

AGENDA
DRCOG Board Work Session
WEDNESDAY, December 7, 2022
4 p.m. – 5:30 p.m.
VIDEO/WEB CONFERENCE
Denver, CO

1. Call to Order
2. Public Comment
3. Summary of the November 2, 2022 Board Work Session
(Attachment A)
4. Potential role for DRCOG in regional housing conversations
(Attachment B) Douglas W. Rex, Executive Director
5. Adjourn

Persons in need of auxiliary aids or services, such as interpretation services or assisted listening devices, are asked to contact DRCOG at least 48 hours in advance of the meeting by calling (303) 455-1000.



ATTACH A

BOARD WORK SESSION SUMMARY

November 2, 2022

Note: Meeting held virtually via Zoom

Directors present:

Steve Conklin, Chair	Edgewater
Jeff Baker	Arapahoe County
Claire Levy	Boulder County
Austin Ward	City and County of Broomfield
Kevin Flynn	City and County of Denver
Nicholas Williams	City and County of Denver
Tracy Kraft-Tharp	Jefferson County
Lisa Smith	Arvada
Alison Coombs	Aurora
Nicole Speer	Boulder
Tammy Maurer	Centennial
Randy Weil	Cherry Hills Village
Ari Harrison	Erie
Lynette Kelsey	Georgetown
George Lantz	Greenwood Village
Paul Haseman	Golden
Chuck Harmon	Idaho Springs
Jeslin Shahrezaei	Lakewood
Rich Olver	Lakewood
Joan Peck	Longmont
Wynne Shaw	Lone Tree
Colleen Whitlow	Mead
John Diak	Parker
Jessica Sandgren	Thornton
Sarah Nurmela	Westminster

Others present: Doug Rex, Executive Director; Chris Chovan, Adams County; Marlene Nagel, David Warm, MARC; Marcia White, WFRC; William Murdock, MORPC; Danny Herrmann, CDOT; Barbara Boyer, Andrew Gunning, Phil Cernanec, Citizens; and DRCOG staff.

Chair Steve Conklin called the session to order at 4:00 p.m.

Public Comment

There was no public comment.

Panel discussion on the opportunities and challenges associated with Economic Development District designation

Flo Raitano introduced representatives from a few of DRCOG's peer agencies from around the country to participate in this discussion. DRCOG has been exploring the possibility of creating a Comprehensive Economic Development Strategy (CEDS) for the region and pursuing designation as an Economic Development District (EDD). Staff invited Marcia White, Wasatch Front Regional Council; William Murdock, Mid-Ohio

Regional Planning Commission; and Marlene Nagel, Mid-America Regional Council to share their experiences with this process. They explained to the board how they created their respective CEDS, the application process for designation as an EDD to the Economic Development Administration and offered insights into the opportunities and challenges they have encountered along the way. ED Rex stated that from here, staff will continue to reach out to regional economic development professionals over the next couple of months to continue exploring this opportunity.

A briefing on the Administration for Community Living's Community Care Hub model

AJ Diamontopoulos provided an overview of the model to the directors. DRCOG staff is investigating an opportunity to serve as a Community Care Hub (CCH) as part of a Community Integrated Health Network (CIHN). A CCH organizes and supports an integrated network of community-based organizations to provide services to address the health-related social needs of people referred by health care providers. A CCH centralizes administrative functions and operational infrastructure, including contracting with health care organizations, managing client referrals, service delivery, and data collection. Mr. Diamontopoulos introduced the Community Care Hub model and its focus on service delivery. He also introduced a version of the CCH that DRCOG is exploring with a formal network of community-based organizations to provide services in our region.

The work session ended at 5:27 p.m.

ATTACH B

To: Chair and Members of the Board of Directors

From: Douglas W. Rex, Executive Director
303 480-6701 or drex@drcoq.org

Meeting Date	Agenda Category	Agenda Item #
December 7, 2022	Discussion	4

SUBJECT

Potential role for DRCOG in regional housing conversations

PROPOSED ACTION/RECOMMENDATIONS

This item is for information only.

ACTION BY OTHERS

N/A

SUMMARY

Background

On April 2, 2022, the DRCOG Board of Directors convened its annual retreat to discuss strategic direction of DRCOG, covering several topics including housing. In fact, most of the afternoon session was dedicated to exploring the merits of a more formal role, if any, for DRCOG in the housing space. Through a facilitated “question-storming” and role identification exercise, attendees believed DRCOG’s involvement is most appropriate as a (1) data resource, (2) regional planner, and (3) convener.

Since the DRCOG Board Retreat, staff has had conversations with other groups regarding the unique position of DRCOG as a potential convener on this topic, as it is one of the few forums that brings together elected officials from the region’s municipalities and counties. More recently, the DRCOG Executive Committee requested staff revisit possible roles for DRCOG in regional housing conversations.

Tying regional housing conversations to DRCOG’s core missions

DRCOG staff, in evaluating its possible role, has a strong desire to relate housing back to its core missions: transportation planning, growth and development and older adults. Additionally, staff would like the conversations to be more “future” focused to differentiate it from the important collaborations that are presently happening to manage the immediate housing crisis. Staff believes the lessons learned from these current regional conversations will be critical to discussions about the region’s future.

Metro Vision, our shared regional plan, provides a pathway for most of DRCOG’s current work and housing is no different. Below is a specific outcome and objective from Metro Vision that aligns with the proposed roles identified by the Directors at their annual retreat.

Desired outcome	Objective	Supporting objectives
Diverse housing options meet the needs of residents of all ages, incomes and abilities.	Diversify the region's housing stock	Increase the regional supply of housing attainable for a variety of households.
		Increase opportunities for diverse housing accessible by multimodal transportation

Potential direction: Create a Housing Ad Hoc Committee

[DRCOG's Articles of Association](#) provide guidance for how to structure forums for exploring important regional issues such as housing. Article XII, Section H identifies that the Board of Directors “may establish other committees of the Board and advisory committees to the Board as necessary...” The board-adopted [“Committee Policy, Guidelines and Descriptions”](#) refers to these as *Ad Hoc Committees*, requiring that they:

- have a written charge or scope of work set by the Board; and
- have membership at least a half-plus-one of interested Board members and Board alternates, with the remainder being other elected officials, local government staff or other stakeholders as appropriate.

The potential charge for an Ad Hoc Committee focused on a regional housing strategy could be to identify deliverables and develop a scope of work for DRCOG (or a consortium including DRCOG) while also helping identify additional funding and resources to pursue this housing-related work plan. Staff will discuss this concept in greater detail at the December work session.

Discussion

DRCOG staff are seeking feedback and guidance about this potential direction before drafting an action item for Board consideration. Additional questions to consider include:

- What perspectives and expertise would be most helpful on the Ad Hoc Committee?
- What should be included in the Ad Hoc Committee's written charge or scope?
- What would be most helpful to hear back from the Ad Hoc Committee?

PREVIOUS DISCUSSIONS/ACTIONS

- [April 2, 2022 Board Retreat](#)
- [May 4, 2022 Board Work Session: Housing and the regional transportation planning process](#)

PROPOSED MOTION

N/A

ATTACHMENT

1. Staff presentation
2. Results of the 2022 Board retreat question storming and role identification exercises

ADDITIONAL INFORMATION

If you need additional information please contact Douglas W. Rex, Executive Director, at (303) 480-6701 or drex@drcog.org; or Sheila Lynch, Division Director, Regional Planning and Development at (303) 480-6839 or slynch@drcog.org.

POTENTIAL NEXT STEPS ON HOUSING

Board Work Session | Dec. 7, 2022

Douglas W. Rex, Executive Director

OUTLINE



- 2022 Board Retreat take aways on potential housing roles
- Recent conversations
- Alignment with mission
- Potential direction
- Discussion



BOARD RETREAT TAKE AWAYS



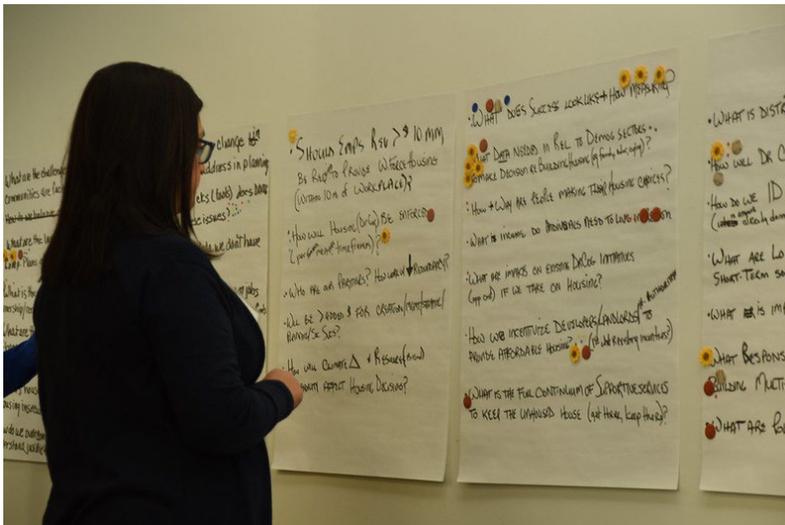
- **DRCOG Board Survey on Housing** – Sample actions that local governments have taken
 - Supported a housing authority
 - Created plans to address homelessness
 - Supported eviction defense programs and emergency rental assistance
 - Completed housing study
 - Amended Zoning to allow ADUs



BOARD RETREAT TAKE AWAYS



- **Housing Question Storming Activity** illuminated the complexity of housing challenges for local communities and identified key questions
- **Role Identification Exercise** identified three key roles for DRCOG:



- Data
- Regional Planning
- Convening



RECENT CONVERSATIONS



REGIONAL CONVERSATIONS



- DRCOG Executive Committee
- Recent conversations with
 - Metro Area County Commissioners
 - Metro Mayors Caucus staff
- Is there an opportunity to collaborate?
 - Share best practices?
 - Develop a regional/subregional strategy?





ALIGNMENT WITH MISSION



OUR SHARED VISION: METRO VISION



Desired outcome

Diverse **housing options** meet the needs of residents of all ages, incomes and abilities.

Objective (opportunity for continuous improvement)

Diversify the region's **housing stock**

OUR SHARED VISION: METRO VISION



Supporting objectives

Increase the regional supply of **housing attainable** for a **variety of households**.

Increase opportunities for **diverse housing accessible by multimodal transportation**

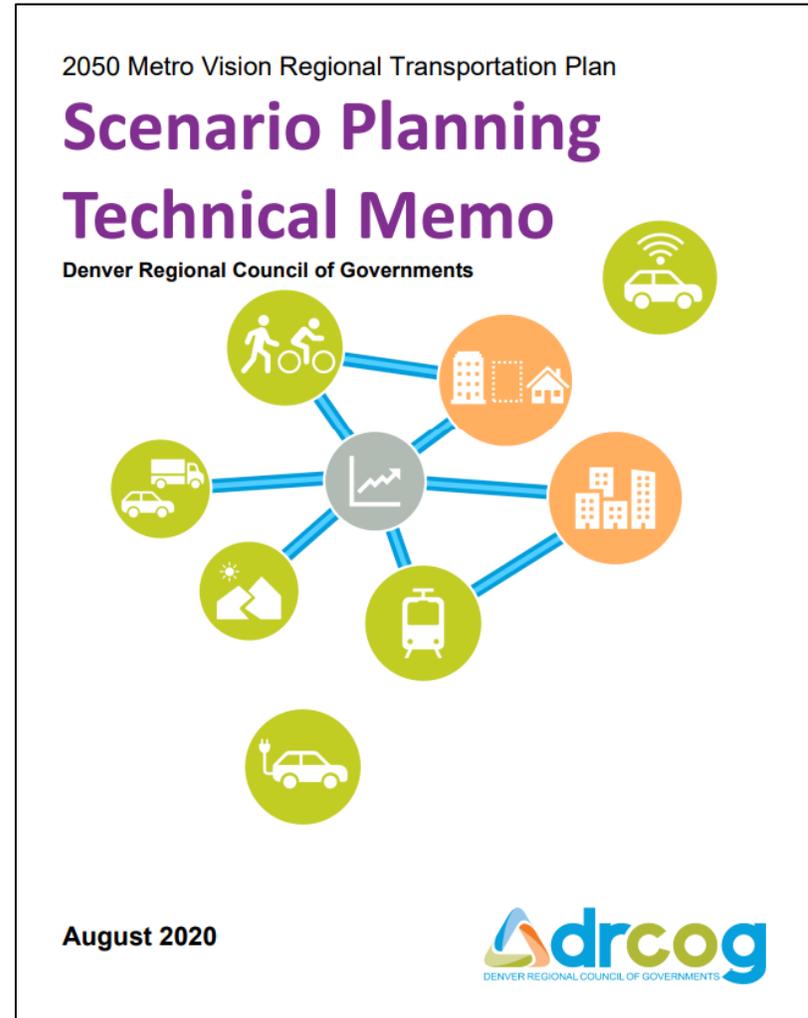
HOUSING CHALLENGES: OLDER ADULTS



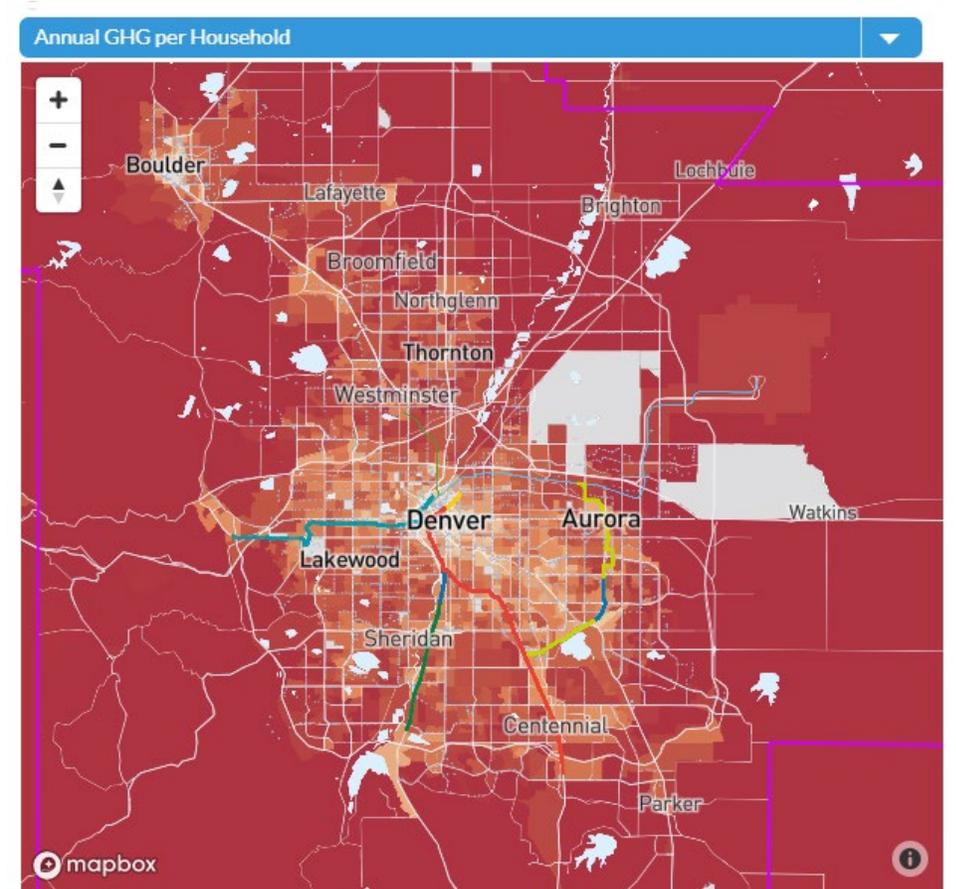
DRCOG area agency on
aging+
Service | Support | Advocacy

Big take aways

- Transportation investments can reduce delay and vehicle travel
- Scenarios with the same investments paired with land use strategies are more effective



ACCESSIBLE BY MULTIMODAL TRANSPORTATION



Annual GHG per Household **6.86 Tonnes**

< 3.3 Tonnes	3.3-5.1 Tonnes	5.1-6.5 Tonnes	6.5-8.6 Tonnes	8.6 Tonnes+
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Source: Center for Neighborhood Technology

Challenge: Nationwide **housing crisis after World War II**

Solution: Built **homes suited for families** to raise their children and for those children to raise theirs

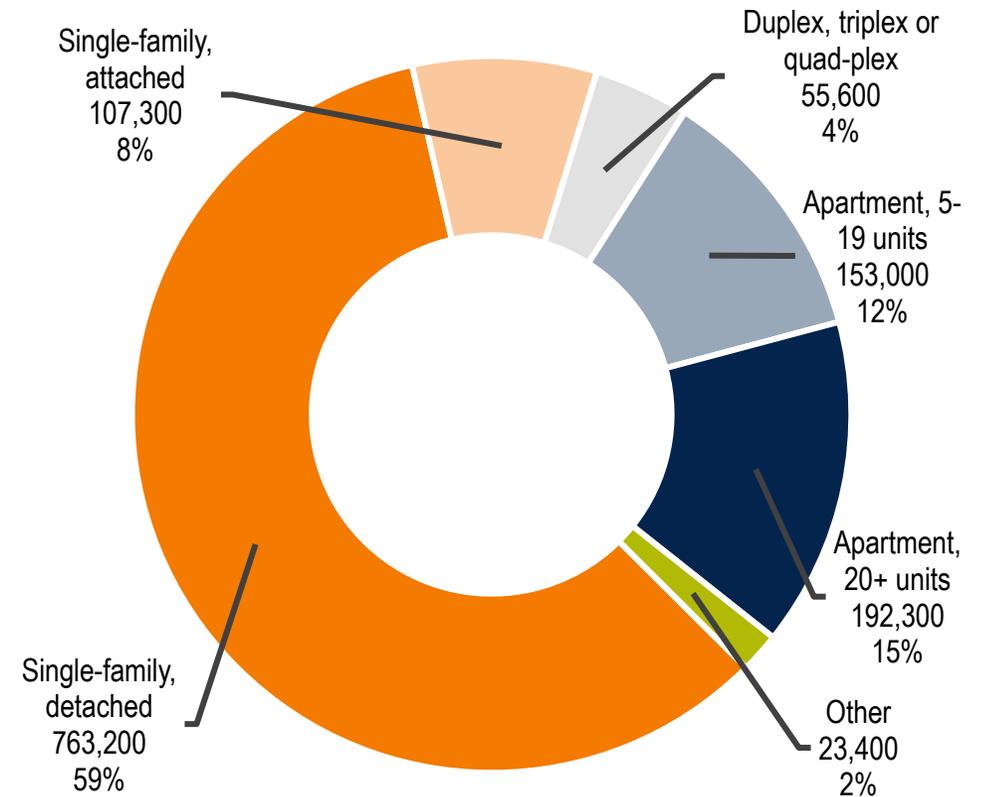
Challenge: Regionwide need to house a **growing workforce for a diversifying economy**

Solution: Built more **homes to house families** of a growing workforce

Current Ch.: May be much **more complex**

Solution: May need a **different approach**

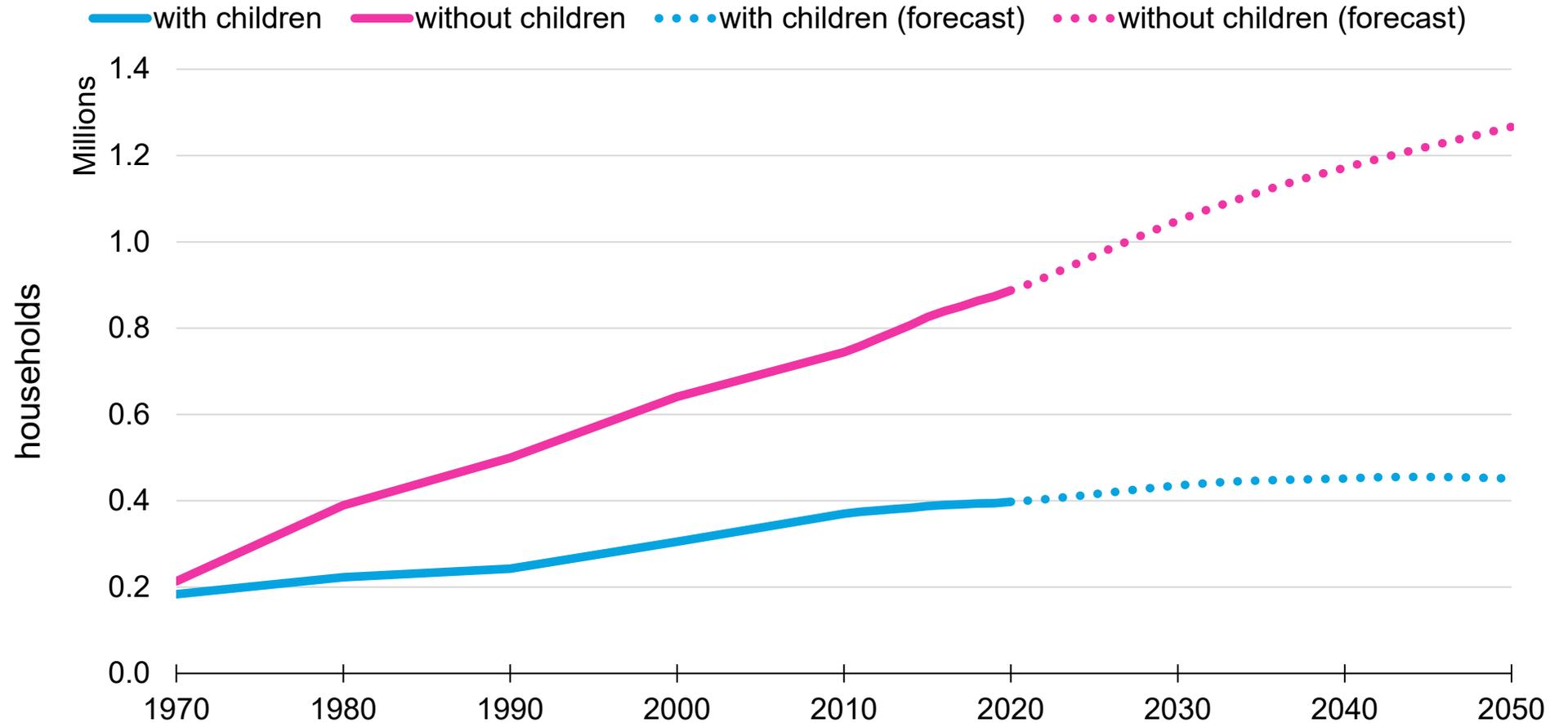
Housing units by structure type, 2020



Data source: Table B25024, 2016-2020 American Community Survey

VARIETY OF HOUSEHOLDS AND DEMAND

Denver region households by presence of children



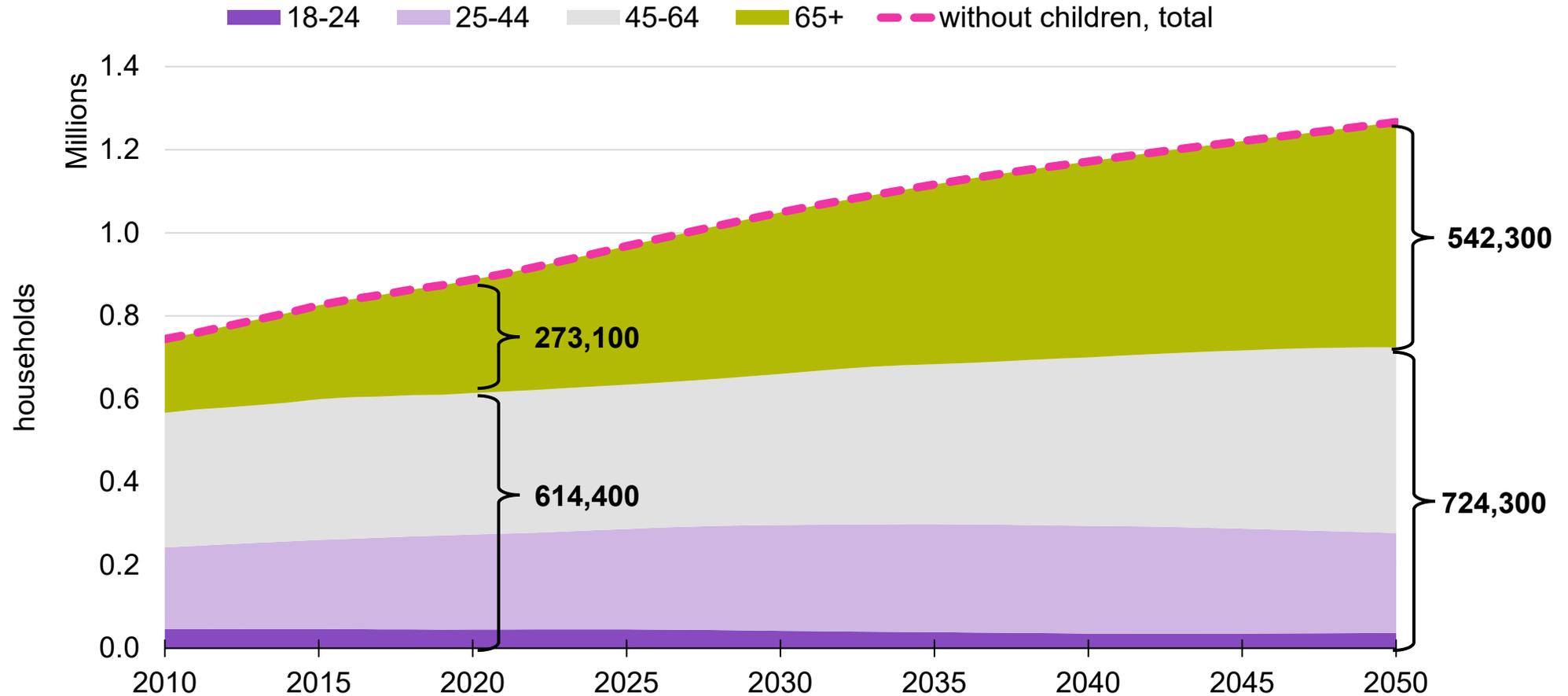
Data sources:
State Demography
Office

IPUMS NHGIS,
University of
Minnesota,
www.nhgis.org



VARIETY OF HOUSEHOLDS AND DEMAND

Denver region households without children by age of head

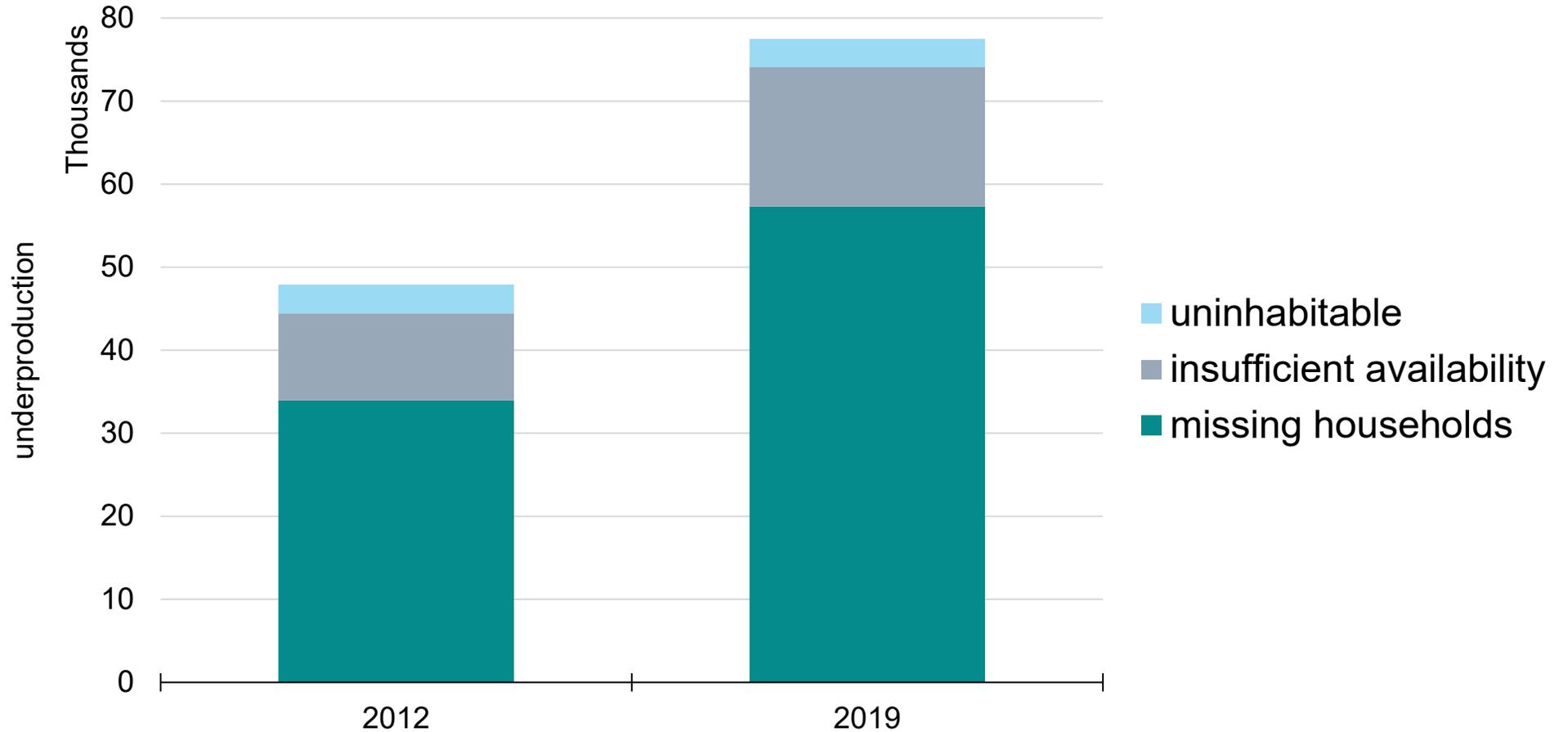


Data source:
State Demography
Office



UNREALIZED DEMAND

Denver region housing underproduction



Data source:
2022 Housing
Underproduction in
the U.S., Up For
Growth





POTENTIAL DIRECTION

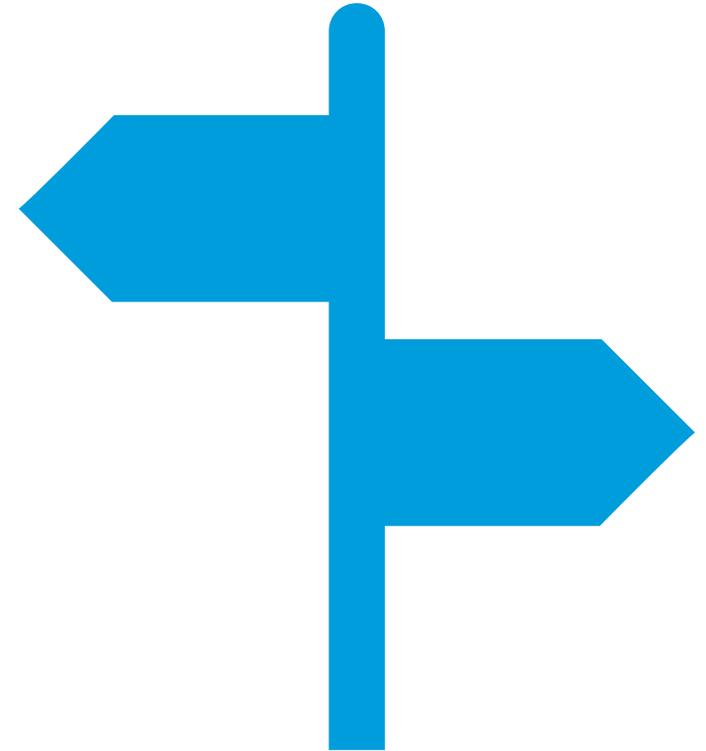


POTENTIAL DIRECTION



Create an Ad Hoc Committee to advise the Board on:

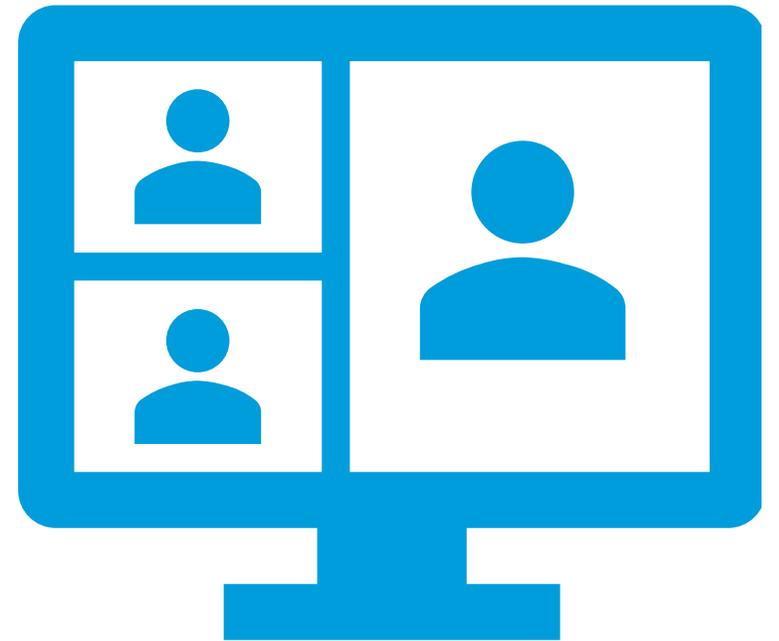
- Identifying **potential outcomes and deliverables** of a housing-related work plan
- Outlining a **scope of work** for this housing-related work plan
- Identifying **additional funding, resources and/or partners** to pursue this housing-related work plan



DISCUSSION



- In your view, is this the right direction?
- What perspectives and expertise would be most helpful on the Ad Hoc Committee?
- What should be included in committee's written charge or scope?
- What would be most helpful to hear back from the Ad Hoc Committee?





THANK YOU!
QUESTIONS?

Douglas W. Rex
Executive Director
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(303) 480-6701

Question Storming

Questions	Large dots	Small dots
1st sheet		
Does there need to be a change in DRCOG stat auth to address in planning?	3	
What carrots & sticks (tools) does DRCOG have to address these issues?	5	12
Are there tools and data we don't have to address this issue?	1	4
Is it housing or transportation or jobs that will help us meet Metro Vision Goals?	1	3
What data do we have about Aging in Place and programs that address?	6	1
What goals do we all share related to housing?	5	1
What are the Colorado-specific issues related to housing?		
2nd sheet		
What are the challenges that other communities are facing?		
What are the land use policies or comp plans of region's communities?	4	3
What is the right balance/goal for affordable ownership/rental?	4	7
What are the most common causes of homelessness? How many in each category?	1	5
Can this housing initiative help relieve housing insecurity and homelessness?	1	2
How do we overcome NIMBYism while understanding jurisdictional differences (n'borhood character)?	2	4
3rd sheet		
What does success look like and how is it measured?	8	1
What data is needed relative to demographic sectors to make decision re: building housing (e.g. - family/education/aging)?	5	3
How and why are people making their housing choices?		2
What income do individuals need to live in region?	2	3
What are impacts on existing DRCOG initiatives (opportunity cost) if we take on housing?		1
How do we incentivize developers/landlords/housing authorities to provide affordable housing and what are the existing incentives?	2	4
What is the full continuum of supportive services to keep the unhoused house (get there, keep there)?	1	1
4th sheet		
Should employers with more than 10 MM in revenue be required to provide workforce housing within 10 miles of workplace?	1	
How will housing (DRCOG) be enforced (performance measure, time frames)?	2	2
Who are our partners? How can we avoid/reduce redundancy?		2
Will there be more added \$ for creation/mgmt/staffing/planning/social services?		
How will climate change and resource (broad) availability affect housing decisions?	1	2
5th sheet		
Are there other regions that have explored other housing programs/models/initiatives worth considering?	1	8
How do we resolve when there are competing goals?		
Can we make regional impacts on land use (re: housing)? Should we? If so, how?		1
Are there opportunities we're missing if we don't participate?		2
Are we talking about affordable only, or all housing more broadly?	1	
Should we use a local AMI calculation or a regional AMI calculation?	1	1
Are housing authorities one of the ways to get affordable housing in our communities?		

Questions	Large dots	Small dots
6th sheet		
What is the distribution of housing and jobs? (data)	1	
How will DRCOG's actions translate into results?	3	2
How do we identify and reach people with housing needs? (Is anyone already doing this?)		
What are the long-term impacts of short-term solutions?	3	
What is impact of short-term rentals and investor-owned housing?	2	2
What responsibility does DRCOG have in building multi-generational wealth and decreasing multi-generational poverty?	5	3
What are policies that add to or burden housing costs?	1	

Housing Roles

Below is the ranking based on the order the role categories were listed as board members moved through them.

By Original Categories	Green (Yes)	Yellow (Unsure)	Red (No or Not Now)
Regional Planning	19	2	1
Local Policy	4	8	7
Assistance	10	10	2
Convening	15	5	3
Data	25	2	1
Investment	7	5	6
Integration	6	3	10
Other: Education Civic engagement	5	1	