



HOUSING OPPORTUNITIES MASTER PLAN

Taskforce Kick-Off
February 4, 2020

ABOUT RCLCO



Practice Groups

- ▶ Public Strategies
- ▶ Community Development
- ▶ Urban Development
- ▶ Management Consulting
- ▶ Institutional Advisory

Offices

- ▶ Washington, DC
- ▶ Los Angeles
- ▶ Austin
- ▶ Orlando

RCLCO is a land use economics firm delivering **real estate strategies, market intelligence, and implementation assistance**

OUR TEAM

EXCELLENCE ACROSS ALL DISCIPLINES



Project Team Lead
Market and Real Estate Expertise
Comprehensive Planning



Neighborhood Fundamentals, LLC

Policy
Affordable Housing



Community Planning
Meeting Facilitation and Engagement



Meeting Facilitation
Public and Environmental Justice Outreach



OUR TEAM

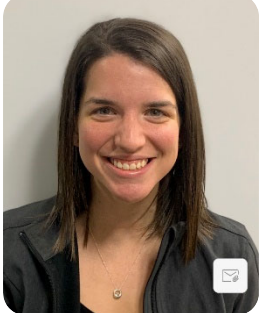
KEY INDIVIDUALS AND TEAM STRUCTURE



Erin Talkington
Principal



Jake Ross
Vice President



Rachel Waldman
Senior Associate



Michael Spotts
Neighborhood
Fundamentals



Traceé Strum-Gilliam
PRR



Allysha Lorber
JMT



Elisabeth McCollum
JMT



PROJECT OBJECTIVES

PROJECT UNDERSTANDING

GOAL TO EXPAND THE TYPES OF HOUSING THAT CAN BE BUILT, BY WHOM, AND WHERE

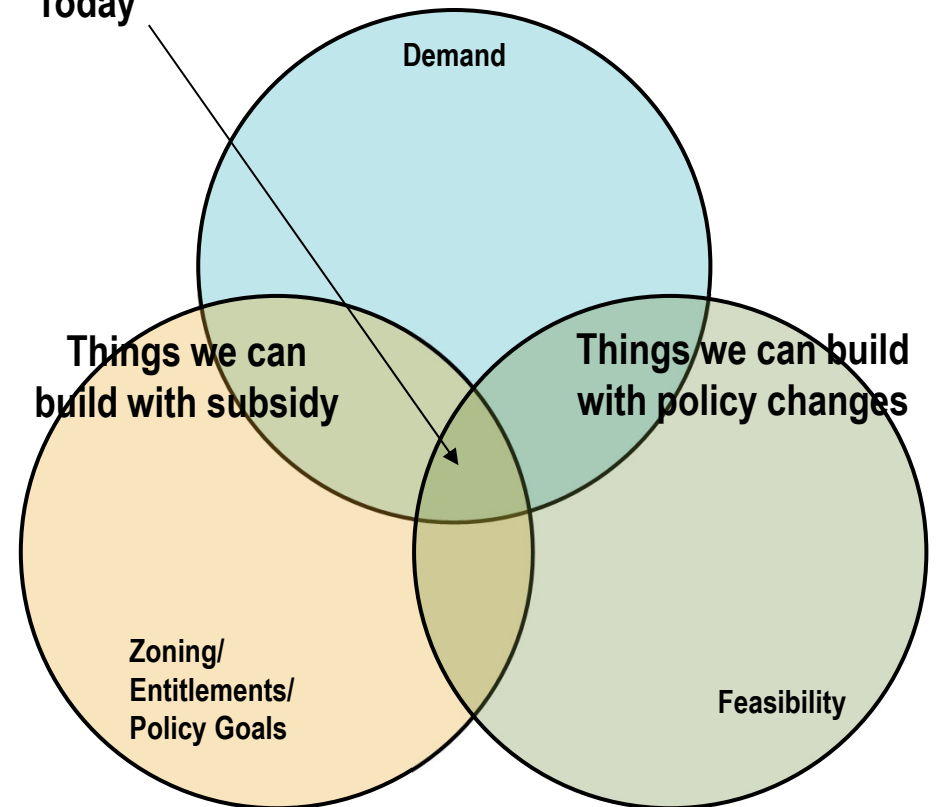
Increase awareness of housing as a “fundamental, essential component of community infrastructure”

Housing masterplan will serve as a component of general plan update but also stand on its own

Strengthen and diversify the county’s housing opportunities:

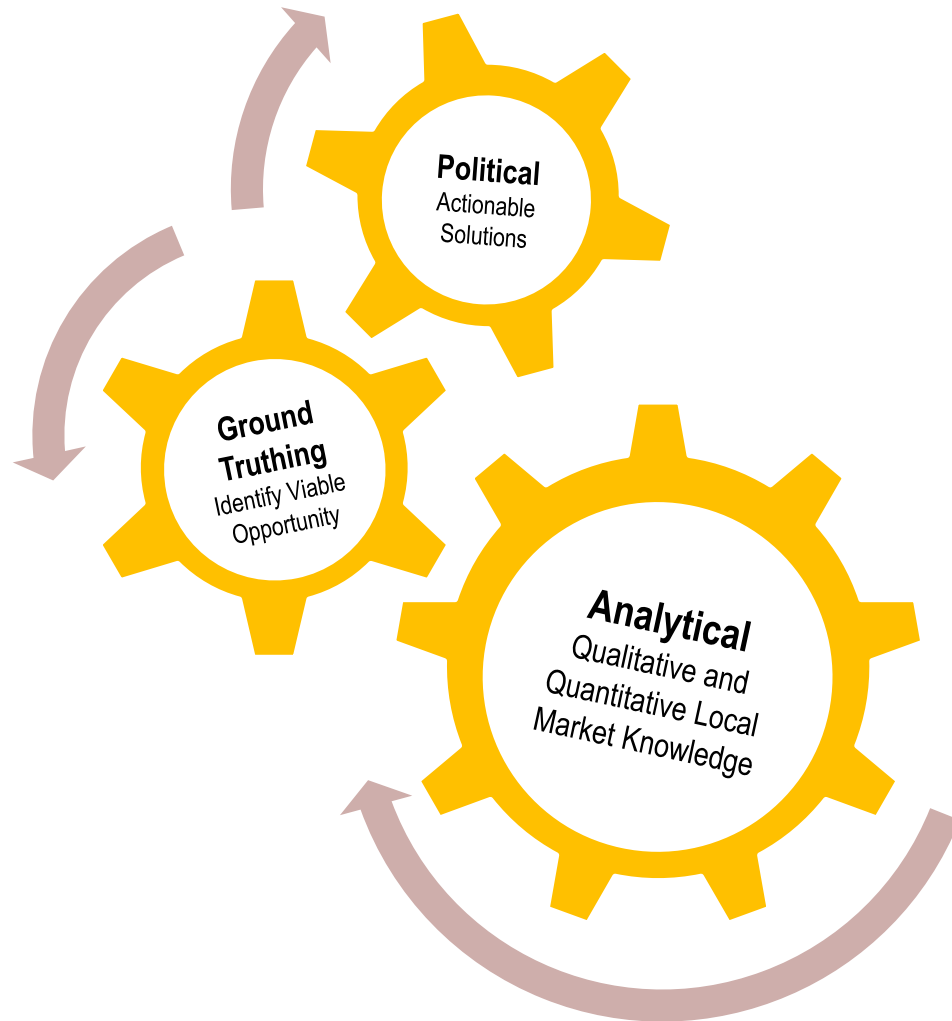
- Better serve current residents
- Create housing opportunities for people who are part of community but live elsewhere
- Integrate new housing with existing communities and public services

New Development Today



PROJECT UNDERSTANDING

PROCESS DESIGNED TO UNCOVER OPPORTUNITIES AND DRIVE TRANSFORMATION



Analytical:

- Understand supply, demand, and land use trends
- Policy evaluation
- Evaluate barriers and opportunities

Ground Truthing:

- Interviews
- Best practices
- Community feedback and outreach
- Taskforce participation
- What is working and what is not

Political:

- Evaluate strategies and approaches
- Fiscal and financial implications
- Implementation and funding strategy
- Post-project review

KEY RESEARCH TOPICS

OBJECTIVES OF THE REPORT

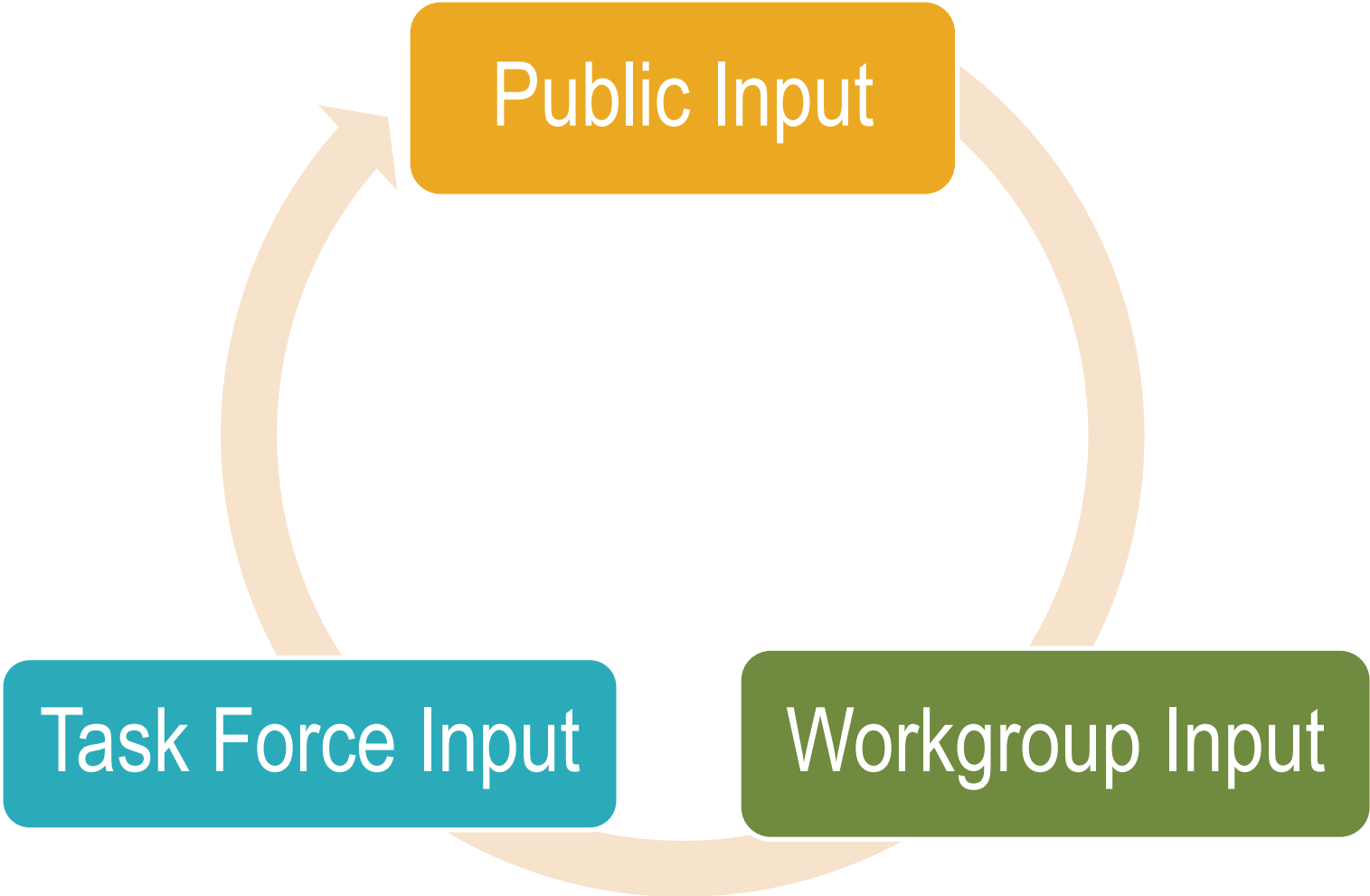
DEVELOP A SET OF PRIORITIES AND GOALS FOR HOUSING IN THE COUNTY

- ▶ Organize and assess potential approaches relative to their opportunities and challenges
- ▶ Ways to impact target populations
- ▶ Way to improve homeownership opportunities
- ▶ Potential funding strategies
- ▶ Fiscal and financial implications of the above
- ▶ Implementation plan with metrics, accountability, and monitoring



ROLE OF THE TASK FORCE

STAKEHOLDER ENGAGEMENT PARTICIPATION PROCESS



TASK FORCE ROLES

ENGAGING DIVERSE STAKEHOLDERS

TASK FORCE

- Appointed representatives
- Key decision-makers



KEY ROLES:

- Final Review and Approval
- Conflict Resolution
- Review Technical Analyses
- Identify Strategies and Recommendations

WORKGROUPS

- Subject matter experts
- Designated stakeholders



KEY ROLES:

- Select Strategies and Recommendations
- Evaluate Conflicts Between Workgroups

PROJECT TEAM

- RCLCO Team Members – with JMT and PRR



KEY ROLES:

- Schedule Meetings
- Plan Meeting Activities
- Facilitate Discussion as a Neutral Person
- Keep Group Members Regularly Informed
- Prepare Meeting Summaries

TASKFORCE ORGANIZATION

WHAT YOU CAN EXPECT FROM US

DEVELOP AND PROVIDE HOUSING PLANNING, LEGISLATIVE, AND POLICY RECOMMENDATIONS

- ▶ Facilitate increased communication, trust and cooperation amongst stakeholders and the public
- ▶ Provide desirable options for all who want to live in Howard County
- ▶ Improve quality of life for all residents of Howard County

TASKFORCE RESPONSIBILITIES

WHAT WE EXPECT FROM YOU

- ▶ Workgroup Chair - provides advisory support for Workgroup efforts and final recommendations
- ▶ Subcommittee Chairs - group spokesperson to Workgroup
- ▶ Consultant Support - facilitation and technical support

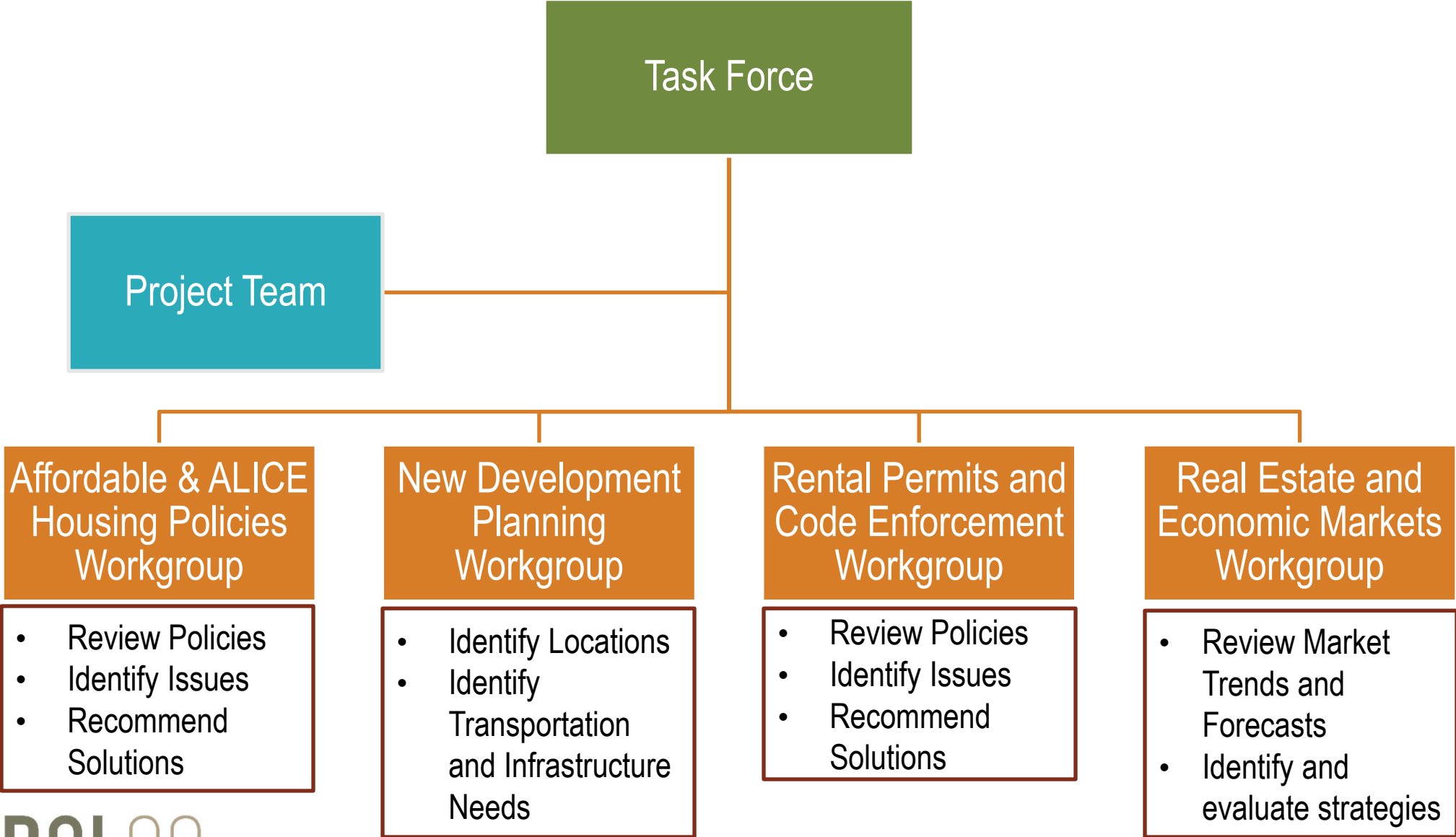
GROUND RULES

- ▶ Everyone has a chance to speak without interruption
- ▶ No idea is a bad idea - all ideas and opinions will be respected
- ▶ All participants are invited to ask questions of an existing point of view
- ▶ The focus is on goals, not solutions or personal intention - the group will create solutions to agreed upon, mutual goals
- ▶ Before each meeting ends, the group will jointly design next steps that demonstrate the level of commitment necessary to succeed

CONFLICT RESOLUTION

- ▶ Take time to understand the problem (stripped of emotion and personal needs)
- ▶ Once problem is understood/defined, generate ideas to solve the problem
- ▶ Prioritize solutions
- ▶ Develop recommendation

STAKEHOLDER ENGAGEMENT TASK FORCE STRUCTURE





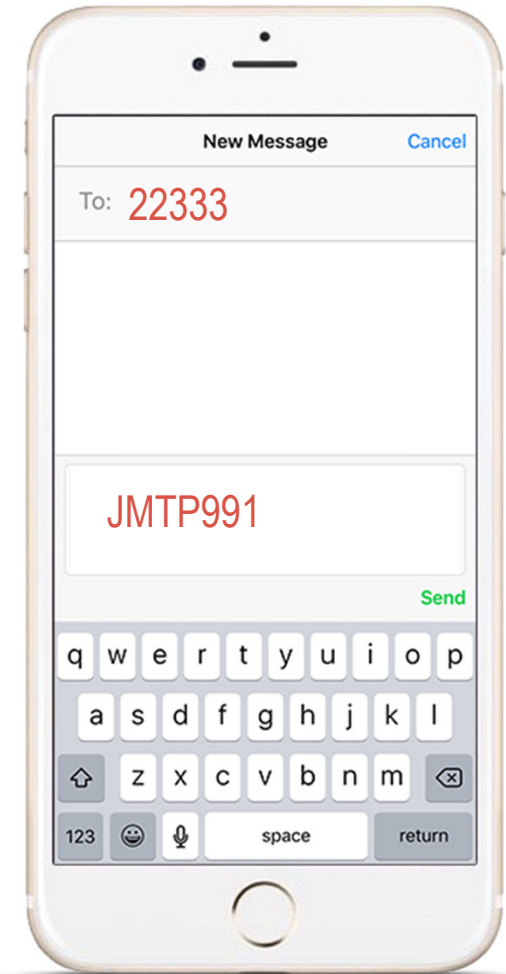
POLLING

POLL EVERYWHERE TIPS AND TRICKS

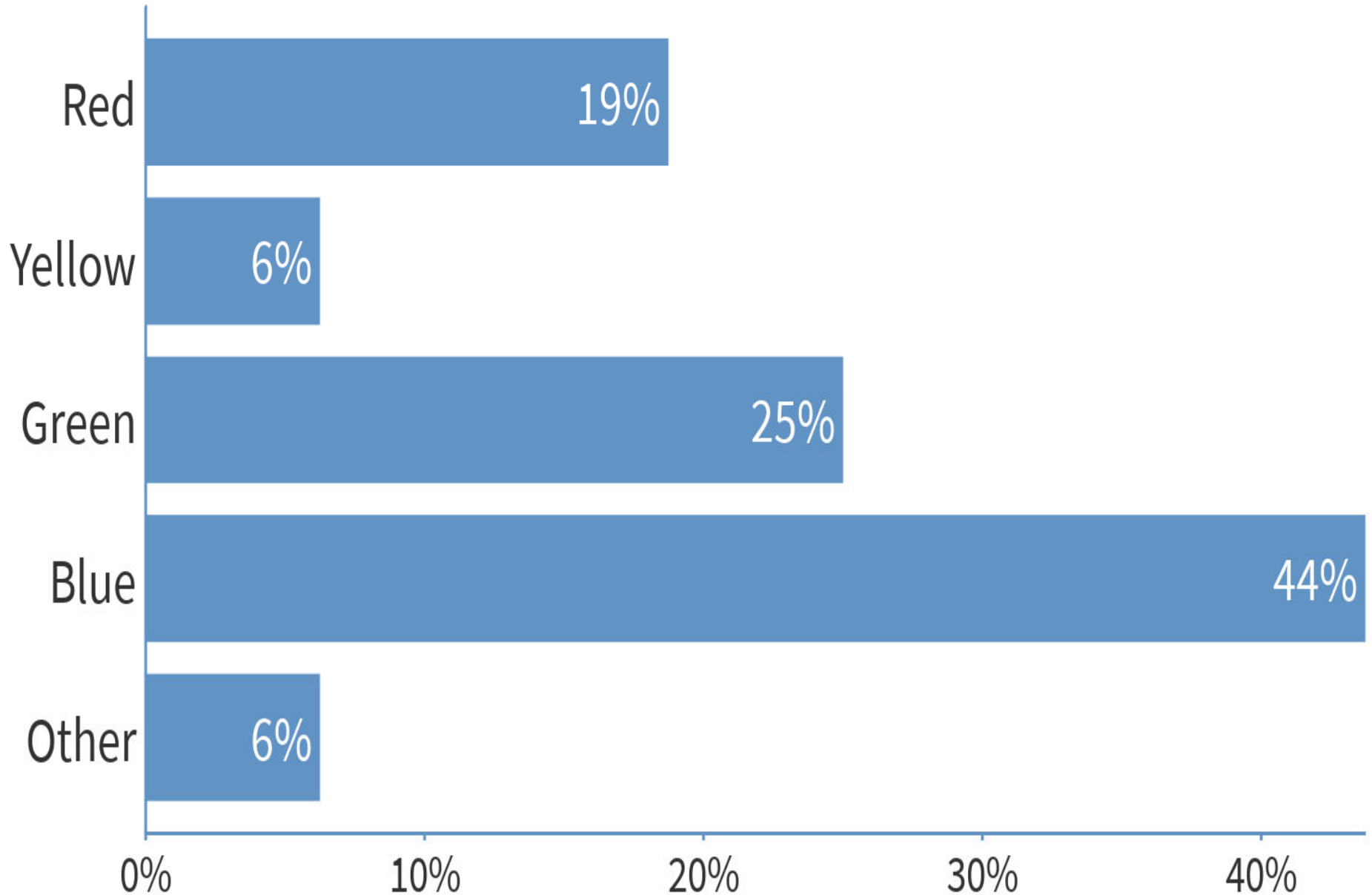
TEXT: JMTP991

PHONE #: 22333

- ▶ Standard text messaging rates may apply
- ▶ Raise your hand if you need help
- ▶ For multiple choice, simple reply A, B, C, etc.
- ▶ For word clouds, reply with a one word answer only



What is your favorite color?



Using just 1 word, describe what the current state of the housing market in

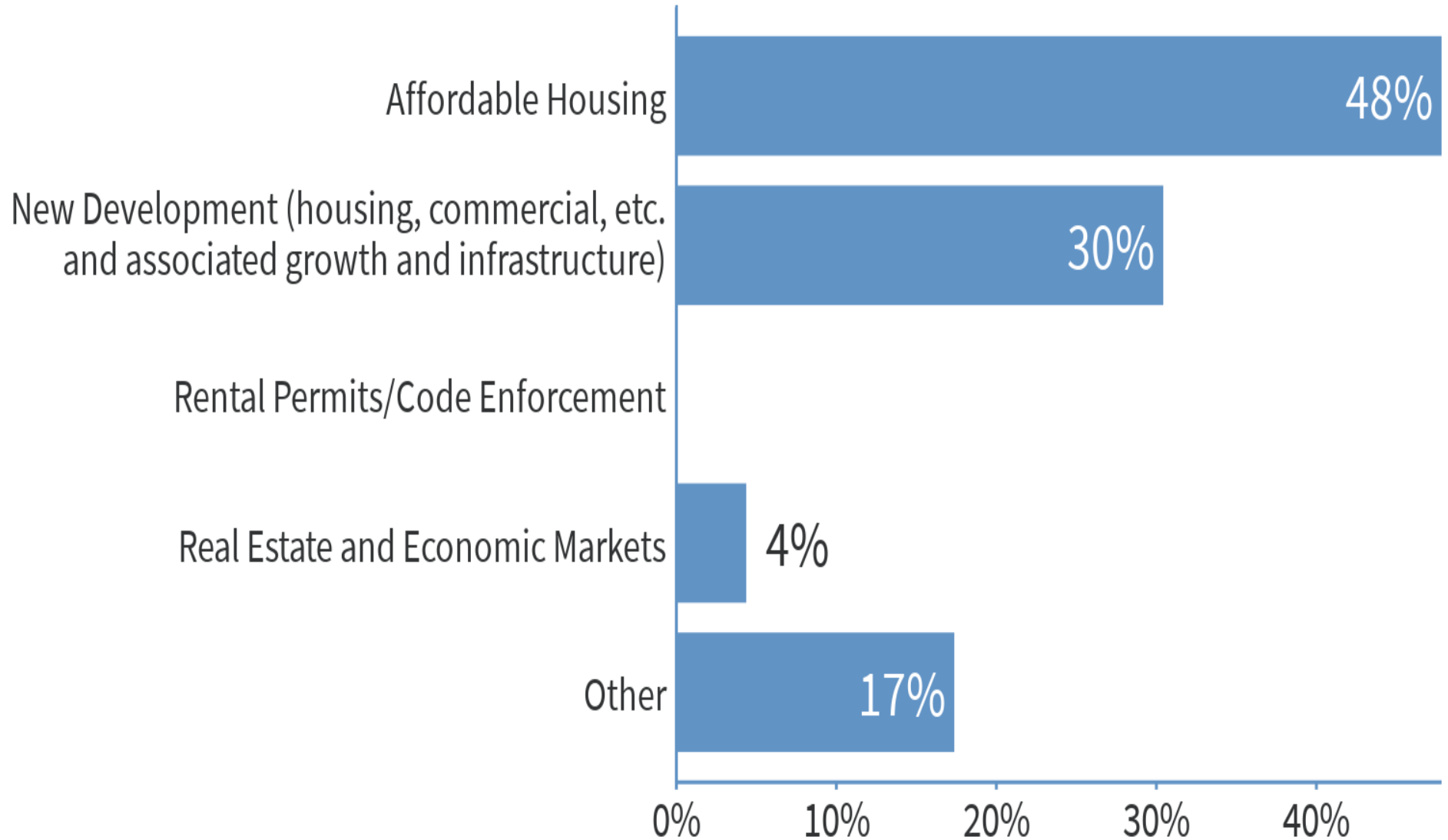
Howard County needs/is lacking:



Using just 1 word, describe the biggest obstacle to implementing changes that would better the state of the housing market:



Which Workgroup is of most interest to you and/or matches your background/area of expertise?



Using just 1 word, describe how you envision the future of the housing market in Howard County:



Using just 1 word, describe what is needed/how we get there:





OVERVIEW OF PROJECT PROCESS & TIMELINE

OVERVIEW OF KEY TASKS

PHASE I: RESEARCH AND ANALYSIS

- ▶ Task 1: Reconnaissance, Data Collection, and Existing Conditions
 - » Review Prior Work and Existing Data
 - » Review and Evaluate Policy
 - » Data Analysis and Mapping
 - » Supply and Demand Analyses
- ▶ Task 2: Outreach
 - » Environmental Justice Outreach
 - » Web Survey
 - » Stakeholder Interviews
 - » First Community Workshop

RESULT OF PHASE I: SWOT ANALYSIS AND BARRIERS TO EXPANSION

OVERVIEW OF KEY TASKS

PHASE II: BEST PRACTICES

- ▶ Task 2: Outreach
 - » Summary of Web Survey Results
- ▶ Task 3: Best Practices in Other Jurisdictions
 - » Research Best Practices and Collaborate with County Staff
 - » Interview Other Communities and Developers
 - » Pop Up/Mobile Workshops

RESULT OF PHASE II: GENERATE IDEAS BASED ON THE EXPERIENCES OF OTHER JURISDICTIONS

OVERVIEW OF KEY TASKS

PHASE III: RECOMMENDATIONS

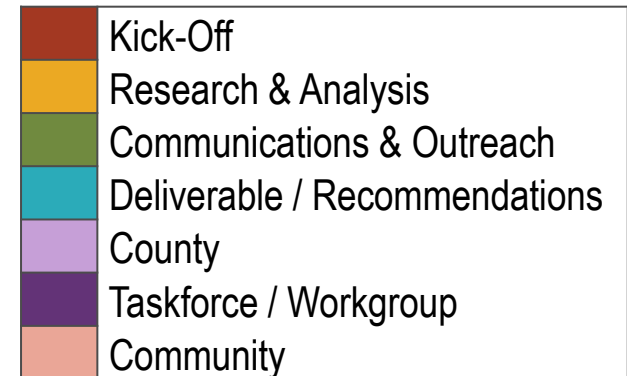
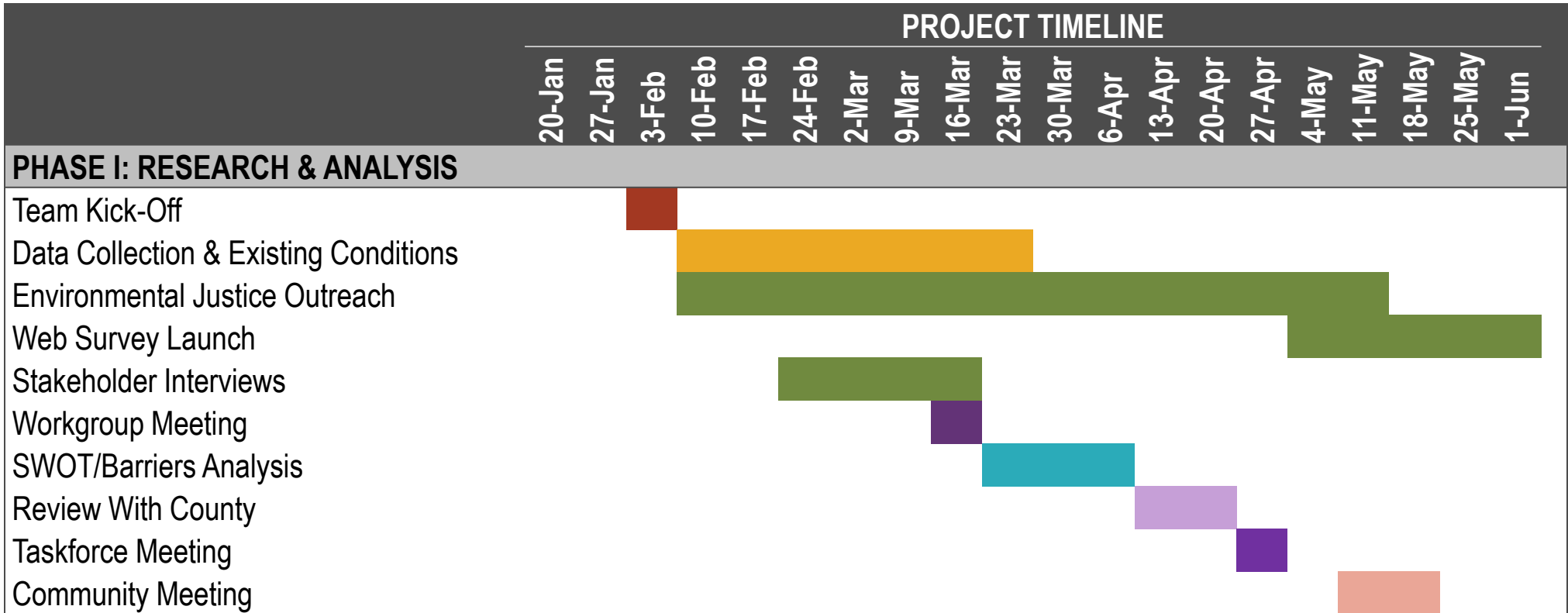
- ▶ Task 4: Identify and Evaluate Options
 - » Organize and Assess Potential Approaches
 - » Evaluate Potential Approaches Relative to the Target Populations They Would Impact
 - » Identify Ways to Improve Homeownership Opportunities
 - » Identify Funding Strategies
 - » Assess Above Approaches Relative to Fiscal and Financial Implications

- ▶ Task 2: Outreach
 - » Environmental Justice Outreach
 - » Final Community Engagement Workshop

RESULT OF PHASE III: IMPLEMENTATION PLAN AND DRAFT REPORT

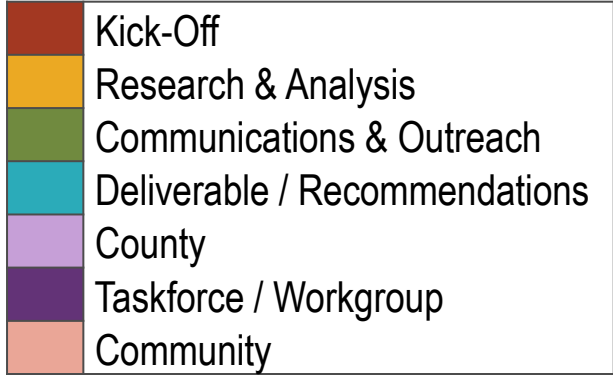
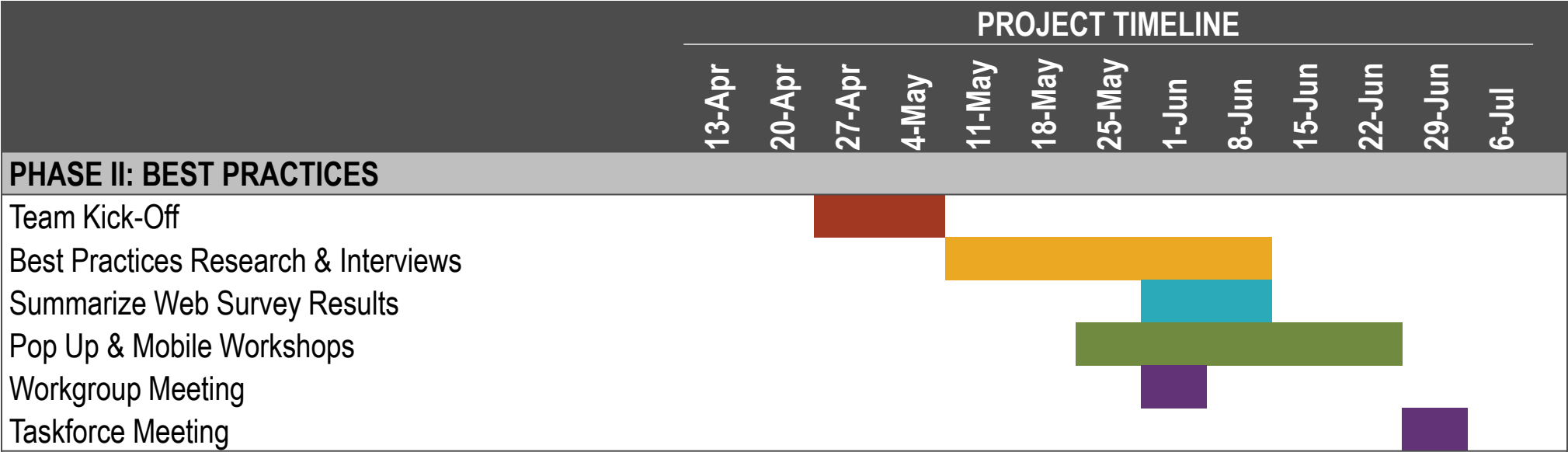
APPROACH AND PROCESS

PHASE I



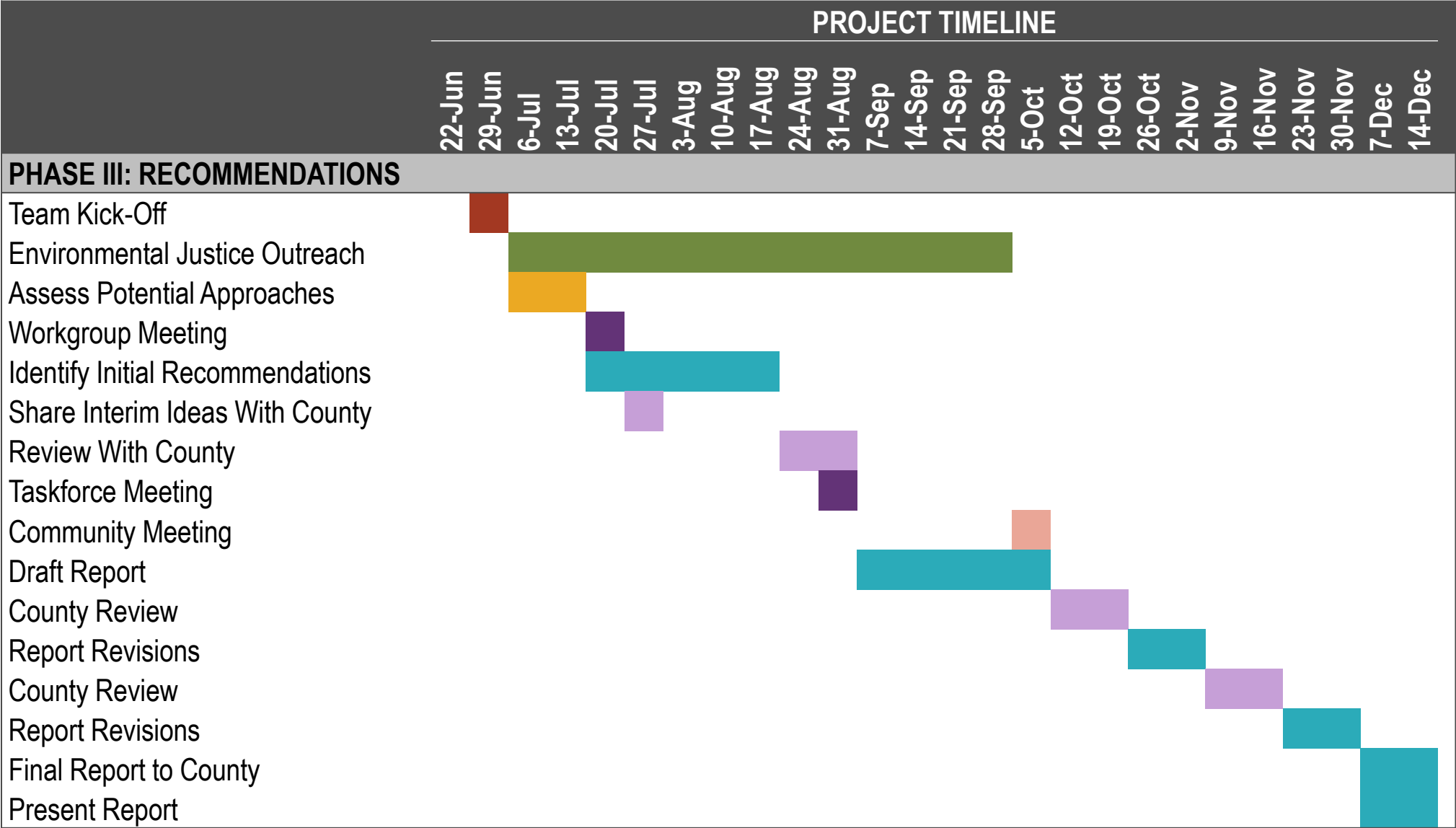
APPROACH AND PROCESS

PHASE II



APPROACH AND PROCESS

PHASE III



MEETINGS AND KEY DATES FOR TASK FORCE AND WORKGROUPS

PHASE I

- ▶ Mid-March: First Set of Workgroup Meetings
- ▶ End of April: Taskforce Meeting #2
- ▶ Mid-May: Community Meeting #1

PHASE II

- ▶ Early June: Second Set of Workgroup Meetings
- ▶ End of June: Taskforce Meeting #3

PHASE III

- ▶ Late July: Third Set of Workgroup Meetings
- ▶ Late August: Taskforce Meeting #4
- ▶ Early October: Community Meeting #2
- ▶ Late October: Final Taskforce Meeting

DELIVERABLES

- ▶ Early October: Draft Report to County
- ▶ Early December: Final Report to County