1. Welcome and Meeting Overview
Agenda Overview

• Process Update
• Overview of Areas of Stability and Areas of Change
• Small Group Discussion
• Analysis of Areas of Stability and Areas of Change
• Large Group Discussion
• Questions and Comments
• Next Steps and Close Meeting
2. Process Update
DRAFT MATERIAL: All data and statistics are under development and subject to change.
CITY AND COUNTY OF DENVER
Blueprint Denver Update
preliminary planning plan

SUMMER 2016
PHASE 1: KICK-OFF

FALL 2016 - WINTER 2017
PHASE 2: ANALYSIS AND GOAL SETTING

SPRING 2017 - FALL 2017
PHASE 3: RECOMMENDATIONS, DRAFT MAPS AND DRAFT TEXT

WINTER 2018
PHASE 4: DOCUMENTATION AND ADOPTION

DRAFT MATERIAL: All data and statistics are under development and subject to change
CITY AND COUNTY OF DENVER

Blueprint Denver
preliminary planning plan

Key Outreach:
- Task Force Meetings 3, 4 & 5
- Pop-Up Events w/ Plan Van
- Focus Groups
- Visioning Workshops
- Online Survey 3
- Think Tank Meetings

Major Deliverables:
- Community Profile
- Areas of Stability and Areas of Change Diagnostic
- Industrial Lands Study
- Vision, Values and Guiding Principles
- Growth Scenarios and Evaluation
Stakeholder Interviews and Focus Groups

- Most interviews/focus groups in July and August
- Interviewed more than **65 people** over **25 different focus groups** – representing all facets of life in Denver including transportation, education, health, business, housing and development, and various community groups
Intercept Events, Flyers, and Surveys
Community Think Tank
Community Profile

2. Process Update
3. Background: Areas of Stability and Areas of Change in 2002 Blueprint
Areas of Change

Areas of Change are parts of the city where new growth or redevelopment can best be accommodated because of transportation choices and opportunities for mixed-use development. Channeling growth to older industrial areas, districts close to downtown, major arterial corridors, historical trolley routes or existing and planned light rail stops will benefit the city as a whole (pg 19).

Three types of Areas of Change: To achieve 2002 Blueprint Denver’s growth management objective, new development will be directed to three general areas (pg 20)

- **Downtown** (center of the region)
- **Lowry, Stapleton, and Gateway** (large development/redevelopment sites)
- “**Areas where land use and transportation are closely linked**” (major arterials and rail transit stations/corridors)
Areas of Change

- Certain features may characterize an Area of Change:
  - Underutilized land near downtown and along the South Platte River
  - Areas undergoing positive change that is expected to continue
  - Areas adjacent to and around transit stations, both existing and planned
  - Areas along corridors with frequent bus service that can accommodate development, especially where there is potential for a pedestrian-friendly shopping environment
  - Areas with special opportunities such as where major public or private investments are planned (pg 19).

- Same features were used as criteria to select Areas of Change
- After the plan is adopted, new or revised Areas of Change can be proposed based on these same criteria (pg 128)
Areas of Change

26 Areas of Change serve as the basis of the 2002 Blueprint Denver concept (pg 19)
Areas of Change

Toolbox for Areas of Change

• **Regulatory Tools**
  • Zoning changes, development standards, design standards

• **Public Infrastructure Tools**
  • Basic infrastructure, street improvements, public parking facilities, transit improvements, parks and open space

• **Partnership Tools**
  • Urban renewal districts, technical support, mixed-income housing, economic development, travel demand management, demonstration projects, land assemblage
Areas of Stability

Areas of Stability include most of Denver, primarily the stable residential neighborhoods and their commercial areas, where minimal change is expected during the next 20 years. The ideal for Areas of Stability is to identify and maintain the character of an area while accommodating some new development and redevelopment in appropriate locations (pg 24).

Two categories of Areas of Stability (not mapped):

- **Committed Areas** – stable neighborhoods that may benefit from the stabilizing effects of minor infill development rather than large-scale, major redevelopment (pg 122)

- **Reinvestment Areas** – Neighborhoods with a character that is desirable to maintain but that would benefit from reinvestment through modest infill and redevelopment or major projects in a small area.
Areas of Stability
Areas not designated as Areas of Change
Areas of Stability

Generally, Areas of Stability face two types of concerns (pg 23).

- **Character Preservation:**
  - Pop tops and scrape-offs
    - Due to demand outpacing supply and large supply of modest homes smaller than what market prefers
    - Sometimes out-of-scale or architecturally incompatible (pg 24)
  - Reinvestment
    - Places such as stagnant commercial centers where reinvestment would be desirable to make the area an asset to and supportive of the surrounding neighborhood (pg 23)
    - Areas that demonstrate stability through a high home-occupancy rate, yet are threatened by:
      - Inadequate or deteriorating infrastructure
      - Land use conflicts (industrial and residential uses)
      - Lack of basic services (pg 24)
Areas of Stability

Toolbox for Areas of Stability

• **Regulatory Tools**
  - Zone district language amendments, new and more appropriate zone districts, map amendments, design standards, development standards, landmark designation, overlay zones

• **Public Infrastructure Tools**
  - Street improvements, pedestrian amenities, traffic calming, transit improvements, parks and open space

• **Partnership Tools**
  - Mixed-income housing, home-ownership loans, economic development, appearance improvements
Blueprint Growth Management Strategy

- Blueprint Denver does **not seek to change** the growth forecast for Denver.
- **The Plan:**
  - *distributes* forecasted growth to Areas of Change, where it will be **most beneficial**, and **away** from Areas of Stability, where it may have some **negative consequences**.
- Areas of Stability and Areas of Change have a **symbiotic relationship**.
- Each area of the city can be thought of as **located on a continuum** from change to stability. (pg 120)
4. Small Group Discussions
Overview

• What do you think has/is working well?
• What do you think has/is not worked well?
• What problems do you think are arising or may begin to?
• Report back
5. Analysis: Areas of Stability and Areas of Change
Overview
Purpose of Analysis

- Measure the effectiveness of the 2002 Blueprint plan
- How well did it achieve its four main goals?
- Use information to shape the current 2016 Blueprint plan

Four goals:

1. Direct growth to Areas of Change
2. Maintain character of Areas of Stability while allowing some development/redevelopment
3. Improve the function and use of streets to move more people in more ways
4. Support transit and growth through mixed-use development
Overview

Methodology

• Compare 2002 Blueprint growth projections to the actual growth
• Goals
  – Establish key metrics to measure success of goals
  • When possible, use stated Blueprint objectives to evaluate success, comparing Blueprint estimates to what actually happened over the Blueprint time period
2002 Growth Projections

**Housing**
New units by 2020

- 60,700 new units (DRCOG Projection)
- 15% in AOS
- 85% in AOC
  - Downtown -35%
  - Big 3 – 25%
  - Rest – 25%

**Jobs**
New jobs by 2020

- 109,200 new jobs (DRCOG Projection)
- 15% in AOS
- 85% in AOC
  - Downtown – 45%
  - Big 3 – 15%
  - Rest – 25%
2016 Actual Growth City Wide (AOS + AOC)

- Estimate: 60,700 new housing units by 2020
- Data shows that projection has been reached four years early.
- Implication for 20,000 to 25,000 additional dwelling units within 2020 planning horizon
Actual Growth for City (AOC and AOS)

- Actual: **40,750** new jobs by 2014 (DOLA: 2002 to 2014)
- Estimate: 109,200 new jobs by 2020
- Great Recession had dramatic impact on growth
- Recent growth very strong
- Wide divergence for balance of planning horizon, based on rates from recent past
- May exceed target if high growth continues
Actual Growth for City Summary

- **Housing**
  - Is already 4% higher than projected housing in 2016

- **Employment**
  - Is 5% lower than projected employment in 2016 but rapidly catching up to projections
2002 Goal 1: Direct Growth to Areas of Change

- Area of Change characteristics
  - Area undergoing positive change
  - Area adjacent to transit stations
  - Area along corridors with frequent bus service and where there is potential for pedestrian-friendly shopping environments
  - Areas with special opportunities (major public and/or private investments)
  - Underutilized land near downtown and along South Platte River

- Three types of areas
  - Downtown
  - Big 3
    - Gateway
    - Lowry
    - Stapleton
  - Areas where land use and transportation environments are linked
Goal 1: Direct Growth to Areas of Change

- Measurement 1: Investment in Areas of Change compared to Areas of Stability
- Measurement 2: Capture of jobs and housing in Areas of Change as measured by number and percent of total
Goal 1: Direct Growth to Areas of Change

- Measurement 1
  - Investment in AOCs
- Private investment within AOC over AOS at a 6 to 1 ratio
Goal 1: Direct Growth to Areas of Change
Measurement 2 – Capture of Growth

- **Housing:**
  - Actual Capture: *55% to 65%*
  - Plan Goal: 85%
- **Finding:** AOC absorbed less housing development than anticipated, nearly 20 to 30 percentage points below target levels.

- **Jobs:**
  - Actual Capture: *50% to 65%*
  - Plan Goal: 85%
- **Finding:** AOC absorbed fewer jobs than planned, coming in at approximately 20 to 35 percentage points below the target.
Goal 1: Direct Growth to Areas of Change
Measurement 2 – Capture of Growth

<table>
<thead>
<tr>
<th>Area</th>
<th>Housing</th>
<th>Jobs</th>
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</thead>
<tbody>
<tr>
<td></td>
<td>Est. %</td>
<td>Act. %</td>
</tr>
<tr>
<td>Downtown (DDP Boundaries)</td>
<td>35%</td>
<td>6%</td>
</tr>
<tr>
<td>Big 3 (Gateway, Lowry, Stapleton)</td>
<td>25%</td>
<td>17%</td>
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<tr>
<td>Rest of Areas of Change</td>
<td>25%</td>
<td>37%</td>
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<tr>
<td>Total</td>
<td>85%</td>
<td>60%</td>
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- In this table Downtown does not include the surrounding neighborhoods which are included in the “Rest of Areas of Change” category. The areas within 2 miles of Downtown captured 15% new housing units in AOC.
Goal 2: Maintain Areas of Stability

• Major themes:
  – Character preservation
  – Reinvestment

• Strategies:
  – Address incompatible zoning
  – Compatibility between old and new
  – Address edges
  – Diversity of housing
  – Walkable legacy
  – Neighborhood traffic management
  – Revitalize neighborhood centers
  – Reinvest in infrastructure
Goal 2: Maintain Areas of Stability

• Measurement:
  – Capture of jobs and housing in Areas of Stability
Goal 2: Maintain Areas of Stability
Measurement 1 – Capture of Growth

• Housing:
  – Actual: 37% of new housing units (ESRI: 2000 to 2016)
  – Estimate: 15% new housing units by 2020

• Finding: The Areas of Stability captured 37% of new housing units, approximately 22 percentage points above the 2002 Blueprint plan goal

• Jobs:
  – Actual: 42% of new jobs +/- (US BLS, US Census LODES)
  – Estimate: 15% new jobs by 2020

• Finding: The Areas of Stability captured 42% of new job growth, approximately 27 percentage points above the 2002 Blueprint plan goal
Goal 4: Support Transit and Growth

Description

Support transit and growth through mixed-use development

• Districts
  – Downtown
  – Employment
  – Industrial
  – Campus
  – Entertain./Cultural/Exhibition

• Centers
  – Neighborhood
  – Town
  – Regional
  – TOD

• Corridors
  – Pedestrian Shopping
  – Commercial
Goal 4: Support Transit and Growth

Measurements

• Measurement 1: Percentage of New Housing Units versus New Jobs in Districts, Centers and Corridors
• Measurement for future meetings: Will address relationship of growth and transit
Goal 4: Support Transit and Growth
Measurement 1 – Mixture of New Jobs and Housing Units

<table>
<thead>
<tr>
<th>Area</th>
<th>Blueprint 2002 Goal</th>
<th>Actual Mix</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>% Housing</td>
<td>% Jobs</td>
</tr>
<tr>
<td>Downtown (DDP Boundaries)</td>
<td>31%</td>
<td>69%</td>
</tr>
<tr>
<td>Big 3 (Gateway, Lowry, Stapleton)</td>
<td>48%</td>
<td>52%</td>
</tr>
<tr>
<td>Rest of Areas of Change</td>
<td>34%</td>
<td>66%</td>
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</table>
Findings

Housing

• Housing growth outpaced projections
• Areas of Change were unable to capture 85% of new growth (55 to 65% actual) and Areas of Stability captured more than the anticipated 15% (37% actual)
• Downtown captured less than anticipated, but the core neighborhoods on the edge of downtown captured more
Findings

Employment

- Employment growth has been slower than projected growth but is rapidly catching up with the projection.
- Areas of Change were unable to capture 85% of new growth (50 to 65% actual) and Areas of Stability captured more than the anticipated 15% (42% actual).
- Employment growth was greatly impacted by Great Recession.
- City of Denver has been capturing less of the Denver-Metro growth.
- Employment targets were achieved in Areas of Change (Downtown, Big 3) that had a plan for employment growth coupled with an active entity focusing on requirement and marketing of these areas (Examples: DDP; Forest City; Lowry Development Authority).
Lessons Learned/Staff Comments

Areas of Stability and Areas of Change

• Over simplified terms
• Too black and white
• Difficult to address transition areas
• Implementation is critical
• Measure what you care about
6. Large Group Discussion
Overview

- Overall thoughts and impressions
- Goals for updating approach to Areas of Stability and Areas of Change
7. Questions and Comments
8. Next Steps
Fall Outreach

- Denveright Survey #2 and #3
- Intercept Events
- Oct. 4 and 5 - Community Workshops
Community Visioning Workshops

1. **Oct 4 @ 7:30am** – McNichols Building
2. **Oct 4 @ 3pm** – New Hope Baptist Church
3. **Oct 4 @ 6:30pm** – North High School
4. **Oct 5 @ 3pm** – Jewish Community Center
5. **Oct 5 @ 6:30pm** – College View Elementary
Upcoming Task Force Meetings

- Task Force Meeting #4
  - Oct. 27 – Review Preliminary Vision, Values and Guiding Principles
- Task Force Meeting #5
  - Dec. 8 or Dec. 15 – Areas of Stability and Areas of Change
9. Meeting Close