



Arvada  
Chamber  
of Commerce  
New Heights



**B.O.L.D.**  
— 2026 —

# Welcome

**Tracie Wilcox**

On Tap Credit Union



# The Four-Goal BOLD 2026 Initiative

In response to key challenges impacting Arvada and Jefferson / Adams Counties, the Chamber has developed the following five-year strategic initiative, which is segmented into four actionable goals and supporting strategies, tactics and performance metrics. Once implemented, the initiative will be the main community / region-wide focus of the Arvada Chamber and will be supported by both private and public investments.

GOAL 1

## Grow Our Talent

(TALENT)

to meet the needs of employers and job seekers

[Chamber Role: CATALYST]

GOAL 2

## Increase Stock of Workforce Housing

(HOUSING)

to ensure workers can attain housing within reasonable proximity to their jobs

[Chamber Role: CATALYST]

GOAL 3

## Increase Childcare Capacity

(CHILDCARE)

to enable caregivers to join / rejoin the workforce and give children the quality early learning experience they need to thrive

[Chamber Role: CATALYST]

GOAL 4

## Strengthen Business Environment

(BUSINESS ENVIRONMENT)

to ensure economic opportunity for all

[Chamber Role: LEADER]

Economic  
Strength &  
Opportunity

For  
Businesses &  
Families / Individuals

B.O.L.D. 2026

# By The Numbers

254

People in B.O.L.D. Network

18

External Boards & Committees

429

People in Pipelines

102

Pieces of content from B.O.L.D. Team

50

KAPS Council & Board Members

1.01k

Downloaded / Viewed Toolkits

42

Number of Champions

2

Center of Excellence: White labeled Toolkits



# The State of Housing

Lori Rosendahl

Foothills Regional Housing





**FOOTHILLS**  
Regional Housing

March 28, 2024





# Our Mission



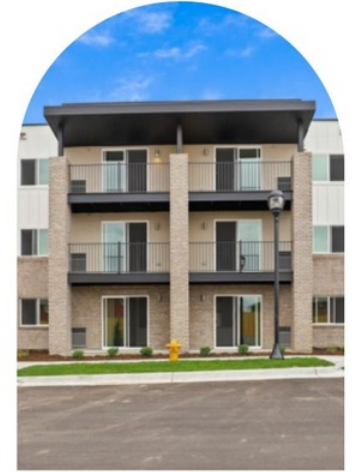
To create vibrant, stable communities in areas of opportunity, via bold and strategic initiatives, and to provide families and individuals with housing options driven by compassion and respect throughout Jefferson County.

# Housing Options



## Developing, Owning & Operating Affordable Housing

- 22 properties with 1,285 units across Arvada, Evergreen, Golden, Westminster, and Wheat Ridge.
- 146 units in development in Wheat Ridge + more in the pipeline



## Housing Choice Vouchers

- 1,800 HCVs
- 300 non-elderly disabled
- 60 Veterans affairs supportive housing
- 30 foster youth to independence
- 41 emergency housing vouchers



## Emergency Home Repair

- Assists low-income homeowners with emergency repairs.



# Ever-Growing Need

## Metro Area Vacancy, Rent, and Affordability

Multifamily Market	Vacancy Rate	Avg. Monthly Rent	Hourly Wage to Afford Avg. Rent
Boulder/Broomfield	5.6%	\$1,950	\$37.49
Denver	6.1%	\$1,909	\$36.70
Douglas County	6.1%	\$2,006	\$38.57
Adams County	6.1%	\$1,725	\$33.16
Arapahoe County	5.8%	\$1,794	\$34.50
Jefferson County	5.1%	\$1,874	\$36.03

(Apartment Association of Metro Denver, Q4 2023)

A household making less than \$6,245 per month would be considered overburdened when renting an apartment at average rent in Jeffco (\$1,874).



Income needed has increased by \$1,709/month compared to Q1 2020 (needed \$4,536/month).

# Jefferson County Sub-Markets Vacancy, Rent, and Affordability

Multifamily Market	Vacancy Rate	Avg. Monthly Rent	Hourly Wage to Afford Avg. Rent
Arvada	5.2%	\$1,866	\$35.88
Golden	4.4%	\$2,256	\$43.38
Wheat Ridge	5.2%	\$1,695	\$32.59
Lakewood	5.5%	\$1,823	\$35.05
Jeffco South	5.0%	\$1,964	\$37.77

(Apartment Association of Metro Denver, Q4 2023)

# Current AMI Levels

AMI	1 person	2 person	3 person	4 person
30%	\$26,070	\$29,790	\$33,510	\$37,230
60%	\$52,140	\$59,580	\$67,020	\$74,460
80%	\$69,520	\$79,440	\$89,360	\$99,280
100%	\$86,900	\$99,300	\$111,170	\$124,100
120%	\$104,280	\$119,160	\$134,040	\$148,920

# Real Jobs. Real Incomes.

Teacher (70%AMI)	Child Welfare Caseworker (80% AMI)	RTD Bus Driver (60% AMI)	Cashier (40% AMI)	Registered Nurse (80% AMI)
STARTING SALARY: \$25.39/HOUR \$52,625/yr.	STARTING SALARY: \$30.79/HOUR \$64,052/yr.	STARTING SALARY: \$24/HOUR \$49,920/yr.	STARTING SALARY: \$14.42/HOUR (Jeffco's minimum wage) \$29,994/yr.	STARTING SALARY: \$32.16/HOUR \$66,892/yr.
				
Affordable Rent: \$1,320	Affordable Rent: \$1,601	Affordable Rent: \$1,249	Affordable Rent: \$750	Affordable Rent: \$1,672



# Real Jobs. Real Incomes.

Arvada PD (100% AMI)	Firefighter/EMT (100% AMI)	Deputy Sheriff (100% AMI)	Project Manager (120% AMI)	Physical Therapist (100% AMI)
STARTING SALARY: \$40.64/HOUR \$84,532/yr.	STARTING SALARY: \$34.70/HOUR \$72,174/yr.	STARTING SALARY: \$35.29/HOUR \$73,420/yr.	STARTING SALARY: \$48.07/HOUR \$100,000/yr.	STARTING SALARY: \$35/HOUR \$72,800/yr.
				
Affordable Rent: \$2,114	Affordable Rent: \$1,805	Affordable Rent: \$1,835	Affordable Rent: \$2,500	<small>This Photo by Unknown Author is licensed under CC BY</small> Affordable Rent: \$1,820



# FRH's Development Philosophy



## Affordable developments should:

- Be less than 1 mile to regular, robust public transit.
- Have employment and grocery opportunities nearby.
- Not contribute to concentrated areas of poverty or blight.
- Enhance the aesthetic of the existing neighborhood.
- Be service enriched, either on-site or through nonprofit partnerships.
- Near medical services.

# What Makes a Good Site?

AREAS OF OPPORTUNITY



SCHOOLS



NUTRITIOUS  
FOOD



PARKS



QUALITY  
EMPLOYMENT  
OPTIONS



PUBLIC  
TRANSIT



MENTAL &  
PHYSICAL HEALTH  
SERVICES

**Affordable housing should not be considered the primary catalyst in the redevelopment of a blighted neighborhood.**



# A Timeline of FRH Development Since 2018

Hidden Lake Homes	Vista El Rancho	Flats at Ford Street	Caesar Square	Vista El Rancho	AVi at Olde Town	The Ives
<p>FRH Completed 2018</p> <p>72 one- &amp; two-bedroom units</p> <p>30-60% AMI for seniors 62+</p>	<p>FRH Completed 2020</p> <p>54 one- to three-bedroom units</p> <p>30-60% AMI</p>	<p>FRH Completed 01/2022</p> <p>44 one- to three-bedroom units</p> <p>30-60% AMI</p> <p>8 units for unhoused families</p>	<p>FRH Rehabilitation completed 08/2022</p> <p>108 one- to four-bedroom units</p> <p>30-80% AMI</p>	<p>FRH Completed 2020</p> <p>54 one- to three-bedroom units</p> <p>30-60% AMI</p>	<p>FRH Completed 12/2022</p> <p>100 one- &amp; two-bedroom units</p> <p>30-70% AMI</p> <p>30 units for former foster youth &amp; 10 for unhoused veterans</p>	<p>FRH To be completed June 2024</p> <p>50 one-bedroom units</p> <p>30-60% AMI</p> <p>25 units for those experiencing homelessness</p>

\* Indicates private development with FRH as a SL partner

\*\* Indicates private development with MWHS as a SL partner



# Affordable Development since 2018 -Jeffco

Total units built and occupied since 2018: 873

Total units to come on line in next 18 months: 455



# AVi at Olde Town

Built with resident and community needs at the forefront

100 units serving those below 70% AMI with 30 units reserved for foster youth aging out of the system and 10 reserved for unhoused veterans.

## 40 PBVs

to support the stability of the youth and veterans

AVi offers:

- ✓ high quality units and common spaces
- ✓ on-site services from FRH and CASA of Jeffco/Gilpin Counties
- ✓ Walking distance to Head Start, Olde Town Arvada, bus stops, and RTD's Gold Line



# The Ives

## Support Where It's Needed

50 units serving those below 60% AMI with half of the units filled through client referral from Jefferson Center for Mental Health

### 25 PBVs

to ensure affordability for those experiencing homelessness

JCMH to provide:

- ✓ referrals for the PBV units
- ✓ on-site mental health services
- ✓ telehealth services as needed with on-site space for residents to access





# Barriers to Development



01

## Public Opposition

Common myths about affordable housing create pushback when development is proposed in their backyard.

03

## Parking Requirements

FRH parking lots are always mostly empty due to parking minimums. Creates a waste of land that could house people.

02

## Lack of LIHTCs both State and Federal

Roughly 10% of eligible LIHTC applications are funded each round. Developments cannot be built without LIHTCs, so shovel ready projects get significantly delayed.

04

## Cost of land

Dwindling undeveloped lots and expensive land with blighted structures needing demolished make obtaining project sites increasingly difficult.



# Affordable Housing is Good for Business



## Business Reputation

- Supporting affordable housing shows commitment to employee and community wellbeing.
- Be seen as part of the solution.



## Recruitment and Retention

- Long commutes often a reason for turnover.
- Lack of affordable rent or homeownership opportunities cause employees to move.
- Decreased revenue due to lack of employees or increased costs for employer to offset housing unaffordability.



## Employee Wellbeing

- Better work life balance.
- Increased wellbeing leads to increased productivity.
- Happier employees lead to more positive work environments.



## Economic Benefits

- The presence of disposable income which can then be spent locally.
- Increased tax base.
- Increased property values in blighted areas.

# How You Can Help



01

## Voice Your Support

Advocate for appropriate affordable housing legislation and let your city councilors and county commissioners know that you support mindful, affordable development.

03

## Educate Yourself and Others

Learn the truth behind common affordable housing myths and share that knowledge. Affordable housing benefits the entire community!

02

## Work with FRH

FRH relies on the support of community and business partners. Please contact us if you're interested in supporting our mission.

04

## Donate

Donate to The Colorado Gives Foundation's Bring it Home Fund or to non-profits that support housing development and/or resident stability and wellbeing.





**QUESTIONS?**





# Q&A







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# B.O.L.D. 2026

**Kami Welch**

Arvada Chamber President & CEO





# B.O.L.D. 2026



**Grow Your Talent**



**Increase Stock of Workforce Housing**



**Increase Childcare Capacity**



**Strengthen Business Environment  
(Advocacy and Entrepreneurship)**

# Thank You Arvada Chamber Investors



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**SFinvest**<sup>®</sup>  
REAL ESTATE



**CHR** | KATHRYN & JOE  
COLORADO HOME REALTY | **SEEHUSEN**

**BENDING  
WRENCHES** 



 **MARTIN/MARTIN**  
CONSULTING ENGINEERS

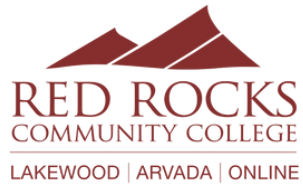
 **Professional**  
*Inspection Services*

 **SCHOMBURG**  
INSURANCE

 COMCAST  
**xfinity**



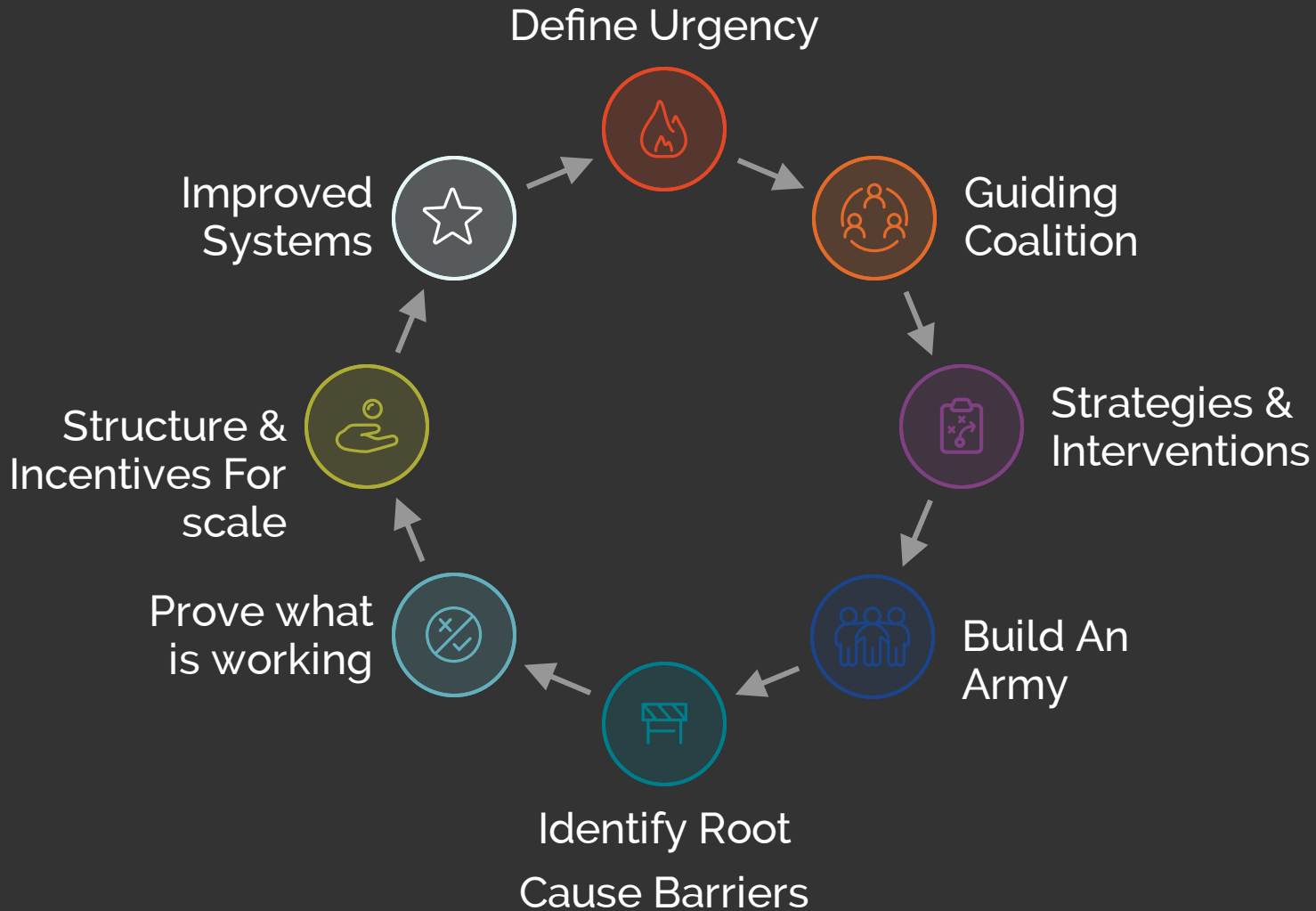
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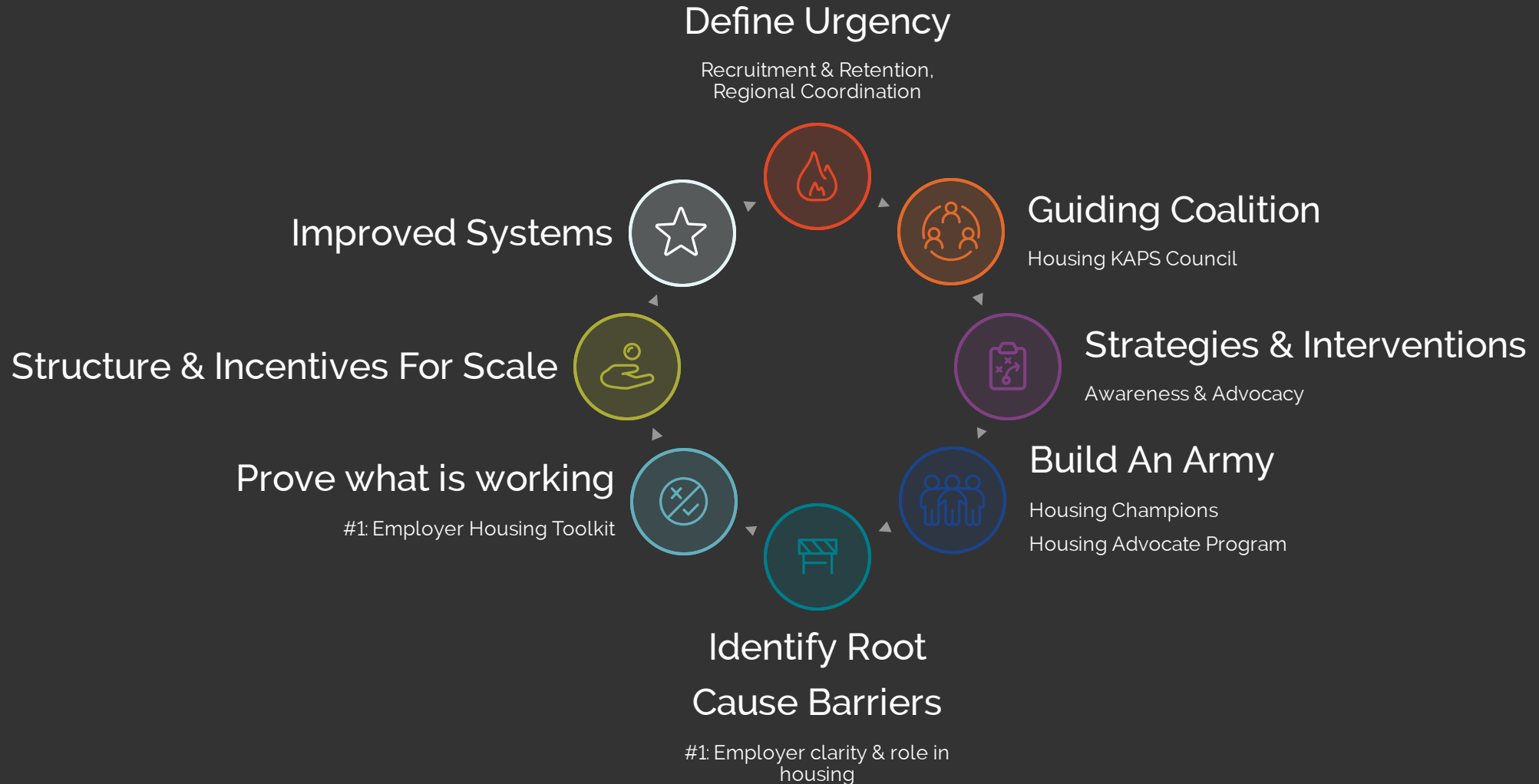


# Arvada Chamber Impact Strategy



- 1 | Define the urgency and challenges through qualitative and quantitative assessment
- 2 | Build the guiding coalition of partners who are impacted and have influence over the broken systems
- 3 | Establish a series of strategies & interventions that support our overarching vision of people alignment, universal system adoption and clear outcomes
- 4 | Build the army who supports and influences the vision to increase scale
- 5 | Identify the root cause barriers that are stalling effective solutions
- 6 | Prove what is working and celebrate short-term wins by tracking leading and lagging indicators
- 7 | Build structure and incentives for sustainable and scalable change
- 8 | Recognize improved outcomes and systems

# Housing Impact Strategy





# Family Friendly Workplace Certification



- **Who is it for?**

Employers of all sizes and sectors who are committed to creating supportive and inclusive work environments for employees with families.

- **Why is it important?**

It recognizes and promotes workplaces that prioritize family-friendly policies and practices and supports businesses that would like to learn and increase their family-friendly policies and practices.

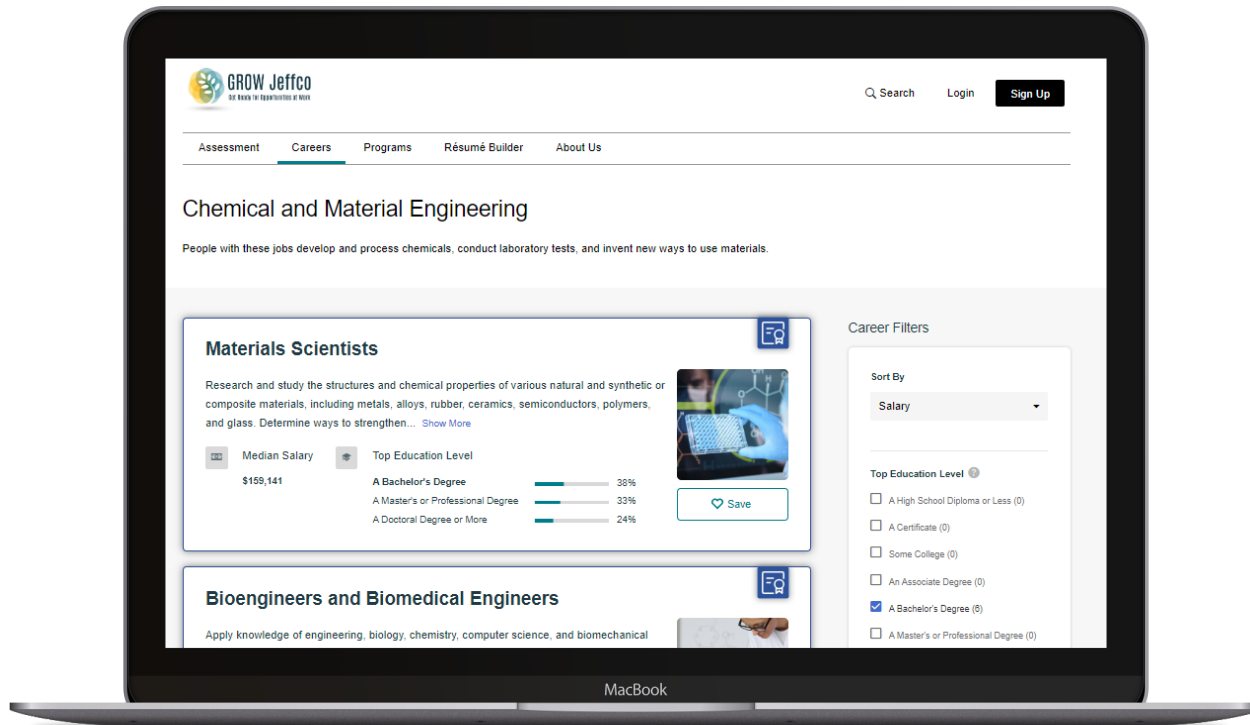
- **What has happened so far?**

Five businesses have participated in the pilot program.

- **Interested?**

Contact Tess McShane at [tess@arvadachamber.org](mailto:tess@arvadachamber.org)

# Career Coach



- Who is it for?

Career seekers and explorers. Employers can leverage for internal teams to discuss career upskilling.

- Why is it important?

This platform allows users to quickly make informed decisions on career opportunities based on salary, programs within their own community.

- What has happened so far?

Launched at four Jeffco Public Schools Career Hubs. So far there are 160 Career Profiles.

- Interested?

Explore at [arvadachamber.org/careercoach](https://arvadachamber.org/careercoach)

# SizeUp Arvada



- **Who is it for?**

Any business looking for data in Arvada to make informed decisions.

- **Why is it important?**

SizeUp Arvada provides businesses with the data previously only available to larger corporations.

- **What has happened so far?**

1,191 Unique Users have accessed the tool.

- **Interested?**

Visit [arvadachamber.org/SizeUpArvada](https://arvadachamber.org/SizeUpArvada)



# New Office

7502 W 80th Ave, Arvada, CO



## Thank you Sponsors!

- Barber-Nichols
- Minuteman Press - Olde Town Arvada
- Fast Signs

# Closing

## Vanessa Kendrick

Your Castle Real Estate  
Arvada Chamber Board Chair



# Get Involved



**Become a Champion**



**Join a KAPS Council**



**Join the Chamber**





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