

**HOUSING, NEIGHBORHOOD SERVICES & REDEVELOPMENT POLICY
COMMITTEE
November 2, 2022**

Members Present: *Council Member, Chair Crystal Murillo*
Council Member, Vice-Chair Ruben Medina
Council Member, Juan Marcano

Others Present: John Harris, Sandra Youngman, Jessica Prosser, Emma Knight, Alicia Montoya, David Rosen, Nora Lake-Brown, Andrew Rael Trujillo, Mattye Sisk, Adrian Botham, Tim Joyce, Jacquelyn Bayard, Bianca Lopez, Rachel Whipple, Jeff Hancock, Richard Goggins, Emily Fuller, Saadia Aurakzai-Foster, Jennifer Orozco, Andrea Amonick, Daniel Brotzman, Daniel Krzyzanowski, Jeannine Rustad, Roberto Venegas, Michelle Gardner

WELCOME AND INTRODUCTIONS

Council Member Murillo welcomes everyone to the meeting.

MINUTES

October 6, 2022 minutes are approved.

ANNOUNCEMENTS

None.

NEW ITEMS

City of Aurora Housing Strategy Implementation Update

Summary of Issue and Discussion

Alicia Montoya, the Community Development Manager, presents this item along with Emma Knight, David Rosen, and Nora Lake-Brown. The Aurora Housing Strategy vision is to be a city that is welcoming and safe, empowers the uniqueness of places in Aurora, and promotes a strong economy. Policies adopted through the strategy include the preservation of existing stock, expanding inventory, bringing on additional affordable housing, and protecting homeowners and renters. The city also offered rental assistance through emergency mortgage assistance, housing counseling programs, and other programs. Twelve goals were identified in the strategy including a focus on incentivizing the development community to create more affordable housing. Staff is working on the community development investment process, streamlining rental inspections, and making changes in the UDO.

Three working groups were created to help implement the Housing Strategy: Communications and Community Engagement, Policy and Housing Development, and Housing Community Development Programs Management. The Communications and Community Engagement group ensures staff is connecting with the community, especially given that not everyone has virtual word access. The Policy and Housing Development group ensures they are using a diversity, equity, and inclusion lens, looking at resources, and identifying necessary changes in order to execute the Housing Strategy's goals. The Housing Community Development Programs Management group focuses on internal staffing changes to make sure the team is sustainable. The team is currently drafting the implementation plan that focuses on strengthening partnerships with the community and is updating the marketing materials. A grant was received from DOLA to hire and retain a consultant to do a

Housing Feasibility Study. The group is ensuring that they are looking at all resources as the study takes place. The city also got its first land-banking deal. The team will continue to find resources to promote affordable housing development in Aurora. To improve sustainability, the team ensures that roles and responsibilities are aligned and that programs are studied and updated as needed.

In January 2023, the Community Development Invest Financing Rounds will come up to provide gap financing through HOME, CDBG, APRA, and PAB to build additional affordable housing. Rounds come twice a year and have supported 1,430 units. Income levels supported range from 30% to 80%. The process was initially put together in 2020. The team has since implemented Strategy 7 to get software aids in finding units. The Aurora Housing Locator launched in early October 2022 and is a free search and listing tool for housing-related resources. It is multilingual, mobile friendly, and has a toll-free call center from Monday through Friday between 7:00 a.m. and 6:00 p.m. It is run through Emphasys Software. The locator includes local resources and links to rental assistance and allows users to sign up for email alerts regarding new listings. Landlords can advertise unlimited and all types of rental housing. Listings could be hidden from public view when rented and reactivated. The tool is also helpful for the community and other agencies for recovering resources in times of disaster. Staff members go through it weekly to ensure quality and flag units that are likely scams. Training for landlord recruitment and housing navigation was launched for case managers and landlord recruiters.

David Paul Rosen & Associates (DRA) was founded in 1980 as a public interest consulting firm that has worked with more than 300 jurisdictions in the country. They have advised in more than \$11 billion of affordable housing development, finance, and transactions both in rental and homeowner spaces. They created the concept of affordable housing trust funds as a permanent source of revenue and investment for low-income housing development. DRA also worked with the development of inclusionary housing and land value capture programs. In addition, they helped perfect the methodology of adopting commercial development nexus or impact fee studies. Moreover, DRA worked on asset management strategies, program guidelines and implementation efforts, and best practices for affordable renting, homeownership, community land trust, and permanent housing solutions for unhoused persons and households. DRA is familiar with all sources of federal, state, local, and private sector subsidies. They specialize in helping communities strategically employ resources, financial land, and political will to increase their production and preservation of affordable housing.

DRA's scope of work and deliverables begin with background research to make sure the strategy is consistent and based on current and projected economic conditions in Aurora. They will produce a summary of the market, sales prices, rents, market-rate housing, what levels are affordable, and key housing needs. A detailed needs analysis will also be presented. DRA will update this and look at housing cost-burdened families, their income level, and how much they currently pay for housing. The team will conduct an economic analysis that will start with developing residential prototypes designed to represent a range of housing currently being built or proposed in Aurora. These may range from single-family to higher-density podium-style construction. Following this will be an affordability gap analysis where the team develops an estimated development cost budget from the land, building permits and fees, and soft costs for each of the prototypical developments as market rates. They will look at these costs and compare these to what people in Aurora at different income levels can afford to pay as either renters or owners. This will identify where gaps exist for certain income levels and how much the gap is in order to subsidize market-rate housing to make them more affordable at different income levels. DRA will look at existing local resources such as federal, land, density bonuses, and others as potentials to help produce housing. They will look at leveraging financing sources from federal, state, and private sources. The residential nexus fee on residential

housing will generate funds for affordable housing. The non-residential nexus fee will be levied against non-residential development to also generate funds for housing. DRA will identify gaps, potential resources, and existing resources and provide estimates of how much housing Aurora can support or produce over different time periods to help select priority actions for implementation.

Core programs are still being continued including the housing rehabilitation program. Over \$400,000 was administered to maintain the current housing stock. Housing Counseling, Mortgage Assistance, and Reversed Mortgage Counseling are still ongoing. The community investment process is now producing several new units for affordable housing in the city. Over 2,000 were served through Emergency Rental Assistance.

In January 2022, the annual point-in-time count was done which showed a 43% increase in people experiencing homelessness in Aurora. The team is planning to conduct the 2023 point-in-time count. In conjunction, a magnet event will be done for people experiencing homelessness and living in their vehicles. Also in January, the second safe outdoor space in Restoration Christian Ministries opened with tents. In April, the camp abatement ordinance was passed. Also in April, pallet shelters were added to the Restoration safe outdoor site. Additional pallets were added in August for abatement use. Currently, they are full and widely used. The team is working on adding ten more pallets. However, there are difficulties with the electric panel due to supply chain issues. In October, the team launched the Housing Locator Software and hired a new staff member. They are working on hiring additional staff to help with abatement processes and eventually outreach.

The Housing and Community Development team is continuously working with the Legal and Planning and Developing Departments. They also have a representation from the City Advisory Committee to ensure that the housing strategy is implemented with a diversity, equity, and inclusion mentality.

Questions/Comments

CM Marcano comments that the Search Engine Optimization (SEO) for the housing locator tool is not up to par and he was not able to find it through a Google search. He suggests working with Communications to improve the SEO. He adds that it is also slow to load. Emma responds that she will bring it up with Communications and Emphasys Software. They will also improve the advertising of the tool.

CM Marcano asks for more information regarding DRA's experience in helping jurisdictions develop public housing strategies including developing ways to finance construction and property acquisition for permanently affordable housing and the cooperative model. David explains that DRA has an extensive housing practice and is actively involved in public housing repositioning strategies under Section 18. Their current transactional pipeline consists of projects that are actively in pre-development, pre-financing, or construction and conversion. DRA collaborates with public housing authorities, city, and county partners. In addition, DRA advocated for affordability for more than 40 years of practice because the cost of subsidizing new or rehabilitating existing housing as affordable is great. David adds that it is more expensive to have housing converted to market rate in a community like Aurora which is facing market pressures and cost increases. Failing this results in low-income tenants being put out on the street. David stresses that DRA perfected strategies including regulatory agreements for rental housing development. He adds that they plan to look at publicly owned land in the city. David mentions that cooperative housing is not a key focus for DRA's strategy to address issues of affordable rent and affordable ownership.

CM Marcano asks when the point-in-time count be. Emma says that it will be on December 30 either late at night or at 4 AM. There will be an information session on December 6 regarding this.

CM Murillo disagrees that the Camp Abatement Ordinance was an achievement. She understands, however, that this is included in the timeline of events that impacted the staff's work. Emma responds that she would be happy to rephrase this in future presentations.

CM Marcano mentions the meeting with the Aurora Housing Authority regarding putting together a pro forma to see if mixed-use cross-subsidized models were feasible in Aurora. He asks if there has been further information regarding this. Jessica mentions that they will be coming to the HORNS Committee's December meeting. CM Murillo mentions the removal of one of the DEI positions. She asks for further information on how the team works with DEI and if there were impacts resulting from the loss of the position. Alicia says the DEI staff is a part of some housing strategy working groups and they are empowered to provide guidance. They recently provided training for the team on the importance of housing, their work, and diversity, equity, and inclusion. She highlights that the communication between the team and the DEI office remains consistent and constant.

Outcome – This item will move to Study Session.

Aurora@Home - Strategic Plan Update

Summary of Issue and Discussion

Emma Knight, the Homeless Programs Manager, presents this item. Aurora@Home is a group of nonprofit and government leaders who work collaboratively to address challenges presented by housing insecurity and homelessness. In 2020, the housing plan was created. In 2021, the leadership team was formed that started creating the strategic plan which was finished in August 2022. Aurora@Home will now be moving forward with the plan implementation from 2023 to 2026. Their mission is to partner with nonprofits, governmental agencies, and Aurora to provide and coordinate services and support. Their vision is to provide a cross-jurisdictional and organizational collaboration in support of strategic coordination of culturally responsive and trauma-informed services to ensure that homelessness is rare, brief, and one-time. There is a focus on understanding homeless as a complex challenge that needs a holistic approach. Aurora@Home emphasizes that people deserve to be treated with dignity and respect and will function through an equitable, collaborative, and trauma-informed care lens. They prioritize learning from those who have experienced housing insecurity and instability by including people who experienced homelessness on the Board. They provide recommendations for services and systems based on data, evidence, and best practices.

Aurora@Home has six areas of recommendation including systems mapping, prevention efforts, street outreach, centralized intake system, data collection and integrity, and communication. Systems mapping focuses on ensuring that systems are clear and easy to navigate. Aurora@Home will identify resources to create a comprehensive list of housing and other available services, ensure there is a system in place to update and maintain data, address service gaps, and expand mapping efforts to other community-based organizations in Aurora. Prevention efforts will focus on preventing people from becoming homeless. A prevention stakeholder subcommittee will be created to determine the ROI on COVID relief funds and ensure there is budget for future work. Aurora@Home will work in conjunction with the court system to make sure people are not falling into the justice system unnecessarily. They are requesting personal documents be added to databases since the loss of these documents makes it difficult to get housed. The team will engage with others to participate in regional approaches. They also work on education campaigns for tenants and landlords through

the housing locator tool and landlord recruitment training. Centralized case managers will be implemented for referrals to other organizations. A landlord incentive fund will also be created. Street outreach will be done for people experiencing homelessness. There are outreach coordination teams that meet monthly and weekly to ensure that people are being met before and during abatements to provide needed services. Staff is working to improve coordination, reduce duplication, and clarify referrals. There were concerns regarding staff turnover wherein the people experiencing homelessness have to start all over with a new staff member. A staff development program will be created to make sure that everyone is on the same page and using the same language.

The centralized intake system for consumers will be in conjunction with the navigation center. This will make things easier for consumers and case managers. Aurora@Home will collaborate regionally, create a group of centralized intake staff, implement and evaluate shared intake, and replicate successful efforts. They will also utilize shared data systems for legal identification and intake. There were suggestions regarding the use of MyColoradoID. As for data collection and integrity, the team uses the Homeless Management Information System (HMIS). The committee will be formed to work on the data and ensure success and accuracy. Along with the housing locator tool, a data-driven inventory of available housing in Aurora will be created. Data sharing will be promoted to understand gaps and successes by creating MOUs between organizations and municipalities. Communication will be improved within Aurora@Home and with external partners. They aim to increase regional awareness and create an external communication plan and strategy.

Questions/Comments

CM Medina asks if they have done studies or have information on providing access to cell phones. Emma said no, but it is a strategy they could look at. She mentions that there are clients that do get cell phones. CM Medina states he has contacts that could provide this. He explains that it requires a \$40 activation fee and will provide free services for two to three years. He adds that this may help in providing access to shelters quicker. CM Medina mentions that he had a conversation with a gentleman that works in Denver's homelessness program. He suggests conducting a pilot to get funding sources to have someone clean the encampments. Emma says they could look into this. CM Marcano expresses his gratitude for the staff's work. He stresses the importance of following through with evidence-based strategies and collaborating with other jurisdictions in the region.

Outcome – This item will move to Study Session.

Neighborhood Engagement Update

Summary of Issue and Discussion

John Harris the Community Engagement Coordinator presented this item. City Council approved \$60,000 from the general fund for the Aurora Neighborhood Improvement grant program designed to improve the appearance of Aurora neighborhoods. Fourteen separate projects spread across all the wards have been funded for a total of \$59,410. These include the Northwest Aurora Neighborhood Organization's clean-up project, Sunflower Condominium's landscaping project, Mission Viejo Neighborhood Association's project for landscaping rocks, Shadow Creek's landscaping project, and Sunridge Patio Homes' landscaping project.

Questions/Comments

CM Marcano mentions that it is good to see that the program is being well-utilized. He asks when the applications will be re-opened. John explains that the neighborhood improvement grant would not be available until the beginning of the year. He adds that it opens on January 1 and has an October

31 cutoff. He mentions that they are still accepting Printing Assistance and Know-Your-Neighbor mini-grant applications.

Outcome – This item is informational only.

Aurora Mobile Response Team Update

Outcome – This item is moved to the December meeting.

HB 22-1137 Update and possible impact on Code Enforcement

Summary of Issue and Discussion

Sandra Youngman, the Code Enforcement Manager, presents this item. House Bill 22-1137 was signed by Governor Polis in June 2022. It concerns practices of HOAs and authorizes the enforcement of certain matters regarding associations in small claims court. It prescribes how HOAs can collect dues and prohibits late fees and fines for violations. HB22-1137 designates the time frame for life safety and getting situations corrected, and specifies that the fine can be assessed by the HOA if not done in time. It also addresses non-life safety violations, the process, and how they can be taken to small claims court. There were concerns regarding management companies not enforcing their bylaws within the community and sending complaints to Code Enforcement. This impacts Code Enforcement's ability to address violations in areas that do not have covenants in place.

Questions/Comments

None.

Outcome – This item is informational only.

Resolution Amendment Clean the World Global Agreement 2022

Summary of Issue and Discussion

Emma Knight, the Homeless Programs Manager, presents this item. The Clean the World Global Agreement involves shower trailers that provide showers and restrooms to safe outdoor spaces and other locations in the city. The agreement will renew the contract which also indicates an increase in price due to the rising cost of living. Shower trailers were already purchased by the city, and this agreement pays for the operation.

Questions/Comments

CM Marcano requests utilization data on the trailer. He asks if the \$238,000 would be for the next contract period or if it is in addition to the original agreed-upon contract price. Emma explains that the amount would be for the new contract and not an addition. She adds that the previous year cost around \$220,000. From word of mouth, facilities in the safe outdoor spaces are heavily used and there is a request for more showers. CM Marcano expresses his support and mentions that this information should be conveyed to the residents. Emma says she will provide utilization data to the committee. CM Murillo requests the data be included in the agenda packet before it comes to full Council during Study Session.

Outcome – This item will move to Study Session.

MISCELLANEOUS MATTERS FOR CONSIDERATION

None.

Updates from Community Members

None.

Next meeting: Thursday, December 1, 2022, at 10 a.m.

Meeting Adjourned: 11:26 a.m.

APPROVED: *Crystal Murillo*
Crystal Murillo (Dec 5, 2022 18:17 MST)

Committee Chair, Crystal Murillo







HORNS Minutes 11-02-2022 Final

Final Audit Report

2022-12-06

Created:	2022-12-01
By:	Andrew Rael-Trujillo (artrujil@auroragov.org)
Status:	Signed
Transaction ID:	CBJCHBCAABAATOM_vXMSqTAzhRhkZAXfNsAUiHw-VQXx

"HORNS Minutes 11-02-2022 Final" History

-  Document created by Andrew Rael-Trujillo (artrujil@auroragov.org)
2022-12-01 - 9:11:49 PM GMT
-  Document emailed to cmurillo@auroragov.org for signature
2022-12-01 - 9:12:19 PM GMT
-  Email viewed by cmurillo@auroragov.org
2022-12-06 - 1:16:09 AM GMT
-  Signer cmurillo@auroragov.org entered name at signing as Crystal Murillo
2022-12-06 - 1:17:13 AM GMT
-  Document e-signed by Crystal Murillo (cmurillo@auroragov.org)
Signature Date: 2022-12-06 - 1:17:15 AM GMT - Time Source: server
-  Agreement completed.
2022-12-06 - 1:17:15 AM GMT