

AGENDA
DRCOG Board Work Session
WEDNESDAY, June 7, 2023
4 p.m. – 5:30 p.m.
VIDEO/WEB CONFERENCE
Denver, CO

1. Call to Order
2. Public Comment
3. Summary of the March 1, 2023 Board Work Session
(Attachment A)
4. Update on development of a Comprehensive Economic Development Strategy
(CEDS)
(Attachment B) Flo Raitano, Director, Partnership Development and Innovation
5. Discussion on development of a Regional Housing Strategy
(Attachment C) Sheila Lynch, Division Director, Regional Planning and Development
6. Adjourn

Persons in need of auxiliary aids or services, such as interpretation services or assisted listening devices, are asked to contact DRCOG at least 48 hours in advance of the meeting by calling (303) 455-1000.

We make life better!



ATTACH A

BOARD WORK SESSION SUMMARY

March 1, 2023

Note: Meeting held virtually via Zoom

Directors present:

Wynne Shaw, Chair	Lone Tree
Steve O’Dorisio	Adams County
Claire Levy	Boulder County
Austin Ward	City and County of Broomfield
Kevin Flynn	City and County of Denver
Nicholas Williams	City and County of Denver
George Teal	Douglas County
Marie Mornis	Gilpin County
Tracy Kraft-Tharp	Jefferson County
Jan Pawlowski	Brighton
Deborah Mulvey	Castle Pines
Tim Dietz	Castle Rock
Tammy Maurer	Centennial
Randy Weil	Cherry Hills Village
Steve Conklin	Edgewater
Ari Harrison	Erie
Lynette Kelsey	Georgetown
George Lantz	Greenwood Village
Paul Haseman	Golden
Chuck Harmon	Idaho Springs
Jeslin Shahrezaei	Lakewood
Rich Olver	Lakewood
Joan Peck	Longmont
Dietrich Hoefner	Louisville
Deborah Fahey	Louisville
Colleen Whitlow	Mead
Tom Mahowald	Nederland
John Diak	Parker
Sarah Nurmela	Westminster

Others present: Doug Rex, Executive Director; Chris Chovan, Adams County; Bryan Weimer, Arapahoe County; Lauren Pulver, Douglas County; Shawn Poe, Commerce City; Kent Moorman, Thornton; Debra Baskett, Westminster; Lee Cryer, Susan Wood, Melissa Smith, RTD; and DRCOG staff.

Chair Steve Conklin called the session to order at 4:00 p.m.

Public Comment

There was no public comment.

Population Cohort and Household Type Forecast: A brief summary of the next 30 Years

Zach Feldman provided an overview of the forecast to the directors. Changes in population and households over time impact the region’s estimates of future travel

demands and patterns. Forecasts for the region begin with population and household forecasts from the Colorado State Demography Office. Growth will be slower over the next three decades than over the past three decades. The Denver region and Colorado will continue to see population growth faster than the national average, but will see no growth in children over the next three decades. Staff anticipates a continued growth among older adults with 65+ population growing over seven times faster than the under 65 population. Most forecasted household growth will be among older adults and households without children. Mr. Feldman presented information about available data sources, forecasted changes in population growth with emphasis on variation by age cohort, forecasted changes in household growth with emphasis on variation by household type, and the implications for the Denver region.

Survey results and areas of focus for the 2023-2027 Area Plan on Aging

Jayla Sanchez-Warren discussed the results of the survey with the directors. The Older Americans Act requires state units on aging and local AAAs to develop four-year area plans to identify priorities and objectives over the course of a four-year period. Staff is currently developing the Area Agency on Aging's Area Plan on Aging. DRCOG is using survey results from the Community Assessment Survey for Older Adults, community conversations and key information sessions to reflect the strengths and needs of the region's population of older adults and people with disabilities. The plan will highlight accomplishments by the DRCOG Area Agency on Aging and community providers, examine anticipated challenges, and provide information about service goals, advocacy efforts, and partnership development. Ms. Sanchez-Warren presented an overview of the findings and directors had a robust conversation to contribute to the plan's development.

The work session ended at 5:28 p.m.

ATTACH B

To: Chair and Members of the Board of Directors

From: Douglas W. Rex, Executive Director
303-480-6701 or drex@drcog.org

Meeting Date	Agenda Category	Agenda Item #
June 7, 2023	Discussion	4

SUBJECT

Update on efforts on the proposed development of a Comprehensive Economic Development Strategy (CEDS) for the DRCOG region.

PROPOSED ACTION/RECOMMENDATIONS

N/A

ACTION BY OTHERS

N/A

SUMMARY

This presentation will provide an update on efforts to date in engaging strategic partners and garnering support for and interest in joining the proposed effort of DRCOG to create a Comprehensive Economic Development Strategy (CEDS) for the DRCOG region. The presentation will also provide information about the future direction of those efforts including a timeline and an initial, partial list of partners.

PREVIOUS DISCUSSIONS/ACTIONS

[April 2, 2022](#) - Discussion on the possibility of DRCOG working with strategic partners across the region like Metro Denver Economic Development Corp. (MDEDC) began.

[June 15, 2022](#) - Representatives from the Economic Development Administration (EDA) and the Colorado Office of Economic Development and International Trade provided information about the process and the potential benefits to the DRCOG region of such an effort. A panel conversation with peer COGs/MPOs on their experience pursuing development of a CEDS was held.

PROPOSED MOTION

N/A

ATTACHMENTS

1. Project List from other MPO CEDS
2. Staff Presentation

ADDITIONAL INFORMATION

If you need additional information, please contact Douglas W. Rex, Executive Director, at 303-480-6701 or drex@drcog.org or Flo Raitano, Director, Partnership Development and Innovation, at 303-480-6789 or fraitano@drcog.org.

PROJECT EXAMPLES FROM CEDS IN OTHER MPO REGIONS

Atlanta Regional Commission:

- The [Aerotropolis Alliance](#), a collaborative effort to improve the regional economic competitiveness of the area around Hartsfield-Jackson Atlanta International Airport.
- The [Atlanta Regional Marketing Alliance](#), which convenes the region's economic development organizations to promote metro Atlanta as a top destination for businesses looking to move or expand.
- The [Metro Atlanta Housing Strategy](#), which helps local governments identify effective approaches to increase housing affordability and stability.
- [Learn4Life](#), a collaborative effort of local school districts, communities, businesses, and nonprofits that uses data to identify best practices to improve educational outcomes.

Mid-America Regional Council (Kansas City):

Some of the projects that have resulted from MARC's CEDS and EDD work over the years include a number of investments for smaller cities, including:

- Excelsior Springs (older town of about 10,000 population on region's edge) – have helped with numerous grant projects including one to establish a Revolving Loan Fund for downtown revitalization and a grant for historic preservation/restoration of the Elms Hotel, which now employs 100 persons and when renovated in 2009, generated \$22 million in new revenue for the city. It continues to be a tourist draw (the city was known for its hot springs).
- Blue Springs (suburb) – helped fund a business plan and construction investments for a Business Incubator.
- Helped Osawatomie with a housing study following a 2007 flood that destroyed a number of homes in this small town.
- Assisted Mosby, a small town along the Missouri River, with a flood buyout of damaged homes after the city experienced a series of flood events.
- Assisted four small suburban cities with the Neighborhood Stabilization Program, helping to acquire foreclosed properties, renovate homes or build new ones and resell to moderate income buyers.
- Convened 60 community partners and secured a HUD Sustainable Communities grant building on a long-range transportation plan land use strategy to focus development along key corridors and at activity centers.

- Convened 19 older suburbs and formed the First Suburbs Coalition. The coalition meets quarterly. Partnered with a community credit union on a low-interest home equity loan to help 150 modest income homeowners improve their properties to help stabilize these declining older suburbs (now some of the most desirable parts of the region to live). Conducted market analyses to support reinvestment of older commercial properties to improve tax base. Since 2019, have focused on the issue of affordable housing.
- Laugh-a-Gram Building: We did a market study and facility evaluation of an old building in the urban core that housed Walt Disney's early work in creating Mickey Mouse before he left for LA. The initial work provided the impetus for continued planning by others and the renovation of the building is underway to establish a digital media center for training youth and adults.
- In 2008 and 2009, worked with local governments and community partners in response to the recession. In response to a request from one of our members of Congress, formed an initiative called the Green Impact Zone and focused attention and resources on a distressed part of our urban core. Brought in over \$100 million in grants (infrastructure, housing, workforce, etc.).
- Supported early efforts to improve broadband infrastructure, including early entry of Google Fiber to our region. We are currently convening community stakeholders on an analysis of broadband infrastructure and digital equity needs in advance of new federal funding.
- Used EDA funds to support planning and zoning training for local officials, including planning commissioners.
- In 2014, worked with a business-led organization (Civic Council of Greater KC) and the Brookings Institution on a study of the region's economic competitiveness, Prosperity at a Crossroads.
- Formed an initiative with several business organizations – KC Rising – and began work on supporting regional efforts to increase our economic competitiveness and inclusive prosperity.
- Conducted a number of structured analyses (Talent-to-Industry Exchanges) bringing employers and educators together to identify what skills employers need from a workforce and what changes educators need to make in their curriculum to produce the talent needed. Focused on information technology, construction and skilled trades, life sciences and architecture and engineering. KC Rising identified regional economic goals, which became a key part of the CEDS.

Wasatch Front Regional Council Salt Lake City):

- [Digital Infrastructure Study](#) (5 city region) - The global COVID-19 pandemic intensified the need for reliable, high-quality, and high-speed internet service in the area. The MSD member area requested funding to complete a digital infrastructure study by (1) identifying gaps in high-speed internet access and (2) exploring options and making recommendations to enhance the digital infrastructure.
- [Cottonwood Heights Economic Resiliency Plan](#) - Cottonwood Heights updated the city's General Plan to include economic resiliency in response to challenges posed by COVID-19. The project acted as a complementary extension to the city's General Plan and the WFEDD Comprehensive Economic Development Strategy by providing additional analysis and recommendations specific to economic resiliency, particularly as a result of the COVID-19 pandemic. The plan conducted an analysis to identify affected business types and those shown to have resiliency through the pandemic.
- [Salt Lake City Social Impact Bond Study](#) - Salt Lake City is pursuing a Social Impact Bond to gather information about West Salt Lake City, which historically has been underserved, redlined, and has experienced disinvestment. The COVID-19 impacts in this area are significantly different than other areas within Salt Lake City. This plan will assist in acquiring the necessary data to understand the issue of inequality better. The study will address imbalances in this targeted area, including transportation, housing, education, and healthcare services.
- Salt Lake County Business Recovery Assistance - Salt Lake County worked with other partners to develop and facilitate recovery training programs for the businesses that expressed the need for tools to stabilize and grow during the post-COVID-19 recovery period. Salt Lake County enabled these trainings to foster resiliency for both individual businesses and the larger business community.
- Tooele City COVID-19 Related Business Training - Tooele City proposed using EDA CARES Act funding to host COVID-19 related workforce training in partnership with the Tooele Technical College and the Custom Fit Training Program. There have been various training options, including a course on leadership and web marketing. Training programs from the Tooele Technical College have proven to be successful thus far, and this funding helped build another round of training programs for local businesses.
- [Clinton City Economic Development Plan](#) - Clinton City sought funding to create a comprehensive economic development plan in a post-COVID-19 economy. This plan re-visioned and re-tooled Clinton City's economic strategies, analyze economic impacts, including recent and emerging trends of capture and leakage, evaluating existing key business nodes, and recommending modifications to the economic strategy. In addition, the project includes a financial sustainability model.

COMPREHENSIVE ECONOMIC DEVELOPMENT STRATEGY

UPDATE ON PROGRESS TO DATE

DRCOG Board Work Session
June 7, 2023

Dr. Flo Raitano
Director of Partnership
Development and
Innovation

OUTREACH AND ENGAGEMENT EFFORTS TO DATE

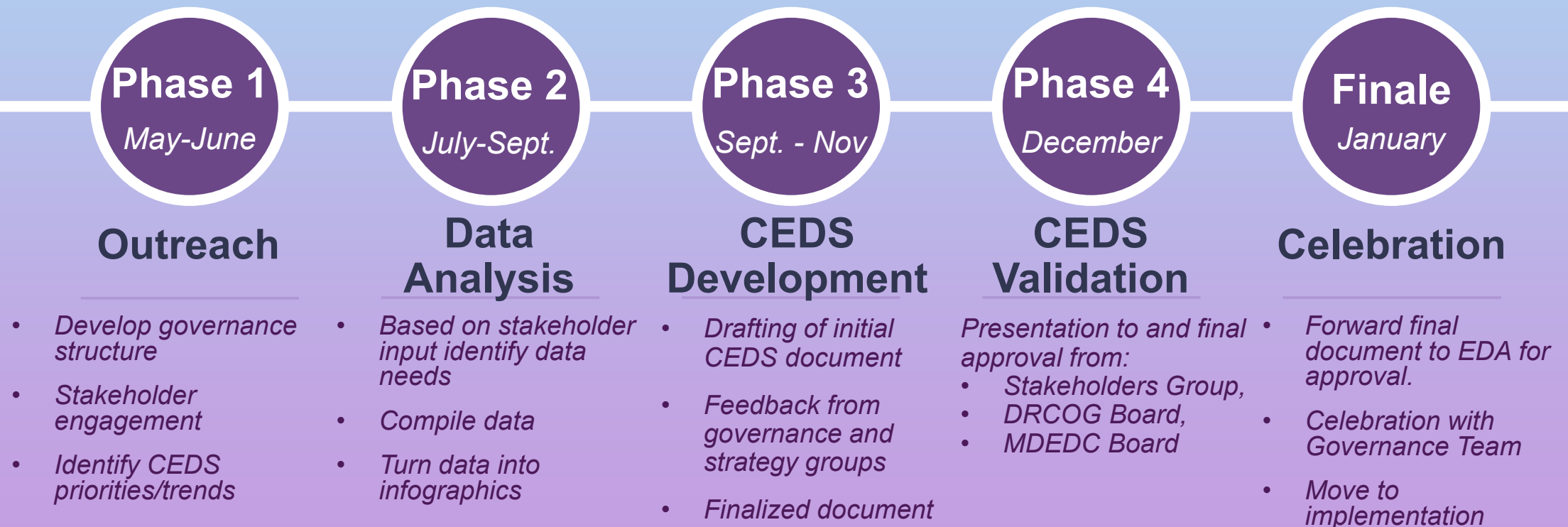


- CU Denver Chancellor – August 31, 2022
- MDEDC and Denver Metro Chamber of Commerce – Dec. 6, 2022
- MDEDC – June 29, 2022
- MDEDC, EDA, DRCOG discussion – January 31, 2023
- MDEDC Front Range Economic Collaborative – May 16, 2023
- Small Communities, Hot Topics Forum Sept. 29, 2022 and May 4, 2023
- Quarterly City/County Managers Forum May 11, 2023
- Manufacturers Edge CEO – May 26, 2023

DRCOG CEDS



Proposed Timeline



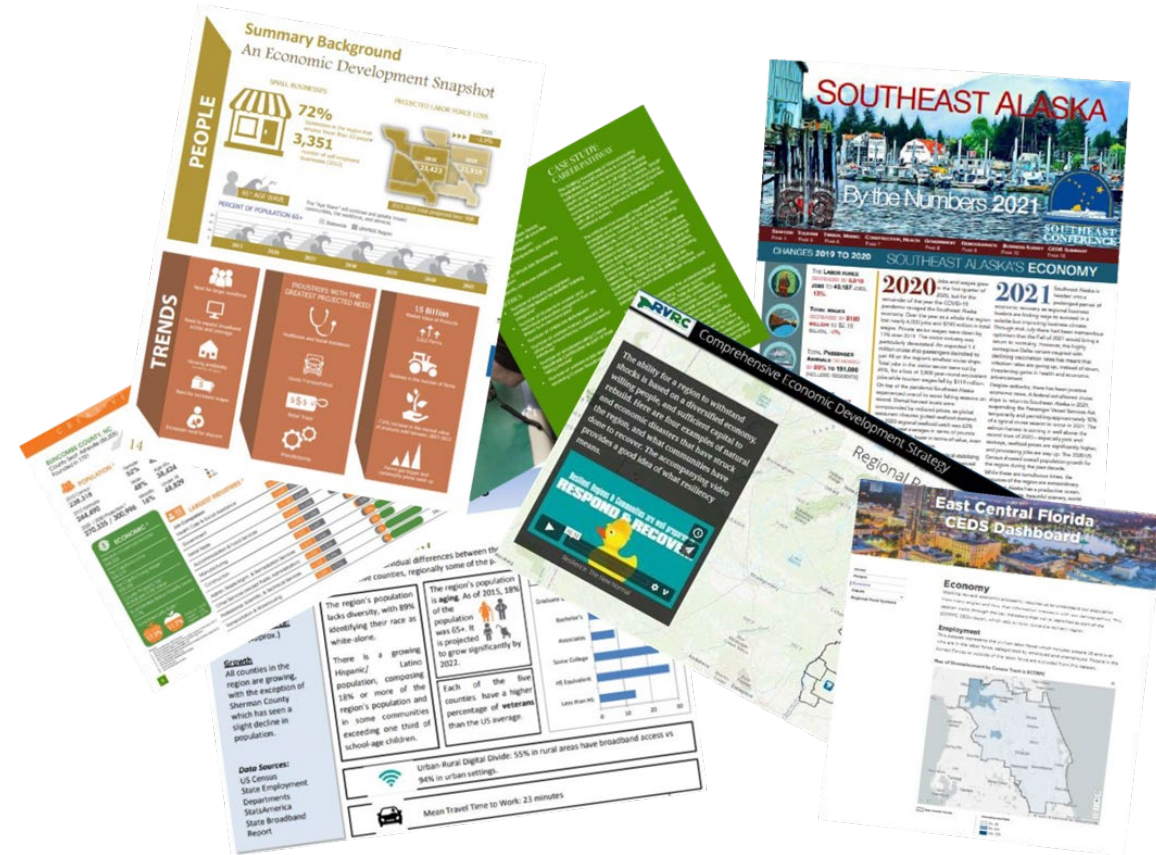
A NEW ERA FOR THE CEDS



From this....



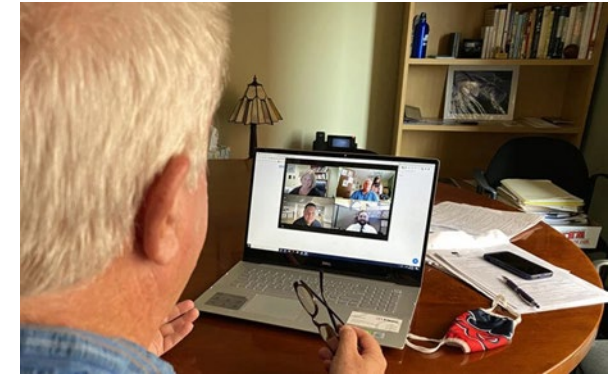
....to this!



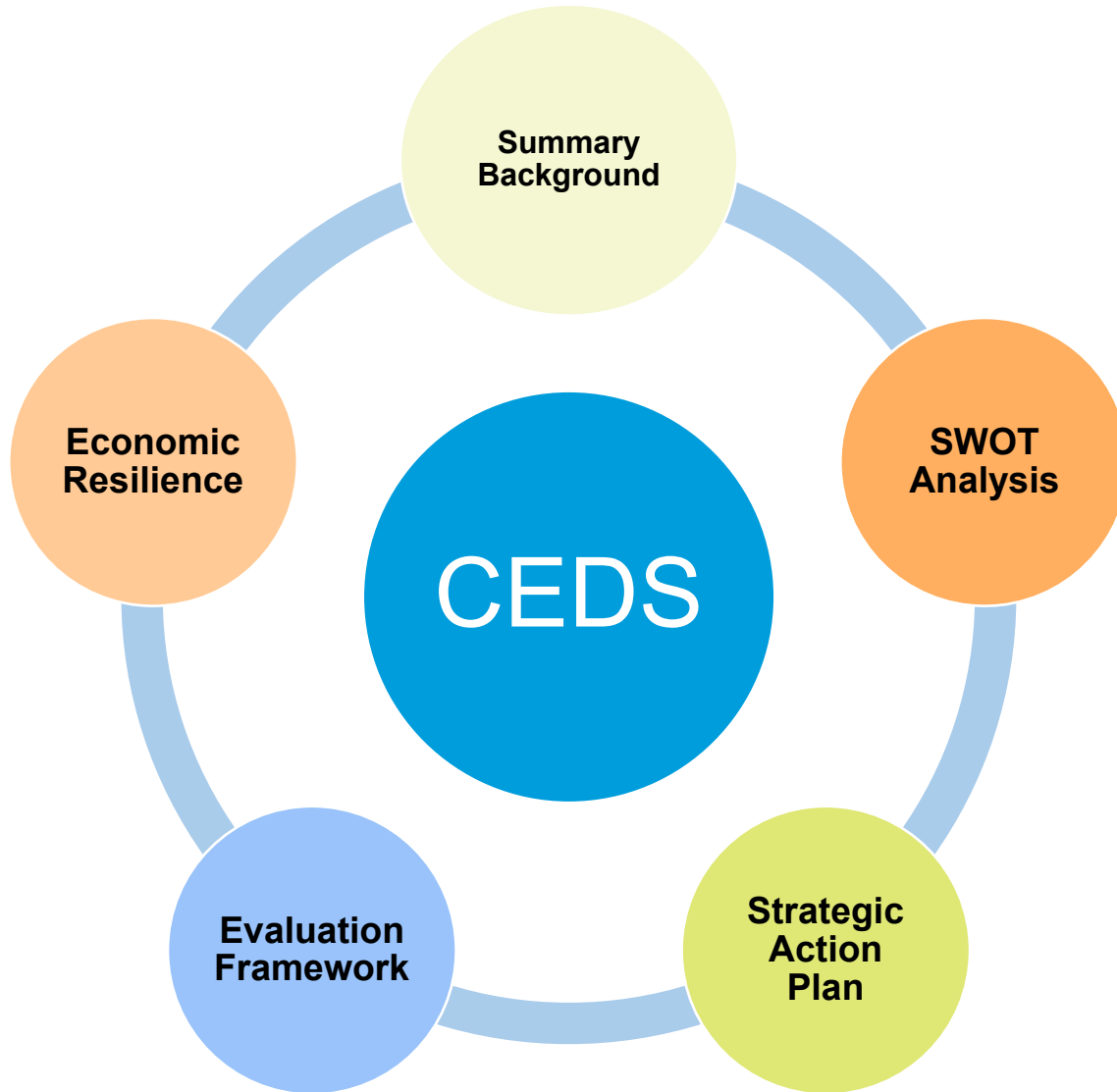
THE MOST EFFECTIVE CEDS ARE:



- **C**reative
- **E**ngaging
- **D**riven by data
- **S**torytellers



ELEMENTS OF A CEDS



WHAT'S IN EACH SECTION? A BRIEF OVERVIEW



- **Summary Background:** A background summary of the region should answer the question, “What have we done?”, and present a clear understanding of the local economic situation, supported by current, relevant data.
- **SWOT:** A SWOT analysis of the regional economy should answer the question, “Where are we now?” by using the relevant data and background information to help identify the critical internal and external factors that speak to the region’s unique assets and competitive positioning.
- **Strategic Direction/Action Plan:** The strategic direction and corresponding action plan contained within the CEDS are the heart and soul of the document. They should answer the questions “Where do we want to go?” and “How are we going to get there?” by leveraging the analysis undertaken in the SWOT.
- **Evaluation Framework:** The evaluation framework serves as a mechanism to gauge progress on the successful implementation of the overall CEDS while providing information for the CEDS Annual Performance Report.
- **Economic Resilience:** In building economic resilience, it is critical that economic development organizations consider their role in the pre-and post-incident environment to include steady-state and responsive initiatives.

STEADY STATE ECONOMIC RESILIENCE



Resilience: The ability of a region or community to anticipate, withstand, and bounce back from shocks, disruptions, and stresses including:

- Weather-related disasters or hazards / Impacts of climate change
- The closure of a large employer or military base
- The decline of an important industry
- Changes in workforce / effects of automation
- COVID-19 response & recovery

RESPONSIVE ECONOMIC RESILIENCE



Not Just Bouncing
Back...*Bouncing Forward*

“Another way of looking at resilience is the ability not only to bounce back but also to “bounce forward” - to recover and at the same time to enhance the capacities of the community or organization to better withstand future stresses.”

- Urban Land Institute -
After Sandy

WHAT MAKES A STRONG CEDS?



- Linking the sections to improve CEDS focus and measurable impact
- Including key elements such as workforce, broadband, energy, etc.
- Emphasizing measurable goals/strategies rather than a stand-alone list of projects
- Integrating/leveraging other planning efforts and resources (cross-pollinate)
- Infusing economic resilience into the CEDS – broad definition

EDA INVESTMENT PRIORITIES



- Environmentally Sustainable Development
- Equity
- Exports & Foreign Direct Investment
- Manufacturing
- Recovery & Resilience
- Technology-based Economic Development
- Workforce Development



STRATEGY TEAM (PROPOSED – NOT COMPLETE)



- DRCOG
- MDEDC
- Denver South
- CU Denver
- CO Workforce Development Board
- Manufacturers Edge
- Economic Development Professionals
- TBD



STAKEHOLDERS (PROPOSED – NOT COMPLETE)



- Economic Development professionals
- Higher Education
- Workforce Development
- Government Agencies (State and Local)
- Private sector
- Community & labor groups
- Non-profits
- World Trade Center
- TBD



EXAMPLES OF PROJECTS FROM OTHER REGIONS



- Wasatch Front
 - Digital Infrastructure Study (5 city region)
 - Cottonwood Heights Economic Resiliency Plan
 - Salt Lake City – Social Impact Bond Study
 - Salt Lake County – Business Recovery Assistance
- Mid-America Regional Council
 - New Electric Energy Workforce Industry Plan
 - Solar Ready KC Initiative
 - KC Rising
- Atlanta Regional Council
 - Aerotropolis Alliance
 - Learn4Life
 - Metro Atlanta Housing Strategy



THANK YOU!
QUESTIONS?

Dr. Flo Raitano
Director of Partnership Development and Innovation
fraitano@drcog.org

ATTACH C

To: Chair and Members of the Board of Directors

From: Douglas W. Rex, Executive Director
303 480-6701 or drex@drcoq.org

Meeting Date	Agenda Category	Agenda Item #
June 7, 2023	Discussion	5

SUBJECT

Development of a Regional Housing Strategy

PROPOSED ACTION/RECOMMENDATIONS

N/A

ACTION BY OTHERS

N/A

SUMMARY

Metro Vision, our shared regional plan, identifies the need to support local governments and housing experts to understand the housing-related data and analysis gaps and identify the regional planning products that will expand opportunities for affordable, accessible, and livable housing options for all ages, incomes, and abilities. Over the last year, DRCOG's board explored the role and scope for regional coordination to address housing. Through facilitated discussions at board retreats and work sessions, three important roles emerged: (1) data analysis, (2) regional planning activities, and (3) convening. Discussions that emerged during the 2023 Legislative Session, specifically related to Senate Bill 23-213, reinforced the need to better understand the current housing challenges in our region and explore solutions.

At the DRCOG Board retreat in May, participants discussed development of a regional housing strategy as a vehicle for assessing the needs and opportunities across the region and prioritizing strategies for addressing housing needs. The board will review the purpose, deliverables, and timeline for the development of a regional housing strategy. Staff will propose the specific next steps for initiating this work.

PREVIOUS DISCUSSIONS/ACTIONS

N/A

PROPOSED MOTION

N/A

ATTACHMENT

Staff presentation

ADDITIONAL INFORMATION

If you need additional information please contact Douglas W. Rex, Executive Director, at (303) 480-6701 or drex@drcoq.org; or Sheila Lynch, Division Director, Regional Planning and Development at (303) 480-6839 or slynch@drcoq.org.

REGIONAL HOUSING STRATEGY NEXT STEPS

Board Work Session

June 7, 2023

Sheila Lynch, Director of Regional
Planning and Development

REGIONAL HOUSING STRATEGY NEXT STEPS



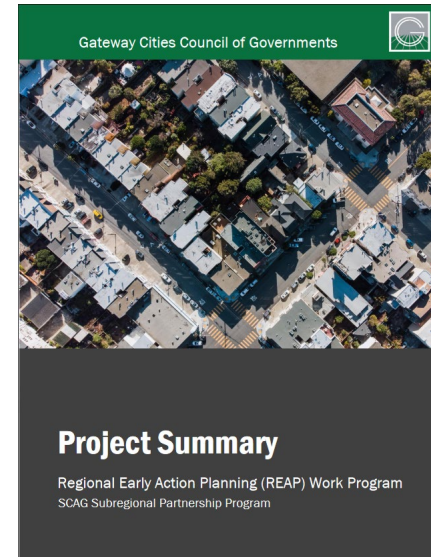
- Purpose and intent of a regional housing strategy
- Desired deliverables and general timeline
- Engagement objectives
- Review next steps



PURPOSE AND INTENT OF A REGIONAL HOUSING STRATEGY



LEARNINGS FROM OTHER REGIONS



Greater Kansas City Regional Housing Partnership

Regional Housing Partnership (RHP): Convened and supported by the Mid-America Regional Council (MARC) and Greater Kansas City Local Initiatives Support Corporation (LISC), the RHP seeks to foster a thriving housing system that produces and sustains a sufficient supply of quality, diverse housing options to meet the challenge. The housing system would be one in which people from every sector, and those impacted by this challenge, can join together to educate themselves about the problems and issues, and to explore, advocate and execute innovative approaches on financing, capacity and policy. By building relationships and gaining a common understanding of both problems and possible solutions, the RHP will encourage and support actions to address these regional housing challenges.

Issue: There is growing concern the Kansas City region faces an affordable housing challenge only exacerbated by the global pandemic. For some, it has reached crisis levels. Community leaders and research recognize that housing inequality connects to health factor, lifespan, student performance, job opportunities, wealth building and stability. For many, high housing costs prevent homeownership, threaten financial security and impede the ability to meet changing family circumstances. When race and ethnicity are factored in, people of color experience disparities across all of these aspects. For everyone, the supply of quality housing, location and pricing limits the region's ability to advance economic growth and opportunity. Currently, no comprehensive framework exists to address the regional issue and build from the work underway at the local level.

Elements: A healthy housing supply system is built on seven elements: data analysis, networked leadership, financing tools, production capacity, rental and homeowner resources, public policy and public engagement.

Strategies: Strategies around the seven elements will focus on the following:

- Data and Analytics:** This element involves generating accessible, reliable, current data to empower local government leaders, elected officials, advocates, leaders and developers to identify solutions and meet ever-shifting needs.
- Networked Leadership:** The partnership will create an affordable housing community by developing platforms to enable stakeholders from all sectors to connect, learn promising practices, share current work and engage builders, advocates, officials and planners.
- Financing Tools:** The RHP will identify and disseminate information about current and potential models of financing options that broaden housing development, rehabilitation and homeownership opportunities, especially for people of color.
- Production Capacity:** This element will focus on building the capacity of local non-profit and for-profit affordable housing developers, and if necessary, attract non-local developers with strong track records, assist local developers in scaling up housing production throughout the region, build a strong, capable housing construction workforce, and identify and bring in housing models that reduce the costs of new construction and rehabilitation.
- Rental and Homeowner Resources:** The RHP will work to improve coordination and accessibility of resources to prevent housing insecurity and homelessness, reduce the incidence of eviction and foreclosures, and increase resources for first-time buyers.
- Public Policy:** This element centers on encouraging adoption of public policies and practices at all levels that foster affordable housing through effective planning and zoning, income supports, incentives and regulations, public-private partnerships and fair housing practices.
- Public Engagement:** The partnership will work to enhance public, stakeholder and leadership awareness of affordable housing issues and provide engagement and advocacy opportunities focusing on housing, health, economic prosperity and family wealth building.

MARC LISC
GREATER KANSAS CITY

REGIONAL HOUSING SOLUTIONS

Find strategies for addressing housing challenges in your community and the Chicago region

Understanding housing submarkets can help communities develop new initiatives that are responsive to local needs.

Find a community (Aurora, Englewood, etc)...

Browse by: Chicago community Municipality County City of Chicago

What is a submarket? Issues + strategies



LEARNINGS FROM OTHER REGIONS



- Puget Sound
- Central Ohio
- Dane County, Wisconsin
- Kansas City
- Houston
- Chicago
- Southwestern LA County

APPLICABLE ELEMENTS FROM OTHER REGIONS



- Analysis at the **regional scale**
- **Sub-market analysis** can drive focused interventions
- **Convening and resource sharing** for local governments
- **Engagement** in strategy development AND implementation
- Housing and transportation **investment alignment**
- Dedicated **funding** and resources

KEY TAKEAWAYS FROM THE BOARD RETREAT

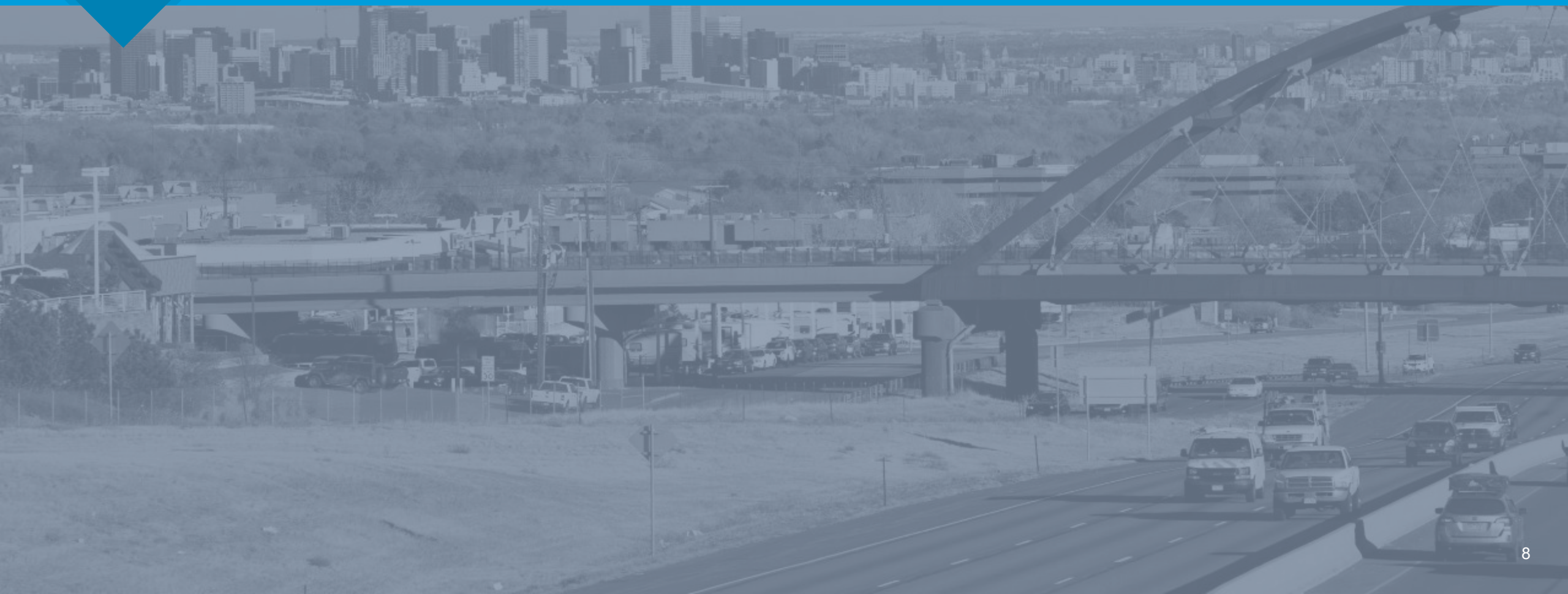


- Learn from plans, programs, and initiatives already underway
- Define the problem to address and how to address it
- Build an on ramp for state and local policy solutions for the next legislative session and beyond
- Build upon the great regional planning in Metro Vision





DELIVERABLES AND TIMELINE

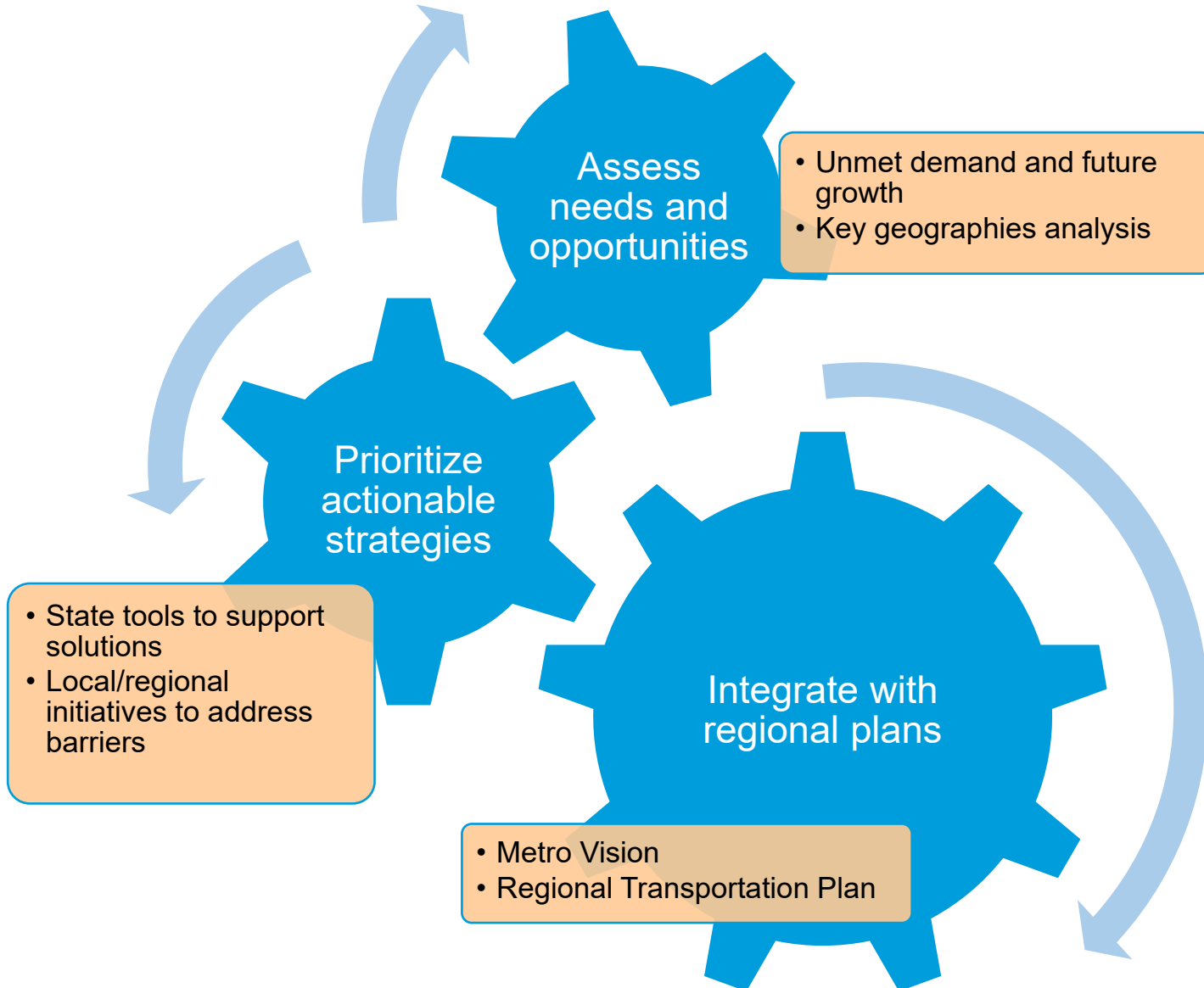


WORK UNDERWAY



- Research on other regional approaches to addressing housing
 - Peer agency conversations
 - Reviewing policy frameworks
- Develop a crosswalk of existing plans
 - Inventory of local housing needs plans
 - Identify common strategies and contextual approaches
- Cataloging data that may be available at the local level
 - Reviewing findings of work already completed by member governments
- Scope of Work Development
 - Developing task, budget, and deliverable expectations
- Creating list of potential housing consultants

TIMELINE AND DELIVERABLES



Timeline

- **Early 2024**
 - Inform state policy development
- **Late 2024**
 - Regional implementation structure
- **2025**
 - Guide Metro Vision and RTP updates

Unified Planning Work Program (UPWP) Activities - Proposed

- Develop regional goals for the integration of housing, transportation and economic development
- Identify locations of existing and planned housing, employment and transportation options
- Assess alignment of transportation plans and land use plans

UPWP Funding

- Bipartisan Infrastructure Law – New authority for Housing Coordination Plan as part of metropolitan planning activities
- 80% federal share for eligible costs
- 20% local share match

Additional funding opportunities

- Likely to include competitive state funding grants



ENGAGEMENT OBJECTIVES

ENGAGEMENT OBJECTIVES



- Prioritize multi-sector engagement
- Leverage partnerships to reach diverse audiences
- Regular engagement of member governments
- Diverse methods of engagement





NEXT STEPS



NEXT STEPS



- Approve UPWP Amendment
 - Technical Advisory Committee – June 26
 - Regional Transportation Committee – July 18
 - DRCOG Board – July 19
- Request for Proposals (RFP)
 - Publish RFP – June/July
 - Finance and Budget review and approval – early August
 - Consultant under contract – August



THANK YOU!
QUESTIONS?

Sheila Lynch
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303-480-6839