

Expanding Housing Affordability (EHA)

Advisory Committee Charter

Purpose/Intent

Denver Community Planning and Development (CPD), in partnership with the Office of Housing Stability (HOST), is working to create more affordable housing options across Denver. The Affordable Housing Zoning Incentive project, launched in 2020 to encourage the development of affordable and mixed-income housing across the city, has expanded its scope to consider the following tools: revisions to the linkage, incentive zoning and inclusionary housing, to address housing needs. To fulfill the goals of the project, CPD, in partnership with HOST, will draft amendments to the Denver Zoning Code and Denver Revised Municipal Code.

The EHA Advisory Committee will provide input throughout the process (anticipated to conclude in 2021) to ensure key issues and interests are considered and to promote buy-in from a wide range of stakeholders on incentives under consideration.

Staff will engage other experts, affected communities and organizations, and the public at key milestones, to share information and solicit feedback on the project. The Advisory Committee is encouraged to consider in its deliberations the input received from others. The proposed outreach approach is described in the background report and will be informed by Advisory Committee feedback.

Membership, Roles, and Responsibilities

City Staff

- Clarify desired process outcomes and develop and continually refine a work plan to achieve them.
- Design efficient, outcome-oriented agendas.
- Develop materials for Advisory Committee feedback. Approve final materials for distribution.
- Present technical information and serve as a resource for questions during and in-between meetings.
- Present proposals in alignment with adopted citywide plans including Comprehensive Plan 2040, Blueprint Denver and Housing an Inclusive Denver.
- Share questions and comments on issues that arise outside of the EHA scope with appropriate city staff.

Advisory Committee Members

- Share ideas and feedback throughout the process.
- Constructively engage in discussions with people holding a different viewpoint.
- Come to all meetings prepared for discussion by reading meeting materials in advance.
- Commit time and energy to the effort. If members must arrive late or miss meetings, it is their responsibility to get up-to-speed on discussions. Members should let CPD know in advance if they will miss a meeting. Members can send an alternate from their organization who has been updated on project progress. CPD also strongly encourages members to set up a meeting with CPD staff to get up-to-speed on technical conversations.
- Represent and communicate with a larger constituent group. Share information about the project with your constituent group and obtain their input.
- Provide feedback on community engagement activities and support specific implementation activities, as requested.

Note: If the member can no longer participate and wishes to resign, city staff in consultation with the council office will recommend a replacement that furthers diversity of experience and expertise.

Facilitator, Consensus Building Institute

- Be an advocate for all parties' interests and remain impartial to the substance of the issues under discussion.
- Provide feedback on the overall work plan and help CPD develop efficient, outcome-oriented meetings.
- Facilitate effective meetings.
- Identify and synthesize points of agreement and disagreement.
- Develop and distribute brief summaries describing action items, agreements, and key discussion points. Incorporate any comments during a set timeframe before finalizing summaries.
- Maintain a parking lot of topics for future discussion or to be shared with other city agencies.

- Serve as a confidential communication channel for stakeholders who wish to express views privately because they do not feel comfortable doing so in a larger group or to facilitate problem solving and conflict resolution.

Decision-Making Protocols

The Advisory Committee will seek to reach consensus on any recommendations to CPD from all members present at each meeting. Consensus decision-making is a process by which a group strives to develop a recommendation that all members can support. Reaching a consensus requires all group members to educate each other about important needs and concerns and develop an integrative decision that addresses and satisfies both individual and group interests to the greatest extent possible. The definition of consensus spans the range from strong support to neutrality to “I can live with it.” The facilitator will ensure all Advisory Committee members present at meetings are given the opportunity to voice their opinions on the proposed action.

The Advisory Committee members serve in an advisory capacity to the City of Denver and do not vote on specific decisions or provide binding recommendations.

CPD staff aims to carry forward consensus on the policy recommendations from the Advisory Committee to the Denver Planning Board and City Council on the three tools under consideration: zoning incentives, linkage fees and inclusionary housing policies.

Options if Consensus Can Not Be Reached. CPD retains ultimate decision-making authority on the amendments to be proposed to City Council and on all decisions throughout the process. When a decision cannot be reached by consensus, the facilitator will summarize key issues, concerns, and any options or ideas so that CPD staff can make the best possible decision.

Meeting Norms

Advisory Committee members commit to the following meeting norms:

- **Remain open-minded and avoid judging ideas prematurely.** All ideas and points of view have value. Welcome new ideas, creative thinking, and problem solving.
- **Be open and candid** with ideas, needs, and concerns.
- **Encourage participation from all members.** Be concise and speak to the point. Encourage others to contribute.
- **Listen to understand.**
- **Be respectful.** Avoid side conversations. Refrain from interrupting.
- **Be future-focused.** Do not reopen previous discussions unless the information and circumstances have substantially changed.
- **Be present** during discussions. We will start meetings on time.

Zero Tolerance Policy

The city is committed to eliminating racism and other forms of discrimination based on gender, ability, or sexual orientation. Any form of discrimination retaliation or harassment will not be tolerated.

Communication Protocols

Documentation

- CBI or CPD shares materials via e-mail at least one week before meetings.
- CBI develops brief meeting summaries that include a concise description of meeting outcomes, action items, and key discussion points. CBI incorporates any comments during a set timeframe before finalizing summaries.
- CPD maintains a project website to share updates and core documents with the public as defined in the Community Engagement Plan. The website will include content from Advisory Committee meetings, including presentations, background content and meeting summaries.

Charter Amendments

The Advisory Committee can amend this Charter when needed. CBI will facilitate a discussion on any significant changes, and the Advisory Committee will decide if and how to modify the charter through a consensus decision-making process. CBI will integrate any changes.