total
Gross proceeds	\$ 242,658	\$ 99,429	\$ 63,238	\$ 405,325
Direct costs	(129,057)	(17,730)	(17,058)	(163,845)
	<u>\$ 113,601</u>	<u>\$ 81,699</u>	<u>\$ 46,180</u>	<u>\$ 241,480</u>

The following summarizes net revenue from special events for the year ended June 30, 2023:

	Top Cat & Tails Gala	Fire Hydrant 5k	Other Events	Total
Gross proceeds	\$ 238,399	\$ 97,636	\$ 22,148	\$ 358,183
Direct costs	(106,971)	(16,395)	(315)	(123,681)
	<u>\$ 131,428</u>	<u>\$ 81,241</u>	<u>\$ 21,833</u>	<u>\$ 234,502</u>

NOCO Humane f/k/a Larimer Humane Society

Notes to Financial Statements

June 30, 2024 and 2023

Note 10 – Retirement Plan

The Organization provides for a deferred compensation plan under Internal Revenue Code Section 403(b) which allows an employee to defer a portion of their annual compensation subject to current Internal Revenue Code limits. The Organization provides discretionary matching contributions to the plan which are vested proportionately over a period of five years. The Organization contributed \$52,284 and \$51,209 to the plan for the years ended June 30, 2024 and 2023, respectively.

Note 11 – Concentrations

Major Customers. The Organization had a customer who comprised 11% of total operating revenue and support for the year ended June 30, 2024. The Organization had two customers who comprised 26% of total operating revenue and support for the year ended June 30, 2023.

Bank Deposits. At certain times of the year, the Organization maintained cash balances in excess of federally insured limits.

Geographical. The Organization receives predominantly all of its support and revenue from Larimer and Weld counties in Colorado.

Board of Trustees Meeting

Date: February 11, 2025

Subject: Continuation of Board of Trustees By-Laws Discussion

EXECUTIVE SUMMARY

This discussion is intended to be a continuation of the discussion that began on December 17, 2024 regarding new by-laws for the Board of Trustees to compliment its use of Bob's Rules as the Rules of Procedure.

BACKGROUND / DISCUSSION

February 11, 2025 Work Session

For the February 11, 2025 meeting, staff has prepared a new version of the Bylaws based on the conversation from December, 2024. Staff will present the changes, provide answers to some questions raised at the last meeting, and will seek guidance on two major issues where there was no strong consensus at the past meeting: the Proclamation Policy (Section 11) and the procedures for the consent agenda (Section 6(b)(iv)). Additionally, there will be opportunity for board discussion and questions.

The following information in this memo was provided to the board at the December 2024 work session.

Introduction

On August 27, 2024, the Board of Trustees adopted Ordinance No. 09-2024 and Resolution No. 41-2024, amending the Wellington Town Code to remove the requirement that meetings be conducted under Robert's Rules of Order. In place of Robert's Rules, the Board adopted Bob's Rules, a set of rules of order developed and published by the Colorado Municipal League. This shift was aimed at streamlining board procedures and aligning the Town's governance model with best practices.

The next step in this effort to modernize the Board's governance structure is the proposed adoption of formal Bylaws. Bylaws serve as a comprehensive set of written policies governing the Board's purpose, structure, leadership, and internal operations. By clearly defining rules and expectations, the Bylaws promote consistency, transparency, and efficiency in Board operations.

Development of the Bylaws

The draft Bylaws were prepared by the Town Attorney in coordination with the Town Administrator and Town Clerk. The draft reflects the Board's prior discussions and existing Board practices while incorporating new provisions aimed at increasing efficiency and procedural clarity. While many provisions align with current practices, some sections introduce new concepts.

Summary of Bylaws

1. **Purpose and Scope of Bylaws:** Establishes the foundational rules and overarching scope of the Board's operations, ensuring alignment with applicable laws.
2. **Structure of the Board:** Defines the composition of the Board, roles of the Mayor, Mayor Pro Tem, and Trustees, and the general organizational structure.
3. **Agenda and Board Packet Preparation:** Outlines procedures for preparing meeting agendas and Board packets, including submission timelines and requirements for agenda items.

4. **Meetings:** Details the types of meetings (regular, special, work sessions, and virtual), meeting schedules, and procedures for public notice.
5. **Quorum and Attendance:** Specifies quorum requirements for meetings and attendance expectations for Board members, including rules for virtual attendance.
6. **Order of Business:** Establishes the typical order of business for Board meetings.
7. **Public Participation:** Defines procedures for public comment during Board meetings, including guidelines for decorum and limits on disruptive conduct.
8. **Voting:** Outlines voting procedures for Trustees, including roll call votes, abstentions, and procedures for tie votes.
9. **Executive Sessions:** Provides the process for entering executive sessions, confidentiality obligations, and voting procedures to initiate such sessions.
10. **Ordinances and Resolutions:** Describes procedures for the introduction, review, and passage of ordinances and resolutions.
11. **Proclamations:** Defines the process for issuing proclamations on behalf of the Town.
12. **Public Hearings:** Sets procedures for public hearings conducted by the Board.
13. **Confidentiality and Ethics:** Establishes confidentiality rules for Trustees.

Interaction with Bob's Rules of Order

For additional guidance on how these Bylaws integrate with Bob's Rules of Order, Trustees may refer to the section titled "Integration with Bylaws" in Bob's Rules. While this document is not included here, it is available upon request from Town staff.

The Bylaws supplement Bob's Rules by providing specific procedural guidance unique to the Town of Wellington's needs. Bob's Rules offer a general framework, while the Bylaws tailor that framework to address the specific roles, responsibilities, and processes applicable to this Board.

Next Steps

At this Work Session, the Board will then have the opportunity to discuss and ask questions.

CONNECTION WITH ADOPTED MASTER PLANS

N/A

FISCAL IMPLICATIONS

N/A

STAFF RECOMMENDATION

N/A

ATTACHMENTS

1. 2025.02.11 Board of Trustees Bylaws DRAFT
2. 2025.02.11 Board of Trustees Bylaws DRAFT Redline

Bylaws of the Board of Trustees
Town of Wellington, Colorado
Draft February 2025

1) Purpose and Scope of Bylaws.

- a) These bylaws establish the rules, responsibilities, and procedures governing the Town of Wellington Board of Trustees, ensuring efficient operations, transparency, and adherence to applicable laws and policies.
- b) These bylaws are not intended to override or conflict with any federal, state, or local laws. If any part of these bylaws is found to be inconsistent with such laws, that part will no longer be valid.

2) Structure of the Board. The Board of Trustees is the legislative body of the Town of Wellington and is comprised of the Mayor and six Trustees, one of whom is chosen by the Board as Mayor Pro Tem.

- a) **Mayor's Duties.** The Mayor presides over all meetings of the Board of Trustees as chair and performs duties required of the Mayor by statute or ordinance, or by the Rules or Order adopted by the Board of Trustees.

- i) The Mayor will, at the designated date and time, call the Board of Trustees to order and, upon determining that there is a quorum, proceed with business.

- b) **Mayor Pro Tem.** In the absence or inability of the Mayor to serve, the Mayor Pro Tem presides and has all powers and duties of the Mayor.

- c) **Members' Duties.**

- i) Trustees should be on time for all meetings and promptly return from any recess or break.
 - ii) Each Trustee is responsible for thoroughly reviewing the agenda and all material within the Board Packet prior to each meeting.
 - iii) Trustees should contact the Town Administrator within a reasonable time prior to the meeting with any questions identified in their review of the Agenda and Board Packet, so staff may be prepared to respond. Trustees should endeavor to have such questions submitted the day prior to the meeting.

3) Agenda and Board Packet Preparation.

- a) **Meeting Agendas.** All meeting agendas are prepared by the Town Administrator at the direction of the Mayor.

- i) **Order Setting.** The Mayor may set the order of the agenda.

- ii) **Publication of Agenda.** Board agendas will be posted to the Town website and at such place as is designated by the Board of Trustees by Resolution each year at least twenty-four (24) hours before the meeting .

- (1) As standard procedure, agenda items will not be added or deleted after the agenda has been published, but such may occur with the consent of the Mayor and in accordance with applicable laws such as open meetings notice requirements.

iii) Agenda Items Requested by Trustees.

- (1) At any regular meeting, at least two Trustees may request that an item be added to the agenda for a future meeting.
- (2) Items requested in this manner will be scheduled for a meeting occurring no sooner than three weeks from the date of the request, unless a majority of the Trustees present determine that the item requires more urgent placement.
- (3) Materials for inclusion in the Board Packet must be submitted to the Town Administrator no later than two (2) weeks prior to a business meeting or work session.
- (4) If the preparation of the agenda item is expected to require significant staff time, as determined by the Town Administrator, the item must be approved by a majority of the Trustees present before being added to the agenda.

4) Meetings

- a) **Regular Meetings.** Regular meetings are the forum for formal Board of Trustees action and an opportunity for public input and comment.
 - i) The Mayor may cancel or reschedule any regular meeting with at least 48 hours' notice to Trustees, except that at least one (1) regular meeting will be held per month.
- b) **Work Sessions.** Work sessions provide the Board of Trustees an opportunity to explore and discuss in detail matters that have been placed on the work session agenda.
 - i) No formal action may be taken at work sessions.
 - ii) Members of the public, speakers, or other persons (not including Town staff or consultants) at work sessions will be allowed to address the Board of Trustees only with the approval of the Mayor or their designee.
- c) **Special Meetings.** Special meetings may be either business meetings or work sessions and are called as necessity arises.
 - i) The Town Administrator may call a special meeting on the request of the Mayor or any three (3) members of the Board of Trustees. No business may be conducted at a special meeting except that specifically provided for in the notice.
- d) **Virtual Meetings.** Virtual Meetings may be either business meetings or work sessions and may only be held when meeting in person would not be

prudent due to a public health emergency or other unforeseen circumstances affecting the Town.

- i) Virtual Meetings may only be held in compliance with Wellington Municipal Code Section 2-2-85.

5) Quorum and Attendance

- a) **Quorum.** A quorum is a majority of the members of the Board of Trustees in office at the time for the transaction of business.

- i) Except in cases of all-virtual meetings held pursuant to the Municipal Code, virtual attendance by Trustees does not count toward quorum. For example, if there are no vacancies in office and only three Trustees are present in person, with one Trustee attending virtually, quorum does not exist.

- b) **Attendance at Board of Trustees Meetings.**

- i) It is the responsibility of each Board member to contact the Town Clerk, Town Administrator, or Mayor as soon as it is known that the member will not attend a meeting of the Board of Trustees.
 - ii) Excessive absences, as determined by the Board of Trustees, may be considered cause for removal by the Board of Trustees pursuant to the Wellington Municipal Code. More than three (3) unexcused absences shall be considered to be excessive.
 - iii) Virtual attendance by Trustees is allowed, but should be minimized to the extent possible. Virtual attendees may participate in debate and may vote on legislative matters. No virtual attendee may participate in or vote on any quasi-judicial matter.

6) Order of Business.

- a) **Modification of Order of Business.** Unless an objection is raised by a Trustee, the Mayor may proceed out of order. In case of objection, the agenda's order will not be changed unless approved by a majority of Board of Trustees present. A Trustee may move to consider an item out of order, with the approval of a majority of Trustees.

- b) **Business Meetings.** The Board of Trustees will generally consider business in the following order:

- i) Call to Order
 - (1) Pledge of Allegiance
 - (2) Roll Call
 - (3) Amendments to the Agenda
 - (4) Conflicts of Interest
 - ii) Community Participation

- (1) Proclamations, Recognitions, Awards
 - (2) Public Comment on non-agenda items
- iii) Presentations (non-action items)
- iv) Consent Agenda. Prior to the motion to approve, a Board member may request removal of an item on the Consent Agenda. Except with approval of a majority of Trustees, items removed will be considered after all other items under Action Items on the agenda.
- v) Action Items. (Ordinances, Resolutions, Town projects, Town policies, Contracts, etc.)
 - (1) Introduction by staff.
 - (2) Questions from Trustees
 - (3) Public Comment
 - (4) Discussion
 - (5) Motion
 - (6) Discussion
 - (7) Vote
- vi) Reports
 - (1) Town Attorney Report
 - (2) Town Administrator Report
 - (3) Board Report. Trustees should limit discussion during Reports to a brief review of the matter.
 - (4) Staff reports
- vii) Adjournment
- c) **Work Sessions.** After the call to order, Board of Trustees will generally consider business in the following order:
 - i) Work Session Agenda Items
 - ii) Adjournment
- d) **Extension of Time.** At 10:00 p.m., if the regular meeting of the Board of Trustees has not adjourned, the Board of Trustees will follow these procedures:
 - i) All agenda items not previously considered will be continued to an hour and day set by the Board of Trustees; or

- ii) The Board of Trustees may extend proceedings by majority vote for up to thirty-minutes at a time. Except in extraordinary situations, no more than one 30-minute extension should be adopted per meeting.
- 7) **Public Participation.** Regular Board meetings and work sessions are open to the public. At regular Board meetings, provision is made for public comment so interested individuals may present their views directly to the Board of Trustees
 - a) **Non-Agenda Items.** Members of the public will have the opportunity to comment on any matter not on an agenda at the beginning of any regular business meeting and on particular agenda items prior to board action.
 - b) **Action Items.** At regular and special Board meetings, provision is made for public comment on all Action Items so interested individuals may present their views directly to the Board of Trustees prior to any vote.
 - c) **Process for Public Comment.** All individuals desiring to address the Board of Trustees on any agenda item or other business must provide their name and address (or neighborhood) before offering their comments, either in writing or orally.
 - i) The Mayor may impose a time limit applicable to all speakers during a public comment period. The presumptive time limit for all speakers is three (3) minutes.
 - ii) All individuals must observe proper decorum and avoid the use of abusive or profane language in the meeting room and when addressing the Board of Trustees. In the event that abusive or profane language is used or an individual otherwise disrupts the meeting, such individual may be removed from the meeting room.
 - iii) Comments should be addressed to the board not other members of the public or staff.
 - iv) Trustees and staff will not respond to Public Comments or questions. Following the public comment period, if a Trustee or staff member believes that a response is necessary, they may request the floor to respond at that time.
 - d) **Removal for Disorderly Conduct.** In the event any person(s) interrupts the business of the Town Board of Trustees or causes a disorder, the Mayor may require such person to cease such behavior and/or leave the Board of Trustees meeting room. Should such person fail to comply, the Mayor may request law enforcement be summoned to remove such person or persons.
 - e) **Public Comment Received Prior to Meeting.** Written communications from the public to the all-Board email address received the day prior to a meeting will be provided to the Trustees electronically in advance of the corresponding meeting. In addition, such items will be published following the meeting in an packet addendum or amendment.

- 8) **Voting.** Every Trustee, including the Mayor, must vote unless: a) the matter concerns the Trustee's own conduct; or b) the Trustee has a conflict of interest, which, by applicable law, requires Trustee to abstain from voting. In those instances, the Trustee may not participate in the discussion of the issue.
- a) **Roll Call Votes.** Votes on ordinances, resolutions, and for the appropriation of funds are taken by roll call vote, where each board member individually indicates their vote either in favor of or in opposition to the item. All votes are announced by the Mayor with the assistance of the Town Clerk.
 - i) Roll call votes are recorded in the minutes and indicate the names of the Board members who voted in favor and in opposition.
 - ii) The order of a roll call vote will rotate with each vote taken.
 - iii) For passage, a majority of all Trustees present must vote in the affirmative, unless another proportion is necessary by these bylaws, the Rules of Order, or law.
 - iv) In case of a tie vote on any motion, the motion will be considered defeated.
 - b) **Voting by Consent.** Procedural items and other motions not indicated above may be considered with the consent of Trustees, where the Mayor requests consent of the members and the item is adopted unless there is an objection. If a member objects, the matter will be considered by roll call vote. For example, a motion to adjourn could be considered by consent.
 - c) **Continuance Before Vote.** In the case of a Quasi-Judicial matter where the applicant is present but fewer than all Trustees are present, the Mayor may, prior to calling for a vote, ask such person whether the applicant wishes to continue the matter until all Trustees are present. The decision of the applicant is determinative. In the event the applicant is not present, Trustees present may decide whether to proceed on the item.
- 9) **Executive Sessions.** Executive sessions are held in accordance with state statute at either a regular or special meeting.
- a) **No Action.** No formal action can occur at an executive session.
 - b) **Motion.** The motion to enter into an executive session must describe as specifically as possible the subject of the executive session so long as such description does not disclose any information that would potentially harm the public interest.
 - c) **Roll Call.** Voting on a motion to enter into an executive session will be by Roll Call vote, requiring an affirmative vote of two-thirds (2/3) of all members.

10) Ordinances and Resolutions

- a) **Introduction.** The text of all ordinances and resolutions, except emergency ordinances, will be provided to the Board of Trustees at least twenty-four (24) hours prior to the meeting at which the ordinance or resolution is to be considered. Emergency ordinances may be provided to the Board of Trustees in the meeting.
- b) **Review.** All proposed ordinances and resolutions must be reviewed by the Town Administrator and the Town Attorney prior to their being provided to the Board.

11) Proclamations. Proclamations from the Town are issued for ceremonial and recognition purposes to promote cultural, social, economic, or intellectual welfare of the community. The proclamation must align with the Town of Wellington's mission, vision and values. A proclamation is an official expression of the Town of Wellington's sentiments. A proclamation is not intended to serve as a forum for public expression.

a) **Proclamation Topics.** Topics of Proclamations are limited to:

- i) Promotion of public awareness of an issue relevant to the community;
- ii) Support for an art, charitable or cultural celebration within the community;
- iii) Recognition of an understanding accomplishment or contribution of individual or group within the Town;
- iv) Support for a nationally recognized event or activity relevant to the Town; and
- v) To bring public attention to an issue or opportunity important for the community overall.

b) **Proclamations will NOT be issued for:**

- i) Matters of Town policy;
- ii) Campaigns, acknowledgements, or events contrary to City adopted laws, policies, or strategic plan;
- iii) Matters of politics, religion or individual conviction;
- iv) A cause that may be subject to strongly divergent views or significant differences of opinions within the Town;
- v) An advertisement or commercial promotion; or

- vi) Multiple proclamations for the same organization or subject matter.
- c) **Requesting a Proclamation.** Proclamations may be requested by Members of the Board of Trustees, Individual community members, local community organizations, town staff and regional/national organizations with a direct connection to the Town. Such request must include local contact information for the requestor and the complete text of the requested proclamation.
- d) **Process to Request a Proclamation.** Eligible parties may submit a proclamation request by e-mail to the Town Clerk or by filling out the form on the Town Clerk's Website.
- e) **Proclamation Timeframe.** Proclamation requests should be submitted at least three (3) weeks before the start of the day/week/month being recognized. Every attempt will be made to ensure that proclamations are issued just before or at the very beginning of the time period being recognized.
- f) **Proclamation Review Process.** Proclamations will be reviewed as follows:
 - i) The Town Clerk will maintain a listing of annual proclamations;
 - ii) The Board of Trustees may provide approval at the beginning of each year (in January), based on past proclamations, a list of 5-10 proclamations for the coming year;
 - iii) Proclamation requests pursuant to this policy may be made throughout the year;
 - iv) Requests will be reviewed by the Town Clerk's Office to ensure that all submission requirements are met; and
 - v) If the submission requirements are met, but if the proposed proclamation has not been preapproved by the Board, the proclamation must be consented to by each member of the Board of Trustees.
- g) **Trustee Review and Consent Process.** Proposed proclamations that are not pre-approved are to be provided to Trustees via email.
 - i) Trustees will respond to the Town Clerk with a statement of whether they consent to the proclamation or not. No reason must be given for the Trustee's decision, and the decisions should be sent exclusively to the Town Clerk via email.
 - ii) The Town Clerk will send the draft of the proclamation first to the Mayor only. If the mayor does not consent to the proclamation, it

will not move forward. If the mayor consents, it will be sent to the remaining Trustees for review.

- h) Changes to Proposed Proclamations.** If at any stage of the proclamation request and approval process the text of the proposed proclamation is changed for any reason, the proclamation review must be restarted. For example, if during Trustee review a change is required, the draft must then be approved by the original requestor, reviewed by the Town Clerk, sent to the Mayor, and if consented to by the Mayor, sent to all Trustees for review.

12)Public Hearings. This section applies to all Town Boards conducting public hearings, including the Board of Trustees, the Planning Commission, and the Board of Zoning Adjustment.

- i) Hearing Procedures.** The meeting will be chaired by the Mayor or board chairperson and conducted in accordance with the procedures set forth in the Town of Wellington Land Use Code. In most cases, public hearings will be conducted in the following order:

- (1) Conflicts of Interest**
- (2) Disclosure of Ex Parte Communications**
- (3) Staff Introduction**
- (4) Applicant Presentation (If any)**
- (5) General Questions from Board/Commission**
- (6) Open Public Hearing.**
 - (a) Public Testimony**
- (7) Close Public Hearing**
- (8) Applicant Rebuttal (if any)**
- (9) Staff Closing Comments**
- (10) Deliberation by the Board/Commission**
- (11) Motion and Vote**

b) Testimony and Debate.

- i)** The Mayor/Chairperson has the authority to limit debate to a reasonable length of time to maintain reasonable equality of time for all positions on an issue.
- ii)** When the number of persons wishing to speak may unduly prolong the hearing, the Mayor/Chairperson may impose a time limit upon each speaker.
- iii)** The Mayor/Chairperson will require all such persons to promise and agree that all statements and evidence they present will be the truth.

- iv) Any person speaking may be questioned by a member of the board or, where appropriate, by members of Town staff, or an attorney or representative of one in opposition to such person.
 - v) All testimony in support, or opposition, or questions must be directed through the Mayor/Chairperson, who will direct the appropriate person to respond.
- c) **Burden of Proof.** The property owner, applicant or proponent or representative(s) of the project/issue before the board, must present evidence and describe the nature of the request. The burden of presenting the case for the proponent of the project/issue is upon such proponent or its representative, not the Town staff.
 - d) **Rebuttal.** The property owner, applicant or proponent or representative(s) of the project/issue will be afforded an opportunity for brief rebuttal statements/evidence following public input.
 - e) **Continuance.** If final action is not to be taken at the same time as the public hearing, the Mayor/Chairperson will advise the audience/public when the matter will be considered.
 - f) **Partial Absence.** If a board member is absent during any portion of a public hearing, he/she will not be eligible to vote on the matter unless he/she has listened to and reviewed the entire record of the hearing.
 - g) **Virtual Participation.** Except as part of a virtual meeting held with proper notice to the applicant, no board member may vote on a quasi-judicial matter via remote participation.

13) Confidentiality and Ethics

- a) **Confidentiality.** It is a conflict of interest and a violation of this policy for any member of the Board of Trustees to disclose any confidences of the Town, any matter discussed in executive session, or any matter which is subject to the attorney-client privilege between the Town and the Town Attorney, unless a majority of the Board of Trustees determines that such disclosure should be made.
 - i) A decision to breach confidentiality, or to waive a privilege, such as the attorney- client privilege, may only be made by Board of Trustees acting as a whole, whenever the confidentiality requirement or the privilege applies to the Town as a whole or to Board of Trustees as a whole. Any Trustee who individually breaches such confidentiality, or who purports to waive such a privilege will be considered to be acting outside the performance of Trustee's authority, and will be subject to any consequential liability for such act.

Bylaws of the Board of Trustees
Town of Wellington, Colorado
Draft ~~December 2024~~February 2025

1) Purpose and Scope of Bylaws.

- a) These bylaws establish the rules, responsibilities, and procedures governing the Town of Wellington Board of Trustees, ensuring efficient operations, transparency, and adherence to applicable laws and policies.
- b) These bylaws are not intended to override or conflict with any federal, state, or local laws. If any part of these bylaws is found to be inconsistent with such laws, that part will no longer be valid.

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a) **Regular Meetings.** Regular meetings are the forum for formal Board of Trustees action and an opportunity for public input and comment.

i) The Mayor may cancel or reschedule any regular meeting with at least 48 hours' notice to Trustees, except that at least one (1) regular meeting will be held per month.

b) **Work Sessions.** Work sessions provide the Board of Trustees an opportunity to explore and discuss in detail matters that have been placed on the work session agenda.

i) No formal action may be taken at work sessions.

ii) Members of the public, speakers, or other persons (not including Town staff or consultants) at work sessions will be allowed to address the Board of Trustees only with the approval of the Mayor or their designee.

- c) **Special Meetings.** Special meetings may be either business meetings or work sessions and are called as necessity arises.
 - i) The Town Administrator may call a special meeting on the request of the Mayor or any three (3) members of the Board of Trustees. No business may be conducted at a special meeting except that specifically provided for in the notice.
- d) **Virtual Meetings.** Virtual Meetings may be either business meetings or work sessions and may only be held when meeting in person would not be prudent due to a public health emergency or other unforeseen circumstances affecting the Town.
 - i) Virtual Meetings may only be held in compliance with Wellington Municipal Code Section 2-2-85.

5) Quorum and Attendance

- a) **Quorum.** A quorum is a majority of the members of the Board of Trustees in office at the time for the transaction of business.
 - i) Except in cases of all-virtual meetings held pursuant to the Municipal Code, virtual attendance by Trustees does not count toward quorum. For example, if there are no vacancies in office and only three Trustees are present in person, with one Trustee attending virtually, quorum does not exist.
- b) **Attendance at Board of Trustees Meetings.**
 - i) It is the responsibility of each Board member to contact the Town Clerk, Town Administrator, or Mayor as soon as it is known that the member will not attend a meeting of the Board of Trustees.
 - ii) Excessive absences, as determined by the Board of Trustees, may be considered cause for removal by the Board of Trustees pursuant to the Wellington Municipal Code. More than three (3) unexcused absences shall be considered to be excessive.
 - iii) Virtual attendance by Trustees is allowed, but should be minimized to the extent possible. Virtual attendees may participate in debate and may vote on legislative matters. No virtual attendee may participate in or vote on any quasi-judicial matter.

6) Order of Business.

- a) **Modification of Order of Business.** Unless an objection is raised by a Trustee, the Mayor may proceed out of order. In case of objection, the agenda's order will not be changed unless approved by a majority of Board of Trustees present. A Trustee may move to consider an item out of order, with the approval of a majority of Trustees.

- b) Business Meetings.** The Board of Trustees will generally consider business in the following order:
- i) Call to Order
 - (1) Pledge of Allegiance
 - (2) Roll Call
 - (3) Amendments to the Agenda
 - (4) Conflicts of Interest
 - ii) Community Participation
 - (1) Proclamations, Recognitions, Awards
 - (2) Public Comment on non-agenda items
 - iii) Presentations (non-action items)
 - iv) Consent Agenda. Prior to the motion to approve, a Board member may request removal of an item on the Consent Agenda. Except with approval of a majority of Trustees, items removed will be considered after all other items under Action Items on the agenda.
 - v) Action Items. (Ordinances, Resolutions, Town projects, Town policies, Contracts, etc.)
 - (1) Introduction by staff.
 - (2) Questions from Trustees
 - (3) Public Comment
 - (4) Discussion
 - (5) Motion
 - (6) Discussion
 - (7) Vote
 - vi) Reports
 - (1) Town Attorney Report
 - (2) Town Administrator Report
 - (3) Board Report. Trustees should limit discussion during Reports to a brief review of the matter.
 - (4) Staff reports
 - vii) Adjournment

- c) **Work Sessions.** After the call to order, Board of Trustees will generally consider business in the following order:
 - i) Work Session Agenda Items
 - ii) Adjournment
 - d) **Extension of Time.** At 10:00 p.m., if the regular meeting of the Board of Trustees has not adjourned, the Board of Trustees will follow these procedures:
 - i) All agenda items not previously considered will be continued to an hour and day set by the Board of Trustees; or
 - ii) The Board of Trustees may extend proceedings by majority vote for up to thirty-minutes at a time. Except in extraordinary situations, no more than one 30-minute extension should be adopted per meeting.
- 7) **Public Participation.** Regular Board meetings and work sessions are open to the public. At regular Board meetings, provision is made for public comment so interested individuals may present their views directly to the Board of Trustees
- a) **Non-Agenda Items.** Members of the public will have the opportunity to comment on any matter not on an agenda at the beginning of any regular business meeting and on particular agenda items prior to board action.
 - b) **Action Items.** At regular and special Board meetings, provision is made for public comment on all Action Items so interested individuals may present their views directly to the Board of Trustees prior to any vote.
 - c) **Process for Public Comment.** All individuals desiring to address the Board of Trustees on any agenda item or other business must provide their name and address (or neighborhood) before offering their comments, either in writing or orally.
 - i) The Mayor may impose a time limit applicable to all speakers during a public comment period. The presumptive time limit for all speakers is three (3) minutes.
 - ii) All individuals must observe proper decorum and avoid the use of abusive or profane language in the meeting room and when addressing the Board of Trustees. In the event that abusive or profane language is used or an individual otherwise disrupts the meeting, such individual may be removed from the meeting room.
 - iii) Comments should be addressed to the board not other members of the public or staff.
 - iv) Trustees and staff will not respond to Public Comments or questions. Following the public comment period, if a Trustee or staff

member believes that a response is necessary, they may request the floor to respond at that time.

- d) **Removal for Disorderly Conduct.** In the event any person(s) interrupts the business of the Town Board of Trustees or causes a disorder, the Mayor may require such person to cease such behavior and/or leave the Board of Trustees meeting room. Should such person fail to comply, the Mayor may request law enforcement be summoned to remove such person or persons.
 - e) **Public Comment Received Prior to Meeting.** Written Communications from the public to the all-Board email address received at 4p.m. preceding a 6:30pm the day prior to a meeting will be provided to the Trustees electronically in advance of the corresponding meeting. In addition, such items will be published following the meeting in an packet addendum or amendment.
- 8) **Voting.** Every Trustee, including the Mayor, must vote unless: a) the matter concerns the Trustee's own conduct; or b) the Trustee has a conflict of interest, which, by applicable law, requires Trustee to abstain from voting. In those instances, the Trustee may not participate in the discussion of the issue.
- a) **Roll Call Votes.** Votes on ordinances, resolutions, and for the appropriation of funds are taken by roll call vote, where each board member individually indicates their vote either in favor of or in opposition to the item. All votes are announced by the Mayor with the assistance of the Town Clerk.
 - i) Roll call votes are recorded in the minutes and indicate the names of the Board members who voted in favor and in opposition.
 - ii) The order of a roll call vote will rotate with each vote taken.
 - iii) For passage, a majority of all Trustees present must vote in the affirmative, unless another proportion is necessary by these bylaws, the Rules of Order, or law.
 - iv) In case of a tie vote on any motion, the motion will be considered defeated.
 - b) **Voting by Consent.** Procedural items and other motions not indicated above may be considered with the consent of Trustees, where the Mayor requests consent of the members and the item is adopted unless there is an objection. If a member objects, the matter will be considered by roll call vote. For example, a motion to adjourn could be considered by consent.
 - c) **Continuance Before Vote.** In the case of a Quasi-Judicial matter where the applicant is present but fewer than all Trustees are present, the Mayor may, prior to calling for a vote, ask such person whether the applicant

wishes to continue the matter until all Trustees are present. The decision of the applicant is determinative. In the event the applicant is not present, Trustees present may decide whether to proceed on the item.

9) Executive Sessions. Executive sessions are held in accordance with state statute at either a regular or special meeting.

- a) No Action.** No formal action can occur at an executive session.
- b) Motion.** The motion to enter into an executive session must describe as specifically as possible the subject of the executive session so long as such description does not disclose any information that would potentially harm the public interest.
- c) Roll Call.** Voting on a motion to enter into an executive session will be by Roll Call vote, requiring an affirmative vote of two-thirds (2/3) of all members.

10) Ordinances and Resolutions

- a) Introduction.** The text of all ordinances and resolutions, except emergency ordinances, will be provided to the Board of Trustees at least twenty-four (24) hours prior to the meeting at which the ordinance or resolution is to be considered. Emergency ordinances may be provided to the Board of Trustees in the meeting.
- b) Review.** All proposed ordinances and resolutions must be reviewed by the Town Administrator and the Town Attorney prior to their being provided to the Board.

11) Proclamations. Proclamations from the Town are issued for ceremonial and recognition purposes to promote cultural, social, economic, or intellectual welfare of the community. The proclamation must align with the Town of Wellington's mission, vision and values. A proclamation is an official expression of the Town of Wellington's sentiments. A proclamation is not intended to serve as a forum for public expression.

- a) Proclamation Topics.** Topics of Proclamations are limited to:
 - i)** Promotion of public awareness of an issue relevant to the community;
 - ii)** Support for an art, charitable or cultural celebration within the community;
 - iii)** Recognition of an understanding accomplishment or contribution of individual or group within the Town;

- iv) Support for a nationally recognized event or activity relevant to the Town; and
- v) To bring public attention to an issue or opportunity important for the community overall.

b) Proclamations will NOT be issued for:

- i) Matters of Town policy;
- ii) Campaigns, acknowledgements, or events contrary to City adopted laws, policies, or strategic plan;
- iii) Matters of politics, religion or individual conviction;
- iv) A cause that may be subject to strongly divergent views or significant differences of opinions within the Town;
- v) An advertisement or commercial promotion; or
- vi) Multiple proclamations for the same organization or subject matter.

c) Requesting a Proclamation. Proclamations may be requested by Members of the Board of Trustees, Individual community members, local community organizations, town staff and regional/national organizations with a direct connection to the Town. Such request must include local contact information for the requestor and the complete text of the requested proclamation.

d) Process to Request a Proclamation. Eligible parties may submit a proclamation request by e-mail to the Town Clerk or by filling out the form on the Town Clerk's Website.

e) Proclamation Timeframe. Proclamation requests should be submitted at least three (3) weeks before the start of the day/week/month being recognized. Every attempt will be made to ensure that proclamations are issued just before or at the very beginning of the time period being recognized.

f) Proclamation Review Process. Proclamations will be reviewed as follows:

- i) The Town Clerk will maintain a listing of annual proclamations;

- ii) The Board of Trustees may provide approval at the beginning of each year (in January), based on past proclamations, a list of 5-10 proclamations for the coming year;
 - iii) Proclamation requests pursuant to this policy may be made throughout the year;
 - iv) Requests will be reviewed by the Town Clerk's Office to ensure that all submission requirements are met; and
 - v) If the submission requirements are met, but if the proposed proclamation has not been preapproved by the Board, the proclamation must be consented to by each member of the Board of Trustees.
- g) Trustee Review and Consent Process.** Proposed proclamations that are not pre-approved are to be provided to Trustees via email.
- i) Trustees will respond to the Town Clerk with a statement of whether they consent to the proclamation or not. Not reason must be given for the Trustee's ~~decision~~decision, and the decisions should be sent exclusively to the Town Clerk via email.
 - ii) The Town Clerk will send the draft of the proclamation first to the Mayor only. If the mayor does not consent to the proclamation, it will not move forward. If the mayor consents, it will be sent to the remaining Trustees for review.
- h) Changes to Proposed Proclamations.** If at any stage of the proclamation request and approval process the text of the proposed proclamation is changed for any reason, the proclamation review must be restarted. For example, if during Trustee review a change is required, the draft must then be approved by the original requestor, reviewed by the Town Clerk, sent to the Mayor, and if consented to by the Mayor, sent to all Trustees for review.

12)Public Hearings. This ~~section applies~~section applies to all Town Boards conducting public hearings, including the Board of Trustees, the Planning Commission, and the Board of Zoning Adjustment.

- i) Hearing Procedures.** The meeting will be chaired by the Mayor or board chairperson ~~and conducted~~and conducted in accordance with the procedures set forth in the Town of Wellington Land Use Code. In most cases, public hearings will be conducted in the following order:

- (1) Conflicts of Interest
- (2) Disclosure of Ex Parte Communications
- (3) Staff Introduction
- (4) Applicant Presentation (If any)
- (5) General Questions from Board/Commission
- (6) Open Public Hearing.
 - (a) Public Testimony
- (7) Close Public Hearing
- (8) Applicant Rebuttal (if any)
- (9) Staff Closing Comments
- (10) Deliberation by the Board/Commission
- (11) Motion and Vote

a)b) Testimony and Debate.

- i) The Mayor/Chairperson has the authority to limit debate to a reasonable length of time to maintain reasonable equality of time for all positions on an issue.
- ii) When the number of persons wishing to speak may unduly prolong the hearing, the Mayor/Chairperson may impose a time limit upon each speaker.
- iii) The Mayor/Chairperson will require all such persons to promise and agree that all statements and evidence they present will be the truth.
- iv) Any person speaking may be questioned by a member of the board or, where appropriate, by members of Town staff, or an attorney or representative of one in opposition to such person.
- v) All testimony in support, or opposition, or questions must be directed through the Mayor/Chairperson, who will direct the appropriate person to respond.

b)c) Burden of Proof. The property owner, applicant or proponent or representative(s) of the project/issue before the board, must present evidence and describe the nature of the request. The burden of presenting the case for the proponent of the project/issue is upon such proponent or its representative, not the Town staff.

c)d) Rebuttal. The property owner, applicant or proponent or representative(s) of the project/issue will be afforded an opportunity for brief rebuttal statements/evidence following public input.

d)e) Continuance. If final action is not to be taken at the same time as the public hearing, the Mayor/Chairperson will advise the audience/public when the matter will be considered.

e)f) Partial Absence. If a board member is absent during any portion of a public hearing, he/she will not be eligible to vote on the matter unless he/she has listened to and reviewed the entire record of the hearing.

f)g) Virtual Participation. Except as part of a virtual meeting held with proper notice to the applicant, no board member may vote on a quasi-judicial matter via remote participation.

13)Confidentiality and Ethics

a) Confidentiality. It is a conflict of interest and a violation of this policy for any member of the Board of Trustees to disclose any confidences of the Town, any matter discussed in executive session, or any matter which is subject to the attorney-client privilege between the Town and the Town Attorney, unless a majority of the Board of Trustees determines that such disclosure should be made.

i) A decision to breach confidentiality, or to waive a privilege, such as the attorney- client privilege, may only be made by Board of Trustees acting as a whole, whenever the confidentiality requirement or the privilege applies to the Town as a whole or to Board of Trustees as a whole. Any Trustee who individually breaches such confidentiality, or who purports to waive such a privilege will be considered to be acting outside the performance of Trustee's authority, and will be subject to any consequential liability for such act.