Items to discuss for incorporation into internal review draft

Change Types
- Deeper-dive analysis on some geographies, especially for access to opportunity
  - Ask MIG to do this so we can test the scoring and also better understand it.
  - Need it done before internal review draft at end of May
- Update diversity of choice: more to add to housing types (like age or size or tenure?); task force agrees with adding jobs
  - MIG/EPS to work on this
  - Timing?
  - In description, Kimball recommended that we say the diversity of choice will enable us to accommodate all races (in addition to age, household types, etc)
- Is there a way to measure mitigation of displacement?
  - Talk to OED?
- Access to opportunity - include proximity to quality education?
- Integrate race into any of the measurements?
- Add measurement for transportation to change types?
  - Add overlay of modal networks over the change maps?

Metrics
- Measure citywide race composition and set target to keep it as diverse if not more diverse?
  - How much should this be comp plan vs. Blueprint?
  - In "Why Now?", can we also add a stat about Denver getting less diverse

Recommendations
- Can we change policy about safe and dignified pedestrian environment to be more direct – all streets should be designed for people and peds are the default priority?
- Add housing policy about homeless shelters and services (equitably distributed)

Other/Big Picture
- Integrate discussion of race into the plan narrative
  - On the spread we could show neighborhood racial change over time
- How to help emphasize
- Need for the urban design spread to 'tell the story' of why good urban design is so important.
  - Clarify the urban design hierarchy
  - Improve access and clarity to overly process – design overlay, conservation overlay, local landmark designation.
- Encourage/Incentivize urban center/downtown context/ suburban context parking lots to landscape as an interim improvement.
- Reinforce 80 50 goals that relate specifically to land use and transportation
  - Spread – how decreasing impervious surface is not in conflict with density goals
  - Support Denver water -strategy

- Policy statement to move more people via driverless cars.
- Modern definitions (more than just tiny homes)
- Appendix has breakout of maps

Blueprint Task Force Subcommittee Meeting – Resilience

April 26, 2018

Community Outreach

Kimball noted that in reviewing the community outreach summary, the community results were generally more supportive of the draft policies then the task force. It was mentioned that the task force tended to be more critical in terms of policies not going far enough. She also wondered what the Task Force is hearing compared to the community meetings. Task force could get more granular. Maybe not compare task force results to community results.

Caitlin stated that plan-on-a-page primers with visuals can help the task force during their community outreach.

Change Categories

Caitin noted that the colors/scoring was a bit confusing for the Change Categories.

Gretchen clarified that spatial distance was quantified in the equity index.

Joel asked if there will there be metrics for peds and trails for sidewalk conditions. Recommendation to look into incorporating those metrics of sidewalk conditions into Denveright dashboard.

Kimball – how is Baker scoring so low on Access to Opportunity? It does not make sense because they have such tremendous transit opportunities.

Gretchen – on Page 12 we need full descriptors of indicators. Sarah – pick a few squares to do a deeper dive to understand what is causing certain squares to "tip" and what recommendations do apply.

Kimball – this map is saying Baker deserves just as many services as Montbello. Look at neighborhoods in each color and make a list. CM Herndon agrees – east Colfax and Stapleton have same color and they are not equal. This map is not syncing up with common sense and it is going to create suspicion with the public and ultimately undermine the plan and its credibility with the public.

CM Herndon – how is Stapleton scoring the way it is scoring. It should all be light. The data is from 2015 but it is not reflecting current conditions. Sarah -It is not measuring distance to school, it is measuring educational attainment. Where the red squares in Northfield Stapleton there were not any homes constructed in 2015.

Kimball – is the change category index too fine grained?

Joel – Are we causing a problem by blending too many data sets for the change categories? Maybe explode out each data set and then don't blend them. That way you don't have to explain

each time someone asks, why is this area this color? Do they need to be blended? Is it a more complete neighborhood from a housing choice perspective. We may spend years explaining and digging in why?

Caitlin – maybe put each map in appendix.

Discussion on draft recommendations in Plan Resiliency

How can we develop a plan that allows Denver to "survive, adapt and grow" no matter what uncertainties come in the future?

Caitlin – add strong market changes in Plan Resiliency. How does the plan respond if we have another recession? How can the plan be nimble?

David – look at the diagnostic, we were in the red in 2010 but in 2018 we are getting close to the jobs projection.

Joel – Restricting use of ADU's. Short term rentals were a vetted process. The STR process didn't have ADU's as a lingering issue. STR's are a way for folks to pay for ADU's to get built since they are so expensive. If you're using the incentive programs then you can't use it as an STR.

Sarah - If ADU's are allowed everywhere, and the goals for ADU's everywhere is to provide housing. If the value that is aligning it is better housing options, should we align to make sure they are using them as such.

Kimball – if we box any issue into a corner, it impacts the plan's resilience. She sees both sides of using ADU's for STR's If you want to see communities decimated, look at short term rentals in the mountains. Incentivize using ADU's as long-term rentals. Missing middle was well discussed in the actual document. Group living is a big idea that retains neighborhood character and increase density in place.

Caitlin – A lot of focus on ADU's as a panacea.

Joel – Portland study. We're living more alone, in larger houses with more bedrooms. Use that data to pose the societal question. While there is a historic precedent of large urban homes being apartmentalized, how will this reflect in the suburban context.

Caitlin – 20 years ago we didn't conceptualize tiny home, what are we missing now?

Jeff – Think of the future of mobility, what if parking wasn't an issue? What if cars are smaller or self-driving ubers. How will our society evolve in terms of mobility? If we don't have to park cars, is density an issue? Will number of people be relevant? Is the real fear cars or people? Are we going far enough with what the plan is saying about this?

Under housing acknowledge the relationship that improvements in access to mobility impact this. Call out connection between housing policies are supported and need to happen together with mobility strategies. Resistance to flexibility around housing types and options is due to auto-dependence.

Joel- if we're being data driven, measure the response in surveys of people giving up car ownership. Calibrate the results in trends. Provide the opportunities and provide the response then calibrate.

If we're going to have a robust economic development policy of major employers, we need to make sure they're on board.

Partner with RTD related to autonomous buses. Difference between autonomous bus with a known route vs. autonomous car. Provide infrastructure, partner with RTD as a service provider.

Jeff- The technology is not there yet, how do we navigate litigation?

What if a driverless bus becomes the target of people who choose to walk out in front of the vehicle. What if then fences are built around roadways. What if they re-design the city again, maybe has something that says "people have access to ROW" to prevent driverless car and technology from prompting a redesign. Have a visual with the hierarchy with text that states technology should not trump access. Watch out for group think.

Signal spacing and pedestrian crossings. What is the right balance between safety and personal mobility.

Encourage electric vehicles first, what does it do to the grid. What if everyone is plugging in 220 v at night? Is the city willing to put in another substation to support the electric demand?

Field area network towers – 120 feet tall, we don't have meter readers around town, reduces carbon footprint. FAN towers automatically read meters.

Mention in plan about load leveling, price signaling to reduce carbon footprint. Encourage in plan.

Kimball – Watch out for the loophole, watch out for unintended consequences. Just because the reality is such today, does not mean that it will be like that in 10 years. Think about changing political tide and the plan being used as a no growth no change tide.

Caitlin – Back in 2002, they didn't anticipate the areas of change areas of stability being used as a way to stop growth in areas of stability. How can we anticipate those scenarios and include text to preclude unintended consequences?

What are the most important recommendations in the plan related to Resilience?

Kimball– we tend to lose site of the micro – which is the people. We need to have the filter of equity. How do we filter what is in front of us to make sure we're not losing our vision elements? Overarching reminder helps set the stage for what we're evaluating. Key Implementation concepts – yes, it is collaboration but filter concept thru vision elements. An annual reporting seems taxing. Is annual updating realistic? Should it be every 2 years?

Caitlin – liked to see more on metrics, tracking, implementation. Provide more detail on how metrics will be used for transparency. On pages 8 and 11. How are we measuring those? How do we measure where we are at today. (Sarah – citizen survey, some of the data we have like demolitions but they are not a great proxy) Density – the task force started with the premise that people are coming, we need to find the right places and right ways to do that.

Jeff – Set the stage and make a commitment to update. 2-year implementation plan. Collective impact calls out box – important to have full picture. The granular maps of change types those are important. Future curb management – when driverless cars are stopping every 5 blocks to let someone in or out. Or when the traffic is dramatically increase at all hours with driverless cars. That's a huge impact.

Joel – most of measures are TBD, have the rich set. Have decisionmakers use those measures to drive those metrics. More metrics focused. Budgeting for outcomes.

The number #1 is "complete neighborhoods", it is loaded. Iterative plan, refreshes with data measuring progress. Measuring aspect of completeness in a neighborhood. Missing middle – if we can make sure to discuss aging in place. Use aging in place to drive the missing middle conversation. Once BP is adopted, how does it provide guidance for rezoning. We're pushing off a lot for the future.

4/27/18
Task Force Subcommittee: Equity

Messaging:
- How will these recommendations will be implemented? What kind of timeline? How will it dovetail in with small area plans coming?
  - Include these in the talking points

Change Types
- Vulnerability to Displacement: How do you measure success (or shortcoming) of this? How do you measure that you haven't displaced people? Discuss with OED. Keep in mind for Residents AND businesses.
  - Keeping people in place and providing more opportunity and choices. We need to figure out the algorithms to measure this.
- Access to quality schools as an indicator for Access to Opportunity?
  - Green and Blue ratings could be considered good
- Diversity of choice doesn't include Transportation Choice-need some kind of rating for quality of transit options?
- We should talk about race in the context of displacement. You can't quantify the emotional side of gentrification or displacement. Even if people can afford to stay, the community doesn't FEEL the same anymore, the culture is lost.
- Maintaining cultural integrity and diversity. Need to be frank about the crossroad that we are at.
- What data to use more effectively? Can't get stuck in existing data sets.
- Include Race in the Diversity of Choice description. Be Bolder.
- Access to Opportunity: Access to basic human needs like safety.

Equity Discussion
- Can we at least measure diversity at the citywide level? Simply are we getting more or less diverse?
- All of the plan recommendations are tied to physical infrastructure. Need a recommendation about what kind of data we need. Acknowledge problems to due to systematic/institutional racism. (Comp plan is being more explicit about equity at a high level)
- It's not enough to just keep people in place, but how does their quality of life improve as well.
- Need to acknowledge that barriers need to be removed for inclusivity, not just improving access.
- We can talk about measuring in the future, but there are people who are living this right now. Losing culture and values right now. We can talk about it, but what are we going to do? Need to see solutions in the short term. Need enforcement of security now.
- There is no perfect example of what will allow us to achieve equity. This is all theoretical. As a plan evolves, how does it correct itself if it's not working?
- How do we effect change right now?
- Previous Areas of Change/Areas of Stability had inequitable outcomes of improvements.

- Need accountability and mandates, not just incentives. Easy to bypass incentives and pay a fee. REQUIRE!
- We need to continue to discuss how cultural gentrification happens, not just physical gentrification.
- Need to be bolder on the Missing Middle housing discussion.
- Displacement is primarily happening in single family homes.
- The solution to changing neighborhoods lies a lot in the "stable" neighborhoods and those stable places needing to take additional density.
    - Take large mansions and turn into multi-unit or new types of co-housing/group homes
- Are there recommendations for Shelters for the Homeless? Where they are located are important for both neighborhood character and success of people to re-enter transitional housing. They should be integrated where services are available.
    - Allow/incentivize adaptive reuse of old hotels/motels for supportive housing.
- So many different Plans (ie. Comp Plan, Housing Plan, Denveright, NPI). How do the plans work together?
    - Have reference sheets across different plans. (ie. "Housing in Denver" pulls in all references from all plans into one document). Making this complicated is an equity issue.
    - Being a human being in Denver!
- Content is good, just inaccessible.
- Strategy about incentivizing affordable housing through zoning: add to Vulnerability Displacement also scoring Low in Diversity of Choice.
- Ensure an active pedestrian-friendly environment: Vibrant, equitable communities are where small businesses thrive. There are barriers to small businesses to outfit ground level space

4/27/18
Task Force Subcommittee: Urban Design

Public Outreach Feedback
- Need better/more accurate representation of the community in public input, particularly Latinos and African Americans
- Late July release: Take advantage of Denver Days
- Provide Powerpoint presentation for Task Members to take to RNOs
- Plan is still pretty technical, take advantage of citizen initiatives?
  - Convene a communications/implementation group?

Change Types
- Be clear about Diversity of Choice being about the physical attributes, not an "ideal demographic mix"
- Concern about making sure these categories are used appropriately, no unintended consequences of using a citywide map for individual decisions, that could be less predictable

Urban Design Discussion
- Good clarity on definitions related to Urban Design tools
- Overlays are difficult for neighborhoods to use right now. Could Blueprint outline improvements to make the process more accessible for laypeople? Clarify how people initiate the process? What are the steps? Making it more equitable. Model version of how to do it (and Pattern Books).
- Will we have DSG and DAB for all Regional Centers? Feedback: Very useful and important to have both DSG and a Board. Use commonalities across DSGs to make the production of them less resource intensive.
- Agree with intent of changing standards in the residential area zone districts, but it shouldn't be framed to always be reductions. Older neighborhoods may need some relief. Compatibility isn't always about restriction.
- Have more than one Urban House form for neighborhoods that have an established character that is more Bungalow, something less than 2.5 stories. More flavors of Urban Houses. Allow for houses that respond better to lot patterns (ie. Facing side streets or primary streets)
- Makes sense in certain areas of Denver to have Architectural Design review, but it's a balance to not violate property rights while getting better design. Don't get so much into the "I just don't like it" review.
- Testing of building envelopes occurs in reality…hard to go back after that. Real world testing is most valuable. Zoning envelope is not the best way to get "good" development. There is always room for loopholes, even in written Standards and Guidelines.
  - What constitutes Downtown for guidance of Board review?
- Boards are very effective in terms of "Professional Pressure" when you have boards of professional architects. The effectiveness of a Board is highly dependent on the makeup of the Board. Boards are better when made up of professionals with an established process.
  - Should Blueprint give guidance for consistency and continuity of Boards across the city for both process and make up.

- Design doesn't have to look exactly the same to be context appropriate.
- Idea is to expand existing DRB's. Allow for alternative compliance to code / design standards and guidelines with design review boards to promote exceptional, unique design. Design Review Boards help our design professionals push against their clients.
- All buildings don't have to be noteworthy. It's fine to be a repetitive 'background' building that is of good quality. Doesn't have to be an AMAZING building, but shouldn't be awful.
- Design Review Boards can be very effective sounding boards and resources.
  - Response: Example LoDo Design Review Board doesn't give advice for how to solve a problem. Lawyers have said not to. Different Boards/Guidelines have the potential to function very differently.
- Grateful to have a specific subcommittee for Design. Wants to be able to have clear direction on Urban Design and Design Quality. Message should be very clear and not buried in strategies.
  - Blueprint Denver's message should be the first thing that people look to for setting Design policy, even before any DSG. Consolidated and direct.
- Can be confusing because there is no "Department of Urban Design", difficult when some lives in Public Works and some in CPD.
- Don't just be focusing on buildings, but also on the Public Realm. Disconnect for streetscape, should have to be returned to prior condition or better when construction occurs. People doing the projects don't know the rules when they start. Need to be clear about preserving good character
- Didn't see alleys addressed as opportunities for good design and pedestrian infrastructure.
- Need the Urban Design Spread to really 'tell the story' of why urban design is so important
- Beef up QOLI language to make a stronger case of updating street design standards and guidelines to be more obvious about the character building aspects of public space.
- Protect tress not just in redevelopment, but at all stages of its life cycle.
- Hierarchy of Design Reviews-A gap in the Urban Residential context discretion
- Ensure that we are addressing what people are upset about in their neighborhood about design, which is why it's important to think about standards for all residential.
  - Establishing set of Design Principles?
- Where are the right thresholds for zoning, staff administered guidelines, board administered guidelines…
  - Like the idea of staff administered design guidelines
- Is it maybe more appropriate to put more specific design questions on NPI? Maybe the Pattern Books incorporated in plans.
- Words don't always work the best to communicate intent of DSGs. Graphics are helpful.
- We need to talk about Design as a community, not just on one-offs
- Positive feedback on encouraging reuse of existing structures. Make sure existing building stock continues to serve community need.
  - Institutional reuse
- Design Review and affordability goals?
  - Could you exempt certain projects from some requirements?
- How do you show people what a good quality house looks like? Eliminate the time issue of design review with the use of pattern books.

- Bigger than allowed bulk through pattern books?
- Find the balance between the carrot and the stick, both will be in the document.
- Focus on what we think make up good design versus providing solutions.
- Hierarchy of tools = menu. Make it clear.
- Design touches everything, and the context matters
- Set of principles is a reliable source that you can continue to come back to.
- The zoning code should not prevent the construction of buildings that are consistent with the surrounding character.
    - Can Design Review allow you to exceed the zoning code in certain instances?
- Locations that rise to the level of design review, not just project scale

4/27/18
Task Force Subcommittee: Water and Climate

- **Recap of community Input**
  - Concern some of the meetings may not have been representative of the larger area (Dist. 7 for example- only cranky people were there) - Parry
  - Disappointed on the lack of minority participants at community meetings - Margie
  - Have heard push back on ADU and parking - Margie
  - Where/what should we be sharing with our circles? - Parry/JD
  - How do we focus down to the essential components of the plan, the plan is massive, no one is going to read it all, in order to get feedback- JD
  - Taskforce members need to be empowered to represent taskforce and spread the word about the plan, especially when the draft is live for feedback - Joel
  - Task Force should also help spread the word about the timeframe for the feedback, DDP would need a lot of advanced time to get it on agendas etc. Need to be clear on time frames- JD
  - Will the all the other plans be available for review at the same time? - Parry
- **Change Framework**
  - Are the colors the same in the maps, overall it can be a bit confusing? - JD
  - Access to Opportunity measure does not capture transportation, should it? Are the going to be maps that show the need for different transportation needs? Parry
  - Maybe there is a 5 category of change focused on transportation, access to different modes? Blending transportation into other measures seems to water it down. Margie agrees that maybe it should be pulled out.

Water and Climate
- **Strategies**
  - Landscaping standards for smaller unit developments seems less important to increasing landscaping in developed part of town with industrial and downtown/larger scale development, there maybe more opportunity to make a change in water quality/landscaping in already developed areas that need to be retrofitted- JD
  - Landscaping vs ADU? What is more important...grass vs a housing unit? We shouldn't force someone to put a lawn in rather than a housing unit, dialing down lot coverage maximums at the cost of residential density is the wrong solution- Joel

- Quality of Life Infrastructure- Needs to be a balance between strategies for the public and private sector. Sometimes we are too specific, its too focused. What is the overarching vision for this area. - JD
- Overall the term "Climate friendly" should be used more often - Parry
- Issue with limit on impervious by context, is that just lot coverage? - Joel
- How do we convey to the casual reader that we are addressing both water use/storm water and climate change - JD
- Need to make sure the high level outcomes of the plan is very clear so we don't get bogged down in the details of the strategies
- Climate change is very important and needs to be addressed or else no one will be around in 2040- Margie
- Xeriscaping- In ABQ there must be at least 25% of your lot in low water plants, can we recommend something like that? Though it's Denver Water's job, can we bolster efforts that they have or maybe will have- Margie/Margie
- Power/Solar- There aren't really any strategies in BP touching on this- Encourage solar power, time of use pricing, electric cars, net metering that encourages onsite generation etc. Local generation and conservation- Joel We don't want to get in the way of those new technologies in the future- Parry this plan should have the intentions/aspirations built into it that could make the future easier- Solar rights? Should that be in the plan? What can be done in a land use and transportation plan to influence/incentivise these technologies
- Climate Change and mobility choices- Not really discussed in the plan strategies. COnfusion about goals in the comp plan vs in BP. -JD
- Can there be more organization of the strategies around the topic of climate change- adaptation and mitigation- Parry
- Blueprint has been the most used/visible plan, a try roadmap, not just collection of values.
- Urban Agriculture- not mentioned in the strategies at all? Where would it fit?- Policy 9
- Policy 8- maybe some text in there about innovative use of shared/community space? - Parry
- Is the future place map synced up with the modal priority's? - Parry
- Can BP focus on more than just transportation networks but also maybe curb lane? Other transportation topics? Is it maximize or is it optimize curb space? transportation in particular is a moving target, so i think we need to be value based. Maybe it more about optimizing the mix
- Modal priority needs to lead the conversation about transportation funding somewhere in the plan.

- ○ Complete streets- maybe we should look at model complete street policies and see where the gaps are in the current plan. - i will do that
- What are the most important recommendations?
  - ○ Existing impervious surfaces- JD
  - ○ Water use recommendations are more important than the storm water recommendations. It is going to be a huge issue looking forward.- JN
  - ○ Ditto- Margie…Very important to address water use
  - ○ So many to choose, bias is to sustainable transportation, and location efficiency, the street/transportation needs to be brought along at the same pace as the land use/density. - Parry
-