The Denver Region’s Application to HUD’s Sustainable Communities Regional Planning Grant Program

Stakeholder Committee Meeting #1
August 17, 2011

DENVER REGIONAL COUNCIL OF GOVERNMENTS
We make life better!
Welcome and introductions
Overview of grant opportunity
Stakeholder committee
Proposed framework for grant application
Corridor planning and catalytic projects
Overview of Grant Opportunity
HUD-DOT-EPA Livability Principles

- Provide more transportation choices.
- Promote equitable, affordable housing.
- Enhance economic competitiveness.
- Support existing communities.
- Coordinate and leverage federal policies and investment.
- Value communities and neighborhoods.
HUD’s Sustainable Communities Regional Planning Grant

- $67 million in FY2011
- Supports multijurisdictional planning efforts that integrate:
  - Housing
  - Land use
  - Economic and workforce development
  - Transportation
  - Infrastructure investments
Alignment with regional priorities

- Opportunity to:
  - Enhance Metro Vision planning, implementation efforts
  - Leverage regional investments such as the $6.7 billion FasTracks system
  - Position the region for future federal funding
Potential activities (Category 2)

- Fine-tune Metro Vision, more fully integrate Federal Livability principles
- Prepare more detailed plans and programs that further Metro Vision goals
- Catalytic project(s) of clear regional significance associated with implementing Metro Vision
Denver region’s 2010 application: Partners

- 30 local governments, representing 83% of the population
- 32 additional partners
  - State and regional planning
  - Housing
  - Environment
  - Community development/outreach
  - Public health
  - Private sector
Metro Vision goal: accommodate 50% of new housing and 75% of new employment in urban centers between 2005 and 2035

- Improve air quality
- Reduce vehicle miles traveled per capita
- Reduce greenhouse gas emissions
- Conserve water
Denver region’s 2010 application: Tasks

1. Metro Vision Update (~$1 million)
   - More fully address housing, economic development, environmental factors critical for successful urban centers
   - Create wide-spread support for the Vision
   - More fully integrate Livability Principles

2. Detailed implementation strategies (~$4 million)
   - Explore Regional Infrastructure Authority
   - Establish steering committees for each FasTracks corridor
   - Identify and pursue corridor-specific implementation strategies
HUD feedback

- Denver region scored 81.5 out of 100
- Funded proposals scored 85 or higher
- Granted Preferred Sustainability Status
  - 2 bonus points for 2011 application
- Two main weaknesses:
  - Stakeholder engagement plan
  - Connection to economic development
Partner reflections

• Strength:
  ▪ Number and diversity of partners
  ▪ Attention to housing – an important issue for the region

• Weaknesses:
  ▪ Lack of focus – trying to be all things to all people
  ▪ Need Executive Committee to help prioritize and build support
Progress since 2010

- DRCOG
  - Board adoption of Metro Vision update, new sustainability goals
  - $1.4 million awarded for station area and urban center planning
  - New Metro Vision Implementation Task Force
  - New travel model completed, new land use model under development
Progress since 2010

- Efforts to expand $15 million Denver TOD Fund to $30 million regional fund
- Mile High Transit Opportunity Collaborative
- Corridor planning: West Corridor Working Group report on implementation strategies
- Site planning: 10th and Osage station area
# 2011 grant application: Executive Committee

<table>
<thead>
<tr>
<th>Jim Taylor, DRCOG Board Chair (representing cities)</th>
<th>Tom Clark, Metro Denver Economic Development Corporation</th>
<th>Nancy Engelken, Housing Colorado</th>
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<tbody>
<tr>
<td>Jack Hilbert, DRCOG Board Treasurer (representing counties)</td>
<td>Deborah Obermeyer, Metro North Chamber</td>
<td>John Powers, Alliance for Sustainable Colorado</td>
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<td>Lee Kemp, RTD</td>
<td>Bill Mosher, Urban Land Institute/Denver Union Station Project Authority</td>
<td>Anne Warhover, Colorado Health Foundation</td>
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<td>Dave Ferrill, Governor’s Office</td>
<td>Hassan Salem, US Bank Colorado</td>
<td>Christine Benero, Mile High United Way</td>
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<td>Paul Ryan, Denver Mayor’s Office</td>
<td>Chad Ochsner, REMAX Alliance</td>
<td>Elise Jones, Colorado Environmental Coalition</td>
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<td>Rob Osborne, Xcel Energy</td>
<td>Aaron Miripol, Urban Land Conservancy</td>
<td>Elbra Wedgeworth, Community at Large</td>
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<tr>
<td>Cris White, Colorado Housing and Finance Authority</td>
<td>Tom Gougeon, Mile High Transit Opportunity Collaborative</td>
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2011 grant application: Consultant support

- Skip Spensley – Project Management
- Joan Sabott – Facilitation
- Doug Laub – Grant writing

Thank you Mile High Transit Opportunity Collaborative!
<table>
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<tr>
<th>Date</th>
<th>Milestone</th>
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<tr>
<td>Aug 17</td>
<td>General stakeholder meeting</td>
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<td>Aug 17</td>
<td>DRCOG Board meeting</td>
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<td>Aug 22</td>
<td>Executive Committee meeting</td>
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<td>Aug 25</td>
<td>Pre-application DUE</td>
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<td>Aug-Sep</td>
<td>Subcommittee meetings</td>
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<td>Sep 20</td>
<td>General stakeholder meeting</td>
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<td>Sep 21</td>
<td>Executive Committee meeting</td>
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<td>Sep 21</td>
<td>DRCOG Board meeting</td>
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<td>Sep 26</td>
<td>Final application DUE</td>
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Roles and responsibilities

- Consensus-Based Decision Making
- Role of Executive Committee
- Role of Stakeholder Committee and the Operating Principles
- Role of Subgroups
- Role of Coordinating Committee
- Role of Project Management Team
Interview summary

• Outstanding successes in region
• Regional cooperation, instead of competition
• Win!
• Focused, transparent, holistic and comprehensive strategic approach
• Build on 2010 application and review successful 2010 applications
• Address topics that were not fully addressed in last year’s grant (including equity, economic development and stakeholder engagement)
• One oversight agency with existing networks/groups/collaboratives “on the ground” implementing
Interview summary, cont.

- Enhance MetroVision to be comprehensive of all components of sustainability*

- Zoning is a key factor in long-term success of community development and sustainability/livability

- Explore regional Transit Oriented Development Fund

- Use this opportunity to gain meaningful data for region

- Set the stage for more comprehensive regional planning on specific issues (e.g. housing choices)

- Desire for ongoing collaboration

- Does the grant’s inclusions make our region a better place to live?
Proposed Framework
Keys to Success

- Skews heavily toward *implementation*
- Stronger themes around economic development and underserved populations
- Clearly holistic and integrated in approach
- Consortium structure
  - Governance
  - Roles and responsibilities – key issues more fully represented
  - Perceived as functional and able to outlast grant
Keys to success: Partners and local match

- 20% of $5 million grant request = $1 million match
- Cash and/or verified in-kind contributions
- Any combination of local, state and/or private and philanthropic contributions dedicated to the express purposes of our proposal
- Federal funds do not qualify
- In-kind can include
  - office supplies, computer equipment and supplies
  - materials for projects and flyers and other marketing material
  - office and meeting space, including use of computers, phones, fax and copy machines, or the use of vehicle, construction equipment, and other related project items
  - professional time - supervision, training, technical assistance, project evaluation and quality oversight, pro-bono work
- LEVERAGED FUNDS
Three levels of planning

Regional (Metro Vision)

Corridor (rapid transit)

Site (catalytic project)
Common themes addressed at all levels

- Aging (leverage DRCOG’s role as AAA)
- Social equity and access to opportunity
- Stakeholder engagement
- Housing choices
- Economic and workforce development
- Environment, public health and sustainability
- Technical support and policy tools (learning lab)
Potential activities: Corridor planning

- Replication of West Corridor model (Reconnecting America)
- Corridor-level Citizens Academies (Transit Alliance, FRESC, PlaceMatters)
- Learning laboratory (CU Denver and Boulder)
Potential activities: Corridor/site planning

- Planning charrettes (Housing Colorado), technical assistance panels (ULI)
- Consideration of artist live/work, creative business space as tool for economic development (Artspace USA)
- Health Impact Assessment (CDPHE, Kaiser, Livewell)
Potential activities: Regional planning

- Data collection and analysis to support regional, corridor and site planning (MHTOC, ULC, United Way, WESTAF)
  - Housing needs
  - Infrastructure needs
  - Community resources, gaps
  - Infill, redevelopment opportunities
- Scenario analysis (new DRCOG models)
- Performance monitoring (MV Implementation Task Force)
- Regional economic development fund (TOD fund)
Subcommittee responsibilities

- Define problems/needs
- Identify specific activities at each planning level to address problems/needs
- Define partner roles
- Identify local match/leveraged resources
Approach to Corridor Planning and Catalytic Projects
Denver region’s 2010 application: Corridor Planning

- Requested $3.14 million for corridor level activities
  - Establish and/or support corridor steering committees
  - Building organizational capacity
  - Community outreach
  - Next step planning activities (e.g., specific implementation schedules, land assemblage strategies)
Requested funds directed to FasTracks corridors
- $1.65 million for West Corridor activities ($270K in local match committed to activities)
- $1.49 million for the five additional FasTracks corridors
Planning at the corridor level central to FY10 application – assume this priority remains.

Initial key question:

- Fund all rapid transit corridors
- a selection of rapid transit corridors?
All rapid transit corridors (existing & FasTracks)

**Potential Benefits**
- Each corridor needs planning funds
- Larger pool of partners and potential funds for leverage
- Demonstrates system-wide thinking
- Promotes long-term sustainability and equity with regional collaboration
- Opportunity to learn from all corridors
- Politically straightforward
- Persuasive to HUD – all corridors will incorporate Livability Principles

**Potential Risks**
- Not addressing the biggest or most pressing needs during 3-year grant
- Spread too thin – may be difficult to show progress on key outcomes
- Some corridors might not be “ripe” for planning
- Doesn’t demonstrate capacity to prioritize and be strategic
- Lack of collaborative decision making
Selection of rapid transit corridors

**Potential Benefits**
- More potential for serious partners and leveraged funds
- Can build on efforts to date and show potential for progress
- Implementation results within a reasonable timeframe
- Can create more detailed problem statements and desired outcomes
- Recognizes existing phasing/prioritization
- Lessons learned can be transferred

**Potential Risks**
- Eroding support for grant – must have 50% of population of the region support
- Smaller pool of partners and leveraged funds
- Politically challenging
FY2011 Project Concept Development
Catalytic Project(s)

- FY10 application did not include catalytic project(s)
- Up to 40% of budget can be directed to catalytic projects
  - “…architectural, engineering, and urban design work; environmental impact assessment; legal fees; and site control, including potential acquisition.”
- Initial key questions:
  - Include catalytic project(s) in FY11?
  - If so, named or unnamed?
Do not include catalytic project(s)

**Potential Benefits**
- Less preparation and analysis for the application
- Simpler funding approach
- Simpler approach to implementation and evaluation
- Politically straightforward

**Potential Risks**
- Lack of specificity in application
- May not clearly demonstrate region is Category 2 applicant
- Further from implementation and execution
- Too big picture – unable to demonstrate tangible progress/improvements in the region
- Not using “catalytic” might be risky
Include specific catalytic project(s)

Potential Benefits
- Specific projects can mean more detail on project need and benefits
- Show the region is ready to implement (Cat. 2 vs. Cat 1)
- Ability to leverage funding and in-kind contributions and identify specific roles for partners, both existing and new

Potential Risks
- Significant preparation and analysis for the application
- Missing the mark with what HUD and other reviewers may be looking for in catalytic projects
- Putting all the “eggs in one (or a few) basket”
- Politically challenging
- Include concept of catalytic project(s)

**Potential Benefits**
- Specific issues/problems can be addressed
- Allow for more technical expertise and specificity of criteria for corridor-related projects
- Value in long-term for corridor development
- Set stage for long-term collaboration
- Politically straightforward

**Potential Risks**
- Challenge in articulating this approach in grant writing
FY2011 Project Concept Development
Working Recommendations

- Focus on corridor planning
  - Fund a subset of corridors based on input/criteria from Stakeholder and Executive Committees
  - Reserve funds in overall application budget for learning lab activities to assist remaining corridors
Focus on catalytic project(s)

- Defined/named catalytic project in West Corridor (tbd by West Corridor communities)

- Placeholder in budget for funded corridors to select additional catalytic projects during corridor planning
Recommended corridor planning approach:

1. I can support the recommended approach
   - 90%

2. I cannot support the recommended approach
   - 7%

3. I can support with some revisions
   - 3%
Recommended approach to catalytic projects:

1. I can support the recommended approach - 80%
2. I cannot support the recommended approach - 7%
3. I can support with some revisions - 12%
FY2011 Project Concept Development
Working Recommendations

- Discussion Question
  - How can the recommended approaches for corridor planning and catalytic projects be improved?