

Public and Council Process Timeline for Development of CB 625

In addition to the formal processes outlined below, members of the team conducted over one hundred one-on-one meetings, phone conversations, presentations to community groups and association panels and board meetings since June of 2015.

July 2015

- One-on-one conversations with returning council members and newly elected members on concept of exploring use of property tax and linkage fee as permanent funding sources for affordable housing
- Councilmembers received “A Community Call to Action” handout describing an overall approach to affordable housing, including policies like preservation and construction defects bills (that have now been adopted) and explicitly referencing the intention to explore property tax and linkage fee as funding sources.
- Two source concept made public, widely publicized in media during the Mayor’s Inaugural Address, including articles in Denver Post and most neighborhood papers like Life on Cap Hill, North Denver Tribune etc.

September 2015

- Kick off meeting with Housing Revenue Stakeholder Committee with approximately 70 individuals representing housing experts, industry/business associations, neighborhood groups, city commissions (**met a total of 10 times** plus a special meeting on homeownership, see below for detailed schedule)

October 6, 2015

- **City Council Governance Committee** updated on the need for supplemental funds to conduct the Affordable Housing Nexus Study for the linkage fee (approved by committee and by the full council in subsequent weeks in October)
- **Stakeholder Sub-Committee on Governance** began meeting to discuss Governance more in-depth, included 10 internal and 10 external stakeholders (**met a total of 5 times**)
- All Council email from Robin Kniech including Fact Sheet on Affordable Housing, Overview of Linkage Fees including best practices from other cities, and an offer to answer questions or provide more information

January 15, 2016

- Kick off meeting of **Technical Advisory Groups** seated to advise nexus study – one on Residential Development and the other on Non-residential/commercial Development (**met a total 8 times**, see below for detailed schedule)

February 10, 2016

- **City Council Safety and Well-being Committee Presentation**
Topic: Overview of sources, update on process, methodology of nexus study
Handouts provided to Council:

- Best Practices in Housing Revenue, Best Practices
- Linkage Fee Program Overview in Comparable US and Colorado Jurisdictions

April 24, 2016

- **Public meeting #1** held at East – all Council invited, 300 attendees
Topic: Two sources in concept without final amounts, high level uses
Handouts provided to Council: Results of live clicker polling

June 8, 2016

- **Council Safety and Wellbeing Committee**
Topic: Review of Overall Concept for Two Sources, Results of Nexus and Feasibility Study

July 13, 2016

- **Council Safety and Wellbeing Committee**
Topic: Review of Overall Concept for Two Sources, Overview of Governance Proposal
Handouts provided to Council: Draft Nexus Study, Visual Overview of Proposed Sources

July 17, 2016

- All Council Email from David Broadwell with Draft Ordinance, Office of HOPE and process updates

July 19, 2016

- All Council email from Laura Brudzynski with follow-up to questions from committee, spread sheets on revenue modeling, information on the IHO compared to the Linkage Fee and other information

July 21, 2016

- **Public Meeting #2** at North – all Council invited, more than 200 attendees
Topic: Final source proposal, final eligible uses proposal
Handouts provided to Council: Results of live clicker polling

July 22, 2016

- All Council Email from Skye Stuart with FAQs, explanation of property tax mill calendar, and Slide on Hypothetical Revenue Modeling

August 2, 2016

- **Council Safety and Wellbeing Committee**
Topic: Ordinance Language and changes made due to council input

August 8, 2016

- All Council email from David Broadwell with updates on the final bill that was filed for 9/12

August 11, 2016

- All Council email from Laura Brudzynski with follow up questions from committee, information about housing staffing and production outcomes from Seattle and Boston

August 17, 2016

- **Council Safehouse Committee**

Topic: Review of other sources considered, Ordinance updates due to council input, 2017 proposed uses

August 18, 2016

- All Council Email from Skye Stuart with Final Bill draft

August 19, 2016

- All Council email from Laura Brudzynski with responses to questions from CM Flynn

August 22, 2016

- All Council Email from David Broadwell with confidential legal memo on property tax

August 24, 2016

- **Council Safehouse Committee**

Topic: Final Ordinance language with council requested changes, updated 2017 proposed revenue and uses

September 5, 2016

- All council email from David Broadwell Confidential Legal Memo on Linkage Fees

Stakeholder Committee Process Recap

The following are dates the 70 member stakeholder committee was invited to meetings and the topics of those meetings:

9/10/2015 – Need for Permanent Fund, Overview of Two Source Concept

10/8/2015 – Property Tax, Case Studies on Property Tax from Other Cities

11/5/2015 – Need, Historical OED Spending, Potential Uses for Fund, Case Studies on Uses from Other Cities

12/10/2015 – Linkage Fees, Case Studies on Linkage from Other Cities, Nexus Study

1/14/2016 – Review of both sources, Introduction to Nexus Study Methodology

3/10/2016 – Nexus study update, Uses of New Fund, Governance Best Practices from Other Cities

4/7/2016

* Special meeting on OED approach to home ownership for purposes of informing existing practices and new fund (all stakeholders invited, smaller group attended)

4/14/2016 – Governance

6/9/2016 – Results of Nexus and Feasibility Studies

7/14/2016 – Final Revenue Proposal and Uses Eligibility

7/28/2016 – Ordinance language

Technical Advisory Group Process Recap

The following are dates the 25 technical advisory group was invited to meetings and the topics of those meetings:

1/15/2016 – Kick Off, Overview of Nexus Study and Feasibility Analysis (2 meetings – Residential Group and Commercial Group)

2/24/2016 – Discussion of Prototypes for Nexus Study (2 meetings – Residential Group and Commercial Group)

4/15/2016 – Review of Prototypes for Nexus Study, Discussion of Feasibility Inputs (2 meetings – Residential Group and Commercial Group)

5/25/2016 – Discussion of Feasibility Inputs (one combined meeting)

6/7/2016 – Review of Nexus Study and Feasibility Results (one combined meeting)

Summary of Changes Made to CB 625 Based on Council/Stakeholder Feedback

1. Fees will adjust annually based on CPI (Council and stakeholder)
2. 5-Year freeze on discretionary fee increases (stakeholder)
3. Feasibility Study required for any increase after 5 years (stakeholder)
4. OED policy review and public hearing required at Year 5 (Council and stakeholder)
5. Clarified eligible use language on Supportive housing services for homeless individuals (Council)
6. Clarified Emergency assistance for those at risk of losing homes as eligible use (Council and stakeholder)
7. Exempted Additions smaller than 400 square feet from fees (council and stakeholder)
8. Exempted ADUs from fees (Council and Stakeholders)
9. Exempted any replacement structure being rebuilt due to catastrophic event from fees (stakeholder)
10. Addition of \$5 million of one-time funding to 2017 budget, including MJ funds (Council and Stakeholder)

Media Coverage of Housing Proposal

7/20/2015	The Denver Post: Denver Politics	Denver's Hancock says \$15M is goal for new affordable housing funding	http://www.denverpost.com/2015/07/20/denvers-hancock-says-15m-is-goal-for-new-affordable-housing-funding/
8/29/2015	The Denver Post	Denver's \$150M Affordable housing plan highlights stepped-up strategy	http://www.denverpost.com/2015/08/29/denvers-150m-affordable-housing-plan-highlights-stepped-up-strategy/
9/12/2016	The Colorado Statesman	Denver deserves dedicated funding for affordable housing	http://www.coloradostatesman.com/996065-denver-deserves-dedicated-funding-affordable-housing/
11/4/2015	9 News	More affordable housing coming to Denver	http://www.9news.com/money/personal-finance/real-estate/more-affordable-housing-coming-to-denver/24565206
12/12/2015	9 News	Affordable housing still a growing problem in Metro Denver	http://www.9news.com/money/personal-finance/affordable-housing-still-a-growing-problem-in-metro-denver/23222866
2/12/2016	The Denver Post	Cities step up as affordable housing evaporates along Front Range	http://www.denverpost.com/2016/02/12/cities-step-up-as-affordable-housing-evaporates-along-front-range/
3/18/2016	The Denver Post: Business	HUD Secretary Julian Castro talks about affordable housing in Denver	http://www.denverpost.com/2016/03/18/hud-secretary-julian-castro-talks-about-affordable-housing-in-denver/
4/21/2016	The Denver Post	Denver group is a major player behind the scenes in affordable housing	http://www.denverpost.com/2016/04/21/denver-group-is-a-major-player-behind-the-scenes-in-affordable-housing/
4/26/2016	Fox 31	Mayor: City must spend millions to bring affordable housing to Denver	http://kdvr.com/2016/04/26/denver-mayor-in-order-to-bring-affordable-housing-to-denver-city-must-spend-millions/
4/29/2016	The Denver Post: The Spot	Denver City Council sets Priorities: Transportation, Housing, Jobs	http://blogs.denverpost.com/thespot/2016/04/29/denver-city-council-sets-priorities-transportation-housing-jobs/125754/

9/9/2015	Blog Enterprise Community	Community Development: Balanced Housing Policies, Denver's Housing Plan	http://blog.enterprisecommunity.com/2015/09/community-developments-policies
9/14/2015	Planetizen	Denver Moving Quickly to Preserve Affordable Housing Stock	http://www.planetizen.com/node/80989/denver-moving-quickly-preserve-affordable-housing-stock
5/10/2016	Westword	Who Deserves Affordable Housing in Denver? The Community Weighs In	http://www.westword.com/news/who-deserves-affordable-housing-in-denver-the-community-weighs-in-7889206
6/8/2016	Denver Business Journal	Denver's Affordable Housing fee: How much will it be?	http://www.bizjournals.com/denver/blog/real_deals/2016/06/fee-on-developers-wont-be-as-high-as-study.html
6/8/2016	The Denver Post: Denver Politics	Denver is closer to deciding how much property owners, developers will pay to aid affordable housing	http://www.denverpost.com/2016/06/08/denver-is-closer-to-deciding-how-much-property-owners-developers-will-pay-to-aid-affordable-housing/
7/12/2016	The Denver Post: Denver Politics	Denver affordable housing plan would cost average homeowner an extra \$12 a year. Developers would pay a lot more.	http://www.coreoo.eu/business/denver-affordable-housing-plan-would-cost-average-homeowner-an-extra-12-a-year-developers-would-pay-a-lot-more
7/12/2016	Growing Denver	Development fees for \$150 million affordable housing plan	http://growingdenver.com/colorado-news/development-fees-for-150-million-affordable-housing-plan/
7/12/2016	Denver Business Journal	Denver Unveils details of sweeping affordable-housing plan	http://www.bizjournals.com/denver/blog/real_deals/2016/07/denver-unveils-details-of-sweeping-affordable.html
7/12/2016	Denverite	This is what Denver wants us all to pay for affordable housing	http://www.denverite.com/denver-wants-us-pay-affordable-housing-8338/
7/13/2016	CBS Local	Denver Discusses Plan for Thousands of Affordable Homes	http://denver.cbslocal.com/2016/07/13/affordable-homes-denver-city-council-colorado/
7/13/2016	Colorado Real Estate Journal	Development fees for \$150 million affordable housing plan	http://www.crej.com/news/development-fees-150-million-affordable-housing-plan/

7/13/2016	The Denver Post: Politics	Building Industry pushes back on Denver development fees for affordable housing	http://www.denverpost.com/2016/07/13/building-industry-pushes-back-on-denver-development-fees-for-affordable-housing/
7/21/2016	The Denver Post	Public weighs in on Denver's affordable housing plan	http://www.denverpost.com/2016/07/21/public-denver-affordable-housing-plan/
7/21/2016	CBS Local	Homebuilders Balk at Fees for Affordable Housing	http://denver.cbslocal.com/2016/07/21/homebuilders-balk-at-fees-for-affordable-housing/
8/22/2016	Westword	Real-Estate Developers No-Shows at Affordable Housing Meeting	http://www.westword.com/news/real-estate-developers-no-shows-at-affordable-housing-meeting-8125043
7/25/2016	Denver Real Estate Watch	Developers support affordable housing funding plan	http://www.denverrealestatewatch.com/tag/councilwoman-robin-kniech/
8/3/2016	Denverite	Denver considers change that would cut \$10 million from its affordable housing proposal	http://www.denverite.com/denver-may-scale-back-affordable-housing-proposal-12306/
8/3/2016	Denver Business Journal	Denver affordable-housing vote pushed back to September	http://www.bizjournals.com/denver/blog/real_deals/2016/08/denver-affordable-housing-vote-pushed-back-to.html
8/3/2016	The Denver Post	Denver City Council will get extra time to scrutinize affordable housing plan	http://www.denverpost.com/2016/08/02/denver-city-council-will-get-extra-time-to-scrutinize-affordable-housing-plan/
8/3/2016	Colorado Independent	Hancock's affordable housing plan met with doubts	http://www.coloradoindependent.com/160499/hancocks-affordable-housing-plan-met-with-doubts-denver-housing-crisis
8/4/2016	Colorado Public Radio	Plan to Increase Affordable Housing Moves through Denver City Council	http://www.cpr.org/news/newsbeat/plan-increase-affordable-housing-moves-through-denver-city-council
8/4/2016	Bisnow	City Council Will Take More Time to Consider Affordable Housing	https://www.bisnow.com/denver/news/affordable-housing/city-council-will-take-more-time-to-consider-affordable-housing-fund-63654

8/6/2016	North Denver Tribune	Tackling affordable housing	http://www.northdenvertribune.com/2016/08/tackling-affordable-housing/
8/8/2016	The Dever Post	Albus Brooks, with cancer behind him, returns to Denver City Council as new president	http://www.denverpost.com/2016/08/08/albus-brooks-denver-city-council-president/
8/9/2016	The Denver Post	Mayor Hancock says Denver will boost condo development near transit stations	http://www.denverpost.com/2016/08/09/mayor-hancock-says-denver-will-boost-condo-development-near-transit-stations/
8/10/2016	Denver Business Journal	Affordable housing: Metro Denver leaders seek solutions at chamber forum	http://www.bizjournals.com/denver/blog/real_deals/2016/08/affordable-housing-metro-denver-leaders.html?ana=RSS%26s%3Darticle_search&utm_source=feedburner&utm_medium=feed&utm_campaign=Feed%3A+industry_21+%28Industry+Residential+Real+Estate%29
8/15/2016	Denver Post: Editorial Board	Denver's affordable housing plan is a good fit	http://www.denverpost.com/2016/07/15/denvers-affordable-housing-plan-is-a-good-fit/
8/17/2016	Denver 7 ABC	Developers, property owners could help foot bill for Denver's affordable housing crisis	http://www.thedenverchannel.com/monday/consumer/developers-property-owners-could-help-foot-bill-for-denvers-affordable-housing-crisis
8/17/2016	The Denver Post	Denver leaders continue to question how city will pay to create affordable housing	http://www.denverpost.com/2016/08/17/denver-how-to-pay-for-affordable-housing/
8/17/2016	The Colorado Real Estate Journal	Development impact fee is an unfair burden	http://www.crej.com/news/development-impact-fee-unfair-burden/
8/24/2016	The Denver Post	Denver's \$150M tax-and-fee plan for affordable housing heads to full City Council for debate	http://www.denverpost.com/2016/08/24/denvers-tax-and-fee-affordable-housing-plan-heads-to-council/
8/24/2016	Denverite	Denver affordable housing fund drawing heavily from reserves not popular with city council committee	http://www.denverpost.com/2016/08/24/denvers-tax-and-fee-affordable-housing-plan-heads-to-council/

8/24/2016	Denver Business Journal	Affordable housing proposal advances to full Denver council	http://www.bizjournals.com/denver/blog/real_deals/2016/08/affordable-housing-proposal-advanced-to-full.html?ana=e_ae_set1&s=article_du&ed=2016-08-24&u=U9tZ8i1hU6Uetm8Q74xy3A0f7c7a0c&t=1472124420&j=75548952
8/27/2016	Colorado Public Radio	Denver Affordable Housing Fund Proposal Advances to Full City Council	https://www.cpr.org/news/newsbeat/denver-affordable-housing-fund-proposal-advances-to-full-city-council
8/26/2016	The Colorado Independent	Hancock's affordable housing plan gets preliminary nod	http://www.coloradoindependent.com/160876/mayor-hancocks-affordable-housing-plan-approved-herndon
9/1/2016	#Make Me Feed	Update: New fee for Affordable Housing Goes to Denver City Council Sept. 19	http://uk.makemefeed.com/2016/09/01/update-new-fee-for-affordable-housing-goes-to-denver-city-council-sept-19-2385826.html
9/1/2016	Life on Capitol Hill	Dedicated affordable housing fund crucial for Denver	http://www.lifeoncaphill.com/node/45

Housing Revenue Stakeholder Committee*

The following individuals and associations have been invited to monthly stakeholder meetings that began in September of 2015. An effort was made to balance the invitees between private sector industry and housing/homeless service providers and advocates, along with representation from Denver neighborhoods, civic associations and commissions. Attendance at any given meeting varied greatly.

Affiliation	First Name	Last Name
Denver Metro Association of Realtors	Andrew	Abrams
Shears, Adkins, Rockmore Architects	Jesse	Adkins
League of Women Voters	Carol	Anderson
NAIOP Representative	Kathie	Bartsner
Apartment Association	Nancy	Burke
Urban Land Conservancy	Debra	Bustos
Colorado Latino Forum	Lisa	Calderon
Denver Metro Commercial Association of Realtors	Chris	Cowan
Nichols Partnership	Chris	Crosby
Delores	Terrell	Curtis
Exdo Properties/RiNo Board	Andrew	Feinstein
Forest City Builders	Lee	Ferguson
Colorado Division of Housing	Alison	George
Columbia Group Limited, LLLP	Jerry	Glick
Denver Housing Authority	Ismael	Guerrero
Oakwood Homes	Pat	Hamill
Community Builders Realty Services	Rodger	Hara
Neighborhood Rep (non-INC)	John	Hayden
IHO Consultant/ Developer	Ken	Hoagland
Encana	Doug	Hock
Denver Urban Renewal Authority	Tracy	Huggins
HRCP Commissions Advisory Board Rep - African American Commission	Benzell	Jimmerson
Del Norte	Marvin	Kelly
Inter-Neighborhood Collaboration	Bernadette	Kelly
Koelbel and Company	Carl	Koelbel
Habitat for Humanity	Heather	Lafferty
BOMA - CRL	Sean	Maley
Wells Fargo	Shelley	Marquez
Northeast Denver Housing Center / NDC	Gete	Mekonnen

FRESC	Stephen	Moore
Snell and Wilmer	Jim	Mulligan
Colorado Coalition for the Homeless	John	Parvensky
Perry Rose Development	Chuck	Perry
Downtown Denver Partnership	Brian	Phetteplace
Enterprise Community Partners	Melinda	Pollack
Urban Ventures	Susan	Powers
Oakwood Homes / HBA	Bruce	Rau
HRCP Commissions Advisory Board Rep - DOSP	Rob	Smith
Rocky Mountain Communities	Dick	Taft
Home Builders Association	Cherie	Talbert
Mile High Development	George	Thorn
DMAR / Apartment Association	Peter	Wall
Social Impact Solutions	Ken	Weil
Mile High Connects	Dace	West
Colorado Housing and Finance Authority	Cris	White
Five Points Business District	Tracy	Winchester
Zeppelin Development	Kyle	Zeppelin
Red Peak	Mike	Zoellner
Zocalo Development	David	Zucker

*Represents list of invited participants. Please note that not all invited stakeholders participated consistently.

Nexus Study and Feasibility Analysis Technical Advisory Groups*

Denver utilized national experts David Rosen and Associates to prepare a nexus study to examine the connection between new development, job creation, and demand for affordable housing from those workers (demand for housing to meet the needs of permanent workers in commercial buildings; and for the housing needs of induced permanent jobs created through the increased purchasing power of the occupants of new residential units). DRA also tested a range of possible fees for feasibility in prototypical development types to represent a sampling of the most common types of development.

To determine the prototypical developments representing the market, and the costs, financing structures, lease rates etc. of those development types, Denver sought the input of Denver developers. The following individuals or firms were invited to participate, some attended meetings, other verified costs or provided pro formas via email or phone calls. All had an opportunity to view draft results, and numerous versions of prototypes and costs were refined and changed based on their input.

Affiliation	Technical Advisory Group	First Name	Last Name
Kentro Group	Commercial	Jimmy	Balafas
Saunders Construction	Commercial	John	Beeble
Real Architecture	Residential	David	Berton
Palisade Partners	Commercial	Paul	Books
Continuum Partners	Commercial	Frank	Cannon
East West Partners	Commercial	Amy	Cara
Urban Neighborhoods / MAHS	Commercial	Dana	Crawford
Nichols Partnership	Residential/Commercial	Chris	Crosby
East West Partners	Commercial	Chris	Frampton
Forest City Builders	Residential	Tom	Gleason
Columbia Group Limited, LLLP	Commercial	Jerry	Glick
Denver Housing Authority	Residential	Ismael	Guerrero
Denver Urban Renewal Authority	Residential/Commercial	Tracy	Huggins
Koelbel and Company	Residential	Carl	Koelbel
Shames Makovsky	Commercial	Aaron	Kramish
City Street Investors/Larimer	Commercial	Pat	McHenry
Trammel Crow	Commercial	Bill	Mosher
Enterprise Community Partners	Residential	Melinda	Pollack
Urban Ventures	Residential	Susan	Powers
Oakwood Homes / HBA	Residential	Bruce	Rau
Saunders Construction	Commercial	Trae	Rigby
City Street Investors/Larimer	Commercial	Joe	Vostrejs
Red Peak	Residential	Mike	Zoellner
Zocalo Development	Residential	David	Zucker

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