

# Pikes Peak Housing Network:

## 2024 - 2027 Strategic Plan



- PPHN Board Members:**
- David Lord – Chair
  - Lee Patke – Vice Chair
  - Ben Anderson
  - Randi Davis
  - David Dazlich
  - Susan Edmondson
  - Thomas Garmong
  - Laura Nelson
  - Johnna Reeder-Kleymeyer
  - Katie Sunderlin



# PPHN Strategic Plan:

2024 - 2027

## Data

PPHN will be a go-to resource for developers, lenders, public officials, and the press when it comes to understanding the regional housing needs and progress toward community goals.

### Goal 1 - Shared Measurement Dashboard

#### Metric

Create and maintain a quarterly housing data report to monitor progress toward regional housing needs and communicate with local citizenry about progress.

Done / Not Done

A system of shared measurement, around which multiple stakeholders are aligned, is a critical element that supports long-term, sustainable solutions. Data points for consideration: New units permitted (for sale & for rent), rental vacancy rate + change over time, total days of for-sale inventory, new units enabled by local/county zoning changes, change in median income compared to change in median rent + median home sale price.

## Projected Timeline

Q2 2024: Identify five key metrics for monitoring available housing supply.

Winter/Spring 2025:  
Create a regional dashboard on the PPHN website using five key metrics.

Spring / Summer 2025:  
Prepare public launch of the dashboard

Ongoing: Update dashboard consistently on a quarterly & annual basis (as data is available)



# PPHN Strategic Plan:

## 2024 - 2027

### Data

PPHN will prepare an annual State of Housing (SoH) Report which summarizes progress toward community housing goals, major successes in policy and project approval/completion, and obstacles to a healthy regional housing market. The SoH Report should reflect PPHN's core mission of Data, Education, and Advocacy in the Pike's Peak Region.

Goal 2 - SoH Report	Metric
Complete the State of Housing (SoH) Report by Spring each year.	Done / Not Done
Organize SoH release event and fundraiser. Spring/Summer each year.	Done / Not Done

The State of Housing Report is an opportunity to ensure that the regional housing goals of PPHN are top of mind and shared by the entire community. This report also presents an opportunity to build key relationships with local non-profit and for-profit developers, construction firms, lenders/investors, and community officials by highlighting excellent work and reinforcing the need to continue pressing for positive change.

## Projected Timeline

Summer '24 through Winter '25: Collect 3-5 case studies from the region that highlight progress toward PPHN goals. Include projects, policies, and financing resources.

Winter '25: Craft a narrative to explain the metrics used in the PPHN Dashboard and why those metrics were selected. Integrate into SoH Report.

Spring / Summer 2025: Release the SoH Report and Issue Press Release.



# PPHN Strategic Plan:

## 2024 - 2027

### Education

PPHN will become a go-to resource in the region for best practices and resources related to housing supply, financing, and resources to support affordability.

Goal 1 - Resource Library	Metric
Establish a simple format for documenting best practices in affordable & workforce housing, toward creating a toolbox for those seeking assistance with housing development.	Done / Not Done
Collect at least 1 best practice every quarter and document in the format established. At least 30% of best practice case studies should come from outside of El Paso County.	Done / Not Done
PPHN Director to pursue educational opportunities to increase knowledge of development process.	Minimum 1 training event per year. 4+ hours of education/training

### Best Practice / Case Study Framework

Lead Organization & Key Partners:
Project Description: <i>Include summary of building type(s), unit count, tenure type(s), target population served (low-income, workforce, market-rate), etc.</i>
Financing Model: <i>Key sources of funding</i>
What is unique or innovative about this project?
How can this model be replicated at-scale?
Photos of building & photos of people.



# PPHN Strategic Plan:

## 2024 - 2027

### Education

PPHN will become a go-to resource in the region for best practices and resources related to housing supply, financing, and resources to support affordability.

Goal 2 - Innovation Showcase	Metric
Host events to highlight and celebrate best practices and local innovations for key audiences.	1 event per year
Organize project tours for local officials and community partners to see & feel the results of PPHN and partner efforts. Video series may replace or augment in person tours.	1-2 site tours per year
This goal helps to keep housing top-of-mind for community leaders while demonstrating that PPHN is the subject matter expert and that there are accessible solutions within reach and being pursued with success.	

## Projected Timeline

Winter '24/'25: Schedule events with influential organizations to share best practices. Include Chamber Board, Community Foundation, Church Networks, etc.

Winter/Spring 2025: Follow through on best practice presentations.

Winter/Spring 2025: Schedule tours of upcoming projects for public officials and community partners.

Spring/Summer/Fall 2025: Host tours.



# PPHN Strategic Plan: 2024

## Advocacy

PPHN will establish clear, concise, and repeatable messages that can be used for advocacy across the housing landscape. *Various messengers may be called upon to deliver depending on the context and audience.*

### Goal 1 - Messaging

### Metric

Create a communications plan for PPHN which identifies core audiences and articulates key messages to be delivered consistently and repeatedly.

Five core talking points drafted and vetted.

Identify core community influencers and establish three key calls to action for community partners along with a messaging campaign.

Done / Not Done

Tell the story of real Coloradans in the Pikes Peak Region who have struggled to find or secure housing.

1 person featured on social media each month

Consistent messaging and a clear call to action are integral components of long-term success. Consider which community partners could be of greatest influence and draft messages that speak to their priorities.

## Projected Timeline

Summer '24:  
Communications plan completed.

Fall '24: Messaging strategy deployed across relevant social media channels with support from key stakeholder partners.

Summer/Fall '24: Brand guide created along with template communication materials for social media and print.



# PPHN Strategic Plan: 2024 - 2027

## Advocacy

PPHN will become a go-to resource in the region for best practices and resources related to housing supply, financing, and resources to support affordability.

Goal 2 - Partner Convening	Metric
Seek out statewide and regional partners to align legislative priorities at the State level.	1 legislative accomplishment per year
Convene listening event to hear from key influencers and housing developers.	1 event per year
Identify at least two issues for follow up from the convening and be prepared to report back on progress at the next biannual convening.	Done / Not Done

Building a network of supportive partners that can form a cross-sector collaborative is part of the core work of the PPHN. Builders, developers, landlords, lenders, and community officials must be gathered on a regular basis to gain feedback from the marketplace and understand where barriers remain to housing and what levers are needed to remove those barriers.

## Projected Timeline

Summer/Fall 2024:  
Convene listening event.

Winter/Spring/Summer  
2024: Follow up on non-  
legislative issues and  
priorities.

Winter '24/'25: Support  
regional efforts to identify  
impactful and realistic  
model legislation



# PPHN Strategic Plan:

2024 - 2027

## Sustainability

PPHN will have a consistent source of ongoing funding to support its mission. Fundraising for the organization should require no more than 20% of the staff time.

### Goal 1 - Lead Funders

Based upon the work completed by PPHN to date, identify and secure lead funding partners to sustain PPHN for a 3-year period.

### Metric

75% of funds committed for 3-year period by end of 2024. Focus on major contributors (\$25k/yr or more).

The work of PPHN is dependent upon funding for staff, community engagement & communications, and events which are core to the mission of the Network. The more time required of the Executive Director to fundraise, the less time that can be spent on the mission of the Network. Efficient, effective, and reliable efforts to raise funds for the work will be imperative and this will require support from PPHN board members and partners.

## Projected Timeline

Summer 2024: Schedule meetings with likely funders

Summer 2024: Prepare pitch deck to articulate the value proposition of PPHN.

FALL 2024: Meet with funders and make a specific funding request.





# PPHN Strategic Plan:

---

## 2024 - 2027

### Sustainability

PPHN will have a consistent source of ongoing funding to support its mission. Fundraising for the organization should require no more than 20% of the staff time.

Goal 2 - Supporting Funders	Metric
Through the process of relationship building, PPHN will add supporting funders who are directly benefited by the work of the network.	25% of funds secured from supporting contributors by Summer '25. Contributions of <\$10k.
The work of PPHN is dependent upon funding for staff, community engagement & communications, and events which are core to the mission of the Network. The more time required of the Executive Director to fundraise, the less time that can be spent on the mission of the Network. Efficient, effective, and reliable efforts to raise funds for the work will be imperative and this will require support from PPHN board members and partners.	

### Projected Timeline

Summer 2024: Create a simple online giving portal for partners contributing <\$10k

Fall 2024: Establish basic protocol for ensuring that beneficiaries of PPHN services are aware of how to support the work.

Winter/Spring 2025: Create consistent, biannual practice of fundraising outreach to regional partners.