Denver Region Sustainable Communities Regional Planning Grant Application – Exhibit 1

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The Denver region enjoys a storied history of collaboration, anchored by the Denver Regional Council of Governments (DRCOG), its 56-member governments and more than 50 years of weaving land use, transportation and environmental concerns into a fully integrated regional plan. Metro Vision, most recently updated in February 2011, provides the framework that will guide this region into a future of expanded opportunities for people of all ages, incomes and abilities, supporting vibrant communities and a robust regional economy.

This Sustainable Communities Regional Planning Grant application is, in essence, the story of an emerging metropolitan area coming of age. The Denver region, like so many other metropolitan areas in the U.S., has experienced population loss from the central city, rapid expansion of the urbanized area, car-dominated development patterns and the resultant strain on its environment, economy, and underprivileged communities.

A palpable change began to take shape in 1994, when the Regional Transportation District (RTD) opened the first segment of what was to become three light rail corridors connecting the southeastern and southwestern suburbs with downtown Denver. Residents soon began recognizing the impact of mass transit on housing options and job opportunities, and the benefits of car-free commuting. New employment centers sprang up around transit stations, even while the downtown Denver business district began its own transformation into a high-density, efficient and exciting place to live, work and play.

In 2004 the region’s voters agreed, in overwhelming numbers, to tax themselves further to construct another six fixed-rail corridors under the name FasTracks, completing the build-out of an additional 120 miles of rapid transit reaching in every direction across the metropolitan area. With the first of these corridors set to open in 2013 (West Line), and an additional three corridors currently under construction (East, Gold and a portion of Northwest rail/US36 BRT), the region confronts the challenge and opportunity to leverage this massive infrastructure investment by creating the type of transit-oriented development envisioned within the Federal Livability Principles and Metro Vision. The timing is fortuitous; the window of opportunity critical.

The goal of this grant proposal is to align investments, programs and policies to generate benefits way beyond the transit lines themselves. We anticipate a region with greater access to job opportunities across the entire income spectrum, lower combined transportation and housing costs, reduced consumption of fossil fuels, reduced strain on our air and water resources, and ultimately the development of concentrated, mixed-use, pedestrian- and bicycle-friendly “urban centers” along transit lines that allow residents to easily access their daily needs without having to get into a car.

To accomplish this goal, we have organized a consortium of 85 municipalities, state agencies, housing authorities, nonprofits, corporate interests, philanthropic organizations and academic institutions – significantly expanding the Consortium represented in our FY 2010 grant application – into a coherent structure with clear lines of decision-making and accountability. Further, we have selected partners with great experience in training and capacity building within traditionally underrepresented populations, and have provided “on-ramps” for these members of our community to provide timely and meaningful input to the planning activities proposed in this application.

The planning process itself is divided into five main categories. The first three represent distinct but interrelated planning levels – regional, corridor and site-specific (Catalytic Projects). The remaining two –
Regional planning activities will focus on further refinements to *Metro Vision*, particularly the issues of access to housing choices and economic opportunity. Detailed execution planning at the corridor level will bring *Metro Vision* closer to implementation, and will focus on the three transit corridors currently under construction as part of the innovative EAGLE P3 public-private partnership (Gold, East, and Northwest rail/US36 BRT). Corridor-level planning will in turn lead to the identification and selection of three Catalytic Projects (one on each of the corridors) at specific sites that offer the potential for transformational changes. The West Line, which recently completed corridor-wide planning, has also identified a fourth Catalytic Project at the Sheridan Station. Pre-development planning, environmental review and policy changes that catalyze redevelopment at these sites will in turn provide valuable lessons for other transit station areas throughout the region.

To ensure our proposed activities holistically address the full range of issues including housing, transportation, community and economic development, education, creative businesses and the arts, public health, environmental issues, urban agriculture, issues relevant to older adults, and promoting equitable outcomes for low-income populations, we have assembled a Regional Resource Group with expertise in all of these areas that will contribute to the planning and implementation efforts. Stakeholder and citizens’ advisory committees are attached to all decision-making groups at each of the three levels of planning. The governance structure facilitates maximum input and contribution from both technical and lay people of all ages, incomes and abilities.

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<td>Lead applicant:</td>
<td>DRCOG</td>
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<tr>
<td>Point of Contact:</td>
<td>Jill Locantore, Lead Regional Planner, and SCRPG Program Manager Denver Regional Council of Governments 1290 Broadway, Suite 700 Denver, CO 80203 303.455.1000 <a href="mailto:jilocantore@ddrcog.org">jilocantore@ddrcog.org</a></td>
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<td>2 - Detailed Execution Plans and Programs</td>
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RATING FACTOR 1: CAPACITY OF THE APPLICANT AND RELEVANT ORGANIZATIONAL EXPERIENCE

Organizational Capacity and Qualifications. The Consortium submitting the Denver region’s 2011 Sustainable Communities Regional Planning Grant (SCPRG) application is a multi-jurisdictional, multi-sector partnership poised to address the most pressing challenge facing the region: leveraging the planned $6.7 billion expansion of the region’s transit system, dubbed “FasTracks”, through land use and development decisions that support the Federal Livability Principles. Consortium members include the Denver Regional Council of Governments (DRCOG) as the lead applicant and fiscal agent, cities and counties representing 86% of the regional population, the State of Colorado, and a wide variety of partners from the private and non-profit sectors. Together, Consortium members possess broad and extensive experience in large-scale, community-supported efforts integrating housing, transportation, community and economic development, public health, environmental issues and stakeholder engagement – particularly with traditionally marginalized and underrepresented populations.

This committed group of 85 entities is an expanded version of the Consortium that submitted the Denver region’s 2010 SCRPG application, which in turn built upon the coalition of partners that came together in the 1990s to develop Metro Vision, the region’s long-range Regional Plan for Sustainable Development (RPSD). Although our 2010 application did not receive funding, it scored highly and earned the region preferred sustainability status (see HUD form 2995 in Exhibit 3). We are pleased to report that, even without SCRPG funding, the region has made significant progress within the last year:

- The DRCOG Board updated Metro Vision in February 2011 with several new sustainability goals and related policies that have guided the region’s allocation of federal transportation funding. DRCOG also launched a new Metro Vision Implementation Task Force, completed a new state-of-the-art travel model, and is currently developing a next-generation land use model. Both of these new models will significantly enhance the region’s capacity to conduct scenario analyses.
- The West Line Working Group, with support from Reconnecting America as the managing partner of the Center for Transit-Oriented Development (CTOD), completed corridor-wide planning and issued a report on its findings, establishing a successful model for other transit corridors in the region. The City and County of Denver subsequently received TIGER II/HUD Community Challenge grant funding for additional planning and implementation activities along the West Line. Therefore, the Consortium is not requesting funds in this year’s application for corridor planning along the West Line.
- The City of Wheat Ridge, located along the planned Gold Line, received an EPA Smart Growth Implementation Assistance award focused on creative financing strategies for infrastructure improvements within transit-oriented developments (TODs). This effort will ultimately create a toolkit of financing mechanisms that can be replicated throughout the region. Wheat Ridge also received a brownfields technical assistance grant from the EPA and a Colorado Brownfields Foundation Environmental Due Diligence Grant for area-wide planning.
- Colorado’s Sustainable Main Streets Initiative won a HUD Community Challenge award to work on several communities including Denver’s Five Points Neighborhood, a historically African American community. Under the auspices of the State’s Department of Local Affairs (DOLA), this project is underway and provides replicable examples and lessons learned for the site-level activities proposed in this grant application.
- The Denver Housing Authority (DHA) completed the Park Avenue Redevelopment where 249 low-income units were transformed into a 688 mixed-income, mixed-use TOD on a 15-acre site in downtown Denver. DHA also received a $22 million HOPE VI grant to help pay for the redevelopment of the South Lincoln Homes near the 10th and Osage light-rail stop. Both of these
projects integrate planning, design, and operations to promote economic, environmental, and social vitality, and serve as replicable examples for other transit station areas throughout the region.

- MetroWest Housing Solutions was one of ten communities to receive an inaugural $25,000 Affordable Green Neighborhoods Grant from the U.S. Green Building Council and Bank of America. This grant will help MetroWest pursue LEED Neighborhood Development (ND) certification for a 5.34-acre site 400 feet from the future Lamar light-rail station. Metro West also received a $189,000 brownfields cleanup grant for this site.

- With seed funding from the Ford Foundation’s Metropolitan Opportunity Initiative, a coalition of foundations and nonprofits known as the Mile High Transit Opportunity Collaborative has emerged as a vocal and active leader on equity issues around transit.

- The Denver TOD Fund, which provides financing for affordable housing development, is poised to expand from a $15 million Denver-specific fund to a $30 million regional resource. This $30 million investment will leverage over $500 million in local economic activity, providing many low-income neighborhoods with jobs during construction and permanent job creation. In the 16 months since it closed, the TOD Fund has already deployed 50% of its capital. The Gates Family Foundation has committed $2 million in new capital for the fund as matching resources for this grant application. The Denver region still faces considerable challenges, however, described under Rating Factor 2. Grant funding for the proposed activities will significantly enhance the Consortium’s efforts to address these challenges, and accelerate progress toward a more sustainable region.

Figure 1. Consortium Governance Structure
The consortium is comprised of the groups below involved in each of the three levels of planning and implementation: regional, corridor, and site (catalytic projects). Rectangles with square corners represent decision-making bodies. See narrative below and Rating Factor 3 for more detail.

*West Corridor to receive grant funding for catalytic project only; all other corridors to receive funding for both planning and catalytic projects.
Each Consortium member has passed a resolution or signed a letter of support indicating its commitment to participate in the proposed activities, and more than half of the partners have provided cash or in-kind matching resources totaling more than $8 million. Figure 1 above illustrates the Consortium’s governance structure. Exhibit 3 provides the full list of Consortium members, organized by their participation in each of the committees and groups depicted in the figure. Note that several organizations are listed more than once, because they are involved in more than one committee and/or group. See the Governance and Management section of Rating Factor 3 (page 20) for detailed descriptions of the leadership responsibilities, member responsibilities, and procedures for allocating resources, setting goals, and settling disputes among the member organizations. The Consortium’s organization reflects the following priorities:

- Clear lines of accountability, decision-making authority and communication
- Efficient coordination of planning and implementation at the regional, transit corridor, and site-specific (catalytic project) levels
- Strong expertise on economic development, fair and equitable housing choices, and economic and social disparities in general at all three planning/implementation levels
- A structure cohesive and effective enough to outlast the 36-month SCRPG grant period and continue for decades to come, further leveraging this one-time grant

Consortium members confirm that they have not been charged with any ongoing systemic violations of the Fair Housing Act, are not defendants in a Fair Housing Act lawsuit, and have not received a letter of findings identifying ongoing systematic noncompliance under Title VI of the Civil Rights Act of 1964, Section 504 of the Rehabilitation Act of 1973, or Section 109 of the Housing and Community Development Act of 1974. The Consortium will affirmatively further fair housing, and all activities will be compliant with fair housing and civil rights laws. DRCOG administers $19.3 million in federal and state grants annually, and annual audits state that the agency’s financial management system is in compliance with federal requirements under OMB Circulars A-122 and A-133, and the regulations at 24 CFR part 84.

**Capacity and Experience of Selected Core Partners**

**Denver Regional Council of Governments (DRCOG),** comprised of 56 member governments, has been creating regional plans for the Denver metro area for more than 50 years. DRCOG first adopted the current RPSD (*Metro Vision*) in 1997, and has updated it at regular intervals since that time, most recently in February, 2011. Going beyond the federal requirements for MPO planning, *Metro Vision* has garnered national and international praise for its integrated approach to transportation, growth and development, land use and environmental planning. Through the Mile High Compact, local governments have committed to incorporating the tenets of *Metro Vision* into local planning efforts. In its role as both MPO and Area Agency on Aging, DRCOG participates in collaborative efforts aimed at creating age-friendly communities. Represented on Executive and Coordinating Committees; lead role in regional planning; lead applicant and fiscal agent.

**Mile High Transit Opportunity Collaborative (MHTOC)** is comprised of 19 local and national nonprofits, foundations, and community lenders with significant experience in affordable housing, economic and workforce development, educational opportunities, community engagement, access to transit alternatives, and healthy living. MHTOC is particularly focused on equity, especially how the Denver region’s expansion of its rapid transit network must improve the quality of life for all residents of the Denver region, including low-income residents and people of color, through programs and policies that promote affordable housing and access to job, education, and healthcare opportunities. See Appendix A in Exhibit 3 for a more detailed description of MHTOC. Represented on Executive and Coordinating Committees; Regional Resource Group.
Reconnecting America (RA) is a national non-profit that works to better communities – places where transportation choices make it easy to get from place to place, where businesses flourish, and where people from all walks of life can afford to live, work and visit. RA conducts research, provides technical assistance, advocates for public policy, builds on-the-ground partnerships, and convenes the players necessary to accelerate decision-making. RA is the managing partner of the Center for Transit-Oriented Development (CTOD), a founding member of MHTOC, and has worked extensively in the Denver region. RA developed a TOD Strategic Plan for the City of Denver in 2006 and completed a report for Enterprise Community Partners, “Realizing the Potential of Affordable Housing near Transit in the Denver Region.” Representative of MHTOC on Coordinating Committee; Coordinator of Corridor Working Groups; Outcomes Assessment and Knowledge Sharing.

Enterprise Community Partners creates opportunity for low- and moderate-income people through affordable housing in diverse, thriving communities. Enterprise staff was integral in working to change state legislation to allow Denver’s Regional Transportation District to pursue joint land-use development and support affordable housing in that process. Additionally, Enterprise is the administrator for the Denver TOD Fund (the first of its kind in the country), a structured financing vehicle that provides below-market acquisition loans to the Urban Land Conservancy (see below) to preserve and create permanently affordable housing in close proximity to transit stations. Enterprise is a founding member of MHTOC. Representative of MHTOC on Coordinating Committee; Regional Resource Group.

Urban Land Conservancy (ULC) acquires, develops and preserves real estate assets in urban areas for a variety of community needs such as schools, affordable housing, and office space for nonprofits. ULC investments in the Denver region support services for more than 8,000 people (80% of whom are in low income households) and 400 jobs. ULC is an investor in, and the sole borrower of, Denver’s TOD Fund. Since the Fund’s inception in April, 2010, ULC has acquired five properties, including land to preserve or develop 274 affordable housing units near transit throughout Denver. ULC partners with non-profits and for-profits for the build out of these projects. ULC is a founding member of MHTOC. Representative on the Executive Committee; primary role in West Line catalytic project; Regional Resource Group.

Metro Denver Economic Development Corporation (MDEDC), an affiliate of the Denver Metro Chamber of Commerce, is the nation’s first and only truly regional economic development entity in which many area economic development groups have joined together to represent and further the interests of an entire region. Partners include 70 cities, counties, and economic development organizations in the seven-county Metro Denver and two-county Northern Colorado region. Representative on the Executive Committee; Regional Resource Group.

The Piton Foundation provides opportunities for children and their families to move from poverty and dependence to self-reliance. The Foundation’s “Children’s Corridor” initiative, which overlaps significantly with the East Line transit corridor, aims to focus community resources, energy and ideas on more effective, accessible health and education services that help children grow into self-reliant and successful members of society. The Foundation is a founding member of MHTOC. In partnership with Reconnecting America, the Foundation is leading MHTOC’s effort to create a Regional Equity Atlas that maps out the region’s demographic, economic, educational, mobility, and health disparities. The proposed regional planning activities will build upon and expand this effort. Regional Resource Group; data collection and analysis in support of Regional Planning.

The National Renewable Energy Laboratory’s (NREL’s) capabilities include technology analysis, modeling and deployment surrounding energy efficiency and renewable energy. NREL also serves as one of the technical assistance providers to the Department of Energy’s Weatherization Assistance Program, which
enables low-income families to permanently reduce their energy bills by making their homes more energy efficient. NREL is able to directly work in collaboration with the private sector, including architects, builders, contractors, design and engineering firms, and financial institutions to arrive at optimal solutions and strategies for the deployment of catalytic projects. Regional Resource Group; technical assistance to catalytic projects.

The University of Colorado-Denver’s (UCD’s) Center for Sustainable Infrastructure Systems (CSIS) has expertise in transportation engineering, urban planning, structural engineering, health and behavioral science, public policy, and defining and measuring sustainability. Its experience includes a comprehensive study of the built environment in light-rail transit station areas in Denver and travel behaviors in both TOD- and non-TOD areas in the region. CSIS is also involved with the Sustainable Main Streets Initiative in Denver’s Five Points Neighborhood. Outcomes Assessment and Knowledge Sharing.

PlaceMatters crafts inclusive and effective public engagement processes across a wide range of relevant policy areas. Its policy experience spans sustainability, transportation, land use, affordable housing, social equity, and neighborhood and community vitality. Its technical expertise includes the use of scenario planning and data visualization tools that help participants more fully understand the issues, options, and trade-offs. PlaceMatters received a multi-year grant from the Ford Foundation to support social equity regional planning efforts. Outcomes Assessment and Knowledge Sharing, Stakeholder Engagement and Regional Resource Group.

FRESC: Good Jobs, Strong Communities has a ten-year track record of identifying, recruiting, training, developing and sustaining grassroots leaders to have a voice in the plans and decisions affecting their daily lives. In particular, FRESC works with populations that have been traditionally marginalized or underrepresented in those planning and decision-making processes, including low-income people, the unemployed and underemployed, people of color, and those with limited English proficiency. Stakeholder Engagement.

Transit Alliance’s expertise is building leadership capacity. In the years following the passage of FasTracks, Transit Alliance began developing programs to educate the region on the benefits of public transit. It is particularly well known for the Citizens’ Academy, now in its fifth year, which educates and motivates community stakeholders to participate in the ongoing development of FasTracks and other transit-oriented projects throughout the Denver region. The Academy boasts a number of graduates as elected members to the RTD Board and to various city councils. Stakeholder Engagement.

Regional Transportation District (RTD) is responsible for the construction and operation of the FasTracks program, and has collaborated with municipalities and other stakeholders to support plans for over 40 station areas during the past six years. Following Federal Transit Administration guidelines on joint development, RTD in partnership with others will facilitate the development of transit-oriented communities within these station areas, ultimately creating healthy, walkable, mixed-use neighborhoods with an array of transit choices. RTD’s Workforce Initiative Now (WIN) program employs members of the communities that FasTracks infrastructure passes through, and its mixed-income housing policy encourages a variety of housing choices near stations.

All of the key partners above have provided letters of support committing staff time and other in-kind resources (see Exhibit 3). Many of them have significant experience with federally-funded sustainability initiatives. Both PlaceMatters and Reconnecting America were recently awarded funding from HUD to provide capacity building support to Sustainable Community Grantees. The Consortium also includes 32 local governments and 5 housing authorities that have extensive experience in developing and implementing
large-scale efforts in the areas of housing, transportation, community and economic development, and environment in a comprehensive and coordinated fashion. The 25 members of the Regional Resource Group provide further expertise in these issue areas as well as education, creative businesses and the arts, public health, urban agriculture, issues relevant to older adults, promoting equitable outcomes for low-income populations, and stakeholder engagement.

**Anticipated Political Challenges.** The Denver region’s long-standing tradition of regional collaboration will contribute to the success of the Consortium. Expansion of the partners involved in regional collaboration, however, requires ongoing efforts to build and strengthen relationships as we explore new and more effective ways of working together. We are therefore preparing for the challenge of evolving roles, responsibilities and lines of accountability as we move forward.

The unprecedented opportunity provided by massive expansion of the region’s transit system through the FasTracks program also presents considerable political challenges. Funding shortfalls and related schedule delays have sparked controversy and threatened the cohesiveness of the coalition that came together in 2004 to pass the FasTracks initiative. The activities proposed in this grant application will support a robust regional dialogue about the potential benefits of transit and TOD and help ensure the benefits of the transit lines currently under construction are widespread. This in turn will help build consensus around strategies for overcoming obstacles to the full build-out of the FasTracks system.

**Capability and Capacity of Key Personnel.** Teri Whitmore, Director of the Regional Planning and Operations Division at DRCOG, will serve as the overall project director. Jill Locantore, the lead regional planner for DRCOG, will be the day-to-day program manager, dedicating 90% of her time to this project. Teri and Jill have provided and continue to provide primary staff support for the development and implementation of Metro Vision and other related plans. Together they have more than 25 years of experience in planning and management, including complex planning projects involving land use, transportation, housing, economic development, environment and other issues. Key staff from other organizations leading proposed activities include:

- Catherine Cox Blair, Program Director at Reconnecting America (RA), will lead RA’s coordination of the Corridor Working Groups and support for Outcomes Assessment and Knowledge Sharing. Catherine works with local governments, MPOs, transit agencies and other partners across the country to provide a range of tools to strengthen their roles in creating successful TOD.
- Wesley Marshall, an assistant professor of Civil Engineering at the University of Colorado Denver (UCD), will lead the University’s role in Outcomes Assessment and Knowledge Sharing. Wesley is co-director of the Active Communities/Transportation research group and an affiliated faculty member of the UCD Center for Sustainable Infrastructure Systems.
- Desiree Westlund, Program Director at FRESC: Good Jobs, Strong Communities, will oversee FRESC’s role in Stakeholder Engagement, focused specifically on outreach and capacity building in low-income and minority communities. Desiree has spent her professional career working with immigrant workers and working class families.
- Ken Snyder, President and CEO of PlaceMatters will lead the region’s efforts to convene large-scale, interactive public workshops. Ken and his team create engagement processes aimed at producing better and more durable outcomes and improved relationships among constituencies.
- Kathleen Osher, Executive Director of Transit Alliance, will conduct Citizens’ Academies at the regional and corridor planning levels. Kathleen has been Executive Director for more than five years, and is responsible for the day-to-day operations and management of the Transit Alliance, transit policy and advocacy efforts, fundraising, and oversight of all special programs.
DRCOG and other Consortium partners have pledged additional staffing support for the proposed activities (see budget and associated narrative, as well as Factor 4). Appendix B in Exhibit 3 provides bios for the personnel listed above, as well as a sample of additional partners demonstrating the depth and breadth of experience the Consortium embodies.

**Capacity to Address Economic and Social Disparities.** A number of Consortium partners work on a daily basis to serve traditionally disadvantaged populations. The founding members of the Mile High Transit Opportunity Collaborative (MHTOC) have been working on issues of regional equity and inclusion for decades as part of their organizational missions, but only recently have come together to coordinate their efforts for greater impact. In the past year, MHTOC has reached a level of collaboration and consensus that typically takes many collaborative efforts years to reach, and is unheard of in the Denver region. MHTOC members are already working to address economic and social disparities in the following ways:

- Building mixed-use affordable housing development at transit station areas.
- Creating a Regional Equity Atlas showing the region’s opportunities and challenges in important topic areas such as employment, education, housing and health.
- Hosting regular meetings and educational sessions about regional planning activities that promote equity.
- Undertaking demonstration work at specific transit station sites focused on equity, especially affordable housing and access to jobs for low-income people.

MHTOC’s equity-based work plan dovetails in many areas with the work described in this application, and MHTOC will be a core contributor to SCRPG-funded activities.

FRESC, a founding member of MHTOC, will take the lead on engaging traditionally marginalized communities. FRESC’s capacity to address these goals has been demonstrated by several recent accomplishments. For example, FRESC’s work with public housing residents in Denver's La Alma/Lincoln Park neighborhood resulted in the creation of a model community-government partnership to address the challenges of redevelopment. In anticipation of redevelopment of public housing as part of the FasTracks rail expansion, FRESC helped create a process where the voices of residents fearful of displacement could be heard. Through the formation of a "Resident Advisory Committee," residents sit alongside city planners, housing authority officials, and community based organizations to draft principles and priorities that will govern any future redevelopment.

The Consortium will also build on the success of The Denver Foundation’s Strengthening Neighborhoods (SN) Program. SN works at the grassroots neighborhood level in low-income communities to help residents take action on the issues most important to them. SN uses an Asset Based Community Development framework developed over the past 14 years of working directly with residents in some of the region's lowest-income communities.

**RATING FACTOR 2: NEEDS/EXTENT OF THE PROBLEM**

The Rating Factor 2 Form in Exhibit 2 provides required data detailing current conditions that could be improved through the proposed activities. The following narrative further details key challenges the Consortium must address in our collaborative efforts to plan for the health and vitality of the region.

**Taking on the Challenges of Significant Population Growth.** Like many communities in the rapidly growing southern and western portions of the U.S, the Denver region has experienced significant population growth and urban expansion over the past few decades. Despite two national recessions in the past decade, the Denver region’s population increased by more than 400,000, reaching 2.9 million in 2010. DRCOG forecasts the region will add 1.2 million more people and reach 4.1 million by 2040, a 40% increase.
This growth has created numerous challenges, but also spurred the region into action. In the 1990s, the region’s civic, business and environmental leaders developed a shared vision and adopted the first *Metro Vision* plan as a framework for growth. In 2000 the region further committed to working together to implement the shared plan through the Mile High Compact. Most importantly, residents of the Denver region stepped forward in 2004 and voted to fund FasTracks, an unprecedented commitment to build more than 120 new miles of rapid transit throughout the region.

**FasTracks - A Window of Opportunity.** The $6.7 billion FasTracks project, soon to complement three existing light rail corridors already serving the central business district and Denver’s southeastern and southwestern suburbs, is one of the largest mass transit projects under construction in the United States. The Denver region therefore stands on the brink of a nearly unparalleled opportunity, but equally daunting challenge – to capitalize on this once-in-a-lifetime infrastructure investment to significantly enhance quality of life for people of all ages, incomes and abilities. Thoughtful planning for development along the new transit corridors will help increase access to employment and educational opportunities, particularly for low-income households; decrease housing and transportation costs; support active living and healthy aging; reinvigorate existing neighborhoods; enhance economic competitiveness; reduce pollution; and promote more efficient use of natural resources including energy and water. Failing to take advantage of this window of opportunity would diminish the potential benefits of FasTracks, and may require expensive retrofits in the future.

*Metro Vision* provides the foundation for regional efforts to maximize the benefits of FasTracks and other infrastructure investments. The plan identifies many desired outcomes and shared long-term, regional targets to show progress toward achieving these outcomes. Key targets include:

- Achieve at least a 10% increase in the region’s overall density between 2000 and 2035.
- Accommodate 50% of the region’s new housing and 75% of new employment between 2005 and 2035 in designated urban centers that allow people of all ages, incomes and abilities to have access to a range of housing, employment and service opportunities.
- Reduce the percent of trips to work via single-occupant vehicle to 65% by 2035.
- Reduce regional per capita vehicle miles traveled (VMT) by 10% between 2005 and 2035.
- Reduce greenhouse gas emissions (GHG) from the transportation sector 60% by 2035.

**Attaining Metro Vision Targets.** The *Metro Vision* targets are closely interrelated and regional modeling shows successful implementation of each target in isolation will positively impact other targets (e.g. achieving the urban centers target will reduce per capita VMT). Recent trends suggest achieving the targets will require concerted multi-sector efforts to develop and implement innovative new strategies.

- Between 2005 and 2009, only 19% of the region’s housing growth was captured in urban centers (regional target is 50%).
- Between 2005 and 2009, 88% of the region’s new employment opportunities were in urban centers (regional target is 75%).
- Over the past two decades the percent of commute trips via single-occupant vehicle has held steady at or above 75% - with a high of 76.8% in 2005 (regional target is 65%).
- VMT increased 4.7 percent annually between 1990 and 2000, a greater rate of increase than the preceding two decades, and greater than the rate of increase in population or employment. To reach the regional target the region would need to reduce daily total VMT in 2035 by 16 million miles (regional target is a 10% reduction in per capita VMT).
- Current modeling suggests that to reach the GHG target, VMT reduction must exceed the 10% target and the overall fleet of vehicles must be twice as efficient as today’s standards require (regional target is 60% reduction in GHG emissions from the transportation sector).
As the region strives to achieve these regional targets and maximize the benefits of FasTracks, it faces several ongoing challenges:

**Reduced Tax Revenues.** The national economic downturn has threatened the full implementation of the FasTracks system by reducing the tax revenues that are a primary funding source for the project. The uncertainty around future implementation of the full system highlights the need to maximize the benefits of existing high-capacity transit corridors and the four corridors that are currently under construction and will begin service in the next five years. Three of the new transit lines – the Gold, East and portions of the Northwest rail/US36 BRT - will begin service sooner than anticipated, creating a pressing and immediate need for collaborative planning in the communities that make land use, zoning and infrastructure decisions along these corridors.

**Rapidly Aging Region.** As recently as 2003, 1 in 8 residents of the Denver region was over the age of 60. By 2030 this proportion will double – meaning 1 in 4 people will be 60 years old or older. This unprecedented growth in the aging population has led cities and counties across the region to take a critical look at the design of their communities: do current and planned development patterns contribute to healthy, successful aging or will they lead to a generation of isolated seniors who are dependent on friends, family and aging service providers for meeting basic daily needs?

**A Changing Housing Market.** The aging of the population and other demographic trends are converging to create new demand for housing near transit stops. While only about 45,000 households in metro Denver live within one-half mile of a transit stop today, the creation of FasTracks means that potential demand for such housing could grow to 155,000 households by 2030 – a 344% increase. At least 40% of that growth is expected to come from low-income households. This growing demand will place increasing pressure on the region to create policies and tools that support mixed-income housing choices around transit stations. The construction of FasTracks provides an opportunity for the region to define the role that urban center residential TOD can play in this changing housing market.

**Colorado’s Dual Paradox - Education and Obesity.** While the state consistently ranks very high in the number of adults with post-secondary degrees, it ranks low in the number of high school students that continue on to obtain college degrees. In other words, the state and the Denver region are importing college educated workers while the native population is falling farther and farther behind. Regional housing and economic development strategies can help address this paradox by connecting residents to employment and educational opportunities.

A second paradox relates to obesity. While Colorado has the lowest adult obesity rate in the US – about 19% – in recent years we fell from third-lowest to 23rd-lowest obesity rate for children. About 14% of Colorado’s children are now classified as obese. Racial minorities suffer disproportionately from obesity, asthma and other chronic diseases. Regional development strategies must include features that promote healthy communities, including bicycle- and pedestrian-friendly environments, access to healthy food and healthcare resources, and improved air quality.

**Involving All Community Stakeholders and Addressing Disparities.** The Denver region needs to involve all community stakeholders, particularly traditionally marginalized populations, in regional, corridor and local planning efforts. Strategies and investments at all planning levels provide an opportunity to address the region’s demographic, economic, educational, mobility, and health disparities. The Denver region must first understand where these disparities exist and then determine how planning efforts can help address these critical issues.
Applying Lessons Learned. Significant data collection and analysis is needed to develop case studies that can be widely disseminated and provide Denver-specific best practices that increase the capacity and knowledge of the region to plan effectively at the regional, corridor and site levels. The region lacks not only raw data and the observed results of previous efforts, but also needs better tools that exploit this data to help make more informed decisions.

RATING FACTOR 3: SOUNDNESS OF APPROACH

Elements of *Metro Vision* and Alignment with Federal Livability Principles. *Metro Vision* is our Regional Plan for Sustainable Development (RPSD). See Exhibit 3 for the full plan document, a three-page summary, and a map of the project area. The plan seeks to maximize the benefits of existing and planned infrastructure through integrated land use, transportation and environmental planning. Leveraging the region’s investment in FasTracks is a key focus. *Metro Vision* policies directly align with the Livability Principles:

- **Provide more transportation choices.** *Metro Vision* promotes a balanced, multi-modal transportation system that includes rapid transit, a regional bus system, a regional roadway system, local streets, bicycle and pedestrian-friendly facilities, and associated system and travel demand management services. The plan recognizes the important nexus between growth and development, transportation and the environment – particularly Denver’s air quality issues – and aims to direct land use in a way that reduces VMT.

- **Promote equitable, affordable housing.** *Metro Vision* encourages a diversity of housing types and a mix of housing densities to accommodate residents throughout the various stages of their lives. The plan calls for locating housing to maximize access to employment services, shopping, volunteer and educational opportunities, and increasing access to, and availability of, affordable rental and for-sale units that meets the region’s present and future housing demands.

- **Enhance Economic Competitiveness.** The *Metro Vision* Regional Transportation Plan concludes that the Denver region’s economic vitality and the quality of life of its residents depend on the ease of moving people and goods from place to place, the accessibility of destinations, and the provision of a variety of travel options. Policies include increasing transit service to accommodate an increasing share of daily travel and improving efficient transportation access to downtown (the region’s largest employment center) by all modes.

- **Support Existing Communities.** By focusing development within a defined urban growth boundary/area (UGB/A), *Metro Vision* seeks to encourage infill and redevelopment. The UGB/A defines where urban development will take place in the region over the next 25 years and promotes an orderly, compact and efficient pattern of future development intended to increase the region’s overall density 10% by 2035 and maximize the benefits of existing and planned infrastructure.

- **Align Federal Planning and Investment Resources.** DRCOG, as the MPO, supports *Metro Vision* implementation through its process for allocating federal transportation dollars. In the most recently adopted Transportation Improvement Program (TIP), the DRCOG Board gave priority to transportation projects located within the UGB/A that support urban centers, transit station areas and multi-modal improvements.

- **Value Communities and Neighborhoods.** *Metro Vision*’s Community Design element promotes development patterns and community design features that meet the needs of people of all ages, incomes and abilities. This section of the plan identifies strategies such as developing at densities that make walking, biking and transit viable travel options; promoting higher density development near transit; locating compatible uses close together; and creating bicycle and pedestrian friendly environments. *Metro Vision* also recognizes and supports the unique role of rural town centers and the region’s four freestanding communities (Boulder, Brighton, Castle Rock and Longmont), which are visually and physically separated from the core of the metro area.
DRCOG’s report “Measuring Progress” evaluates the region’s performance on Metro Vision goals, and was last updated in 2008. The national economy and housing market has changed dramatically since that time, creating a critical need for new data and analysis that will help the region understand and plan for these changes.

**Gaps in Metro Vision to be Addressed in this Work Plan.** Metro Vision currently lacks detailed goals and policies related to 1) addressing the region’s housing needs and 2) supporting regional economic development by capitalizing on the location efficiency of places that connect housing, jobs, amenities and other quality of life resources. Process gaps include the need for 1) additional data to inform housing and economic development planning, and to better illuminate regional equity issues, and 2) meaningful opportunities for traditionally underrepresented groups to participate in the regional planning process.

**Process to Refine Metro Vision and Accelerate Implementation.** Our Category 2 application proposes to refine Metro Vision to address the gaps described above, while simultaneously developing more detailed execution strategies at the corridor and site-specific (catalytic project) levels. The existing Metro Vision plan provides the overarching framework for the proposed corridor and catalytic project activities. DRCOG has seeded local planning and implementation by funding station area and urban center planning. That experience has set a solid platform for inter-jurisdictional corridor-level planning which, in turn, leads to the identification of transformational opportunities: catalytic projects originated by the public sector that stimulate private sector investment. These local planning and implementation efforts subsequently feed back into the regional planning process, by helping inform the development of new regional goals and policies.

The West Line, which will open during the grant-funding period, has completed station-area and corridor-level planning and is ready to invest in a catalytic project at the Sheridan Station. Three additional corridors – Northwest rail/US36 BRT, Gold and East, all part of the unique EAGLE P3 public-private partnership – are just under construction, have completed station-area planning and are poised for corridor-level planning. This process will ultimately lead to the identification of, and investment in, catalytic projects within those corridors.

Our work will therefore be divided into five main categories. The first three correspond with the planning levels (regional, corridor and catalytic project). The remaining two – Stakeholder Engagement and Outcomes Assessment and Knowledge Sharing (OAKS) – cut across and support planning efforts at all three levels. To ensure the proposed activities holistically address the full range of issues including housing, transportation, community and economic development, education, creative businesses and the arts, public health, environmental issues, urban agriculture, issues relevant to older adults, and promoting equitable outcomes for low-income populations, we have assembled a Regional Resource Group with expertise in all of these areas that will contribute to the activities outlined below.

### 1. REGIONAL PLANNING

**Lead (coordinating and decision-making):** DRCOG  
**Partner support:** Regional Resource Group, Stakeholder Engagement Group, OAKS Group, Piton Foundation (Regional Equity Atlas)

Activities in this category will eliminate the gaps in Metro Vision and support regional implementation efforts. These activities will be part of the regular four-year update of the Metro Vision plan and the associated Regional Transportation Plan, which guides the region’s allocation of federal transportation funding. To ensure the participation of a diverse set of stakeholders in the regional planning process, we intend to establish a Technical Planning Advisory Committee and a Citizens’ Advisory Committee. See information on Governance and Management below (page 20) for a detailed description of the roles and responsibilities of these committees. The Regional Resource Group and Stakeholder Engagement Group will help recruit individuals to serve on these Committees. Grant funding will help support three main activities:
A. Enhance the Metro Vision plan to better address housing and economic/workforce development. The tasks outlined below will help the region identify mechanisms for creating greater access to opportunity, particularly for low-income households:

- Inventory existing housing stock in all categories, including housing for people of all ages, incomes and abilities
- Estimate existing and future demand for housing units by tenure, type and price points
- Map the location of different industry sectors, chart their interdependence and overlay that information with an analysis of transportation routes, land use zoning, affordable housing, vacant land and infrastructure
- Map the locations of workforce training centers and educational and research institutions
- Map the distribution of the region’s workforce including both educated and skilled workers as well as the unemployed and underemployed, and those with less than a bachelor’s degree
- Compile local housing and economic development plans already adopted throughout the region to identify potential conflict points and gaps needing attention, including any impediments to fair housing
- Explore goals, policies and tools for preserving and developing location-efficient, energy-efficient, mixed-income housing, particularly within Urban Centers and near mass transit stations, to reduce combined housing and transportation costs and help the region to achieve its goal of locating 50% of new housing in such sites
- Explore goals, policies and tools for connecting residents to economic opportunities throughout the region
- Develop short-term metrics to evaluate progress toward existing and any new Metro Vision goals

Through their participation in the Technical Planning Advisory Committee and other means, members of the Regional Resource Group will help ensure the Metro Vision plan update considers a broad range of issues. For example, Artspace and the Western States Arts Federation have offered matching resources (described under Corridor Planning, pages 14 and 15 below) that will ensure the creative business sector is included in regional discussions regarding economic/workforce development and affordable housing.

The budget for this activity includes funding for competitively-selected consultant support; DRCOG staff time and support; and $50,000 in seed money to establish a new staff position dedicated to regional economic and workforce development planning and policy development. The position would focus on issues of access to education, training and employment opportunities, and would ensure consideration of these issues are integrated with other regional economic development activities and priorities, especially as the region builds support for additional transit. Consortium members will seek additional funding to supplement this initial seed-funding and support continued work in this area.

B. Develop a Regional Equity Atlas (Phase II). The Mile High Transit Opportunity Collaborative (MHTOC) is currently developing a Regional Equity Atlas that maps out the region’s demographic, economic, educational, mobility, and health disparities. The Atlas will help establish a baseline for tracking and measuring equitable outcomes as FasTracks undergoes major expansion, and will further build the case for why the region needs to focus on creating and enhancing access to opportunities through affordable transportation options and TOD. The following tasks will build off the initial efforts in the first phase of the Atlas, informing environmental justice activities at the regional, corridor and catalytic project planning levels. The Piton Foundation will play a lead role in developing Phase II of the Regional Equity Atlas.

- Develop an interactive mapping tool to display the full set of equity indicators
- Develop a back-end tool to allow maintenance of data indicators as well as supporting content (text, images, media, etc.)
• Assemble and organize data in the following areas so that it is easy to understand and interpret, and can help inform planning and decision-making:
  o Housing for people of all ages, incomes and abilities, including affordable housing nearing its expiration dates, senior and student housing facilities
  o Health and environmental indicators, including grocery stores, health behaviors, disease incidence and prevalence, air quality and green space
  o Education and employment, particularly as it relates to equity and transit
  o Transportation, including feeder bus lines, off-peak transit and “last mile” connections (bicycle and pedestrian facilities)
  o Community amenities such as retail stores, senior centers, churches, recreation centers, childcare facilities, etc.
• Develop an urban form typology to gauge the current transit orientation of places and guide different types of investments, potentially including land banking/acquisition, affordable housing development, station area planning, pedestrian/bicycle improvements, community outreach and visioning, and transit service improvements

C. Provide Expert Consultation for DRCOG’s “Boomer Bond” Initiative. In September 2011 DRCOG’s Area Agency on Aging, in partnership with AARP Colorado, launched a 1-2 year effort to consider how the design of our communities, services and infrastructure must evolve to meet the needs of the region’s growing population of older adults. The Boomer Bond will arm local governments around the region with strategies and tools to support healthy, independent aging, allowing older adults of all incomes to remain in their homes and communities for as long as they desire. This initiative will consist of three mutually supportive components:
  • A comprehensive set of policies, strategies and tools to support independent aging that local governments can choose to implement
  • A voluntary certification process recognizing local governments that emerge as leaders in creating age-friendly physical and social environments
  • A voluntary regional agreement among participating member governments to pursue a built environment and portfolio of other services that meet the needs of the growing older population

Grant funding will support twelve Boomer Bond workshops. Overall the program will draw on the significant expertise of local and regional stakeholders (e.g. elected officials, planners, human service organizations, traffic engineers, public health organizations, members of the older adult population, etc.). The workshops will supplement local knowledge and capacity by engaging national leaders and experts on key elements for successful aging, such as creating walkable communities, housing options for all ages, and supportive community systems. The workshops will generate initial ideas about strategies, help participants prioritize identified strategies, and provide guidance on overcoming common barriers to implementation.

2. CORRIDOR LEVEL PLANNING
   Corridor Coordinator (for Northwest rail/US36 BRT, Gold, East): Reconnecting America
   Lead Decision-Maker (each corridor): Corridor Working Group
   Partner Support (all three selected corridors): Regional Resource Group, Stakeholder Engagement Group, OAKS Group

Activities in this category will support corridor-wide planning aimed at furthering regional goals and maximizing the benefits of FasTracks, while addressing the full range of challenges described in Rating Factor 2. These activities will ultimately result in an implementation strategy for each corridor that identifies a range of actions for all of the station areas and prioritizes certain transit station areas for further investment, including the selection of catalytic projects.
Grant funding will support planning and development of corridor-specific implementation strategies along the three corridors currently under construction as part of the EAGLE P3 public-private partnership, which is scheduled for completion earlier than anticipated. Each of these corridors faces its own unique set of challenges and opportunities. The Gold Line currently doesn’t connect to many job centers other than the central business district, but offers significant opportunities for infill and redevelopment to create a more mixed-use corridor. Connecting Denver International Airport (DIA) to downtown Denver, the East Line has two distinct character areas. The western segment is primarily built out, with key opportunities for infill development within nearby neighborhoods or redevelopment of existing industrial areas. This segment has a particular concentration of low-income and minority communities. The eastern segment contains more undeveloped or underutilized land with significant opportunities for large-scale, transformative TOD. The synergy between DIA and the East Line provides an enormous opportunity for economic development. The Northwest Rail/US 36 BRT corridor has the highest concentrations of population and employment of all the rapid transit corridors, yet lacks full funding to construct the entire corridor. Jurisdictions along this corridor are challenged to plan for an uncertain timeline, by creating “transit ready” communities. See Appendix C in Exhibit 3 for a map of these corridors.

Each corridor will establish a Working Group comprised of local governments, housing authorities and subject-matter experts to oversee the corridor planning activities. The budget includes funding for Reconnecting America (RA) to coordinate planning efforts across all three corridors, as well as funding for competitively selected consultant support. Building on its experience supporting corridor-wide planning along the West Line, RA has developed a template scope of work, outlined in Appendix D in Exhibit 3, which each Working Group will customize for their specific needs and circumstances. RA will assist the Working Groups in tailoring the scope of work, establishing a vision and goals, drafting RFPs for consultant support, and integrating the corridor-level work with other grant-funded activities. RA will further provide issue-focused education and learning sessions for the Working Groups, including web-based trainings with local and national experts, and respond to on-demand requests for technical information and national best practices.

To ensure all constituents with a stake in the outcome are engaged in the corridor planning process, each Working Group will establish and receive input from a broader Stakeholder Committee representing both business and residential interests. Activities of the Stakeholder Engagement Group, described below, will help recruit and prepare individuals, particularly members of vulnerable and traditionally underrepresented communities, to participate effectively in these Committees. The excitement surrounding new transit investment presents an enormous opportunity to meaningfully engage these stakeholders. Residents living near the corridor may understand the implications of the transit investment for their community, but engaging them at the corridor scale can broaden their understanding of the larger benefits of being connected to the regional rapid transit network. Similarly, presenting the corridor as one coherent opportunity to developers, despite the many jurisdictions and station area plans, could help facilitate their investment in the corridor.

Each Working Group will determine the exact type of competitively selected consultant support they might require for activities such as data collection and analysis, health impact assessments, placemaking, green infrastructure, finance/implementation tools, etc., and will have the authority to allocate resources accordingly. Several members of the Regional Resource Group have identified specific services and matching resources the Working Groups may take advantage of:

- **Artspace** has 30+ years of experience in developing, owning, operating and managing affordable spaces for artists and the creative sector, and will provide a total of $20,000 in staff time and technical assistance.
- **The Colorado Brownfields Foundation** has offered its experience as an environmental coordinator and in-kind services up to $2,500 for each corridor (estimated total cost is $10,000 per corridor). They can help identify redevelopment opportunities, conduct limited environmental screening for common re/development concerns within the corridor and recommend environmental funding strategies.
- **iCast (International Center for Appropriate & Sustainable Technology)** has offered a 25% discount on its consultation in a variety of areas including renewable energy and energy efficiency; alternative fuel vehicles and related infrastructure; waste utilization, recycling and resource efficiency planning; and workforce training and economic development planning for specific jobs associated with corridor construction and other sustainability activities.

- **PlaceMatters** has offered a 10% discount on staff support for inclusive and effective public engagement processes. Its toolbox of community engagement approaches is expansive, ranging from sophisticated data and scenario visualization tools, to high-touch approaches optimized for engaging marginalized populations, to conventional but still powerful strategies like polling and open houses.

- **The Urban Land Institute (ULI)** has offered to provide a Technical Advisory Panel (TAP) for each corridor. TAP panelists are drawn from ULI Colorado’s 850 members, which includes statewide leaders in real estate development, law, finance, architecture, planning, urban design, brokerage, landscape architecture, education and more—26 disciplines in all. Staff supports the TAPs with time and expertise estimated at $10,000 per TAP, which covers about half the cost of the effort.

- **The Western States Arts Federation (WESTAF)** will provide Creative Vitality Index reports to communities along each corridor, a total value of $60,000. The index is a research tool that measures annual changes in the economic health of an area by integrating economic data streams from both the for-profit and non-profit creative sectors.

### 3. CATALYTIC PROJECT LEVEL PLANNING

**Coordinator (each corridor):** Corridor Working Group  
**Lead Decision-Maker (designated for each corridor by Corridor Working Group):** Catalytic Project Management Group  
**Partner Support (all three selected corridors):** Regional Resource Group, Stakeholder Engagement Group, OAKS

Activities in this category will focus on specific sites that offer the potential for transformational changes along each of the transit corridors currently under construction. Detailed pre-development planning, environmental review, and policy changes that catalyze redevelopment at these sites will in turn provide lessons for other station areas, serving as tangible, proven models for effectively and efficiently achieving economic, housing, transportation, and environmental objectives at the site-level.

Grant funding will support activities at four different catalytic sites. The West Line has selected a catalytic project site and will receive a premium budget share; the other three corridors will receive an equal, but smaller amount for catalytic projects they will identify during their corridor planning work. The budget for this activity includes funding for competitively-selected consultant support, as well as technical assistance from the National Renewable Energy Laboratory (NREL) on energy efficiency, renewable energy, water and other resource issues. NREL, located within the Denver metro area, is another regional asset leveraged in this grant proposal.

**West Line Catalytic Project: Sheridan Station.** Through its previous corridor-level planning efforts, the West Line Working Group created a typology of transit station areas and associated implementation strategies. The Sheridan Station, classified as a “neighborhood infill station,” will experience more significant infrastructure and transit changes than many other infill stations, and is a major gateway between the Denver and Lakewood sides of the West Line. Therefore there is a critical need for the planning, parks and public works staff within these two cities to work together to create an integrated plan. Additional key partners in this cooperative effort include the Denver Housing Authority, Metro West Housing Solutions, the Regional Transportation District (RTD), and the Urban Land Conservancy. While the catalytic project will primarily focus on the 150 acres of the Sheridan Station, the project also integrates the adjacent Lamar Station to demonstrate the value of not planning one station TOD project in isolation, but rather in relation to its larger context. The Map in Appendix
C in Exhibit 3 shows the location of the Sheridan Station (identified on the map as the West Line Catalytic Project).

Activities at the Sheridan Station have already yielded valuable lessons the region has benefited from. For example, the Jody Apartments is a 62-unit multifamily community located 300 feet from the station. Acquired by two local nonprofits, New West Side Economic Development (NEWSED) and the Urban Land Conservancy, Jody will be redeveloped into a permanently affordable TOD. A 2010 study ULC conducted with the National Home Builders estimates the Jody redevelopment will bring $14 million in local income, $1,220,000 in taxes and other revenue for local governments, and 180 local jobs within the first year. The additional, annually recurring benefits are estimated at $4 million in local income, $560,000 in taxes and other revenue for local governments, and 75 local jobs when including the commercial space. The purchase of Jody became the catalyst for establishing the Denver TOD Fund, the first affordable housing transit fund in the country. Successful development of this site will continue to build momentum behind expansion of the TOD Fund to become a truly regional resource.

Grant funding will build on these previous efforts and support the following activities, which the West Line Working Group will carry out with input from a larger Stakeholder Committee. Appendix E in Exhibit 3 provides additional details on the tasks and budget for this project, as well as a cost-benefit analysis.

- Complete planning, design and engineering predevelopment activities at the Jody Apartments site
- Assess other underutilized sites and create land assemblage strategies
- Identify tools to ensure a permanent mix of housing affordability in the area
- Assess existing infrastructure capacity and identify funding mechanisms to address any deficiencies
- Create strategies to develop a “20-minute neighborhood” where residents can walk/bike to essential services and amenities within 20 minutes
- Develop a comprehensive Resident Employment Opportunity program that prepares and places people with employers
- Explore opportunities for bike share and car share programs in conjunction with affordable housing sites, employment centers, schools, and other trip generators with the goal of expanding transportation options
- Develop strategies to encourage energy-efficient and sustainable building practices in developments throughout the area

**Additional Catalytic Projects to be Selected by Corridor Working Groups.** Based on the existing conditions, market potential, needs assessment, station area typology and associated implementation strategies, each Corridor Working Group will identify several potential sites for a catalytic project. The Working Group will then set up a process for selecting a specific catalytic project to receive grant funding, with input from the Stakeholder Committee and larger community. Working Groups will consider the following criteria when selecting catalytic projects:

- Furtherance of *Metro Vision* goals
- Addresses multiple Federal Livability Principles
- Replicability
- Potential for additional regional benefits
- Viability – technical and financial
- Inclusive grassroots resident leadership (existing or potential)
- Likelihood of spurring additional private-sector development
- Other criteria to be determined by each corridor
Upon selecting a site, the Working Group will determine whether it will manage the project, or delegate this responsibility to another entity. In either case, the project manager will work with the relevant stakeholders, including businesses and residents, to develop a detailed scope of work for specific activities at that site and determine the need for consultant support. Housing Colorado has offered to conduct “TOD Design by Community Charrettes” for each of the catalytic projects at a cost of $15,000 per workshop, with a minimum of $25,000 in pro-bono support. These workshops engage teams of design professionals, finance experts, construction specialists, developers, municipal staff, planners, students, low-income residents and housing organizations to create design and development solutions for housing and community development.

4. **STAKEHOLDER ENGAGEMENT**

**Lead Partners:** FRES, Denver Foundation, Transit Alliance, and PlaceMatters, under the auspices of the Coordinating Committee

Stakeholder engagement activities will be integrated throughout the regional, corridor and catalytic project planning activities described above. We describe these activities here as a separate group of tasks to highlight their importance to the overall effort. Overarching goals of these activities include:

- Engage all of the relevant constituencies – people who have a stake in the process and who may be impacted by the outcome
- Equip all of these constituencies with the tools and knowledge they need to effectively participate in the planning process
- Integrate stakeholder engagement with all of the proposed planning and implementation activities, to ensure that stakeholders have meaningful opportunities to influence the outcomes of these activities
- Create long-term capacity for continued engagement at the regional, corridor and catalytic project-level scales
- Effectively and meaningfully engage marginalized and underrepresented people, including low-income individuals and families, people with limited English proficiency, and communities of color that are not traditionally engaged

The activities described here will address two shortcomings of previous stakeholder engagement efforts: 1) citizens, particularly from traditionally disadvantaged populations, often lack the knowledge and skills to participate effectively in the planning process, and 2) stakeholder engagement activities are not always tightly integrated with planning and decision-making.

**Capacity Building.** Capacity building among traditionally disadvantaged populations will be the primary responsibility of FRES. Three trained, bilingual Community Outreach Specialists – one focused on each of the transit corridors conducting corridor-wide planning (Northwest rail/US36 BRT, Gold and East) – will carry out the following tasks:

- Train a minimum of five grassroots leaders per corridor per year to advocate in advisory community meetings for relevant community and regional outcomes such as affordable housing, job standards, healthy living, and access to transit
- Recruit and mobilize at least 25 diverse constituents per corridor per year to actively participate in planning and decision-making processes, including vision and implementation phases
- Target outreach to specific vulnerable and underrepresented populations including low-income individuals and families, people with limited English proficiency, and communities of color that are not traditionally engaged. In addition to individuals and families, target outreach to organizations that either serve those populations or are comprised of those populations
- Through one-on-one education and quarterly training, help people understand the links between local and regional issues impacting these populations, including housing, public health, transit, jobs, training and economic development
Simultaneously, Transit Alliance will conduct its successful Citizens’ Academy for each of the three corridors, further building capacity across a broad range of constituencies. This seven-week leadership development program engages participants in understanding the complexities of combining transportation and community development to support regional goals and enhance quality of life. Participants take their new knowledge and put it in action by designing a personal action plan they will implement upon completing the Academy. Staggered over the grant period at one corridor-level Academy per year, each Academy would target approximately 40 participants, with 1/3 from low-income, minority, elderly, or disabled communities. In addition, Transit Alliance will continue to conduct two regional Citizens’ Academies each year, funded through existing resources. In year two of the grant, one of these regional Academies will focus specifically on Metro Vision, particularly the incorporation of housing and economic development into the plan. Academies will be timed to “feed” graduates into key decision-making points at all three planning levels.

Complementing the efforts of FRESC and the Transit Alliance, the Denver Foundation has committed $90,000 for small grants to emerging resident leaders, and another $45,000 for technical assistance to resident leaders in low-income areas involved in station-area or corridor-level decision-making. The Anschutz Family Foundation and LP Brown Foundation have also committed $45,000 in seed money for a pool of funds for competitive grants to community-based organizations that are positioned to generate participation in underserved communities. Our Philanthropic Partners will work to grow this resource pool with additional contributions throughout the grant period.

Figure 2: Stakeholder Engagement Framework

**Integration with Planning and Decision-Making.** Figure 2, above, illustrates how the various stakeholder engagement activities will be integrated with each other and inform decision-making. The activities described
above will help populate the regional Citizens’ Advisory Committee with previously unheard voices; the same result is intended with the four Stakeholder Committees that will provide input to the existing West Line Working Group and the three new Corridor Working Groups. PlaceMatters will further support widespread public engagement in regional and corridor planning efforts by helping to conduct large-scale, interactive community meetings. Grant funding will support at least five of these meetings – one for each of the three corridors conducting corridor-wide planning and two region-wide. The meetings will be timed to coincide with key points in corridor and regional planning processes, when community input can have maximum influence.

5. **OUTCOMES ASSESSMENT AND KNOWLEDGE-SHARING (OAKS)**

   **Lead Partners:** University of Colorado-Denver, Reconnecting America, PlaceMatters, Colorado Department of Public Health and Environment, under the auspices of the Coordinating Committee

Activities in this category will enable the region to define and measure outcomes, share data-driven learnings, and integrate this information into planning and decision-making at all three planning levels - regional, corridor and catalytic projects. These activities address HUD’s policy priorities on Capacity Building, Knowledge Sharing, and Expanding Cross-Cutting Policy Knowledge.

The role of the University of Colorado-Denver (UCD), through the Center for Sustainable Infrastructure Systems (CSIS), will be to evaluate the existing light rail corridors in the Denver region (Southeast and Southwest lines) as well as the corridor nearing completion (West Line) in terms of their contribution to regional targets. Grant funding will support the development of case study reports for each corridor and for a selection of TOD areas. These reports will help the region better understand past efforts and compile lessons learned and best practices that can inform current and future planning and implementation work. The case studies will draw on both data and interviews with local stakeholders that have been deeply involved in the efforts to date. UCD will also identify best practices from other regions and develop performance measures the region can use to better measure progress toward regional targets.

The Colorado Department of Public Health and Environment (CDPHE) will further support OAKS activities by helping to collect, evaluate and disseminate public and environmental health information; describing and building the evidence base around the connections between public health, health equity and the built environment; and serving as a resource and connection to local public health agencies.

Grant funding will support at least five workshop or training sessions that will provide Consortium members with the opportunity to learn from the UCD case studies, CDPHE efforts and other local and national research on best practices. At least three of these workshops will focus specifically on planning issues relevant to current or planned transit corridors and activity centers that will not receive SCRPG funding, including corridors delayed due to funding shortfalls, to ensure the lessons learned benefit the entire region and live beyond the grant-funding period. Reconnecting America will play a lead role in facilitating, developing the agenda for, and identifying local and national experts to speak at these training sessions. The trainings will complement the regions’ other forums for sharing information, including DRCOG’s *Metro Vision* Idea Exchanges, the Alliance for Sustainable Colorado’s Regional Roundtables and CDPHE’s Built Environment Strategic Collaborative.

The budget also includes funding for at least one peer exchange with another region that has received a SCRPG.

PlaceMatters will help to ensure that lessons learned locally and nationally are integrated into regional, corridor, and catalytic project planning efforts through the use of cutting-edge decision support tools. Grant funding will support the deployment of at least three specific types of tools:

- Scenario planning tools that enable participants to compare the likely outcomes of different policy and investment scenarios.
Visualization tools that enable participants to better understand what various policies and investments might actually look and feel like on the ground in their neighborhoods.

Meeting support technologies that amplify the benefits of other tools. For instance, touch tables and related technology allow numerous small or large groups to use scenario planning and visualization tools in a real-time, shared learning environment.

**Governance and Management.** Eighty-five entities – including local governments, housing authorities, state agencies, special districts, local and national non-profit, philanthropic and private sector partners – have provided formal letters or resolutions of commitment. The Consortium membership reflects the range of expertise necessary to address the key challenges and opportunities facing the region, namely the short-term expansion of the transit system and associated need for collaborative planning along each of the new transit corridors. Figure 1 in Rating Factor 1 illustrates the Consortium’s Governance Structure. Below is a detailed description of the roles and responsibilities of each of the committees and groups depicted in the figure.

The **Executive Committee**, comprised of leaders from the public, private, and non-profit sectors, will provide project oversight to ensure the proposed planning efforts meet the objectives set forth in this application and result in implementable strategies that equitably benefit the Denver region. *If necessary, the Executive Committee will resolve conflicts or disputes and redirect any activities not aligned with SCRPG objectives.*

The **Coordinating Committee**, comprised of representatives from DRCOG and the Mile High Transit Opportunity Collaborative, will provide logistical support and day-to-day project direction, and support the Executive Committee in providing project oversight. Its key functions are ensuring integration of regional, corridor and catalytic project planning efforts, and keeping the Executive Committee informed of grant activities and any related issues.

The **Denver Regional Council of Governments (DRCOG)**, as the Metropolitan Planning Organization (MPO) for the Denver region, will lead and coordinate all regional planning efforts, including the potential expansion of regional goals and policies within *Metro Vision*. To ensure participation of key stakeholders in regional planning, DRCOG intends to establish the two committees described below. DRCOG is also serving as fiscal agent for the grant and will allocate resources to sub-recipients in accordance with the budget included herein. *The DRCOG Board of Directors, comprised of elected officials from each of the member governments, will make all policy-related decisions regarding the update of Metro Vision.*

- The **Citizens’ Advisory Committee**, comprised of resident leaders from throughout the region, including individuals representing the interests of low-income households, minorities, the elderly and people with disabilities, will provide recommendations to the DRCOG Board on *Metro Vision* policies and the engagement of community members in the regional planning process, particularly the direct involvement of those typically underrepresented.

- The **Technical Planning Advisory Committee**, comprised of local planning staff and subject-matter experts, will provide technical recommendations to the DRCOG Board on efforts to improve *Metro Vision*.

The **Corridor Working Groups**, comprised of city and county officials, housing authorities, and subject matter experts, will direct corridor-level planning activities and will establish a vision and goals unique to their corridor. Each Corridor Working Group will either manage its catalytic project directly or delegate that task to another entity. The existing West Line Working Group, having successfully carried out corridor level planning over the past year, will focus primarily on catalytic project planning activities. The other three corridors (East, Gold and Northwest rail/US36 BRT) will establish new Working Groups and create their own governance structures, using the West Line Working Group as a model. Reconnecting America will
serve as the **Corridor Coordinator** across these new Working Groups to assure alignment with SCRPG objectives, provide training and capacity building, and share best practices among Working Groups. Each Working Group will receive direct input from larger corridor-wide **Stakeholder Committees**, which will include local residents. **Corridor Working Groups will make all policy-related decisions regarding corridor and catalytic project planning efforts.**

The **Regional Resource Group** includes organizations with demonstrated subject-matter expertise in housing, transportation, community and economic development, education, creative businesses and the arts, public health, environmental issues, urban agriculture, issues relevant to older adults, promoting equitable outcomes for low-income populations, and stakeholder engagement. Members of this group are committed and available to provide input and assistance at the behest of regional, corridor and catalytic project leadership needs. Many have committed matching resources and/or offered services at a discounted rate.

The **Outcomes Assessment and Knowledge Sharing (OAKS) Group** will help evaluate the outcomes of current and previous planning efforts, provide opportunities to share lessons learned and best practices, and ensure these lessons are integrated into ongoing planning efforts through the development of performance measures and decision support tools. The OAKS group includes University of Colorado-Denver, the Colorado Department of Public Health and the Environment, PlaceMatters and Reconnecting America. Activities of this group will support the collection and dissemination of information among participating agencies to ensure that decisions are well-informed and communicated across jurisdictions. DRCOG’s online regional data catalog will also make data and information associated with the proposed planning activities widely available.

The **Stakeholder Engagement Group** includes FRESC, The Denver Foundation, Transit Alliance and PlaceMatters. These organizations have significant experience in leadership development, capacity building, outreach to traditionally underrepresented communities, working with advocacy organizations, and meeting facilitation, including the effective use of innovative tools and technologies. This group will ensure stakeholders have meaningful opportunities to provide input and feedback throughout the proposed planning and implementation activities at the regional, corridor and catalytic project levels, as well as the skills and knowledge required to participate effectively. The efforts of this group will help populate the regional Citizens’ Advisory Committee and Corridor Stakeholder Committees, particularly with people typically underrepresented in the planning process. The total funding request for Stakeholder Engagement activities is over $840,000 and will be matched by $760,500 in staff time and other resources from Consortium partners.

**State and Regional Partners** include the Colorado departments of local affairs, public health and environment, and transportation; the Regional Transportation District; and the Regional Air Quality Council. These partners have committed staff time and technical expertise, and will ensure state and regional efforts are coordinated with and enhance the proposed activities. **Philanthropic Partners** have also committed funding and technical expertise to directly support the proposed activities, as well as funding for a variety of related initiatives that will ensure the benefits gained are widespread and realized for generations to come.

Exhibit Three provides the full list of Consortium members, organized by their participation in each of the committees and groups described above. Note that several organizations are listed more than once, because they are involved in more than one committee and/or group. The Executive Committee or Corridor Working Groups may recruit additional partners over time, as the need for additional expertise becomes apparent.
Project Completion Schedule. The following chart summarizes the schedule for implementing the proposed activities. The regional, corridor and catalytic planning activities will identify mechanisms for advancing economic opportunity for people of all ages, incomes and abilities.

<table>
<thead>
<tr>
<th>Months</th>
<th>0-6</th>
<th>7-12</th>
<th>13-24</th>
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<tr>
<td><strong>Regional Planning</strong></td>
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<tr>
<td>Establish and maintain Technical Planning Advisory Committee</td>
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<tr>
<td>Research housing and economic/ workforce development issues</td>
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<tr>
<td>Explore goals, policies and tools for preserving and developing location-efficient, energy-efficient, mixed-income housing</td>
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<tr>
<td>Explore goals, policies and tools for connecting residents to economic opportunities throughout the region</td>
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<td>Adopt revised <em>Metro Vision Plan</em></td>
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<td>Develop Regional Equity Atlas (Phase II)</td>
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<td>Conduct Boomer Bond workshops with national experts</td>
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<td>Establish Boomer Bond regional agreement and certification program</td>
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<td><strong>Corridor Planning</strong></td>
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<tr>
<td>Establish Corridor Working Groups, visions, goals and scopes of work</td>
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<td>Assess existing conditions</td>
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<td>Develop implementation strategies and identify catalytic projects</td>
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<td><strong>Catalytic Projects</strong></td>
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<tr>
<td>Conduct predevelopment activities at West Line catalytic project site (Sheridan Station)</td>
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<tr>
<td>Conduct predevelopment activities at catalytic project sites</td>
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<td><strong>Stakeholder Engagement</strong></td>
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<td>FRESC-led education and training along three selected transit corridors</td>
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<td>Establish regional Citizens’ Advisory Committee and Corridor Stakeholder Committees</td>
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<tr>
<td>Conduct corridor-level Citizens’ Academies (one corridor per year)</td>
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<td>Conduct region-wide Citizens’ Academies (two per year)</td>
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<td>Conduct large-scale, interactive meetings at regional and corridor levels</td>
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<td><strong>Outcomes Assessment and Knowledge Sharing</strong></td>
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<td>Conduct Denver-specific case studies</td>
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<td>Conduct workshops and trainings to share best practices</td>
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<td>Integrate lessons learned into decision support tools</td>
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<tr>
<td>Establish regional performance metrics to inform ongoing planning efforts</td>
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Budget Proposal. A full budget justification narrative is included in the budget worksheet. The total funding request is $4,999,129, which breaks down into the following categories:

- Regional Planning - $1,053,755
- Corridor Planning - $875,000
- Site-Specific Catalytic Projects - $1,790,000
- Stakeholder Engagement - $840,686 (17% of the total funding request)
- Outcomes Assessment and Knowledge Sharing - $424,720
- Other (travel, including the required 6 trips to Washington DC, and supplies) - $14,968

Consortium members are providing $8,012,200 in matching resources, 160% of the total funding request (see Rating Factor 4).

HUD’S Departmental Policy Priorities. Please see the Outcomes Assessment and Knowledge Sharing activities described under Rating Factor 3, for a complete description of this application’s adherence to HUD general priorities.
The Rating Factor 4 Form in Exhibit 2 provides a detailed description of the matching funds and leveraged resources summarized in this section. Matching funds generated by the Denver region totals over $8 million. Matching resources that will directly support proposed activities include $16,000 from the Piton Foundation for the development of a Regional Equity Atlas (Phase II); $27,500 from Reconnecting America for coordination of corridor planning; $90,000 from the Denver Housing Authority, the City of Lakewood, Metro West Housing Solutions, and the Regional Transportation District for the West Line catalytic project; $760,500 from FRESC, Transit Alliance, PlaceMatters, The Denver Foundation, Anschutz Foundation and LP Brown Foundation for stakeholder engagement activities; and $29,000 from University of Colorado-Denver and PlaceMatters for Outcomes Assessment and Knowledge Sharing activities. DRCOG is also offering approximately $1.2 million in staff time – these funds, because they are from a federal source, do not qualify as match, but will provide significant support for the proposed activities.

Additional matching resources include $87,250 in staff time and technical assistance from Regional Resource Team members (Alliance for Sustainable Colorado, Artspace, Colorado Environmental Coalition, Colorado Department of Local Affairs, Colorado Department of Public Health and the Environment, Enterprise Community Partners, Jefferson County Public Health, Metro Denver Economic Development Corporation and Trust for Public Land); $10,000 in staff time and technical assistance from local housing authorities (Adams County and Jefferson County); $369,000 in staff time and technical assistance from local governments and other local partners (Adams County, Arvada, Boulder, Denver, Thornton, Wheat Ridge, 36 Commuting Solutions); $500,000 from the City and County of Denver for bicycle and pedestrian improvements along the East corridor; $60,000 for Creative Vitality Index Reports from the Western States Arts Federation; $2,000,000 in capital committed to the Denver TOD Fund from the Gates Family Foundation; $840,000 from the Urban Land Conservancy for staff time and program support for affordable housing development; and $3,222,950 in additional private and foundation funding for a wide variety of initiatives supportive of the proposed grant-funded activities (matching resources from Mile High Transit Opportunity Collaborative members including the Anschutz Family Foundation, Gates Family Foundation, Kaiser Permanente, Piton Foundation, Rose Community Foundation and US Bank).

Additional leveraged resources identified by Consortium members include $6.75 million the City and County of Denver is investing in infrastructure improvements along the East Line, and $271.6 million that Xcel Energy will be investing in energy efficiency and solar energy projects in the Denver region.

**Other Aligned Funds Leveraged During the Grant-Funding Period**

- $4.068 billion in Transportation Improvement Program (TIP) investments in all nine RTD transit corridors between 2012 and 2015 ($986 million federal, $36 million state and $3.047 billion local). Within just the three transit corridors earmarked for corridor-level planning in this grant, the total TIP investment is $3.109 billion ($962 million federal, $1.375 million state, and $2.146 billion local.)

- $2.42 million in USDOT Congestion Mitigation and Air Quality funding for station area and urban center planning grants to local governments (via the TIP)

- $718,887 in USDOT funding for DRCOG’s development of a next generation land use model (via the TIP)

- $4 million in USDOT TIGER II/HUD Challenge grants for the Denver Livability Partnership and the Colorado Sustainable Main Streets Project in several communities including Denver’s Five Points neighborhood

- $10 million USDOT TIGER grant for the U.S. 36 Managed Lanes/Bus Rapid Transit Project
$22 million HUD HOPE VI grant to the Denver Housing Authority to help pay for the redevelopment of the South Lincoln Homes near the light-rail stop at West 10th Avenue and Osage Street

$15 million Denver TOD Fund

**Alignment with State Government Sustainability Initiatives.** The State of Colorado, through its Department of Local Affairs (DOLA), has adopted its own sustainable community development principles adapted from the Federal Livability Principles and tailored to fit Colorado. They are: 1) Increase economic competitiveness by positioning employment centers near housing and transit; 2) Promote equitable, affordable housing near jobs, shopping and public and recreational amenities; 3) Provide more transportation choices by creating transit-oriented neighborhoods with biking and walking opportunities; 4) Conserve, responsibly utilize, and protect valuable natural resources; 5) Value healthy communities and neighborhoods, and 6) Enhance integrated planning and investment by aligning policies to remove barriers, maximize and leverage funding, and increase accountability and effectiveness of government programs.

The state was actively involved in the development of this application, with the Governor’s Office represented on the Executive Committee, and the proposed activities directly align with the state’s sustainability principles. The Department of Local Affairs, the Colorado Department of Transportation and the Colorado Department of Public Health and Environment have all provided letters of support and committed to work together with the Denver region to advance common objectives.

**RATING FACTOR 5 – ACHIEVING RESULTS AND PROGRAM EVALUATION**

Please refer to the Rating Factor 5 Form in Exhibit 2 for a full accounting of planning issues to be addressed at each level, associated activities, long-term outcomes desired, and their applicability to Livability Principles as noted in this narrative.

**Regional Planning.** Long-term outcomes expected from the proposed regional planning activities include: an increased proportion of low and very low-income households within a 30-minute transit commute of major employment centers; reduced social and economic disparities; a decrease in combined housing and transportation costs along with VMT and associated GHG emissions; land-use decisions that increase infill development while minimizing displacement of vulnerable populations; an increased number of older adults living in communities that are actively seeking to support healthy, successful aging through implementation of innovative strategies, policies and regulations; and alignment of federal planning and investment resources with local and regional strategies for enhancing quality of life. Key regional planning milestones include the following:

- A Technical Planning Advisory Committee will be established within six months and help create a scope of work for exploring regional housing and economic/workforce development issues
- Within 12 months, this Committee will have completed initial research and issued a draft report that informs goals on both issues
- By the end of 24 months the region will have identified draft housing and economic/workforce development goals and policies and short-term metrics
- By the end of the grant-funding period, the DRCOG Board will have adopted a revised *Metro Vision* plan with new housing and economic/workforce development goals and policies, as well as a revised Regional Transportation Plan that will guide the region’s allocation of federal transportation policies to promote *Metro Vision* goals
- Other regional planning outcomes that will be achieved by the end of the grant-funding period include certification of local governments as part of DRCOG’s Boomer Bond initiative, and an enhanced
Regional Equity Atlas website and interactive mapping tool that is easy to understand and guides local communities in their land-use decisions, particularly around transit station areas

**Corridor and Catalytic Project Planning.** As primary strategies for executing *Metro Vision*, corridor and catalytic project planning efforts will produce many of the same long-term outcomes as the regional planning efforts. Key milestones in these planning efforts include the following:

- At six months, the three new Corridor Working Groups will have been established, identified a shared vision and goals, and developed detailed scopes of work
- Within one year, the Working Groups will have selected consultant support through a competitive process and completed an analysis of existing conditions along the corridor
- By 24 months, the Working Groups will have developed detailed implementation strategies and indentified catalytic projects
- By the end of the grant-funding period, predevelopment activities at the catalytic project sites will have been completed
- The West Line, having already identified a catalytic project at the Sheridan Station, will achieve key milestones more quickly than the other corridors.

**Stakeholder Engagement.** The primary long-term outcome resulting from the Stakeholder Engagement activities is increased participation in developing and implementing a long range vision for the region by populations traditionally marginalized in public planning processes. Key milestones associated with these activities include the following:

- Within three months, FRESC will have hired three Community Outreach Specialists who will be working in each of the corridors receiving planning funds (Gold, East, and Northwest rail/US36BRT), conducting training and educational activities; within six months, a regional Citizens’ Advisory Committee and Stakeholder Committees for each of the Corridors will be in place
- Within the first year, at least one large, interactive community workshop will have been held along each of the three transit corridors and at the regional level
- By the end of the second year, a regional Transit Alliance Citizens’ Academy focused specifically on the *Metro Vision* update will have been completed, and graduates will have developed individual action plans for continued engagement
- By the end of the grant-funding period, Transit Alliance Citizens’ Academies will have been completed along each of the three transit corridors, and graduates will have developed individual action plans for continued engagement
- *In total across the three-year grant-funding period, nearly 700 people will have participated in capacity building activities led by FRESC and Transit Alliance. We anticipate at least 600 of these individuals will go on to participate in specific planning and decision-making activities at the corridor and regional levels*.

**Outcomes Assessment and Knowledge Sharing (Oaks).** The primary long-term outcome resulting from OAKS activities is increased knowledge and capacity of the region to implement sustainable development at the regional, corridor and site levels. Key milestones associated with these activities include the following:

- Within six months, a detailed scope of work for Denver-specific case studies will be completed
- Preliminary results from the case studies will be available within one year
- By 24 months, the region will have conducted several workshops and trainings to share the results of the case studies, as well as lessons learned from other regions
- By the end of the grant-funding period, a formal report on the final case study findings will be widely disseminated, and the region will have a robust set of performance metrics for measuring progress toward regional goals