



ADAMS COUNTY

COLORADO
BOARD OF COUNTY COMMISSIONERS

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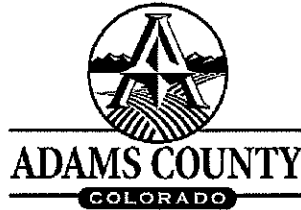
STUDY SESSION AGENDA
TUESDAY
December 5, 2017

ALL TIMES LISTED ON THIS AGENDA ARE SUBJECT TO CHANGE.

11:30 A.M.	ATTENDEE(S):	Pam Sandlian-Smith
	ITEM:	Anythink Library – District’s Strategic Plan
12:30 P.M.	ATTENDEE(S):	Gabe Rodriguez
	ITEM:	Inaugural Art & Culture Master Plan
1:30 P.M.	ATTENDEE(S):	Abel Montoya / Adam Burg
	ITEM:	Federal Lobbyist Update
2:00 P.M.	ATTENDEE(S):	Kristin Sullivan / Joelle Greenland / Debra Bristol
	ITEM:	Balanced Housing Plan and Housing Trust Fund
3:00 P.M.	ATTENDEE(S):	Raymond Gonzales
	ITEM:	Administrative Item Review / Commissioner Communications
3:30 P.M.	ATTENDEE(S):	Heidi Miller
	ITEM:	Executive Session Pursuant to C.R.S. 24-6-402(4)(e) for the Purpose of Advising Negotiators Regarding Economic Incentives
4:00 P.M.	ATTENDEE(S):	Heidi Miller
	ITEM:	Executive Session Pursuant to C.R.S. 24-6-402(4)(b) and (e) for the Purpose of Receiving Legal Advice and Instructing Negotiators Regarding DIA Noise Issues

(AND SUCH OTHER MATTERS OF PUBLIC BUSINESS WHICH MAY ARISE)

AGENDA IS SUBJECT TO CHANGE



STUDY SESSION AGENDA ITEM

DATE: December 5, 2017
SUBJECT: Anythink Library Update
FROM: Pam Sandlian Smith – Library Director
AGENCY/DEPARTMENT: Anythink Library
ATTENDEES: Members of the Anythink Board of Trustees & Administration
PURPOSE OF ITEM: Update Board of County Commissioners on Strategic Planning
STAFF RECOMMENDATION: Informational only

BACKGROUND:

Anythink Libraries has completed its 2018-2020 Strategic Plan effective, November 2017. We would like an opportunity to present key ideas and strategies to the Board of Adams County Commissioners and discuss positive impacts and outcomes for our community.

AGENCIES, DEPARTMENTS OR OTHER OFFICES INVOLVED:

ATTACHED DOCUMENTS:

Presentation

FISCAL IMPACT:

Please check if there is no fiscal impact . If there is fiscal impact, please fully complete the section below.

Fund:

Cost Center:

	Object Account	Subledger	Amount
Current Budgeted Revenue:			
Additional Revenue not included in Current Budget:			
Total Revenues:			

	Object Account	Subledger	Amount
Current Budgeted Operating Expenditure:			
Add'l Operating Expenditure not included in Current Budget:			
Current Budgeted Capital Expenditure:			
Add'l Capital Expenditure not included in Current Budget:			
Total Expenditures:			

New FTEs requested: YES NO

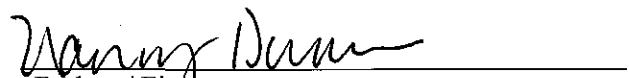
Future Amendment Needed: YES NO

Additional Note:

APPROVAL SIGNATURES:

APPROVAL OF FISCAL IMPACT:


Raymond H. Gonzales, County Manager


Waring Duncan
Budget / Finance

Bryan Ostler, Deputy County Manager

Patti Duncan, Deputy County Manager

ANYTHINK STRATEGIC PLAN 2018-2022

OUR VISION: Anythink is the catalyst for innovation in our community.

COMMUNITY

OUTCOME: *People are happy, healthy and safe.*

STRATEGIC INITIATIVE: Anythink builds community by connecting people, organizations and agencies with ideas and each other.

Anythink as Town Square – Anythink is a place where people come together for civic engagement, social interaction and information. The Anythink Town Square convenes on a district-wide and hyperlocal level, in spaces both physical and online.

CULTURE

OUTCOME: *People are enriched by learning and culture.*

STRATEGIC INITIATIVE: Anythink is a cultural and learning destination for Colorado.

Reimagine Anythink's spaces – As Adams County grows exponentially, Anythink will examine, refine and expand its spaces to support the learning and cultural enrichment of its customers.

Anythink 2.0 – Elevate and expand Anythink experiences, programs, products and services to support 21st century skills – creativity, collaboration, communication and critical thinking – through staff support and strategic partnerships.

CAREER

OUTCOME: *People are prosperous and creative.*

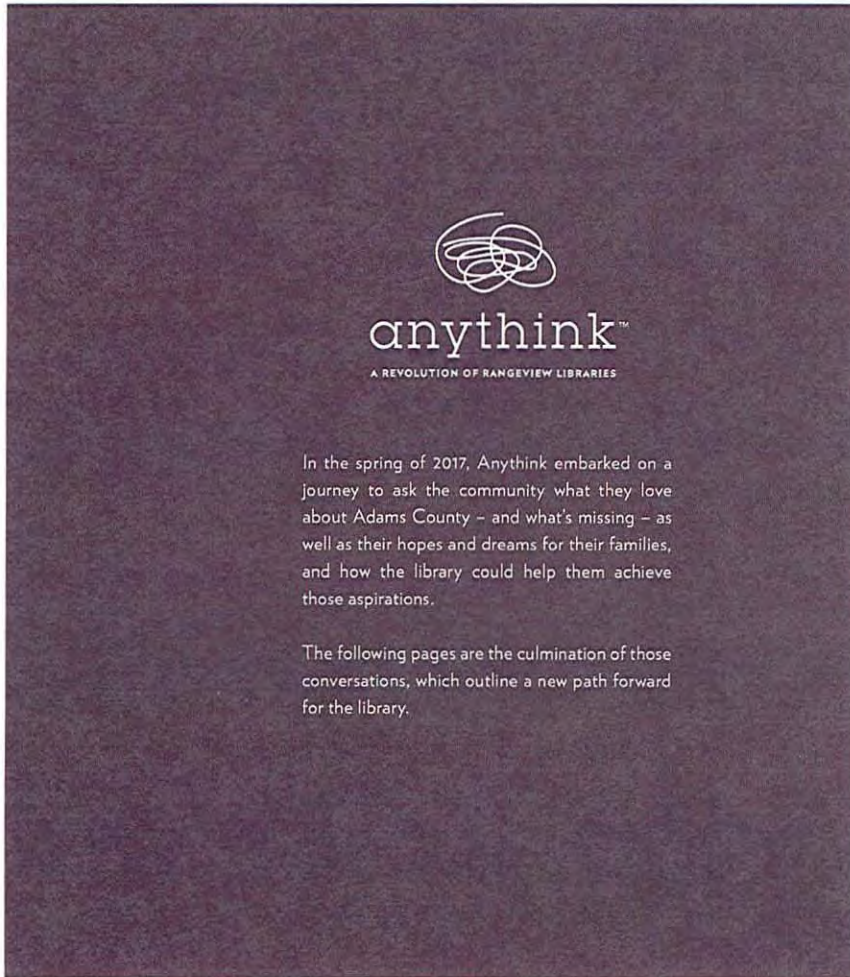
STRATEGIC INITIATIVE: Anythink supports the entrepreneurial spirit of the community.

Support People Development – Anythink is a place where people can experiment, innovate, invent and grow, gaining critical skills to help them live successful, creative lives.

Support Economic Development – Anythink is a place where small businesses and start-ups can access tools, spaces, mentorship and more to help them succeed.







In the spring of 2017, Anythink embarked on a journey to ask the community what they love about Adams County – and what’s missing – as well as their hopes and dreams for their families, and how the library could help them achieve those aspirations.

The following pages are the culmination of those conversations, which outline a new path forward for the library.



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RESULTS

Anythink is the catalyst for innovation in our community.

People are happy, healthy and safe.

People are enriched by learning and culture.

People are prosperous and creative.



The Anythink staff, Board of Trustees and Foundation look forward to working with the Adams County community and partners over the next five years to make this vision a reality, enhancing the quality of life for its residents and building a stronger, more resilient community.

“Like poetry, this plan inspires our future and defines our course. The library is the space that urges us to explore ideas, experiment and implement our dreams.”

- Pam Sandlian-Smith, Anythink

“Anythink is changing the way Adams County experiences culture, community and career opportunities.”

- Kerry Glenn, Anythink Board

PROCESS

During the spring and summer of 2017, Anythink planners reached out to approximately 1,600 people in Adams County, including working adults, parents, seniors, students and children. The majority were library cardholders. Anythink engaged these primary stakeholders in several ways: through telephone polling, online and in-person customer surveys, and a series of 23 roundtable discussions that allowed participants to share their ideas about community, family and personal aspirations. These individuals suggested ways that Anythink might help them and their communities become more successful. Overall, more than 20,000 data points were gathered. These ideas became the heart of the library’s five-year plan.

Created in collaboration with...

- Adams County residents
- Adams County stakeholders, policy makers, elected officials
- Anythink Board of Trustees
- Anythink Foundation Board
- Anythink leadership and staff

ABOUT ANYTHINK

Our Mission:

We open doors for curious minds.

We are guided by these shared values in everything we do:

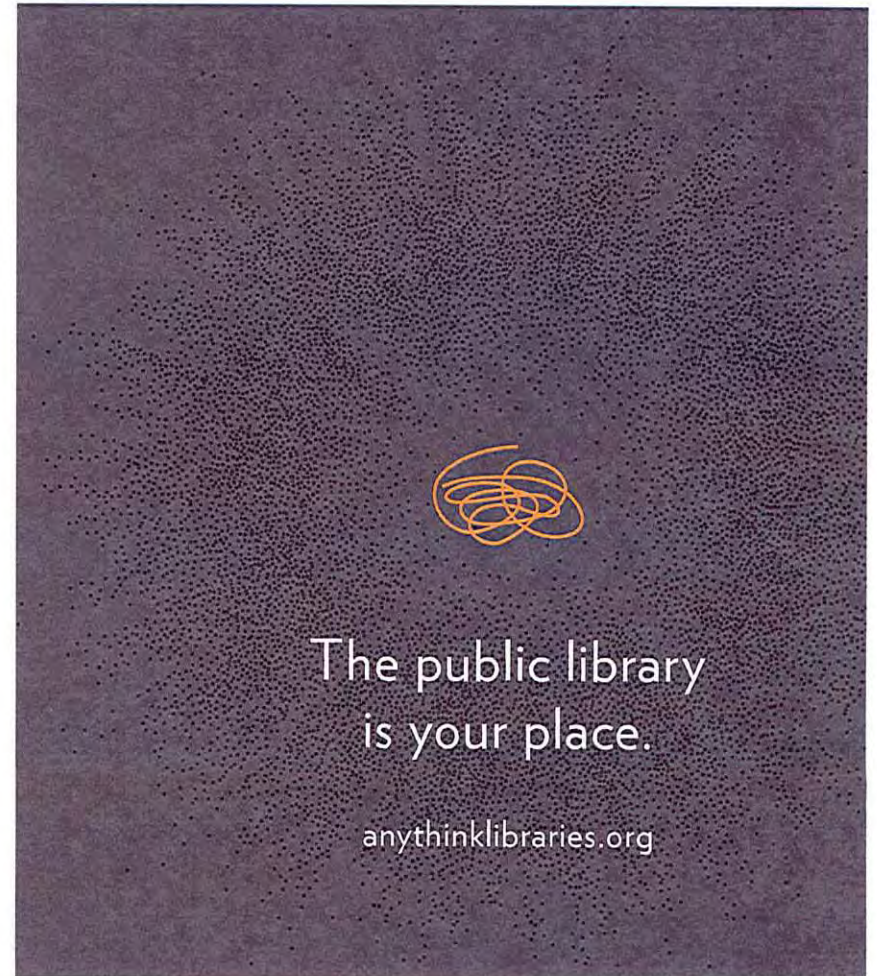
Compassion for our customers
and for each other

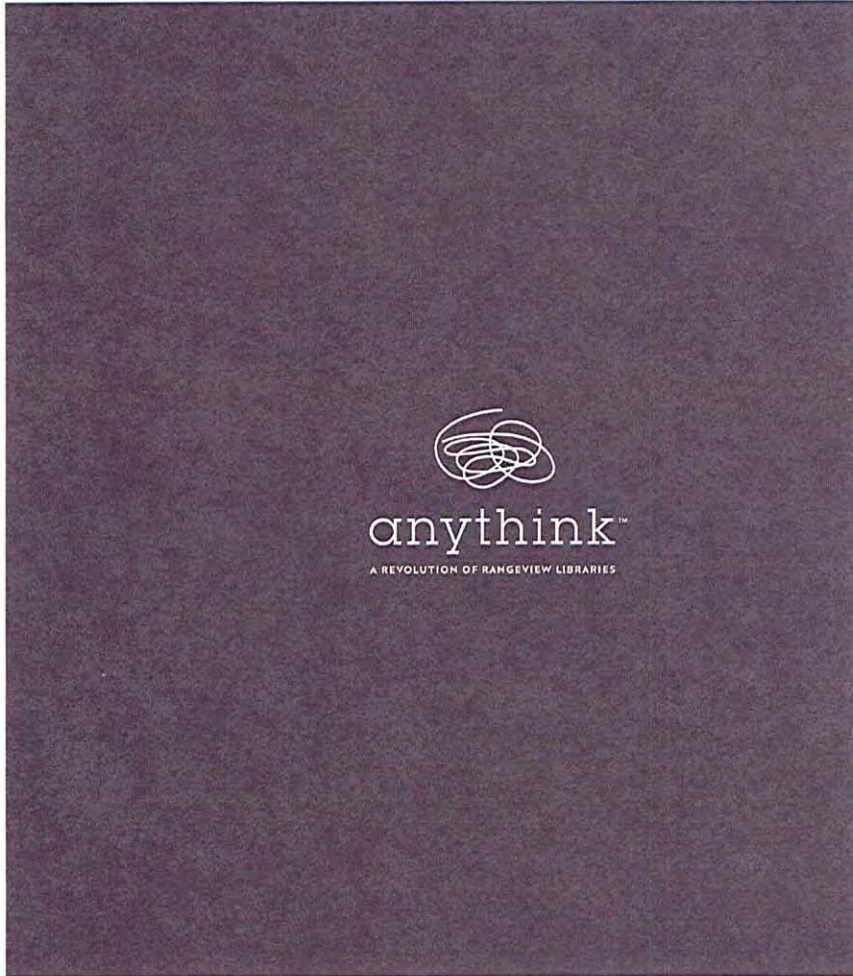
Passion for our product

Eagerness to learn

Everyone is creative

Optimistic attitude – we believe
that anything is possible







STUDY SESSION AGENDA ITEM

DATE: December 5, 2017
SUBJECT: Arts and Culture Master Plan
FROM: Gabriel S. Rodriguez
AGENCY/DEPARTMENT: County Manager's Office
ATTENDEES: 23.4 Degrees Team, Master Plan Steering Committee, Parks and Open Space Department
PURPOSE OF ITEM: To provide Board of County Commissioners an overview of the Arts and Culture Master Plan.
STAFF RECOMMENDATION: To approve the Plan and move forward with adoption during the next scheduled Public Hearing.

BACKGROUND:

In partnership with 23.4 Degrees, the Cultural Affairs Liaison has been tasked with the development and creation of the inaugural Arts and Culture Master Plan (Master Plan) in an effort to enhance the quality of life in Adams County through Arts and Culture. The master plan sets a vision that charts a course for future long-term investments and builds upon the county's vision of inclusiveness while contributing to economic growth over the next 3-5 years.

In order to ensure that the emerging plan was aligned with and complimentary to other county plans, the steering committee worked closely with the cultural affairs liaison and the executive leadership team.

The planning process was grounded in an understanding of the best practices of vibrant communities that have succeeded in making arts and culture driving forces in their communities. The planning process also extended into the wider community by engaging residents at the 2017 Adams County Fair. Putting over 100 hours of volunteer work, the master plan steering Committee established 4 goals and 25 strategies for consideration.

AGENCIES, DEPARTMENTS OR OTHER OFFICES INVOLVED:

County Manager's Office
Parks and Open Space Department
23.4 Degrees
Master Plan Steering Committee

ATTACHED DOCUMENTS:

Draft Arts and Culture Master Plan

FISCAL IMPACT:

Please check if there is no fiscal impact . If there is fiscal impact, please fully complete the section below.

Fund: 1

Cost Center: 9253

	Object Account	Subledger	Amount
Current Budgeted Revenue:			
Additional Revenue not included in Current Budget:			
Total Revenues:			

	Object Account	Subledger	Amount
Current Budgeted Operating Expenditure:			
Add'l Operating Expenditure not included in Current Budget:	Multiple	92531801	\$50,000
Current Budgeted Capital Expenditure:			
Add'l Capital Expenditure not included in Current Budget:			
Total Expenditures:			<u>\$50,000</u>

New FTEs requested: YES NO

Future Amendment Needed: YES NO

Additional Note:

The \$50,000 is pending the approval and adoption of the 2018 Budget.

APPROVAL SIGNATURES:


Raymond H. Gonzales, County Manager


Bryan Ostler, Deputy County Manager

Patti Duncan, Deputy County Manager

APPROVAL OF FISCAL IMPACT:


Nancy Dunn
Budget / Finance

Artfully

A D A M S



CREATE



PROMOTE



CONNECT



LEVERAGE



ADAMS COUNTY
COLORADO

Adams County's Inaugural
Arts and Culture Plan

County Commissioners'
Study Session

December 5, 2017



VISION

ADAMS COUNTY VISION

Adams County is the most innovative and inclusive county in America for all families and businesses.

VISION FOR ARTS AND CULTURE IN ADAMS COUNTY

Adams County is an inclusive community where everyone has the opportunity to enjoy a rich diversity of art and culture experiences.

MISSION



CREATE



PROMOTE



CONNECT



LEVERAGE



CREATE – CONNECT – PROMOTE - LEVERAGE

- **CREATE** opportunities for the county's diverse and growing population to engage in art and culture
- **CONNECT** artists and art and culture organizations in the county to one another
- **PROMOTE** the county's artists and arts and culture organizations
- **LEVERAGE** the county's park and recreation assets by enhancing arts and culture experiences in those locations

An abstract, colorful artwork on the left side of the slide, featuring swirling patterns of red, orange, yellow, blue, and green, resembling a marbled or liquid-painted effect.

CREATE

- CREATE opportunities for the county's diverse and growing population to engage in art and culture
 - Expand offerings
 - Create low- and no-cost events
 - Create events are a regional scale
 - Attract new arts and cultural organizations
 - Create events to celebrate the community's cultural identities
 - Encourage individual artistic expression



CONNECT

- CONNECT artists and art and culture organizations in the county to one another
 - Platform for communication and coordination
 - Create a forum to exchange best practices
 - Meet regularly with arts and cultural organizations to assess needs
 - Create toolkit
 - Assist local communities
 - Support education to ensure experiences in art, science, culture, history



PROMOTE

- PROMOTE the county's artists and arts and culture organizations
 - Market the county as an arts and culture destination
 - Create a public-facing web site
 - Create opportunities to advance art and culture-related economic development
 - Showcase the diversity of the county's talent
 - Promote the Regional Park as an arts and culture destination

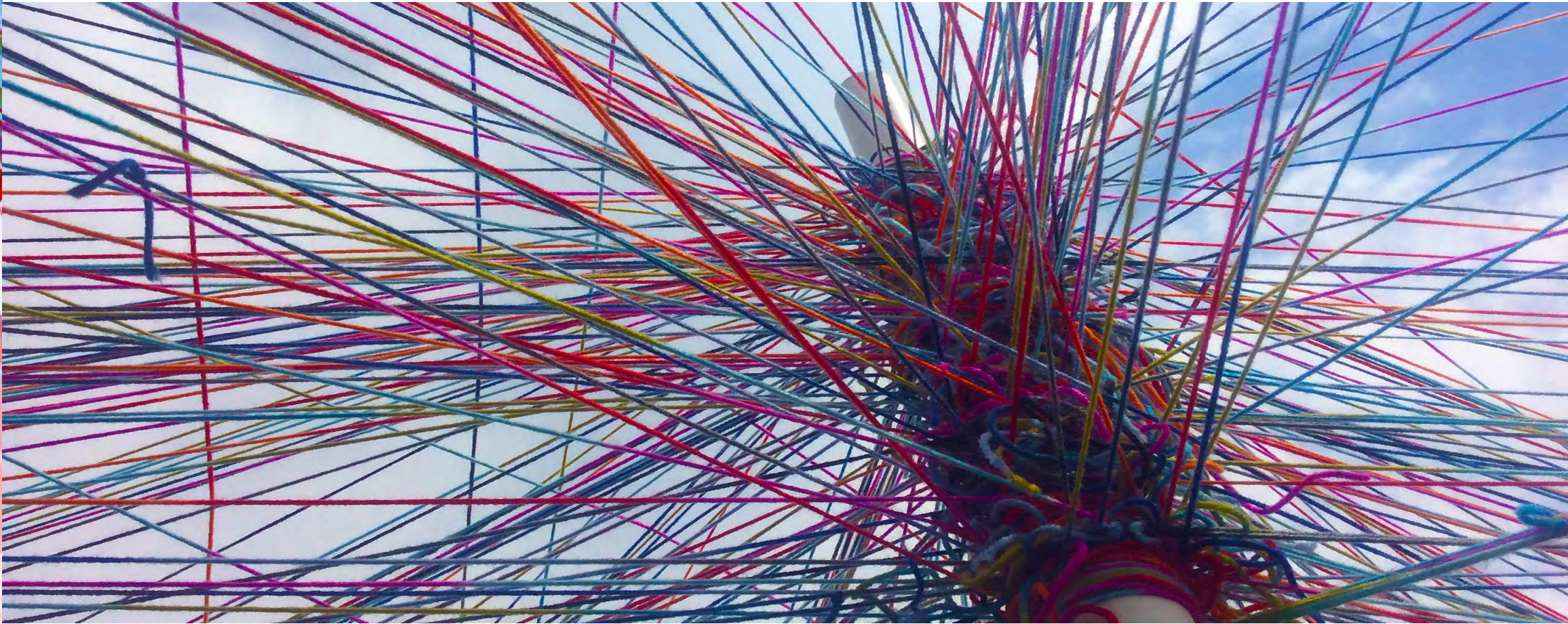


LEVERAGE

- LEVERAGE the county's park and recreation assets by enhancing arts and culture experiences in those locations
 - Invest in the Regional Park
 - Attract events and programs that could elevate the Regional Park to Tier II
 - Place public art in parks and along trails
 - Use the grandstand for large-scale events
 - Invest in a participatory art project at the County Fair
 - Create linkage between the Regional Park and the National Western

PARTICIPATORY ART PROJECT

THE UNITY PROJECT



IMPLEMENTATION





THANK YOU TO THE ARTS & CULTURE STEERING COMMITTEE

Harley Brown, Thornton

Community Band

Clarence Colburn, Adams County

Cultural Council

Joyce Downing, Adams County

Cultural Council

Chuck Duff, Adams County Visual

Arts Commission

Skip Fischer, Adams County

Historical Society and Museum

Rick Fuller, Hyland Hills Recreation

District

David Gallegos, City of Brighton

Ed Hanson, Commerce City

Cultural Council

Mickie Hass, Thornton Community

Chorus

Buz Hedglin, City of Thornton

Pat Nading-Amman, City of

Westminster

Rich Neumann, City of

Westminster

Carol Norberg, Adams County

Cultural Council

Maura O'Neal, Commerce City

Cultural Council

Wilma Rose, Adams County

Cultural Council

Mary Ellen Schoonover, Town of

Bennett

Becky Silver, Aar River Art Gallery

Michael Stricker, City of

Northglenn

ADAMS COUNTY TEAM

Raymond H. Gonzales, County
Manager

Nathan Mosley, Parks and Open
Space

Bryan Ostler, Deputy County
Manager

Gabriel Rodriguez, Cultural
Affairs Liaison

23.4 DEGREES TEAM

Janesse Brewer

Spencer Dodge

Mike Hughes

Artfully

A D A M S



CREATE



PROMOTE



CONNECT



LEVERAGE



ADAMS COUNTY
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Artfully **ADAMS**

ADAMS COUNTY

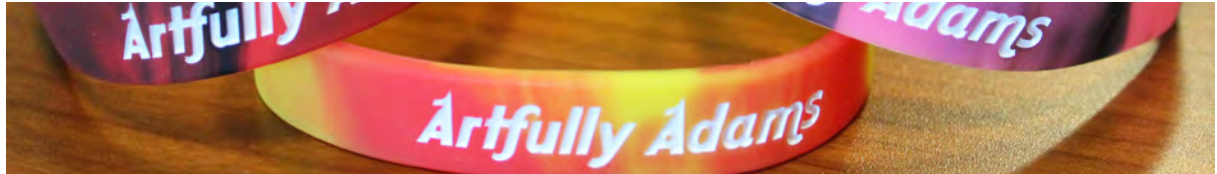
ARTS & CULTURE MASTER PLAN

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Artfully ADAMS

ADAMS COUNTY ARTS & CULTURE MASTER PLAN



PREFACE & ACKNOWLEDGEMENT

Adams County's Arts & Culture Master Plan has been made possible due to the guidance of the Adams County Steering Committee – those who helped to shape this first ever vision, mission, and actionable goals. We are grateful for their thoughtfulness, strategic thinking, and Tuesday nights over a seven-month time period.

The plan also belongs to the county's residents with a special thanks to the hundreds who shared their feedback over four days at the Adams County Fair, a truly inclusive event that celebrates the blend of rural and urban in Adams County.



ARTS & CULTURE STEERING COMMITTEE

Harley Brown, Thornton
Community Band

Clarence Colburn, Adams
County Cultural Council

Joyce Downing, Adams
County Cultural Council

Chuck Duff, Adams County
Visual Arts Commission

Skip Fischer, Adams County
Historical Society and Museum

Rick Fuller, Hyland Hills
Recreation District

David Gallegos, City of
Brighton

Ed Hanson, Commerce City
Cultural Council

Mickie Hass, Thornton
Community Chorus

Buz Hedglin, City of Thornton

Pat Nading-Amman, City of
Westminster

Rich Neumann, City of
Westminster

Carol Norberg, Adams County
Cultural Council

Maura O'Neal, Commerce City
Cultural Council

Wilma Rose, Adams County
Cultural Council

Mary Ellen Schoonover, Town
of Bennett

Becky Silver, Aar River Art
Gallery

Michael Stricker, City of
Northglenn

ADAMS COUNTY TEAM

Raymond H. Gonzales,
County Manager

Nathan Mosley, Parks and
Open Space

Bryan Ostler, Deputy County
Manager

Gabriel Rodriguez, Cultural
Affairs Liaison

23.4 DEGREES TEAM

Janesse Brewer
Spencer Dodge
Mike Hughes

ADAMS COUNTY

WHO WE ARE AND WHAT WE CARE ABOUT¹

Adams is the state's 5th largest county, serving a population of 491,337 residents. Adams County is:

ADAMS COUNTY

Population

491,337

Median Household Income

\$63,493

Median House Value

\$240,300

Race/Ethnicity

51.2% White

39.2% Hispanic

3.6% Asian

3% Black

2.2% Multiracial

.5% Native American

.1% Hawaiian/Pacific Islander

- Affordable in comparison to the rest of the Front Range
- Young with a median age of 33.4
- Racially and ethnically diverse

Parts of Arvada, Aurora, and Westminster, as well as Brighton, Bennett, Commerce City, Federal Heights, Northglenn, Thornton, and unincorporated communities of Henderson, Strasburg, Watkins, Welby, Goat Hill, Berkeley, Midtown, Pearl Mack/ Sherrelwood, Derby, Todd Creek, Utah Junction, Wadley Farms, Box Elder Estates, and Prairie View Heights all call Adams County home.²

ADAMS COUNTY VISION AND STRATEGIC GOAL AROUND QUALITY OF LIFE³

A good vision describes what a place will look and feel like when a vision is achieved. The Adams County vision, and particularly the focus on inclusivity, goes to the heart of culture and community identity.

ADAMS COUNTY VISION

Adams County is the most innovative and inclusive county in America for all families and businesses.

ADAMS COUNTY QUALITY OF LIFE GOAL

Adams County Government has a specific goal regarding quality of life. This goal highlights the importance of cultural amenities as an important aspect of how community members consider quality of life.

“Our citizens feel safe and protected within their neighborhoods. Our communities are visually attractive and have outstanding park, recreational, open space, and **cultural amenities**. Our citizens are actively engaged in their community. Sustainability of development and natural resource preservation are an integral part of our growth and redevelopment.” –Adams County Board of Commissioners Strategic Planning Document, FY2014 through FY2016, page 9.

¹ <https://datausa.io/profile/geo/adams-county-co/>

² <http://www.adcogov.org/neighborhood-groups>

³ <http://www.adcogov.org/mission-vision-values-and-goals>



ENHANCING QUALITY OF LIFE THROUGH ARTS AND CULTURE

Overall. Adams County conducted a quality of life survey in 2012, 2014, and 2016. Each year, approximately 68 percent of survey participants gave excellent or good evaluations to the quality of life in Adams County. That being said, the lowest ratings related to sense of community and opportunities to attend cultural activities. While some of this feedback may relate to the geographical vastness of Adams County, a strategic focus on enhancing art and cultural offerings will create meaningful change in how residents experience arts and culture in Adams County.

FOUR INDICATORS TO MARK PROGRESS AGAINST IN THE FUTURE

The survey questions regarding inclusivity, sense of community, and cultural offerings are important benchmarks. Faithfully implementing the inaugural Arts & Culture Master Plan will result in advancing these indicators over time.

Inclusivity. Around $\frac{3}{4}$ of respondents felt positively about the openness and acceptance of the community toward people of diverse backgrounds. This is an important data point as Adams County strives to be the most inclusive and innovative county in America for families and businesses. Given the interdependence between community identity and culture, it's anticipated that a strategic focus on arts and cultural programming that underscores the value of inclusivity will further strengthen the community's understanding of Adams County's commitment to inclusivity.

Sense of community. In the surveys, Adams County ranked low on having a sense of community, as compared to other benchmarked communities. This is an important data point since a vibrant cultural scene contributes positively to a sense of community. While there's much progress to be made, we anticipate that implementation of this plan will positively affect this indicator over time.

Opportunities to attend cultural activities. Of the 15 quality of life indicators, respondents rated "opportunities to attend cultural activities" last. Percentages of satisfaction moved from 41 percent in 2012, 43 percent in 2014, to 48 percent in 2016. While it made incremental growth, it remains the greatest opportunity to enhance quality of life in Adams County.

Opportunities to participate in outdoor recreation or enjoy nature. Adams County respondents rated the opportunities to participate in outdoor recreation or enjoy nature highly and consistent with levels in benchmark communities. In an effort to further enhance quality of life and create cultural and artistic "senses of place," there is a strategic goal dedicated to linking arts and cultural events with the beloved parks and fairgrounds. It is anticipated that this investment will further enhance how residents enjoy parks, recreation, and open space.



PLANNING PROCESS

Strategic planning is worthless – unless there is first a strategic vision. --John Naisbitt

An Inaugural Arts & Culture Plan is Special

An inaugural arts & culture plan is different than plans that will follow. Arts and culture is an outward expression of a community’s values, identity, and most celebrated aspects of the community. An inaugural plan also sets a vision that charts a course for future long-term investments and builds upon the county’s vision of inclusiveness while contributing to economic growth.

Community Leadership

At the heart of the planning process was the Adams County Arts & Culture Steering Committee – a group of community representatives whose expertise and aspirations gave the plan its shape and direction.

In order to ensure that the emerging plan was aligned with and complimentary to other county plans, the steering committee worked closely with the Cultural Affairs Liaison and the executive leadership for the county. Collectively they have articulated a coherent and compelling vision, established a mission to underpin and inform resource allocation, outlined a set of goals, and implemented strategies.

Best Practices

The planning process was grounded in an understanding of the best practices of vibrant communities that have succeeded in making arts and culture driving forces in their communities. The plan benefited from the sharing of best practices with communities within and outside of Adams County.

Community Engagement

The planning process extended into the wider community by engaging residents at the 2017 Adams County Fair. The fair attracts nearly 60,000 people and, over the course of four days, members of the steering committee and 23.4 Degrees Team were able to interact, in Spanish and English, with members of the community. Residents had the opportunity to review draft plan language and provide feedback on strategies to enhance cultural opportunities in Adams County. Our engagement approach at the fair invoked a quote by Brian Goodwin, “Play invites participation.” The Adams County Fair website had a page profiling the participatory art project and all facets of the community were invited to take part in the Unity Project.

Afterward, or while their friends and family members were engaged in the Unity Project, our team was able to solicit their feedback on aspects of the emerging arts & culture master plan, to include the draft vision, mission, and goals. Over the course of the fair, the draft plan was well-received and participants expressed enthusiasm for the idea of increased opportunities to engage in the arts and culture in the county. Community members offered salient details and examples of things they would like to see more of, including free events for families, a “meet up” app, attracting a Tier II Scientific and Cultural Facilities District (SCFD) institution, hosting more music acts at the Adams County Fairgrounds, developing a website that could serve as a clearinghouse for all county arts and culture opportunities, creating an “Artfully Adams” arts festival featuring professional and amateur artists, and other ideas.

Culture...

noun

- 1. The total of the inherited ideas, beliefs, values, and knowledge, which constitute the shared bases of social action***

The arts...

plural noun

- 1. The arts, imaginative, creative, and nonscientific branches of knowledge***

ADAMS COUNTY UNITY PROJECT A "FAIR" APPROACH



The Unity Project is a community engagement art project conceived of by artist Nancy Belmont in Alexandria, Virginia. The project first debuted in 2016 and, as described by the artist, the Unity project was

“...created to raise consciousness about the labels we give ourselves and others and explore how those labels both support and limit building interconnected, interesting communities. UNITY is a larger-than-life structure that helps us celebrate our uniqueness and strengthens our ties to each other. The project consists of 32 posts, each with identifiers such as, “I’m a parent; I speak English as a second language; I identify as LGBTQ,” etc. Participants tie colorful yarn to posts that reflect their identities. Their yarn intertwines with the rest to create a web of interconnectedness. In the end, we see that we are all connected by something, and it’s our diversity that builds a strong and vibrant community.”

While the steering committee considered a number of participatory art projects that might raise the profile of Adams County, the Unity Project was deemed a perfect fit given the county’s vision to be the most inclusive and innovative county in America. This project honors diversity and inclusion, and is an expression of how each person contributes to the tapestry of the community. When presented with the concept, county leadership believed so strongly in the project they invested in bringing it first to a few hundred county employees. Thus, before the fair in August 2017, the Unity Project first debuted on county grounds with every department participating in the project.

The Unity Project was an important demonstration that art can be accessible for all, reflect values, and inspire dialogue. It can also be temporary, affordable, challenging, and playful.

PLANNING PROCESS CONCLUSION

The planning process was robust and inclusive with many touch points into the community. The outcomes of the planning process will ensure that implementation of the goals will advance Adams County’s vision for the role of arts and culture in the growing community.

THE ROLE OF THE COUNTY



PLAN GOALS

Adams County's approach to arts and culture is predicated on four ideas; four plan goals that Adams County will play in implementing this plan.

- *Create opportunities for the county's diverse and growing population to engage in art and culture*
- *Connect artists and art and culture organizations in the county to one another*
- *Promote the county's artists and arts and culture organizations*
- *Leverage the county's park and recreation assets by enhancing arts and culture experiences in those locations*

SCALE

In addition to focusing on these four ideas and the goals and strategies that fulfill each one, the planning committee formulated a singular idea that will also have important implications for the role of the county in the future of arts and culture. During the planning committee meetings, particularly in the early meetings, the group worked to distinguish the role of the county from the municipalities, towns, and communities within the county, recognizing that many communities have existing arts and cultural plans, venues for arts and culture, and ongoing efforts to engage residents.

As the planning committee created a distinction between the county's efforts and those of the local communities, towns and cities, they recognized the county is best positioned to create cultural events at a scale large enough to serve the whole county and draw the region's residents and visitors to Adams County. If the county works to create activities at that scale, the localities can continue to support community-level performances and events.

The most obvious and compelling examples come from the scale of events that the county has been able to produce at the Adams County Regional Park and Fairgrounds and what the park makes possible in the future. By focusing on a concert or outdoor festival or county-wide celebration that can draw a crowd of 10,000 or more, Adams County will distinguish its efforts in arts and culture, will create high-level visibility for arts and culture, and will create a sense of place and community county-wide.

Another way for the county to operate at scale is to focus on creating or attracting a Tier II SCFD organization. SCFD funds arts and culture in three tiers. The 2017 qualifying income threshold for an organization to qualify for Tier II is \$1,611,836.76, an annual budget that is far higher than the Tier III organizations that operate throughout Adams County.



VISION AND MISSION

A single statement of the county’s vision for arts and culture is essential as a guidepost for the decisions the county will make throughout the life of the plan. Because no plan can anticipate every possibility and every change the county will experience in the next four or five years, a clear and compelling vision statement will serve as the primary litmus test. The county’s choices in investing in the staff’s priorities as they carry out their day-to-day activities, in programming for the arts, and in creating and carrying out cultural activities should be driven by this vision:

Adams County is an inclusive community where everyone has the opportunity to enjoy a rich diversity of art and culture experiences.

The county will work to realize the county government’s portion of the vision, while seeking to encourage those organizations and individuals who are part of the arts and culture community to take their own steps to realize the vision. The actions and activities the county can and should fulfill constitute the mission statement of this plan. Adams County’s mission is divided among four plan goals that make up the mission:

- *Create opportunities for the county’s diverse and growing population to engage in art and culture*
- *Connect artists and art and culture organizations in the county to one another*
- *Promote the county’s artists and arts and culture organizations*
- *Leverage the county’s park and recreation assets by enhancing arts and culture experiences in those locations*

The planning committee is confident that if the county takes on the four elements of its arts and culture mission, the whole county will realize the vision of arts and cultural events and activities that reflect the community identity and make Adams County more inclusive.

MISSION AND GOALS



Create opportunities for the county's diverse and growing population to engage in art and culture.

Arts and cultural activities are essential to the idea that Adams County will be the most inclusive and innovate county in the country. For that to be true, the county's residents will find an abundance of opportunities to explore their own history and culture expressed through fine arts and performances as well as community gatherings for festivals and holidays, and through the day-in-and-day-out activities in their own neighborhoods and across the county in parks and public spaces and in private gathering places like restaurants and retail spaces.

STRATEGY 1

Cultural Affairs will work with existing arts and culture organizations and with towns and cities to expand their offerings and reach new audiences – 2018 Q3.

The county can advance the mission by supporting the existing arts and cultural activities in local communities and helping them to reach county residents. The Adams County Office of Cultural Affairs will take on the responsibility for this support function, working with those in each municipality to extend their efforts.

STRATEGY 2

Adams County will work with the cities and towns to create low- and no-cost arts and cultural events that attract a diverse audience from across the county – 2019 Q4.

The public engagement effort at the Adams County Fair led to a focus on no-and-low-cost arts and cultural activities. The fair attendees who offered feedback on the plan recognized that it takes more than adding new activities to reach the goal of a fully inclusive county; it takes diligence on the question of cost and the role of cost as a barrier to participation. Too many performances and events in the region carry a cost that can make it difficult for everyone to participate. The county can bring residents together through events that are affordable and use its resources to encourage arts and cultural organizations throughout the county to do the same.

STRATEGY 3

Because Adams County can create events at a scale that cities and towns cannot, the county will create new events and performances that have regional audience reach - 2019 Q3.

Creating events at scale will allow the county to bring the whole of the county together – to unify the county. Large-scale events will also allow the county to distinguish its efforts from those of the cities, towns, and communities in the county.



STRATEGY 4

Cultural Affairs will look for opportunities to attract new arts and culture organizations to the county, including recruiting a high-profile, Tier II-qualified cultural or scientific institution to the county - 2018 Q4.

Part of creating large-scale arts and cultural events is elevating an existing organization to Tier II or attracting a Tier II organization to the county. A Tier II organization, because of its visibility in the region, can also be part of raising the profile of the arts and of cultural activities in the county. This goal is linked to the county's focus on the regional park and its park and recreation program. The park has the access and parking to support a large cultural institution.

STRATEGY 5

Cultural Affairs and Office of Diversity and Inclusion will help create arts and cultural events and celebrations that reflect the community's cultural identities and will include the Adams County community - 2020 Q2.

The county's commitment to diversity and inclusion must translate into cultural activities and arts programs that resonate with the cultural underpinnings of the county's population and connect to the history and experience of the county's residents. Arts and cultural activities that connect to the history, traditions, language, and experience of the county's communities will deepen the sense that Adams County is home, is a place where every member of the community has a place and belongs.

STRATEGY 6

Adams County will encourage individual artistic expression through its investment in a participatory arts/culture project as part of the Adams County Fair. The goals of the selected project will be increasing understanding, and promoting Adams County's focus on inclusiveness - 2018 Q4.

The success of the Unity Project at the Adams County Fair, and its connection to the importance of diversity and inclusion, prompted the planning committee and the county to commit to creating a tradition of participatory art projects and making them a part of the county's arts and culture program.



Connect artists and art and culture organizations in the county to one another.

STRATEGY 1

Cultural Affairs will create a platform for communication and coordination among local government staff and leaders in arts and cultural institutions. The platform (with a calendar that allows arts organizations to find talent, announce auditions and performances, and avoid duplicate scheduling) will allow organizations to exchange information and identify opportunities to collaborate – 2018 Q3.

One of the first, and most obvious, goals to surface in the planning process was the idea of a county-wide platform for communication and coordination among arts and cultural leaders and government staff. A single platform is seen as an essential tool for collaboration among those in the county who will advance the plan's vision and mission and expand the reach of arts and culture in the county.

STRATEGY 2

Cultural Affairs will create an annual forum for leaders in the arts and culture community to meet face-to-face, exchange ideas, and learn about best practices specific to Adams County – 2019 Q1 & annually.

As part of its role in supporting arts and culture leaders and providing ways for them to connect, the county will convene an annual meeting intended to ensure that across the county arts and culture are continuing to define the county's identity and take its place in the county's future.

STRATEGY 3

Adams County staff will meet regularly with art and culture organizations to assess their needs and support their work as they pursue their artistic visions - 2018 Q2: Set schedule and approach.

The county's support role will extend to engaging leaders of the arts and cultural organizations and seek to learn about their needs while looking for ways the county can assist them. Strong arts and cultural organizations are essential to the success of this plan and will continue to provide the county's residents with experience, concerts, performances, events, festivals, and gatherings that allow them to experience arts and culture.

STRATEGY 4

The county will create a toolkit for artists and arts and cultural organizations, helping them build their capacity to operate successfully - 2020 Q2.

From their time with leaders in arts and cultural organizations, the county staff will elicit their successes and document their best practices so that arts organizations can learn from and strengthen one another.

STRATEGY 5

Adams County will assist local communities as they choose to create arts districts and places for artists to live and work as the local communities promote their places for arts and culture. – 2020 Q1.

Gallery, exhibition and studio spaces, and rehearsal and performance spaces are necessary infrastructure for artists and for cultural organizations. In addition, many artists find it hard to keep up with escalating housing costs. Local governments often step in to assist with these needs. As municipalities, towns, and communities find ways to create art districts and the necessary facilities and housing stock, they can look to the county to support their efforts.

STRATEGY 6

The county will explore opportunities to support K-12 arts and culture programs, helping to connect arts organizations to the schools so that every student in the county experiences science, history, culture, and the arts – 2019 Q3.

Not-for-profit arts organizations are adding their efforts to those of schools and school districts to ensure that students are exposed to performance, fine arts, history, literature, and other core elements of culture. The county will encourage these efforts and support the organizations that are bringing these experiences to students throughout the county.



PROMOTE

Promote the county's artists and art and culture organizations.

STRATEGY 1

Cultural Affairs will market the whole county as an arts and culture destination and will feature events and performances that have regional audience reach - 2018 Q3.

Though each arts organization and each locality will take responsibility for its own marketing and promotion, the county is in a position to market Adams County as a complete destination for arts and culture and a place where the arts are integral to the life of its residents. The county will take a county-wide approach to its promotion in ways to augment the efforts of individual arts and cultural groups.

STRATEGY 2

Cultural Affairs will create a public-facing website with a comprehensive list of arts and cultural organizations and a master calendar of events with links to websites, box offices, and city sites that will supplement the site with social media that promotes events and performances – 2019 Q2.

A public-facing website will be an important component of Adams County's ability to fulfill its role in county-wide promotion. The county will ensure that the site serves all of its localities and all of its arts and cultural organizations to serve as a central point of communications for those who are looking to engage in the county's arts and cultural life.

STRATEGY 3

Cultural Affairs and the Economic Development Office will create networking opportunities that bring together arts and culture organizations and community leaders to focus on economic development and on the role of arts and culture in the county's economic success - 2019 Q1.

STRATEGY 4

Cultural Affairs will hold a talent showcase to connect businesses and other non-arts organizations to art and culture organizations and individual artists, to promote the diversity of the county's talent and to introduce new, innovative, and original artists - 2019 Q3 & Bi-annually.

Because arts and cultural events are tied to a sense of place and belonging, they lead to the kind of community attachment that translates into economic success, and there is a direct and demonstrable link between arts and culture and a community's economic development prospects. To use this to its advantage, Adams County will create opportunities for business leaders and the leaders in arts and culture to work together, and for business leaders to learn about the breadth and depth of arts and culture in the county.

STRATEGY 5

As the county ends its focus on new buildings, Adams County Cultural Affairs, in cooperation with the Arts Council and the Master Plan Task Force, will develop a strategy to replace any decrease in funding levels currently provided by using a ½ of one percent from public capital projects - 2018 Q4.

STRATEGY 6

Cultural Affairs will increase the inventory of public art (using a ½ of one percent from public capital projects) and place the art to maximize public benefit. The county will supplement the funds in years when no capital construction is occurring - 2020 Q1.

Because of public building construction, Adams County has provided a steady flow of resources for public art at the Adams County Government Center, the Human Services Center, and the Animal Shelter. As these projects end and the resources for public art is diminished, the county will look for ways to continue the public art program.

STRATEGY 7

The county will focus its efforts to promote arts and culture on activities and events taking place at the Regional Park - 2018 Q3.

The Adams County Regional Park provides an opportunity for the county to stake its claim as a center for arts and culture. The county will focus its promotional efforts on defining the park as an arts and culture destination.



Leverage the county's park and recreation assets by enhancing arts and culture experiences in those locations.

STRATEGY 1

Adams County will leverage its investments in the Adams County Regional Park to bring arts and cultural activities into the park - 2018 Q4.

Leveraging the park's assets and its place as a centerpiece of the county's identity can elevate the place of arts and culture in the county's identity and improve the prospects for county residents and the region to see Adams County as a place for arts and culture.



STRATEGY 2

To make the Regional Park a centerpiece of the county's future in arts and culture, Adams County will work to attract cultural, artistic, agricultural, and scientific events and programs that could elevate the Regional Park to SCFD Tier II - 2020 Q4.

Adams County's future in arts and culture will continue to be tied to the future of its SCFD Tier III organizations. At the same time, the county's arts and culture program needs larger-scale organizations. Leveraging the park's assets and its place as a centerpiece of the county's identity will improve the prospects for reaching Tier II.

STRATEGY 3

The county will connect arts and culture with recreation, placing public art in the Regional Park and along regional trails, and making recreational activities a centerpiece of the county's cultural activities - 2020 Q1.

Public art is a visible sign of the county's commitment to arts and culture, demonstrating the importance of the arts and instantly creating a sense of place.

STRATEGY 4

The county will use the grandstand arena and the Regional Park to produce large-scale concerts and events that place the park on par with other signature concert venues in the region (Red Rocks, Fiddler's Green, etc.) - 2020 Q3.

Among the activities the county can take on as it brings the arts and culture program to scale, are events such as concerts and festivals at the Regional Park.

STRATEGY 5

Each year, Cultural Affairs will invest in a participatory arts and culture project as part of the Adams County Fair. The goals of the selected project will increase understanding and promote Adams County's focus on inclusiveness - 2018 Q3.

The success of the Unity Project at the Adams County Fair, and its connection to the importance of diversity and inclusion, prompted the planning committee and the county to commit to creating a tradition of participatory art projects and making them a part of the county's arts and culture program.

STRATEGY 6

To maximize the role of the Regional Park as a centerpiece for the county's arts and cultural activities, the county will create trail linkage from the park to the National Western Complex and its cultural activities - 2020 - Q4.

To fully realize its place as a destination for arts and culture, Adams County's events and activities must take their place in and be connected to the region. To provide the greatest opportunities for residents to participate in arts and culture, the county must be integrated into the cultural life of the whole region. Linking the Regional Park and its cultural activities to the redeveloping Denver area around the National Western Stock Show is an opportunity to create synergies that can advance Adams County's arts and culture.

IMPLEMENTATION



The creation of the position of Cultural Affairs Liaison was a commitment by the Board of County Commissioners to develop and build art, cultural, and scientific opportunities for the residents of Adams County in 2016. This position has been instrumental in development of the Arts & Culture Master Plan, installation of public art in county facilities and parks, and finally the resolution ensuring the Adams County Visual Arts Commission has the necessary funding to provide programs and public art to the community. With that in mind, the steering committee recognizes the need for growth in the above programs and policies. Below are considerations from the steering committee to county administration and the Board of County Commissioners in growing and sustaining the growth and development of art, culture, and scientific opportunities for the residents of Adams County.

The Arts & Culture Master Plan is an opportunity for Adams County to build upon what they already have in a Cultural Affairs Liaison position.

Building capacity in the Office of Cultural Affairs will allow Adams County to deliver on the commitment to enhancing quality of life through arts and culture.

STRATEGY 1

Cultural Affairs will develop a detailed projection of staff and budget necessary to execute the plan and successfully Create, Connect, Promote and Leverage – 2018 Q4.

Advancing the vision, mission, and goals in this plan will require systematic investment in personnel, technology, expertise, and promotional materials and resources for county-wide arts and cultural events, festivals, concerts, and public art projects.

STRATEGY 2

Cultural Affairs will seek funding for a full-time staff person in the next budget cycle – 2018 Q4.

Accomplishing near-term goals – particularly the efforts and connection, coordination, and communication slated for implementation in 2018 – will require one additional county staff.

GOALS AT A GLANCE

ADAMS COUNTY ARTS & CULTURE PLAN – GOALS AT A GLANCE

VISION – Adams County is an inclusive community where everyone has the opportunity to enjoy a rich diversity of arts and culture experiences.

MISSION – Adams County Government will support local communities, arts organizations, and artists. The county will:

- Create opportunities for Adams County’s diverse and growing population to engage in art and culture
- Connect arts and culture organizations and artists in the county to one another
- Promote all the county’s artists and arts and culture organizations
- Leverage the county’s commitment to quality of life by advancing opportunities to enhance parks and recreation experiences through arts and culture

Create opportunities for the county’s diverse and growing population to engage in art and culture	Connect artists and arts and culture organizations in the county to one another	Promote the county’s artists and arts and culture organizations	Leverage the county’s park and recreation assets by enhancing arts and culture experiences in those locations
Work with existing arts and culture organizations and with towns and cities to expand their offerings and reach new audiences – 2018 Q3	Create a platform for communication and coordination among local government staff and leaders in arts and cultural organizations – 2018 Q3	Market the whole county as an arts and culture destination and feature events and performances that have regional audience reach – 2018 Q3	Leverage investments in the Adams County Regional Park to bring art and cultural activities into the park – 2018 Q4
Work with the cities and towns to create low- and no-cost arts and cultural events that attract a diverse audience – 2019 Q4	Create an annual forum for leaders in the art and culture community to meet face-to-face, exchange ideas, and learn about best practices – 2019 Q1 & annually	Create a public-facing website with a comprehensive list of arts and culture organizations and a master calendar of events supplemented with social media to promote events and performances – 2019 Q2	Make the Regional Park a centerpiece of the county’s future in art and culture; attract cultural, artistic, agricultural, and scientific events and programs that could elevate the Regional Park to SCFD Tier II – 2020 Q4

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Create events at a scale that cities and towns cannot; create new events and performances that have regional audience reach – 2019 Q3	Meet regularly with arts and culture organizations to assess their needs and support their work as they pursue their artistic visions – 2018 Q2: Set schedule and approach	Create networking opportunities that bring together arts and culture organizations and community leaders to focus on economic development and the role of arts and culture in the county’s economic success – 2019 Q1	Connect arts and culture with recreation, placing public art in the Regional Park and along regional trails, and making recreation activities a centerpiece of the county’s cultural activities – 2020 Q1
Look for opportunities to attract new arts and culture organizations, including recruiting a high-profile, Tier II-qualified cultural or scientific organization to the county – 2018 Q4	Create a toolkit for artists and arts and culture organizations, helping them to build their capacity to operate successfully – 2020 Q2	Develop a strategy to replace any decrease in funding levels currently provided by ½ of one percent from public capital projects – 2019 Q3	Use the grandstand arena and the Regional Park to produce large-scale concerts and events that place the Regional Park on par with other signature concert venues in the region – 2020 Q3

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Create opportunities for the county’s diverse and growing population to engage in arts and culture	Connect artists and arts and culture organizations in the county to one another	Promote the county’s artists and arts and culture organizations	Leverage the county’s park and recreation assets by enhancing arts and culture experiences in those locations
Create cultural events and celebrations that reflect the community’s cultural identities and include all the Adams County community – 2020 Q2	Assist local communities as they choose to create art districts and places for artists to live and work as the local communities promote their places arts and culture – 2020 Q1	Hold a talent showcase to connect businesses and other non-arts organizations to arts and culture organizations and individual artists, to promote the diversity of the county’s talent and to introduce new, innovative, and original artists – 2018 Q4 & Bi-annually	Invest in a participatory arts and culture project as part of the Adams County Fair. The goals of the selected project will be to increase understanding and promote Adams County’s focus on inclusiveness – 2018 Q3
Invest in a participatory arts and culture project as part of the Adams County Fair to increase understanding and promote Adams County’s focus on inclusiveness – 2018 Q4		Increase the inventory of public art (using ½ of one percent from public capital projects) and place the art to maximize public benefit; supplement the funds in years when no capital construction is occurring – 2020 Q1	Maximize the role of the Regional Park by creating trail linkage from the park to the National Western Complex and its cultural activities – 2020 Q4

GOALS AT A GLANCE

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Create opportunities for the county’s diverse and growing population to engage in arts and culture	Connect artists and arts and culture organizations in the county to one another	Promote the county’s artists and arts and culture organizations	Leverage the county’s park and recreation assets by enhancing arts and culture experiences in those locations
	Explore opportunities to support K-12 arts and culture programs; help to connect arts organizations to the schools so every student in the county experiences science, history, and arts and culture – 2019 Q3	Promote arts and culture, focusing on activities and events taking place at the Regional Park – 2018 Q3	

Building and Sustaining Arts and Culture in Adams County – Plan Monitoring and Evaluation

- Adams County will monitor the Arts & Culture Master Plan and publish a progress report at the end of each fiscal year
- Adams County will convene an annual forum to review and discuss the progress report
- In year four of the plan, Adams County will create a process for reviewing/evaluating this plan and creating/recommending revisions



ECONOMIC IMPACT

The U.S. Bureau of Economic Analysis reports that the arts and culture sector represents 3.25 percent of the nation's GDP – a larger share of the economy than tourism and agriculture. Nationwide, America's nonprofit art industry generates \$135 billion in economic activity annually (\$61 billion in nonprofit arts and culture organizations and \$74 billion from event-related expenditures by their audiences). That level of spending supports more than \$4 million full-time equivalent jobs, generates \$87 billion in household income, and produces \$22 billion in revenue to local, state, and federal government⁴. Those who enjoy a night at the theatre or visit an arts district also spend money on meals and transportation and make other purchases⁵.

PLACEMAKING: ADAMS COUNTY RECREATION, NATURE, AND SCIENCE PARK

Placemaking is an approach to planning that starts with the idea that a neighborhood, park, street, or a whole town can be transformed through deliberate planning that starts with how communities imagine a place could be. Central to the strategic planning process was making the Adams County Regional Park a cornerstone in building an arts and culture future, including attracting an SCFD Tier II facility that could be a regional destination. The Arts & Culture Master Plan Committee was supportive of a Tier II-type facility that would offer some type of cultural experience different than the range of arts and cultural venues currently available in the county. In addition, this strategic plan has a goal of leveraging the county's park and recreation assets by enhancing arts and culture experiences in those locations.

“This park would be a place where innovation, creativity, and curiosity come alive for all ages.”

– Raymond H. Gonzales, County Manager

Additional mission-centric organizations will help to create vibrancy and added purpose for the Adams County Recreation, Nature and Science Park, which includes: 4-H, Bird Conservancy of the Rockies, Denver Museum of Nature & Science, the Botanic Gardens, and many others. The institutions, partnerships, and building on a popular park all add up to a plan and program of uses, events, and ideas to create a dynamic and authentic Adams County experience.

⁴ Source: Americans for the Arts. Arts & Economic Prosperity IV study. 2012.

⁵ Source: <http://www.westerncity.com/Western-City/May-2013/How-the-Arts/>. Accessed in November 2015.

Artfully **ADAMS**

APPENDICES

- 23-33 ■ Art & Culture Inventory
- 34-36 ■ Task Force Recommendation
- 37-38 ■ Letter from SCFD

ADAMS COUNTY ARTS & CULTURE INVENTORY

The goal of this document is to present the Steering Committee with a set of guidelines for what is currently out there in Adams County that is in direct support of the arts, cultural, historical, or scientific programs and organizations – a.k.a. the creative classes. Below are some basic principles guiding each area under what each city is accomplishing for their citizens and surrounding residents. Everyone has their own definition of what an event is or isn't and even if an organization should be listed. Please place everything in what you believe is the correct area.

DEFINITIONS

Venue:

A place where the community gathers to host art shows, musicals, art galleries, and other such activities for the community and artists alike.

Organizations:

An organized group that promotes the creative classes within Adams County. It can be SCFD qualified or not. The important idea is to identify the groups or organizations that are supporting and promoting the creative classes.

Events:

Gatherings, shows, and any other event where the main purpose is promoting and supporting the creative classes within the county. It can be hosted by nonprofits, private, or public sectors. This can range from art shows in the park to festivals and even smaller gatherings of poetry readings.

Policy:

Local policy that supports and promotes the creative classes of Adams County. This can range from public sponsorships of organizations that are SCFD-qualified, such as Adams County Visual Arts Commission, Thornton Arts Sciences and Humanities Council, and others. It also is policy such as the policy set forth by the Adams County Commissioners in Resolution 2016-244 that states: "Board of County Commissioners shall dedicate ½ of one percent of the total cost of construction on any new county-owned building to carry out the mission of the ACVAC and the Office of Cultural Affairs."

BRIGHTON

Venues

- **The Armory**

Owned and operated by the Brighton Urban Renewal Authority, The Armory hosts theater, dance, music, and visual arts events for children, adults, and families. Located in central Brighton, The Armory is “the most important cultural initiative” for the City of Brighton.

- **Main Street Creatives (MSC)**

Fine Art gallery with private artist studios, as well as host for the Art Academy. MSC has 17 studio artists, of which several make up the 19 gallery artists.

- **Anythink Brighton Library**

Located in historic downtown Brighton, Anythink Brighton is the first carbon-negative library in the United States. Certified LEED Gold, this sustainable facility includes a children’s area, large programming spaces, computer labs and The Studio at Anythink Brighton, which is the district’s first makerspace.

- **Creative U**

Creative U is a studio space where guests can create on their own or attend various instructed classes. Guests get their creativity on as a professional art instructor teaches them in a two- to three-hour class while they enjoy a glass of wine, beer, or non-alcoholic beverage. You can also order appetizers from a local restaurant and have them delivered during the class. All supplies are included with the class, such as brushes, paints, canvases, easels and aprons, and every class is taught step by step so there is no experience necessary.

Organizations

- **The Art Academy**

Located at Main Street Creatives, The Art Academy offers classes for aspiring artists ranging from middle-school aged children to adults, among all skill sets. The Art Academy offers a supportive community for those wishing to advance in their artistic journey.

- **Eye for Art Program**

The City of Brighton Eye for Art Program offers the opportunity for local and regional artists to display their works in highly visible locations within the new city building at 500 South 4th Ave. Artwork includes paintings, drawings, photography, and sculptures as well as other mediums.

- **BrightonMusic Choir and Orchestra, Inc.**

Consisting of the BrightonMusic Orchestra, Bright’n Jazz, and String Colors, the BrightonMusic Choir and Orchestra is a nonprofit based in Brighton that has been organizing and staging concerts for the last two decades. Accepting all levels of skill, the organization performs 4-5 concerts per season.

- **The heART of Brighton**

The heART of Brighton solicits and distributes donations for The Armory. It works in tandem with the Brighton Urban Renewal Authority and the City of Brighton to maximize donations with matching grants and commitments from local groups.

- **Bird Conservancy of the Rockies**

Bird Conservancy of the Rockies conserves birds and their habitats through an integrated approach of science, education, and land stewardship. Their work radiates from the Rockies to the Great Plains, Mexico and beyond. Their mission is advanced through sound science, achieved through empowering people, realized through stewardship, and sustained through partnerships. Together with the community, they are improving native bird populations, the land, and the lives of people. This is the only tier II organization based in Adams County.

- **Platte Valley Players**

Platte Valley Players is all about a team effort! They are a 501(c)3 nonprofit organization governed by a board of directors. The board works with their volunteers to create shows and community to keep live theater happening in Brighton, Colorado.

Events

- **Holiday Bazaar**

More than 300 vendors sell handmade arts, crafts, jewelry, photography, woodworking, pottery, clothing, and more at the Adams County Regional Park during the first weekend of December.

- **Festival of Lights Parade**

A night-time light parade that features local groups, organizations, businesses, and families with more than 75 fully-lighted entries. Sponsored by the City of Brighton.

- **Best of Spring Bazaar**

Bazaar at the Adams County Regional Park in April held in support of the Adams County Museum.

- **Summerfest**

Formally named Culturefest, this is an annual outdoor celebration of the rich and diverse cultural traditions in the community with a weekend long carnival in downtown Brighton. The event typically attracts more than 8,000 people.

- **Art in the Park Festival**

Held at Carmichael Park, this one-day festival allows local, regional and national artists the opportunity to display and sell their artwork to the Adams County community.

- **Denver Chili Fest**

Held at Lulu's Farm, this festival supports the Food Bank of the Rockies. The festival hosts a recipe contest, live music, and cooking demonstrations that attract foodies from around the Denver area.

- **Artist Crafter Foodie Fair**

Held at the Adams County Regional Park Exhibit Hall, crafters, artists, and foodies sell their items to the general public.

- **Fall Festival Bazaar**

Held at the Adams County Regional Park, this bazaar provides the opportunity for crafters and artists to sell their items to the public.

- **County Christmas Bazaar**

With more than 400 craft booths, this bazaar is one of the larger ones held in Brighton and is an excellent place to begin Christmas shopping. It is held at the Adams County Regional Park.

- **Harvest Fest**

Held on Main Street in Brighton, this family-friendly event attracts more than 30 vendors and 20 local businesses, and also includes a Pumpkin Carving Contest, Trick or Treat Street, a bounce house, face painting, costume contest, food trucks, and more.

- **Arts and Culture Symposium**

This special event offers educational and inspirational presentations from some of Colorado’s favorite musicians, dancers, and poets. Visit the Artists’ Loft and see fine artwork on display or watch art in progress.

- **Eco-Fair**

Environmentally friendly Brighton offers its annual Ecofair for residents to learn about recycling and earth-friendly activities the whole family can undertake. The event offers free recycling of electronic items and paper shredding at no cost.

- **Homespun**

Annual concert presented by Brighton Music Orchestra featuring original compositions and arrangements by local composers. Held at the First Presbyterian Church.

- **Brighton Community Christmas Festival Concert**

Brighton’s Community Orchestra’s holiday concert features many old, Christmas favorites. Held at First Presbyterian Church.

Policy

- **Cultural Strategic Plan for the Brighton Cultural Influence Area**

Formed in 2014, A Brighton Cultural Strategic Team, which included six culturally-engaged community members, worked to implement a “living and real-time” document detailing leadership, opportunities, and support for those involved with cultural activities.

- **Brighton Office of Arts and Culture**

As part of the Brighton municipal government, the Office of Arts and Culture helps with day-to-day activities involving the Cultural Strategic Plan.

- **Brighton Cultural Arts Commission**

The Brighton Cultural Arts Commission (BCAC) is a 501(c)(3) organization whose purpose is to increase awareness and promote cultural and scientific opportunities in the community. BCAC serves in an advisory capacity to the Brighton City Council. Members serve three-year terms on the commission and represent various cultural organizations and have varied interests in the arts. Representatives from the 27J School District and Brighton City Council also serve on the commission. City of Brighton staff provides administrative support.

COMMERCE CITY

Venues

- **Dick's Sporting Goods Park**

Opened in 2007, this venue is soccer-specific and built by and for the Colorado Rapids. However, the stadium has also seen concerts that greatly increase its capacity of 19,000 for soccer games up to 27,000.

Organizations

- **Concept Colorado**

Offering art studios, galleries, food, and other amenities (eventually live/work spaces), Concept Colorado directly addresses space concerns related to escalating real estate prices that have impacted and displaced many in Denver's creative community.

Events

- **Winterfest**

Held at Adams City High School, this family-friendly event features activities that include photos with Santa, storytelling with the Sugar Plum Fairy, holiday crafts, hot chocolate and cider, holiday tree, and children's pajama parade.

- **Music in the Park Concert Series**

Held at Southlawn Park, a series of concerts held during the summer.

- **4thFest**

Held at Dick's Sporting Goods Park, the largest public fireworks show in the state of Colorado. Additional activities include an inflatable obstacle course, bungee trampoline, Velcro wall, mechanical bull, food vendors, live music, and more.

Policy

- **Commerce City Culture Council**

Board that strives to advance charity and education to preserve art, music, theater, and dance in Commerce City.

FEDERAL HEIGHTS

Venues

- **Performance Arts Complex at Pinnacle Charter School**

Built by the Pinnacle Charter School, the complex features an auditorium with almost 600 seats which hosts concerts, recitals, and other events.

Organizations

- **Maitri Multi Media**

Maitri Multi-Media Day Program is designed to incorporate a variety of art forms, methods, and mediums to encourage increased communication, coping, and expression skills and to build independence and a sense of community through individualized and group creative projects within the program itself and within the community.

Events

- **Holiday Hills Village Arts and Crafts Fair**

Held at the Holiday Hills Village clubhouse, this craft fair provides vendors the opportunity to showcase and sell their items.

NORTHGLENN

Venues

- **DL Parsons Theatre**

Located at the Northglenn Recreation Center, this 300-seat theatre presents performances and films for citizens of the community of all ages.

- **E.B. Rains Jr. Memorial Park**

The city's most popular park, this venue hosts the Fourth of July Festival as well as the Art on Parade exhibit.

Organizations

- **Northglenn Youth Theatre**

Holding three performances a year, the Northglenn Youth Theatre (NYT) provides youths the opportunity to participate in live theatre.

- **Northglenn Arts & Humanities Foundation**

The Northglenn Arts & Humanities Foundation provides funding for quality youth theater, public art, and other cultural endeavors in the community.

Events

- **Noel Northglenn**

Kicking off the start of the holiday season, this event has everything you need to get into the holiday spirit including s'mores, carriage rides, indoor snowball fights, face painting, Rudolph's Reading Raffle, and a bake sale.

- **Mid-Winter Bluegrass Festival**

Held at the Northglenn Ramada Plaza, this festival features local and national bluegrass bands as well as a Vendor Art Fair.

- **Food Truck Carnival**

Held at the Northglenn City Hall, this carnival features local food trucks, a carnival, and live music. This festival is held in the spring.

- **July Fourth Festival**

Sometimes called "Denver's Largest Family Picnic," the July Fourth Festival at E.B. Rains Jr. Memorial Park includes a 4-Mile Run, bake sale, car show, Pooch Parade, Beer Garden, Duck Race, live music, and fireworks.

- **Pirate Fest**

Held in the fall at E.B. Rains Jr. Memorial Park, Pirate Fest features food and booth vendors, a pirate ship, sword fighting and archery demonstrations, live music, and the Cardboard Boat Regatta.

- **Athena Festival**

Held at the Ramada Plaza, the Athena Festival features workshops, Tarot Readers, shopping, lectures, entertainment, art, and more.

- **Arts on Parade**

Held at E.B. Rains Jr. Memorial Park, Arts on Parade is a program that allows community members to vote on their favorite piece to become a permanent fixture in the city.

- **NAHF Events**

NAHF events include public art, a cappella concert series, summer concerts, summer movies, performance theatre.

THORNTON

Venues

- **Thornton Arts & Culture Center**

The Thornton Arts & Culture Center (TACC, pronounced ‘Taxi’), 9209 Dorothy Blvd., is home to performances, classes, art exhibits in the Oz Gallery, and the Volunteer Thornton program. TACC is shared by the Senior and Arts & Culture Divisions. Upcoming programming includes senior fitness classes, line dancing, Tai Chi, the children’s entertainment series “Funtaztikidz,” rotating art exhibits, Thornton Community Chorus concerts, and a new community theater project called Break a Leg!

- **Carpenter Park Fields**

With an amphitheatre that seats up to 500 people, Carpenter Park is a multi-purpose park facility that hosts events during the warmer months of the year. Funded by the Thornton municipal government.

- **Anythink Wright Farms**

Anythink Wright Farms, located on 120th Ave. and Holly St. in Thornton, is the district’s flagship branch and houses the district’s administrative offices. A computer lab, teen area, and 7,000-square-foot children’s area are just some of the incredible features of the 45,000-square-foot library. The Studio at Anythink Wright Farms, a digital creation lab featuring state-of-the-art video, audio, and design equipment and software, partners creative community members with teens to help push their creativity to new bounds. Adjacent to the building is a one-acre park made possible by the Wright Farms Metro District that includes outdoor seating, reading nooks, and Explore Outdoors, a certified Nature Explore children’s outdoor classroom. Continuing its dedication to sustainability, Anythink Wright Farms is a Gold LEED certified building with many sustainable features, including use of recycled materials, daylight harvesting, and ground source heating and cooling. The landscaped site also includes a community garden, maintained by local community members in partnership with Denver Urban Gardens. Co-located with Anythink Café.

- **Anythink Huron Street**

Anythink Huron Street is a 25,000-square-foot library located at the intersection of Conifer St. and Huron St. in Thornton. On Feb. 6, 2010, this facility opened its doors to library customers in the communities of Northglenn, Thornton, Federal Heights, and surrounding areas. Anythink Huron Street is Gold LEED certified and includes fun, inspiring spaces for all ages to enjoy.

- **Anythink York Street**

Opened June 1, 2013, Anythink York Street is the latest addition to the Anythink family. This public library, housed on the Mapleton Public Schools’ Skyview Campus, provides community members and students with a sleek, modern facility, a robust collection of learning materials, 25 public computers, fast Internet access, and a wide variety of hands-on, innovative programming. Reserved parking is available for library customers.

Organizations

- **Thornton Arts, Sciences, and Humanities Council (TASHCO)**

The Thornton Arts, Sciences, and Humanities Council (TASHCO) is a 501(c)(3) organization whose purpose is to promote cultural, historical, and scientific activities in the City of Thornton. The TASHCO Board of Directors is appointed by the Thornton City Council.

- **Thornton Community Band**

The Thornton Community Band is an all-volunteer, nonprofit organization created to create an experience and share the gift of music with the entire community.

- **Thornton Community Chorus, Inc.**

A community service organization that provides the community with a performing chorus of volunteer adults in the north metro area of Denver and offers residents a fun and challenging opportunity to make music together.

- **A Child's Song**

Provides music education and appreciation for the entire family in order to fully develop the brain at individual, group, and community levels in an atmosphere and environment that nurtures, advances, and preserves the art of creating music.

Events

- **Thornton Winterfest**

Held at the Carpenter Park Fields, this festival kicks off the holiday season in Thornton with the turning on of the holiday lights in Santa's Village and includes an ice skating pond, tree decorating contest, Holiday Marketplace, and fireworks show.

- **ThorntonFest**

Held at the Carpenter Park Fields, ThorntonFest includes a Battle of the Bands, Cottonwood Classic 5K, beer gardens, a marketplace, car show, Paw Fest, and many other activities.

- **Fourth of July in Thornton**

Held at the Carpenter Park Fields, Fourth of July in Thornton offers beer gardens, food vendors, nighttime skydivers, live music, and fireworks.

- **Thornton Harvest Fest**

Held at the Community Park, Harvest Fest includes a Fishing Derby, pancake breakfast, skate park competition, chili cook-off, bazaar, farmers market, food court, and a beer garden.

- **TASHCO Events**

TASHCO events include musical conversations and celebrating our second decade.

Policy

- **Thornton Arts and Culture Division**

The division serves as the city liaison to TASHCO, which is a nonprofit citizen committee appointed by City Council to administer grant funding provided by SCFD.

ADAMS COUNTY

Venues

- **Adams County Regional Park**

Home to the Adams County Fair, the Regional Park hosts many community events ranging from the Adams County Fair to the 4th of July Celebration.

- **Anythink Perl Mack**

The fully renovated Anythink Perl Mack serves the north Denver community with a variety of spaces and programs for all ages. This sustainable facility includes a children's pavilion, teen space, computer lab, and program space. The landscaped site also includes a community garden maintained by local community members in partnership with Denver Urban Gardens.

Organizations

- **Adams County Visual Arts Commission (ACVAC)**

ACVAC is aligned with the Office of Cultural Affairs and is responsible for the promotion of public art and cultural and scientific activities in Adams County.

- **Adams County Cultural Council (ACCC)**

ACCC is made up of volunteer appointees who manage the SCFD tier III grant application process for their respective counties. Council members should adhere to the concepts of stewardship of public funds and seek to create a fair, ethical, respectful, open, and objective evaluation process through which these public funds are distributed.

- **Adams County Historical Society and Museum**

This organization is responsible for maintaining the Adams County Museum as well as hosting events that promote historical education in Adams County.

Events

- **Adams County Fair**

The Adams County Fair dates back to before the county was even a county. The fair features live music from nationally known country stars as well as bull riding, a demolition derby, fireworks, a truck pull, and many other activities. This event is the biggest in the county.

- **Adams County NAP Exhibit**

The Adams County NAP Exhibit is held in Brighton. Artists invited to participate in this exhibition include Adams County, City of Thornton, City of Brighton, City of Commerce City, City of Northglenn, City of Westminster, and City of Federal Heights employees and their immediate family members.

- **Art from the Heart**

Art from the Heart is a juried exhibit of art works by Adams County and Westminster artists which are held at the College Hill Library. All original fine arts and sculptures are included.

- **City Strings in Adams County**

Managed by Augustana Arts Inc., City Strings provides lessons in string instruments (violin, viola, and cello) to at-risk children from low-income families.

- **Art Stop on the Go**

This program began at three Anythink branches (Wright Farms, Huron Street and Brighton), about two years ago. Each month, an artist-instructor creates an art lesson around a children's book and holds a workshop that focuses on artistic concepts. The program is designed to be an advanced, but also elementary-level, art class.

Policy

- **Adams County Visual Arts Commission**

The Board of County Commissioners shall dedicate ½ of one percent of the total cost of construction on any new county-owned building to carry out the mission of the ACVAC and the Office of Cultural Affairs.

BENNETT

Venues

- **Anythink Library**

Opened in May 2009, Anythink Bennett is located at 7th St. and E. Lincoln Ave. in Bennett. This energy-efficient library is designed with a western style that reflects life on the eastern plains. With expanded computer labs and community areas, Anythink Bennett has an inviting space for all ages and activities.

WESTMINSTER

Venues

- **Aar River Gallery**

The Aar River Gallery is the premier art gallery located in the heart of old Westminster. A family gallery with original fine art, fine art photography, and fine art reproductions at reasonable prices. They also feature note cards, jewelry, and pottery by local artisans. Each month a different outside artist is invited to display art work and teach a class or workshop.

- **Rodeo Market Community Arts Center**

This center is a city-owned property that is a historic landmark for the City of Westminster. It currently is supporting the South Westminster Arts Group (SWAG) that creates a healthy and safe environment for members of all ages to help promote and encourage creative thought, art education, and community growth and well-being. SWAG engages the public directly by providing art education classes, supporting an active group of artist members, producing special community fundraisers, organizing the sculptures on 73rd Ave. (a public art on loan project), and curating regular gallery shows.

Organizations

- **South Westminster Arts Group**

South Westminster Arts Group (SWAG) was founded as a nonprofit organization in 2007 and is dedicated to providing community service and advocacy on behalf of the arts, artists, and patrons. By creating a healthy and safe environment for members of all ages within our society, they help to promote and encourage creative thought, art education and community growth and well-being.

- **Paletteers Art Club**

The mission of the Paletteers Art Club is to promote the highest professional standards in original works of art by artists in the community, and to encourage the practice and appreciation of all fine arts.

- **North Metro Arts Alliance**

This alliance was founded as a nonprofit entity to serve the Westminster and North Metro communities in the areas of performance and visual arts, including cultural entertainment. Ultimately, NMAA strives to enrich awareness, education, and access of the arts among North Metro residents throughout the calendar year.

- **Westminster Historical Society**

The Westminster Historical Society was formed in 1962 to promote and preserve local Westminster history.

- **Colorado Educational Theatre**

Founded to provide opportunities for children to develop character, creativity, and intellect through drama, promote the use of drama and theater performance in schools as medium for learning, and inspire young people to value the role of the arts in community life.

ADAMS COUNTY ARTS, CULTURE AND VENUE TASK FORCE

Recommendations to the Adams County Board of Commissioner April 2015

Background of the Task Force:

The Adams County Arts, Culture, and Venue Task Force was established by resolution of the Board of County Commissioners in September 2014 to provide recommendations concerning arts, culture, and venues within the county and to research and develop a strategy for promoting arts and culture.

The Arts, Culture and Venue Task Force was partially created in response to an October 2013 recommendation by the Adams County Cultural Council—the board-appointed body of arts advocates who oversee the countywide distribution of Scientific and Cultural Facility District (SCFD) grant funds. In a letter to the board of commissioners the cultural council expressed a need for the creation and implementation of a master plan to guide the future development of arts and culture initiatives in the county.

The 14 members of the task force were selected by the board of commissioners and represent a wide range of subject matter experts as well as interested citizens. The task force met between December 2014 and April 2015 to develop the recommendations presented in this summary report. During their meetings, the task force consulted with representatives from several other notable arts organizations, including Colorado Creative Industries (a division of the Colorado Office of Economic Development & International Trade) and Scientific and Cultural Facilities District (SCFD).

Mission of the Task Force:

The mission of the Adams County Arts, Culture, and Venue Task Force was to “identify and recommend steps to define Adams County role to support and develop scientific and cultural opportunities for all citizens.”

A Demonstrated Need for Enhanced Cultural Opportunities:

The need for a coordinated effort to enhance cultural opportunities in Adams County was illustrated in a quality of life survey commissioned by the county in late 2014. This survey demonstrated that the availability of cultural activities was among the lowest of all measured indicators (only 43% of residents rated cultural opportunities in the county as “good” or “excellent”). Additionally, Adams County rated significantly lower than surrounding communities in this critical benchmark.

The Obvious Benefits of Arts Programming:

Arts and culture are more than just a quality-of-life benchmark for the residents of Adams County—they can also have a powerful impact on local economies. According to the Colorado Business Committee for the Arts in their 2014 Economic Activity Study of Metro Denver Culture, arts, cultural and scientific organizations generated \$1.85 billion in regional economic activity in 2013—an increase of 5.1% from 2011. By 2028, this number is expected to reach \$3.82 billion.

Additional economic/community impact facts for 2013:

- Total attendance was 14.2 million in 2013; these attendees infused our regional economy with \$926 million.
- Educational outreach associated with these venues reached 4.25 million students.
- Total employment was 10,205 jobs; total payroll & personnel expenses were \$150.7 million.

These are but a few of the overwhelmingly positive economic statistics the Colorado Business Committee for the Arts has been tracking for more than 20 years. The economic impact of arts and culture is well documented in Colorado and across the nation.

Issues Facing Adams County:

While working to develop recommendations for the board of county commissioners, the Adams County Arts, Culture and Venue Taskforce identified several areas of concern during its assessments:

Lack of coordination between existing venues

While Adams County is home to a wide variety of arts/culture/science venues, there is very little collaboration or coordination between the individual organizations; in fact, the task force suspects many additional organizations are operating in obscurity. A comprehensive master plan is needed to define and develop the county's brand/vision, identify the county's assets (venues and organizations), and develop a mutually beneficial path forward for all arts-related entities.

Lack of effective marketing/outreach

While Adams County is already home to an impressive variety of venues, many residents are unaware of the opportunities in their own backyard. All member organizations comprising the task force unanimously agreed that the county should play a vital role in regional arts marketing efforts; doing so would not only benefit each individual venue but would also strengthen the county's image as a world-class arts destination.

Lack of Arts/Culture Diversification

As diverse as the current arts/culture/scientific opportunities are in Adams County, there is always room for improvement. Future considerations might include creation of a mural arts program and a sculpture garden. All existing arts organizations would benefit from increasing the density of offerings in the county.

Lack of Tier 2 SCFD venues

Adams County is currently home to only one SCFD Tier II arts venue—the Rocky Mountain Bird Observatory. All other SCFD grantees in Adams County are Tier III organizations, which only receive 13% of all SCFD funds. By attracting or developing additional Tier II-qualifying organizations, Adams County would receive a greater proportion of total SCFD funding (21%).

Recommendations:

Considering the issues addressed above, the Adams County Arts, Culture and Venue Task Force respectfully submits the following three recommendations to the Adams County Board of Commissions:

Form and sufficiently staff an Office of Cultural Affairs

A permanent Office of Cultural Affairs, staffed by dedicated full-time personnel, will develop a master plan for arts and culture in Adams County and serve as a liaison to the county's various arts organizations. This office would also be responsible for coordinating countywide marketing/outreach initiatives.

Form an Advisory Commission

The task force recommends the establishment of an advisory commission comprised of subject-matter experts (i.e. arts and culture advocates) to help support the initiatives of the Office of Cultural Affairs. Board membership should be diverse, including representatives from the following communities: commercial, arts/sciences, municipal, and unincorporated. The board should also be ethnically diverse.

Develop a Tier II SCFD venue

Rather than build a new county venue, the task force recommends the county invest in its current venue—the Regional Park. As part of drafting a master plan, consideration should be given to transforming the Regional Park into a qualifying Tier II SCFD venue.



RECEIVED

OCT 07 2013

Adams County
Commissioners' Office

Jodie Neal
 Jim
 Ruth
Jodie Neal
Bob Grant
Keisha
Ruth
Claire M.

October 1, 2013

The Honorable Adams County Commissioners
Commissioners' Office
4430 South Adams County Parkway
5th Floor, Suite C5000A
Brighton, CO 80601

Dear Commissioners,

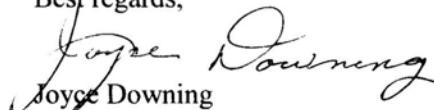
On behalf of the Adams County Cultural Council, we appreciate the opportunity to present a proposal regarding the future of arts and culture in Adams County to you.

After lengthy discussion during our annual retreat where Bob Grant was also in attendance as the Chair of the Adams County Visual Arts Commission and in his role as the Adams County Board Member to the Scientific and Cultural Facilities District (SCFD) it became clear that neither the Adams County Cultural Council nor the Adams County Visual Arts Commission feel that their organizational missions and duties as defined today can encompass additional responsibilities. Therefore, the attached recommendations have been drafted for your consideration.

Arts and culture are a critical component of the quality of life of Adams County citizens, but they also contribute significantly to local economies by creating jobs, paying taxes and drawing people to our communities. The economic impact of arts and culture is well-documented and areas across the state are including them in their plans as potential economic drivers. It is the opinion of the Adams County Cultural Council that your consideration of a defined and perhaps expanded future role for arts and culture in our county is very important.

The Adams County Cultural Council and I look forward to your feedback. Please feel free to contact me if you need any additional information.

Best regards,


Joyce Downing
Chair, Adams County Cultural Council

**ARTS AND CULTURE PROPOSAL FOR ADAMS COUNTY COMMISSIONERS
September 2013**

The Adams County Cultural Council is pleased to recommend the following points for consideration and action:

1. A mission statement be issued from the Adams County Commissioners regarding an arts and culture plan and direction for the County.
 - * And perhaps included in the Adams County Master Plan?

2. A Task Force on Arts and Culture in Adams County be created.
 - * Representatives from various Adams County areas and cities, business and nonprofit sectors, Adams County Cultural Council, Adams County Visual Art Commission, Adams County staff and other appropriate individuals would be included.

3. Commissioners to set goals and guidelines in line with the mission statement from which the taskforce will operate.
 - * Examples include suggestions as to the research needed to determine what may be of most benefit to Adams County residents, opportunity analysis, possible economic impact, funding sources, inventory of existing organizations and facilities, etc.

4. A budget be created and funds be allocated for use by the Task Force.

5. Engagement of a paid professional to lead the task force (possibly an experienced public arts consultant) to identify other entities that have engaged in similar processes, learn from their experiences and incorporate best practices in recommendation for Adams County.

6. An Adams County Commissioner be designated champion for this project to serve as a liaison to and to oversee the efforts of the Task Force.
 - * As per the way in which the Open Space vision was spearheaded by former Adams County Commissioner Elaine Valente.



4430 S. Adams County Pkwy., Brighton, CO 80601

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STUDY SESSION AGENDA ITEM

DATE: 12/05/2017
SUBJECT: Federal Legislation and Regulation Update
FROM: Abel Montoya
AGENCY/DEPARTMENT: Department of Regional Affairs
ATTENDEES: Department of Regional Affairs: Abel Montoya, Adam Burg Dentons: John Russell
PURPOSE OF ITEM: The purpose of this item is to provide an update on federal legislation and regulation.
STAFF RECOMMENDATION: Update

BACKGROUND:

John Russell (Dentons) will be presenting a general update on current federal legislative and regulative proposals. He will also answer any questions presented to him by Executive Staff or Commissioners.

AGENCIES, DEPARTMENTS OR OTHER OFFICES INVOLVED:

The Department of Regional Affairs.

ATTACHED DOCUMENTS:

No attached documents.

FISCAL IMPACT:

Please check if there is no fiscal impact . If there is fiscal impact, please fully complete the section below.

Fund:

Cost Center:

	Object Account	Subledger	Amount
Current Budgeted Revenue:			
Additional Revenue not included in Current Budget:			
Total Revenues:			

	Object Account	Subledger	Amount
Current Budgeted Operating Expenditure:			
Add'l Operating Expenditure not included in Current Budget:			
Current Budgeted Capital Expenditure:			
Add'l Capital Expenditure not included in Current Budget:			
Total Expenditures:			

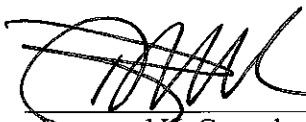
New FTEs requested: YES NO

Future Amendment Needed: YES NO

Additional Note:

APPROVAL SIGNATURES:

APPROVAL OF FISCAL IMPACT:


Raymond H. Gonzales, County Manager


Wanning Duncan
Budget / Finance

Bryan Ostler, Deputy County Manager

Patti Duncan, Deputy County Manager

Type in document reference # if needed

大成 DENTONS

Board of Adams County Commissioners

Washington DC Update

Congress faces a slew of tight deadlines in December

The key agenda items and the prospect of Sequestration looming over Washington

Tax reform: COUNTY CONCERNS: SALT PRIVATE ACTIVITY BONDS

UPDATE: The bottom line is that there will almost certainly be sweeping changes to the taxation of businesses and individuals effective by the end of the year.

Health care: COUNTY CONCERNS: CHIP REAUTHORIZATION MARKET STABILIZATION (CSR Payments)

UPDATE: PAYFORS & VEHICLE are outstanding questions for CHIP. CSR Payments could become a trade off for repeal of individual mandate in Tax package

Flood insurance: The House passed a reauthorization of the National Flood Insurance Program earlier this month, but the Senate has not taken steps to do the same. They will need to work out flood insurance before Dec. 8.

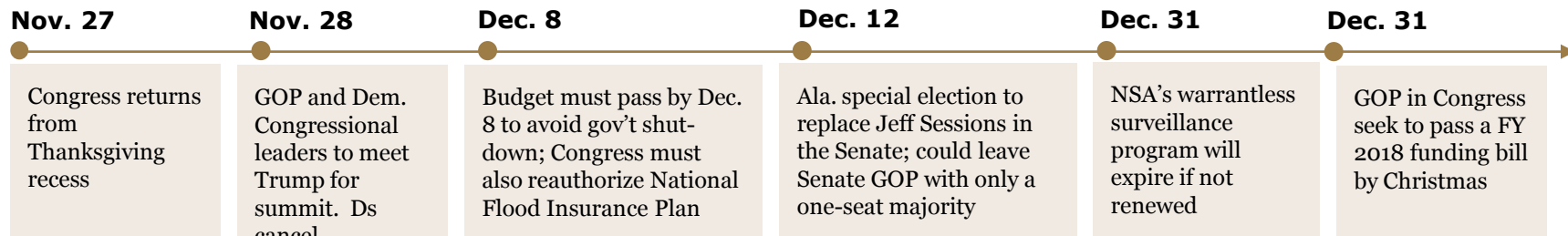
Immigration: COUNTY CONCERNS: DACA

UPDATE: Democrats are united in demanding a fix in wrap up package. GOP Leadership has said no. 30 House GOP members working on letter to Speaker demanding inclusion. Expect continued negotiations

Funding: COUNTY CONCERNS: Interior Bill BROWNFIELD FUNDING

UPDATE: Government funding expires on Dec. 8. Speaker Ryan has suggested a resolution to extend this deadline but still seeks to pass a full 2018 funding bill by the end of December. **To complicate matters, current spending is higher than caps set in 2011; if these caps aren't raised, automatic spending cuts will be triggered in January.**

Key deadlines in December



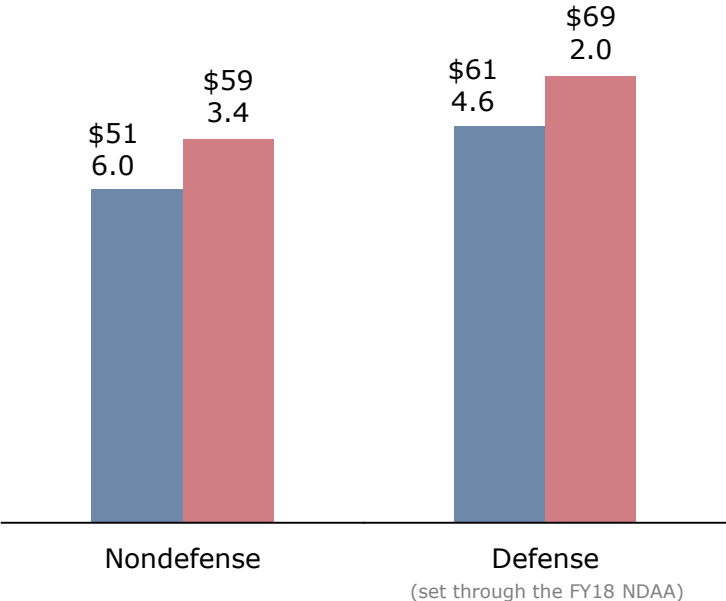
Sources: Jordain Carney, "Congress returns to negotiate December," The Hill, Nov. 27, 2017; Mike DeBonis & Ed O'Keefe, "Congress confronts jam-packed December with shutdown deadline looming," Wash Post, Nov. 26, 2017.

Republicans will likely need Democratic votes to pass a budget, but demands from Dems give GOP leaders pause

Democrats' spending proposal for FY2018

BILLIONS OF USD

FY17 caps (Obama) FY18 (Trump)



The primary goal for Democrats is bringing nondefense spending back in line with defense spending. Democratic congressional leaders have proposed raising nondefense spending by \$77.4B, the same increase given to defense spending in the recently passed NDAA.

Other demands from Democrats



Democrats are most concerned with Trump's move to end the Deferred Action for Childhood Arrivals (DACA) program and want language protecting young immigrants from deportation



Democrats and moderate GOP Senators, also seek legislation that would fund Obamacare payments to insurers. Sen. John Cornyn (R-TX) has indicated that a year-end spending bill could include these cost-sharing subsidies

When will a deal be reached, or CAN KICKED



- The current deadline for appropriations is December 8th and congressional leaders have acknowledged that another short-term continuing resolution extending the deadline to the end of December may be necessary
- Republicans are laser-focused on addressing tax reform before addressing the budget, mainly because party leaders understand that they may have to make some concessions to Democrats that will anger their base.

Sources: Niv Elis, "Conservatives fear end-of-year 'Christmas tree' spending bill," The Hill, November 16, 2017; Rachael Bade and John Bresnahan, "Republicans stall budget talks for ta reform," Politico, November 16, 2017.

With a week until the appropriations deadline, disagreement over several issues could lead to a shutdown

2017 congressional calendar, December

Both chambers in session
 Major legislative deadline

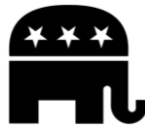
 Senate in session only

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Deferred Action for Childhood Arrivals (DACA)

Republicans have made it clear that they plan on addressing DACA separately. Meanwhile, many Democrats have vowed to withhold their votes from any spending agreement that does not include a DACA fix.



Republicans disagree on how far to extend the deadline

House Armed Services Chairman Mac Thornberry (R-TX) and many other Republicans focused on defense are against the idea of funding the military on a temporary basis with a long-term CR. Meanwhile, members of the Freedom Caucus have been urging Ryan not to create a new deadline before Christmas as this could reduce Republicans' leverage on immigration.

The continued use of continuing resolutions

- Speaker Paul Ryan (R-WI) has been clear about his support of a one-month continuing resolution to address the deadline, extending it until the end of December
- Congress has used continuing resolutions to extend the budget deadline every year since 2010



Tax reform

Republicans have delayed budget talks to focus on passing tax reform. The current bill has passed the House and is awaiting passage in the Senate, but any further delay could jeopardize Republican efforts to finish appropriations.

Sources: Rachel Bade, John Bresnahan and Sarah Ferris, "GOP looks to jam Democrats in shutdown fight," POLITICO, November 29, 2017; Niv Elis, "Ryan hints at short-term spending bill," The Hill November 14, 2017; National Journal Research, 2017.

Health care: GOP works to amend Obamacare through tax reform bill as CHIP and Extenders STALL

■ Completed ■ In progress ■ Stalled ■ No action



Repeal and replace ACA

- Congressional leaders have moved on to tax reform, but the proposed Senate tax bill would end the ACA's individual mandate



Drug pricing

- Congress passed the FDA Reauthorization Act, allowing the FDA to continue collecting user fees



The opioid crisis

- President Trump has invoked the Public Health Service Act to fight the opioid crisis



Trump's HHS confirmations

- Trump has officially nominated Alex Azar to take over as HHS secretary, but he has not yet been confirmed



CSR payments

- In October, President Trump announced that he would be ending CSR payments
- Sens. Lamar Alexander (R-TN) and Patty Murray (D-WA) announced a bipartisan proposal that would extend CSR payments for two years and give states more flexibility, but this plan has not been brought to the Senate floor

What's next?

- The Senate tax proposal includes repealing the ACA's individual mandate, the savings from which are to be used to expand middle-class tax cuts
- The Alexander-Murray plan is unlikely to obtain the level of support it needs to be voted on in the Senate, but is a leverage point for Tax Reform
- CHIP and Extenders searching for Vehicles and Payfors
- Trump has invoked the Public Health Service Act, but his order will not immediately increase federal funding. The Trump administration will instead work to improve current efforts to fight the opioid crisis
- Because subsidies will be increasing with the price of the silver plans, many ACA plans will actually be cheaper in 2018
- Trump's pick for HHS secretary, Alex Azar, is a former pharmaceutical executive, so there is speculation as to whether he will pursue lower drug prices

Immigration: Trump has made good on promises regarding immigration, but not without significant setbacks and Congressional involvement

■ Completed ■ In progress ■ Stalled ■ No action



End DACA

- Trump ordered an end to the Obama-era program, which shields undocumented children from deportation
- He then ordered Congress to legalize DACA



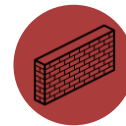
Temporarily ban travel from “high risk” countries

POTUS has signed an executive order ending his temporary ban on refugee admissions, while calling for a 90-day review of the program for 11 countries



Prohibit federal funding to sanctuary cities

- Trump’s executive order seeking to withhold funds from sanctuary cities was blocked by a federal judge



Build a border wall

- Trump has not yet successfully attached funding for the border wall to any legislation. House has added money



Remove illegal immigrants

- The Trump administration is working with local sheriffs on a plan to channel illegal immigrants from local jails to federal detention facilities



Reform legal immigration

- The Trump administration is working with Tom Cotton and David Purdue to support the RAISE Act, which would cut legal immigration by 50%

What’s next?

- Although the Trump administration announced that DACA would be phased out, they said they would continue to renew permits for the next 6 months, giving Congress until March 5, 2018 to act on legalizing the program before DACA recipients lose their status
- In a move praised by Democrats, the administration agreed to allow those rejected because of mail delays to resubmit their renewals for DACA status
- With the departure of Steve Bannon, Trump’s chief strategist and an ardent supporter of hard-line immigration reform, there may be an opening for more moderate voices on immigration
- The battle over sanctuary city funding and the implementation of the travel ban will be litigated in court over the coming months

Infrastructure: Trump still has yet to provide details on a comprehensive bill, has only addressed pipelines

■ Completed ■ In progress ■ Stalled ■ No action



Approve permits for Keystone XL and Dakota Access pipelines

- Despite Trump's "America First" platform, Keystone XL was allowed to proceed without using American steel



Comprehensive infrastructure bill

- Despite being on his list of priorities for the first 100 days, Trump has released few details on his infrastructure proposal
- Congressional leaders have signaled that infrastructure will take a back seat to health care and tax reform



Streamline infrastructure approval process

- In August, Trump passed an executive order to roll back the Federal Flood Risk Management Standard: an Obama-era environmental standard that required federally funded projects to account for climate change



Privatize air traffic control

- Trump unveiled his plan to privatize air traffic control in June
- The proposal was met with mixed reaction in the House and was rejected by a Senate panel while crafting FAA reauthorization legislation

What's next?

- FAA reauthorization is expected to be passed as a short-term extension without air traffic control privatization

Sources: Jeffrey Cook, "What privatizing air traffic control could mean, as Trump outlines proposal," ABC News, June 5, 2017; Lisa Friedman, "Trump signs order rolling back environmental rules on infrastructure," NY Times, Aug. 15, 2017; National Journal Research, 2017.

Happy Holidays?





STUDY SESSION AGENDA ITEM

DATE: December 5, 2017
SUBJECT: Balanced Housing Plan (BHP)
FROM: Kristin Sullivan, Community and Economic Development Director
AGENCY/DEPARTMENT: Community Development
ATTENDEES: Kristin Sullivan, Joelle Greenland and Debra Bristol
PURPOSE OF ITEM: Discuss Balanced Housing Plan, and obtain direction on proceeding with developing a local Housing Trust Fund.
STAFF RECOMMENDATION: Approval to proceed with public comment and development of a local Housing Trust Fund.

Background

The Adams County Community and Economic Development department has been developing a draft Balanced Housing Plan over the past year with goals, policies and recommendations for the Board's consideration. It is the culmination of data collection, multiple stakeholder input, and meeting with subject matter experts on the possibility of a local Housing Trust Fund for the County. While input varied greatly, the following themes emerged on where the County's focus needed to be:

- Lack of funding for affordable housing and risk to federal funding levels
- Legislative/legal barriers
- Cities & Counties working independently
- Housing getting older & deteriorating
- Development costs too high & no available incentives
- No sense of place; no clear marketing

The Balanced Housing Plan then took these themes, combined with the data from the Housing Needs Assessment and all of the stakeholder input, and developed the following goals, policies and recommendations which will support the vision statement – *A balance of housing for all types of families and people, at all stages of life and income levels.*

Goals	Policies	Recommendations
Utilize New and Existing Tools	Improve and support housing opportunities for all residents in Adams County	Expand Resources
Reduce Constraints to Development	Foster an environment that promotes “balanced housing”	Maintain Supply
Expand Opportunities	Encourage connection and access between schools and housing	Balance Supply with Demand
	Promote the preservation of the County’s current housing stock	Decrease Affordability Gap
	Integrate Development practices that increase diversity in housing options	Predictability in Development Process
	Facilitate coordination between local, state, and federal agencies as it relates to housing	

Housing Trust Funds:

For each recommendation, actions were identified that support the Balanced Housing Plan goals and policies. One of the most immediate actions, establishing a local Housing Trust Fund, was identified early in the stakeholder input process, as well as in the recently adopted “Making Connections” plan. Through a series of workshops with subject experts, staff learned what it would take to establish one. Additionally, the County Attorney’s Office was involved to ensure that all legal issues were addressed.

Public Purpose & Opportunity

Housing Trust Funds provide very flexible funding, and can drive funds to County priority housing goals. As federal funds decrease and their respective regulations become more administratively burdensome and eligibility requirements become more stringent, Housing Trust Funds can provide opportunities whereby local control can incentivize non-profit and for-profit developers to meet housing goals, and leverage other sources of funds.

Public Purpose - Housing Trust Funds are established by elected government bodies—at the city, county or state level—when a source or sources of public revenue are dedicated, by ordinance or law, to a distinct fund with the express and limited purpose of providing affordable housing.

While the vast majority of states have implemented strategies that include public finance tools such as real estate transfer taxes, documentary filing fees, and property taxes to fund affordable housing, Colorado has some unique finance policies which make these public finance tools constitutionally prohibited and therefore not possible.

Housing Trust Fund Basics

Administrative Elements	Programmatic Elements	Revenue Sources (County will have restrictions)
<ul style="list-style-type: none"> • Lead Agency (County, Non-Profit or other existing entity) • Oversight Board (Advisory Committee, Loan Committee) • Funding Delivery (Grants and/or Loans) • Reporting (Metrics, Quarterly Reports) • Administration (1-3 FTEs) 	<ul style="list-style-type: none"> • Type of Funding (Grants, Loans) • Eligible Applicants (Non-profit/For-profit Developers) • Eligible Uses (New Construction/Rehabilitation; Advisory Committee to set Priorities) • Requirements to Apply (Underwriting/Low Income Housing Tax Credit Award) • Funding Criteria (Affordability Matrix/Evidence of Funding Gap) • Application Process (Similar to HUD HOME funds' Process) • Review Process (Loan Committee Review) • Award Process (Final approval by Board) 	<ul style="list-style-type: none"> • Real Estate Taxes or Fees • Developers Fees • Other Taxes (Property, Sales, Accommodations) • Other Fees (Permit, Application) • Tax Increment Funding • General Fund • Program Income from a Revolving Loan Fund

Existing Housing Trust Funds

Currently, twelve states (many partner with cities) have Housing Trust Funds and most use document recording fees (Counties collect) to fund them. Others use sales tax, developer fees, real estate transfer fees, food and beverage restaurant tax and property taxes. A Housing Trust Fund can provide a mix of products including short term (acquisition, construction, and rehabilitation); rental development loan financing; and long-term capacity building of support projects and programs. Housing Trust Funds can support innovative ways of addressing many types of housing needs. Currently, there are five Housing Trust Funds in the state:

- State Housing Investment Fund
- Aspen/Pitkin County – Transfer Fee, Sales Tax
- Telluride/San Miguel County – Impact Fee, Sales Tax
- Summit County – Increase of 6% Sales Tax (2016)
- City and County of Denver – Property Tax and Impact Fee; initiated with General Funds

Demonstrating the Need for a local Housing Trust Fund

The need for a local Housing Trust Fund has not only been expressed by numerous stakeholders, but also empirically supported by the data in the Housing Needs Assessment. Almost a third of all households are cost burdened, and of those households, renters are the most affected as median rents have increased by almost 48% since 2000. Even with additional stock being added, vacancy rental rates have continued to decrease indicating supply is not meeting demand.

According to the Housing Needs Assessment 3,500 to 4,000 additional housing units are needed annually to maintain the ratio of housing units to population, and they need to be diversified. Further, approximately 24,100 families make less than \$35,000 (i.e. 30% Area Median Income). This would equate to a need for 6,700 additional affordable housing units, or 670 units a year over the next 10 years to meet the current demand. Interestingly, the 2009 Balanced Housing Plan had recommended 500 additional affordable housing units annually. Current data now indicates the need for affordable housing is only increasing.

After conferring with the County Attorney's Office, staff identified two viable options outlined below. All would have heavy oversight with an Advisory Committee to oversee the Housing Trust Fund Policies and Priorities (supporting the Balanced Housing Plan), a Financial Committee, and an Awards Committee that would make recommendations to the Board.

OPTION 1

In-House/Grants/2019: Using current staff and seed money (\$2 million) from general funds, a Housing Trust Fund would be developed internally, but due to state enabling issues, it could only provide grants. While this option could be implemented immediately, it would have a limited life span unless a dedicated source of revenue could be secured. Start date could be early 2019 and would have established policies and procedures, including, but not limited to underwriting and funding criteria, project selection process, and other controls (*see* Housing Trust Fund Handout).

OPTION 2

Partnership/Grants & Loans/2020: The County would provide the seed money, but would partner with a city, perhaps with a contribution of additional seed money, or non-profit to establish and administer the Housing Trust Fund. This option would give the County less direct control and would require an IGA or an MOU outlining the purpose, board of directors, officers, voting requirements, duties of the parties, finances and accounting, operations, etc.

Recommendation

It is staff's recommendation that the County pursue Option 1 while concurrently pursuing Option 2. Option 2 would not only be a collaborative undertaking but also would be self-sustaining, as cities are able to administer revolving loans that would replenish the fund on a regular basis.

AGENCIES, DEPARTMENTS OR OTHER OFFICES INVOLVED:

County Attorney
Community and Economic Development

ATTACHED DOCUMENTS:

PPT Presentation
Draft Balanced Housing Plan
Housing Trust Fund Information

FISCAL IMPACT:

Please check if there is no fiscal impact . If there is fiscal impact, please fully complete the section below.

Fund:

Cost Center:

	Object Account	Subledger	Amount
Current Budgeted Revenue:			
Additional Revenue not included in Current Budget:			
Total Revenues:			<hr/>

	Object Account	Subledger	Amount
Current Budgeted Operating Expenditure:			
Add'l Operating Expenditure not included in Current Budget:			
Current Budgeted Capital Expenditure:			
Add'l Capital Expenditure not included in Current Budget:			
Total Expenditures:			<hr/>

New FTEs requested: YES NO

Future Amendment Needed: YES NO

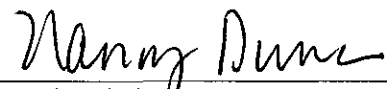
Additional Note:

Funding for the Housing Trust Fund would be discussed at the 2018 Strategic Planning Summit and within the 2019 budget process.

APPROVAL SIGNATURES:

APPROVAL OF FISCAL IMPACT:


Raymond H. Gonzales, County Manager


Nanny Dume
Budget / Finance


Bryan Ostler, Deputy County Manager

Patti Duncan, Deputy County Manager

A presentation to the BoCC regarding

Balanced Housing Plan

Community and Economic
Development Department

December 5, 2017



ADAMS COUNTY
COLORADO

Why are we here?

- Discuss BHP: Goals, Policies & Recommendations
- Obtain direction to proceed with developing a local Housing Trust Fund

Balanced Housing Plan

- I. Introduction
- II. Housing Needs Assessment
- III. Stakeholder Input
- IV. Goals & Policies
- V. Recommendations
- VI. Appendix

Stakeholder Participants



Vision Statement

“A balance of housing for all types of families and people, at all stages of life and income levels.”

Introduction

- Economic & demographic changes over past 10 years
- 5th Largest & 2nd fastest population growth
- Growth pressures affecting housing climate
- County recognizing housing is a priority
- BHP provides proactive measures and a platform

Housing Needs Assessment

FINDINGS

1. Housing is Less Affordable
2. Increasing affordability Gap at all Income Levels
3. Housing Supply is Not Meeting Demand
4. Adams County has Distinct Socioeconomics

Stakeholder Input

THEMES

- Lack of funding for affordable housing and risk to federal funding levels
- Legislative/legal barriers
- Cities & Counties working independently
- Housing getting older & deteriorating
- Development costs too high & no available incentives
- No sense of place; no clear marketing

Goals

Utilize New and Existing Tools

Reduce Constraints to Development

Expand Opportunities

Policies

- Improve and support housing opportunities for all residents in Adams County
- Foster an environment that promotes “balanced housing”
- Encourage connection and access between schools and housing
- Promote the preservation of the County’s current housing stock
- Integrate development practices that increase diversity in housing options
- Facilitate coordination between local, state, and federal agencies at it relates to housing

Recommendations

- Expand Resources
- Maintain Supply
- Balance Supply with Demand
- Decrease Affordability Gap
- Predictability in Development Process

Implementation

- Developed matrices that provide actions with timeframes
- Ties back to Goals, Policies, Recommendations
- Measurable Outcomes
- Priority Action: Local Housing Trust Fund

Housing Trust Fund

- Need for a local fund expressed by stakeholders
- Supported by Housing Needs Assessment data
 - Almost a third of all households are cost burdened
 - Renters are the most affected
 - Increase in median rents by almost 48% since 2000
 - Even with additional stock being added, vacancy rental rates continue to decrease; supply not meeting demand.

Housing Trust Fund

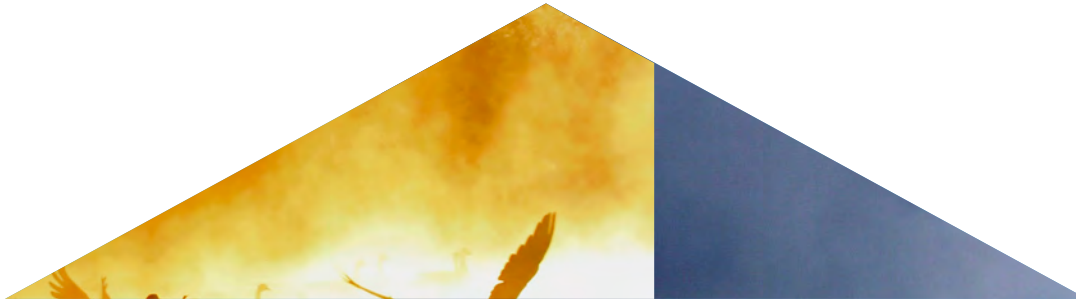
- Housing Needs Assessment
 - 3,500 - 4,000 diversified housing units needed annually
 - 24,100 families make less than \$35,000 annually
 - 6,700 affordable housing units or 670 units/yr over the next 10 years to meet current demand
 - 2009 Balanced Housing Plan recommended 500 additional affordable housing units annually, which current data indicates this need is only increasing

Housing Trust Fund

- Workshops with subject matter expert
- Conferred with County Attorney's Office
 - Option 1: Establish a fund (in house grants)
 - Option 2: Establish a fund in partnership with a non-profit or City (revolving loans)
- \$2,000,000 in seed money for first 2 years
- Policies, procedures and criteria established
- Various committees to oversee priorities, funding and selection

Recommendations

- Initiate 45-day stakeholder/public comment period
- Present to Planning Commission for adoption to Comprehensive Plan & Ratification with Board
- Develop policies, procedures and criteria for HTF
- Initial Seed Money - 2019 Budget



2017
Adams County
Balanced Housing
Plan

Acknowledgments

Contributors

Adams County Commissioners

District 1, Commissioner Eva J. Henry, Chair

District 2, Commissioner Charles “Chaz” Tedesco

District 3, Commissioner Erik Hansen

District 4, Commissioner Steve O’Dorisio

District 5, Commissioner Mary Hodge

We would like to thank the many contributors who provided Adams County with valuable input.

- Access Housing
- Adams County Housing Authority
- Brighton Housing Authority
- City of Aurora
- City of Commerce City
- City and County of Denver
- City of Northglenn
- City of Thornton
- City of Westminster
- Colorado Housing and Finance Authority
- Community Resources and Housing Development Corporation
- Growing Home
- Mile High Connects
- Town of Bennett
- City of Federal Heights
- Unfolding Directions

This report was commissioned by the Adams County Community Development and Economic Department, and was partially funded by the U.S. Department of Housing and Urban Development.

Foreword

Balanced Housing is achieved by a community's ability to provide a variety of housing choices that reflect an individual's financial and lifestyle needs. By recognizing that housing needs are shaped by access to jobs, education, and amenities, Adams County developed the County's Balanced Housing Plan (BHP). The BHP is designed as a guide for the County as it strives to provide its residents with housing opportunities that meet their needs and achieving a greater quality of life.

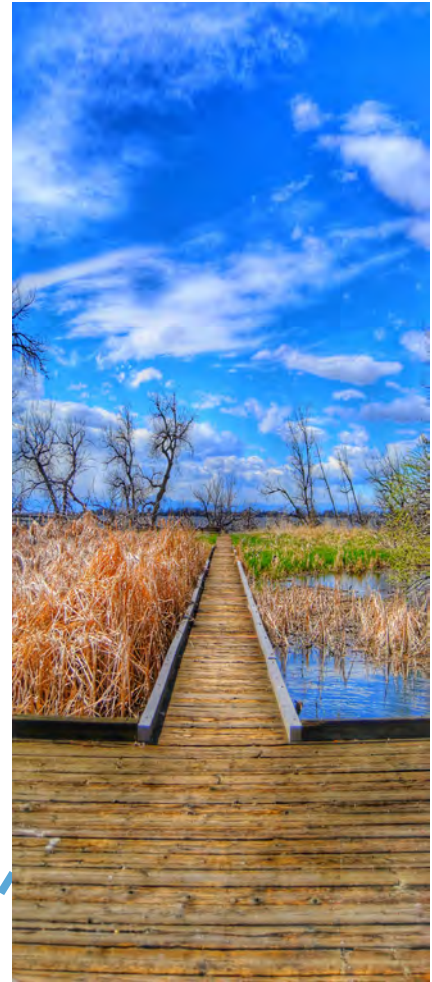
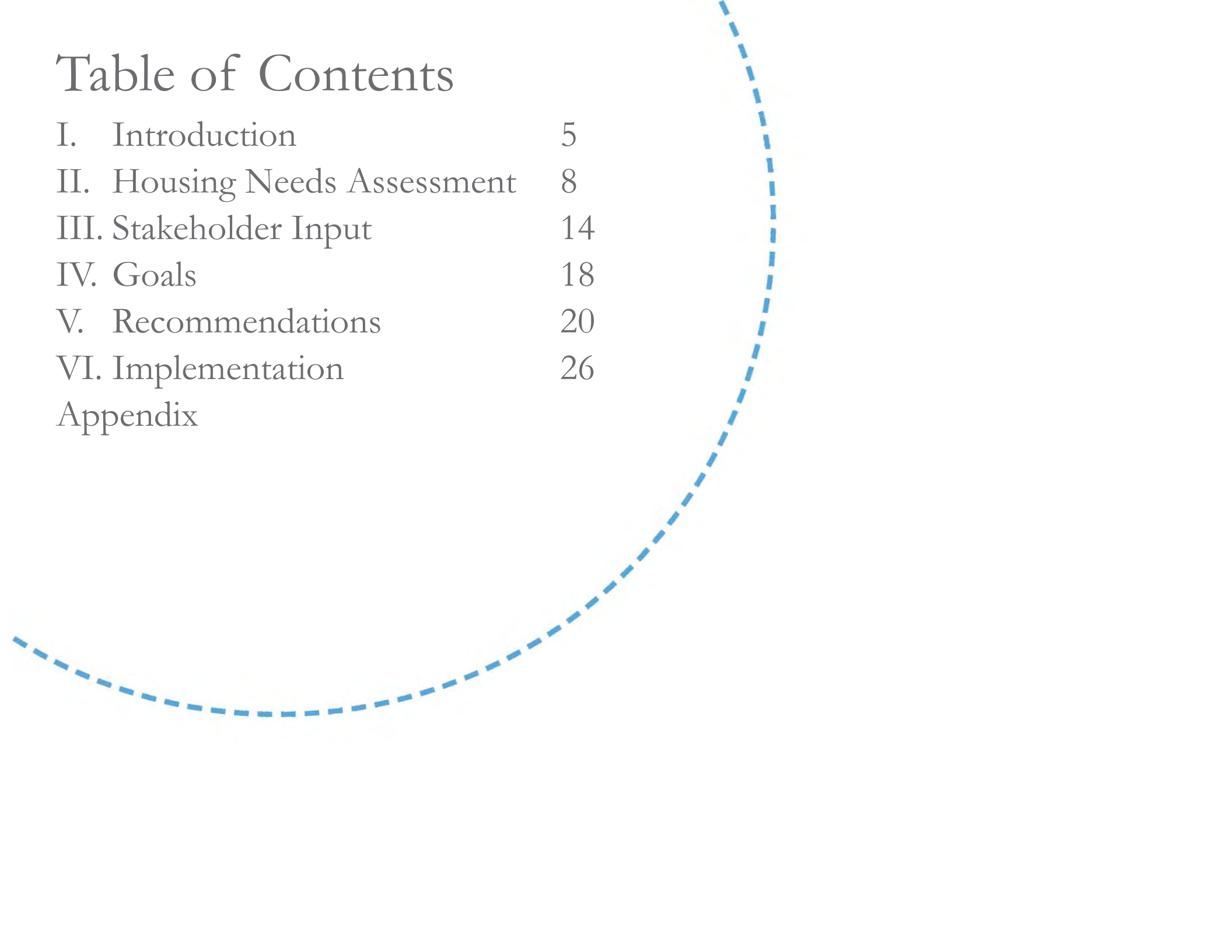


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Vision Statement

“A *balance of housing* for all types of families and people, at all stages of life and income levels.”



I. Introduction



“Balanced, healthy, sustainable communities”
- Adams County Comprehensive Plan

Introduction

Over the last decade Adams County has experienced a wide range of economic and demographic transitions. These transitions have led to a county that can pride itself on becoming a desirable destination for those looking to live in a community that is inclusive and that provides lifestyle opportunities that fail to exist in other areas in the seven county Denver Metro region (Adams, Arapahoe, Boulder, Broomfield, Denver, Douglas and Jefferson). The County's current housing climate and geographic location have contributed to the County's growing population – fifth largest and second fastest in the region. In addition, a diversity of land uses from dense cities to suburbs and open range-land, gives the County a unique identity aiding in its growth. The resulting pressures of this growth

and housing stock demands have pushed housing prices to a point where many residents struggle to either find attainable housing or maintain their housing.

Adams County has recognized the need to address these housing challenges, and has set the stage for working towards providing housing opportunities for all individuals at all income levels and stages of life. In a proactive effort to create solutions to the County's housing challenges, the County commissioned a Housing Needs Assessment (HNA). The HNA created a thorough economic and demographic description of the County, including its strengths and challenges as they relate to housing. The HNA identified findings that were then presented to various stakeholders who

provided valuable input and possible solutions. This input also helped build the framework for developing the County's Balanced Housing Plan (BHP). The BHP's purpose is to take the information collected from the HNA and stakeholder input, and present defined goals and outcomes through a multifaceted and collaborative approach. This plan is truly a balanced housing plan as it seeks to build a platform that allows all areas of the County to achieve housing of all types, and meets the needs of the County's diverse and growing population.

Balanced Housing Plan Process Timeline

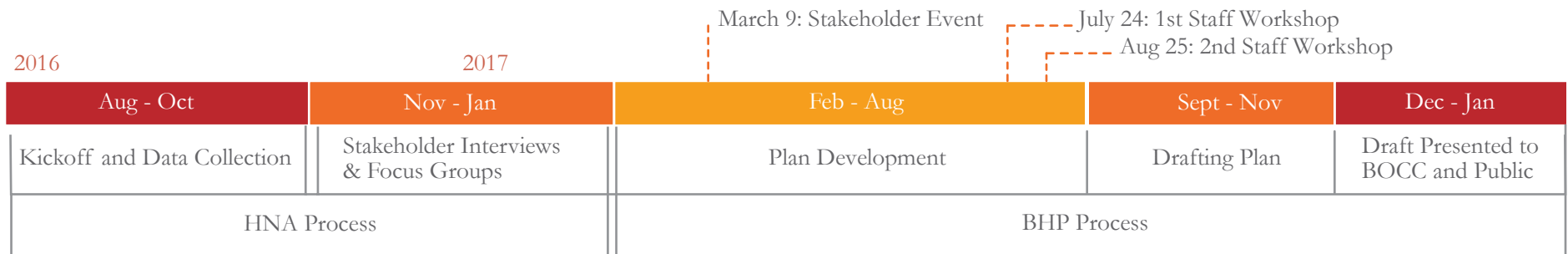


Figure 1.1: HNA and BHP Process Timeline

II. Housing Needs Assessment



Housing Needs Assessment

In June 2016, Adams County began a Housing Needs Assessment (HNA) - a systematic analysis of the Metro Denver Region's and County's housing needs. The final HNA provided an overview of historical housing patterns in the County, and a complete assessment of the County's demographics, economics and impacting market forces. The HNA concluded with four findings described in more detail below and on the following pages.

1 Housing is Less Affordable

In Adams County, housing costs are outpacing income growth. Since 2000 home values have risen 32.7% and median gross rent has risen 47.4%, but median household income has only risen 24.6%. As a result, the number of households that are cost-burdened has increased: homeowners - 29%; up 9.4%

since 2000 (with a mortgage - 33%, without a mortgage - 14.4%) and renters (52%; up 35.5% since 2000) (*see Figure 2.1*). When families are severely cost-burdened, there is greater difficulty in affording other necessities, and they may begin to rely more heavily on public services.

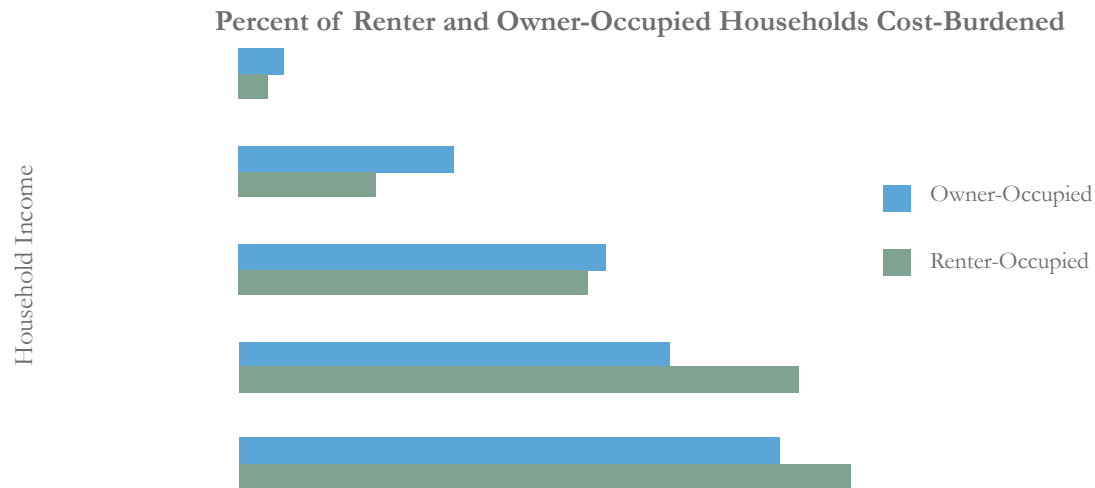


Figure 2.1: Cost-Burden for HH's and Renters

Source: Community Survey 5-Year Estimate, HUD

Cost-Burdened:

Families who pay more than 30 percent of their income for housing are considered cost-burdened and may have difficulty affording necessities such as food, clothing, transportation, and medical care.

Severe Rent-Burdened:

Renters who pay more than 50 percent of income on rent.

Increasing Affordability Gap at All Income Levels

The Affordability Gap is increasing in Adams County. In 2006, the median sales price of a home in the county was \$175,000, but a household earning 100% of the median household income (MHI) could only afford a home for \$151,725 – a gap of \$23,275. By 2015, the affordability gap had increased by more than 200% to \$72,352 for these same households.

Households earning 80% of the median household have a much larger gap due to decreased disposable income, but that gap is not increasing as quickly as the gap for 100% MHI households. In 2006, the affordability gap was \$53,620 and the gap had doubled by 2015 to \$107,719 (see Figure 2.2).

Affordability Gap for Adams County Households at 80% and 100% MHI

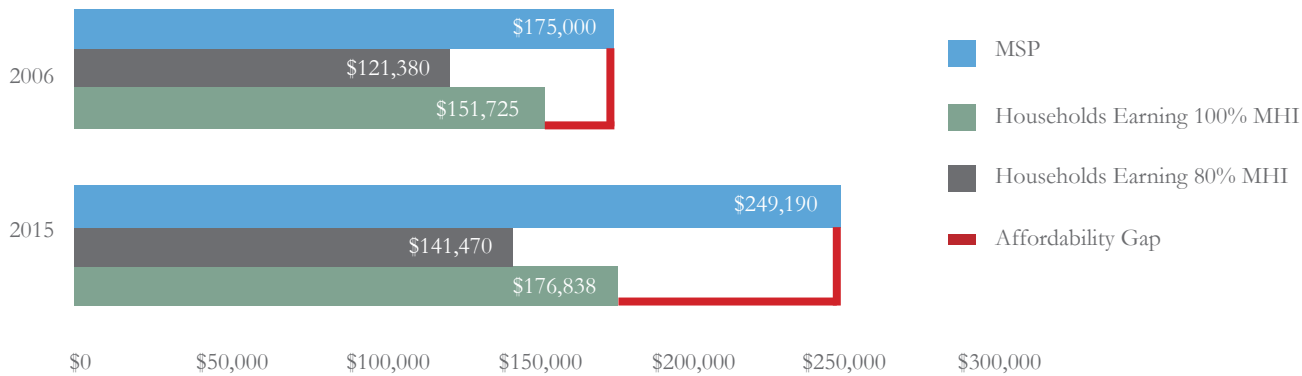


Figure 2.2: Adams County Gap Between Median Household Income and Home Purchase Price
 Source: U.S. Census Decennial Census, 2011-2015 American Community Survey 5-Year Estimates

Affordability Gap:

The difference between the median sales price in the county and what is affordable to residents at different income levels.

Median Household Income (MHI):

A median household income refers to the income level earned by a given household where half of the homes in the area earn more and half earn less.

Median Sale Price (MSP):

Represents the figure at which half of the properties in the area sell at a higher price and other half at a lower price.

3 Housing Supply is Not Meeting Demand

According to the HNA, roughly 16% of all households in the County have incomes affordably matched with homes valued between \$300,000 to \$500,000. However, there are only 15,120 homes valued in this range, suggesting a 35% increase in these types of homes is necessary to meet the need. In addition, there is a growing population (18.4%) of new families and young professionals in Adams County preferring “missing middle” type units - condos, townhomes,

duplexes, small multi-family dwellings, etc (see Figure 2.3). Currently, the missing middle housing accounts for 15.6% of the County’s housing stock. However, single-family homes accounted for 86.4% of new construction since 2004. Providing missing middle housing presents an opportunity to increase housing options for a variety of income levels.

Missing Middle:

The “missing middle” housing problem is defined in the HNA as a lack of housing units of medium density. Middle housing is housing types that fall between 1-unit homes and large apartment complexes (20+ or more units). Typically, these middle housing options are duplexes, triplexes and fourplexes, courtyard apartments, bungalow courts, townhomes and multiplex and live/work units.

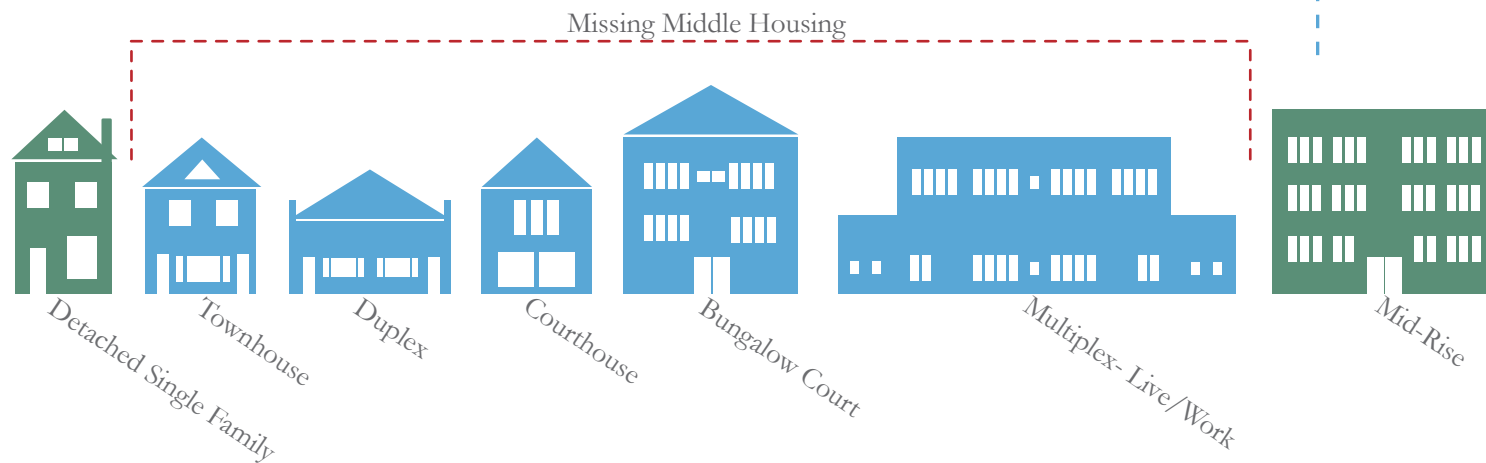


Figure 2.3: Missing Middle Housing

*Adopted from missingmiddlehousing.com

4 Adams County Has Distinct Socioeconomics

Growth Rate

Adams County is home to nearly 500,000 residents and an estimated 180,000 households. According to the State's Demography Office, the County is the second fastest growing in the Denver Metro region (up almost 30% since 2000), and projects the population will grow to nearly 900,000 residents by 2050 or roughly 130,000 new households. Much of this

growth is in the County's cities, i.e. Thornton, Westminster, Brighton, etc. However, with this growth comes demand for housing across different income levels. Income in Adams County is not keeping up with rents which puts a demand on higher paying jobs (see Figure 2.4)

Rent and Income Percentage Change in Adams County Between 2010-2015

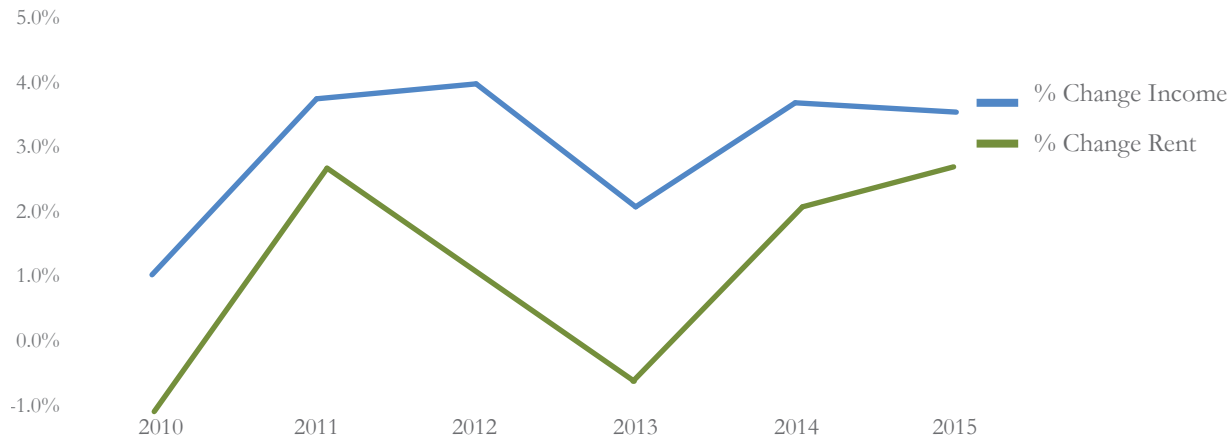


Figure 2.4.: Percent Change in Median Rent and Income in Adams County
Source: Community Survey 5-Year Estimate, HUD

Population Forecast:

A calculation of how many people will be living in a country, county, or city at some point in the future.

Lagging Economic and Demographic Indicators

Compared to other counties in the Denver Metro region, Adams County had the second lowest median home income (\$58,946) or 10% below the regional average. Denver had the lowest (\$53,637) and Douglas County had the highest (\$102,964), with all remaining counties being over \$60,000. While Adams County still has the lowest housing prices, it also has the lowest educational attainment and highest unemployment rate at 3.8% as of July 2016. However, this has significantly decreased from 10% in July 2016, and is only .2% more than the state's unemployment rate of 3.6% during the same time period.

While the County's poverty rate did increase from 8.9% to 13.8% from 2000-2015, most of this increase occurred from 2000 – 2009 (8.9% to 13.1%) with only a .7% increase from 2013 to 2015. While its poverty rate is the third highest in the Denver Metro region, Boulder and Denver counties saw higher rates at 14.1% and 17.3%, respectively (*see Figure 2.5*). Additionally, the poverty rate varied greatly for family types and age groups. Female-headed households with children and no husband had the highest rate at 33.6%, and persons under the age of 18 years had the highest rate (19.1%) with persons 65 and over had the lowest (7.9%).

Poverty Rate:

The poverty rate is the ratio of the number of people (in a given age group) whose income falls below the poverty line; taken as half the median household income of the total population.

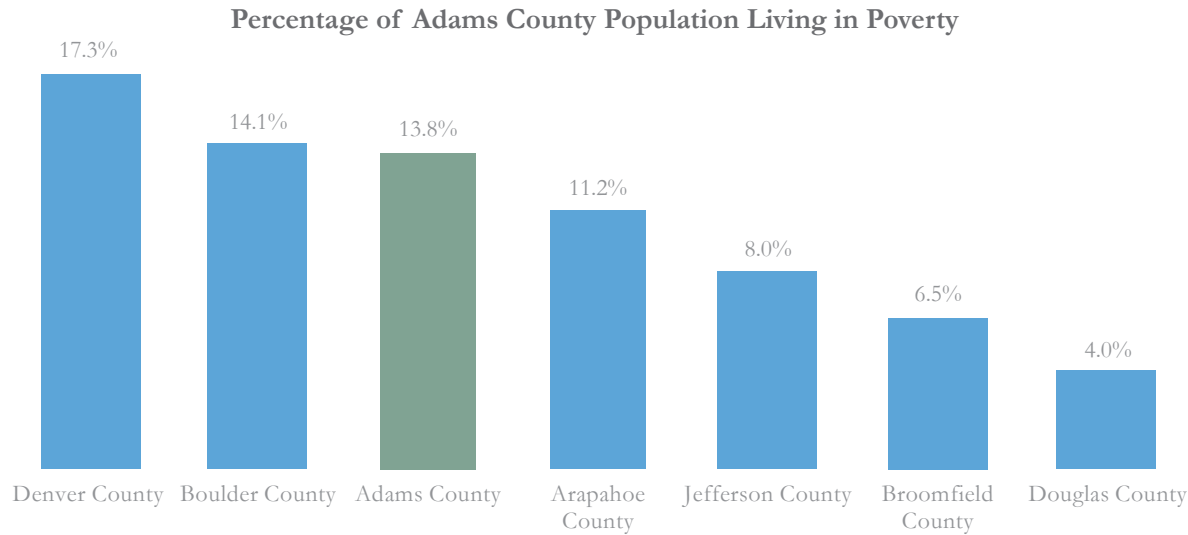
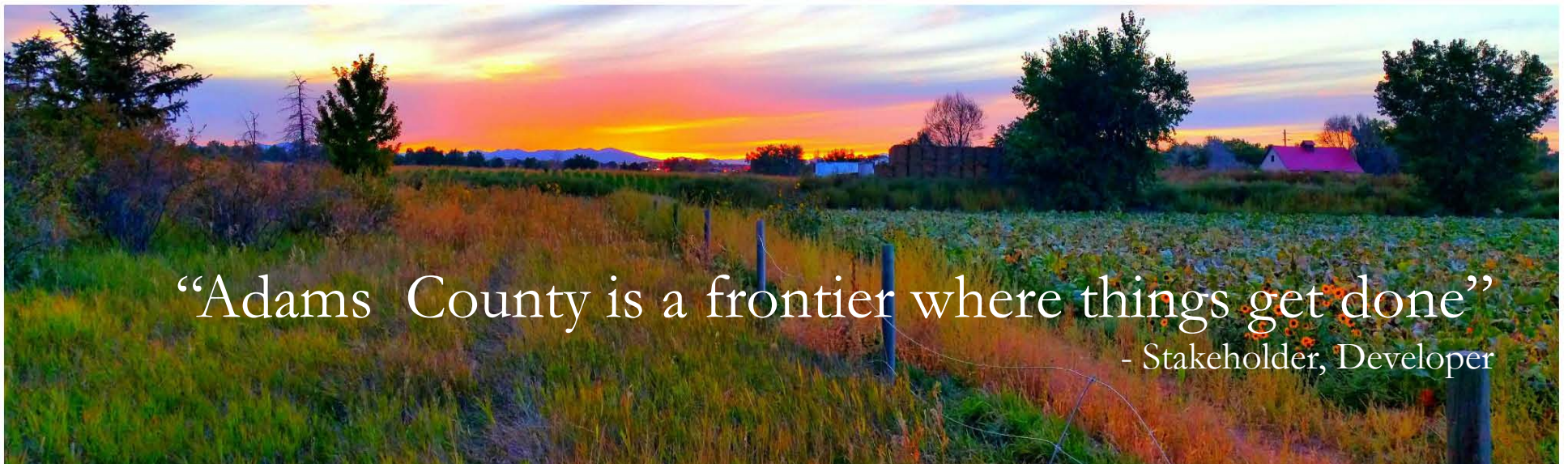


Figure 2.5: Persons Living in Poverty by County in 2015
Source: Community Survey 5-Year Estimate, HUD

III. Stakeholder Input



“Adams County is a frontier where things get done”
- Stakeholder, Developer

Summary

The County provided several opportunities for stakeholders to participate in shaping community informed solutions. Input from developers, realtors, builders, housing authorities, non-profits, city representatives and other stakeholders allowed the county to go beyond the data analysis and trends identified in the HNA and understand the complexities of the existing housing environment in the County. Stakeholder participation included three focus groups, a series of interviews, and a county-wide stakeholder engagement event.

Numerous individual interviews were conducted with representatives from County cities and housing stakeholders. The lack of housing units of all types was mentioned multiple times, as was the lack of affordable housing stock. Another common concern was statewide legislation (the Tax Payers Bill of Rights and the Construction Defect Law) being impediments for builders to produce affordable and middle housing type options, along with high construction costs and a shortage of skilled laborers. Lastly, there was a consensus that the County needs to provide incentives for affordable housing, and provide assistance to at-risk populations (e.g. renters, undocumented residents, limited English proficiency, etc.) regarding housing issues, renters' rights, housing vouchers, and other complex issues.

* Construction Defect Law: In May 2017, a reform bill was signed into law making it more difficult for HOA's to sue developers over defects. Time will tell whether this will spur more condominium developments.

On March 9, 2017, the HNA findings were presented at an all-day workshop with community leaders and housing stakeholders. Three separate break-out groups were moderated focusing on specific topics as they related to housing in the County: Legislative and Regulatory, Economic, and Transportation. Each group developed important initiatives, which were categorized into six themes.



TABOR:

Taxpayer's Bill of Rights, a constitutional measure limiting the annual growth in State revenues or local revenues. For more information on TABOR see www.cbpp.org

Colorado Construction Defect Law:

A State statute that sets forth procedures for bringing construction defect claims against a "construction professional." Developers view the laws as freezing the building of condominiums in areas of the State that need housing.

At-Risk Populations:

A specific group or subgroup that is more likely to be exposed, or is more sensitive to a certain economic or environmental change than the general population.

Stakeholder Matrix

Stakeholder Input	Date	Feedback
Attainable Housing	September 28, 2016	<p>Lack of available affordable housing</p> <p>Inadequate construction of new units</p> <p>Over 1,000 families moving into the region a month</p> <p>Demand for housing increasing costs</p> <p>Pushing people into suburbs to find affordable housing</p> <p>Owning a car as a necessity/lack of adequate public transportation options.</p> <p>Construction Defect Law</p> <p>Lack of housing stock diversity</p>
Developers/Builders	November 15, 2016	<p>Overall sense of optimism/potential of the County</p> <p>“Land of Opportunity”</p> <p>Close proximity to downtown Denver/DIA</p> <p>Political climate has changed for the better</p> <p>Staff helpful/pro-business/accepting of many concepts</p> <p>Unification of water and sanitation districts with policies to improve predictability and consistency</p> <p>Improve perception of low-performing public schools</p> <p>Acknowledged that County has limited control over districts and schools; liaison suggested</p>
Realtors	November 2016	<p>Emphasized need for all housing types (especially “missing middle” or near \$300,000)</p> <p>County’s primary strength is availability of land</p> <p>Housing costs are relatively less than other areas</p> <p>Perception of low performing and crowded schools</p> <p>Recommended transparency around property taxes and amenities</p> <p>Investing in schools/infrastructure to increase “sense of place”</p>
Interviews	November/December 2016	<p>Emphasized lack of housing units of all types</p> <p>Lack of affordable housing in available housing stock</p> <p>Statewide legislation impediments to builders (TABOR and Construction Defect Law) for builders to produce affordable/middle housing type options</p> <p>High construction costs/shortage of skilled laborers</p> <p>Provide incentives for affordable housing</p> <p>Provide assistance to at-risk populations regarding housing issues, renters rights, housing vouchers, etc.</p>
BHP Engagement Event	March 9, 2017	<p>Lack of funding for affordable Housing and risk of federal funding levels</p> <p>Development costs too high and no available incentives</p> <p>Cities and counties working independently</p> <p>Housing getting older and deteriorating</p> <p>No sense of place; No clear marketing</p> <p>Legislative/Legal Barriers</p>

Key Themes

1 Lack of Funding for Affordable Housing & Risk of Federal Funding Levels

2 Legislative/Legal Barriers

3 Cities & Counties Working Independently

4 Housing Getting Older & Deteriorating

5 Development Costs too High & No Available Incentives

6 No Sense of Place; No Clear Marketing

IV. Goals & Policies



“Housing is a basic need for every individual.”
- HUD Office of Fair Housing and Equal Opportunity

Goals

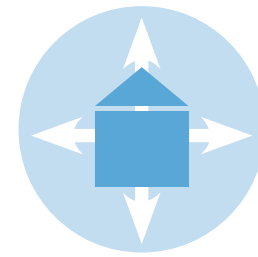
The following goals further speak to the many barriers in achieving balanced housing across a county with a diverse population and housing needs. These goals were formulated to provide the County guidance in creating sustainable options and opportunities for housing, jobs, and basic amenities for all segments of the population.



Utilize New and Existing Tools



Reduce Constraints to Development



Expand Opportunities

Policies

Thoughtful housing policies should provide support for initiatives that fosters housing stock that includes smaller, more densely developed units in incorporated areas near transit, job centers, schools, and other amenities. The following policies were developed as a step towards recognizing the County's diverse housing needs.

1. Improve and support housing opportunities for all residents in Adams County
2. Foster an environment that promotes “balanced housing”
3. Encourage connection and access between schools and housing
4. Promote the preservation of the County’s current housing stock
5. Integrate development practices that increase diversity in housing options
6. Encourage connection and access between schools and housing

V. Recommendations



Expand Resources

Local Housing Trust Fund (HTF)

A local HTF acts as an additional source of funds for the development of affordable housing. This flexible funding allows local governments or agencies greater control in creating housing to specifically address a community's housing needs.

Action: Create a local HTF to act as an additional funding source for housing built for households between 0-80% AMI.

Federal Funding (HUD)

The County receives federal CDBG and HOME funds on an annual basis. These funds support projects that range from new construction and rehab of multi-family buildings, to minor home repairs and public infrastructure improvements.

Action: The County will continue to administer current federal funds as gap financing while looking to expand and diversify the County's portfolio through the utilization of new grants.

Grants and Tax Credits

Tax credits, federal and local grants/loans currently exist as the main funding resources to support the creation of affordable housing, as well as helping to leverage other resources.

Action: The County will work closely with local, State and Federal funding agencies to identify projects that can benefit from the combination of new and existing funding sources.

Partnerships and Leveraging Resources

Partnerships encourage and motivate developers to seize upon new opportunities, increasing the ability to leverage additional funds and acquire local support.

Action: The County will pursue grants that aid in providing funds for infrastructure improvements, site preparation, and service creation.



HOME Investment Partnership (HOME):

A HUD grant to states and units of general local government to implement local housing strategies designed to increase homeownership and affordable housing opportunities for low and very low-income Americans.

Community Development Block Grant (CDBG):

A HUD program that provides communities with resources to address a wide range of unique community development needs. Beginning in 1974, the CDBG program is one of the longest continuously ran programs at HUD. The CDBG program provides annual grants on a formula basis to local governments and States.

Low-income Housing Tax Credit (LIHTC):

LIHTC is a tax incentive for individuals or companies to invest in affordable housing development. LIHTC is the most important resource for creating affordable housing in the United States today and is administered by a state's local financing authority.

Balance Supply with Demand

Infill Development

Infill development occurs on vacant or under-utilized parcels and helps to increase density in areas already established, stimulating the creation of diverse housing types.

Action: County will identify and use infill development as a development method that uses existing hard and soft infrastructure investments in established communities.

Development Incentives

Development incentives may be direct (financial) or indirect (process efficiencies) to make a project more viable.

Action: The County will look to development incentives as a method of promoting a process for developers that is less costly, therefore allowing a project to invest money into creating more units and reduce a project's time to market.

Increasing Density and Flexible Zoning

Higher density is accomplished by increasing the number of units on a given parcel. Flexible zoning is designed to stimulate innovative development through non-prescriptive zoning methods.

Action: Develop zoning regulations/zoning overlays that allow for a reduction in development barriers.

Diversity of Housing Stock

Diversity of housing stock accommodates a variety of housing needs: type, size, tenure, and location. It creates a balance between traditional single-family homes and apartment complexes with missing middle type housing.

Action: The County will create opportunities for developers to add to the missing middle housing stock. ADUs exist as a housing type that can increase density while utilizing existing infrastructure.



Accessory Dwelling Unit (ADU):

A dwelling unit located on the same parcel as the main residential unit that can either be attached or detached from the main residence. They are commonly used for gaining additional income through rent or for housing a family member.

Development Incentives:

Incentives that communities can offer to developers to help offset the costs of a development project.

Density:

Refers to the number of people residing in a defined area of land. Ranges from low to high (for example, from single-family to multi-family).

Maintain Supply

Minor Home Repair Program (MHR)

The County administers a MHR program funded with CDBG funds. The program focuses on essential repairs that improve the health and safety of a home. Applicants must own their home and meet the HUD income requirements imposed by HUD. This program helps maintain homeownership, especially those “aging in place” who are living on fixed incomes.

Action: Continue to administer the County’s MHR program and partner with additional organizations that provide help with utility expenses and energy efficiency programs.

Rental Inspection Program

Rental inspection programs focus on the health and safety of rental units.. Rental inspection programs are used as a tool to maintain current rental housing stock.

Action: Encourage cities to create a rental inspection program in order to maintain rental stock for the long-term.

Recapture of Housing with Expiring Affordability Periods

Any housing assisted with HOME funds has a period of affordability which once expired needs to be recaptured in order to keep the property affordable.

Action: The County will track housing stock at risk of being lost to market-rate and help leverage resources to maintain affordability.



Period of Affordability:

The period of time a project must be kept affordable and comply with the project’s imposed rent and occupancy requirements. Depending on funding sources, affordable housing projects may be subject to multiple affordability periods. They can also vary in length, from 10 years to 99 years.

Decrease Affordability Gap

Attracting Higher Paying Jobs

Attraction of higher paying jobs increases individual wealth, decreasing the gap of housing prices and income.

Action: Market the County's assets, and proximity to DIA and downtown Denver in order to attract high technology for employers who are seeking knowledge-based workers.

Increasing Education/Job Training Opportunities

Promote housing located in areas adjacent to transportation nodes and other services increase access to locations that provide education and job training opportunities.

Action: Ensure development is adjacent to schools and public transportation nodes. Provide housing options for individuals attending colleges and higher education facilities.



Knowledge-Based Workers:

Workers who are educated as software engineers, physicians, architects, lawyers, designers, and scientists. Knowledge-based workers are those whose work requires them to think for a living and are generally gain their skills from higher education, such as graduate school.

Predictability in Development Process

Water/Sanitation Districts

There are currently over three dozen water and sanitation districts.

Action: Coordinate with water/sanitation districts to provide predictability in agency expectations. Also, promote opportunities for agencies to educate developers on district processes.

Clear Application Process

A clear application process provides developers guidance as they navigate through the approval process. It also reduces costs to a project, increasing project feasibility.

Action: Design development application processes that are clear and concise, providing developers guidance and technical assistance.

Increase Coordination

Coordination allows the ability for all parties to anticipate any barriers or potential issues as a result of a housing development, therefore reducing the project's time to market.

Action The County will design processes that are transparent of coordination efforts. The County will also increase coordination by facilitating relationships between agencies and organizations.



Time to Market:

The amount of time it takes from when a project is conceived to its availability for renting or for sale. The length of time to market can impact competition, and therefore costs to the developer and to the renter or purchaser.

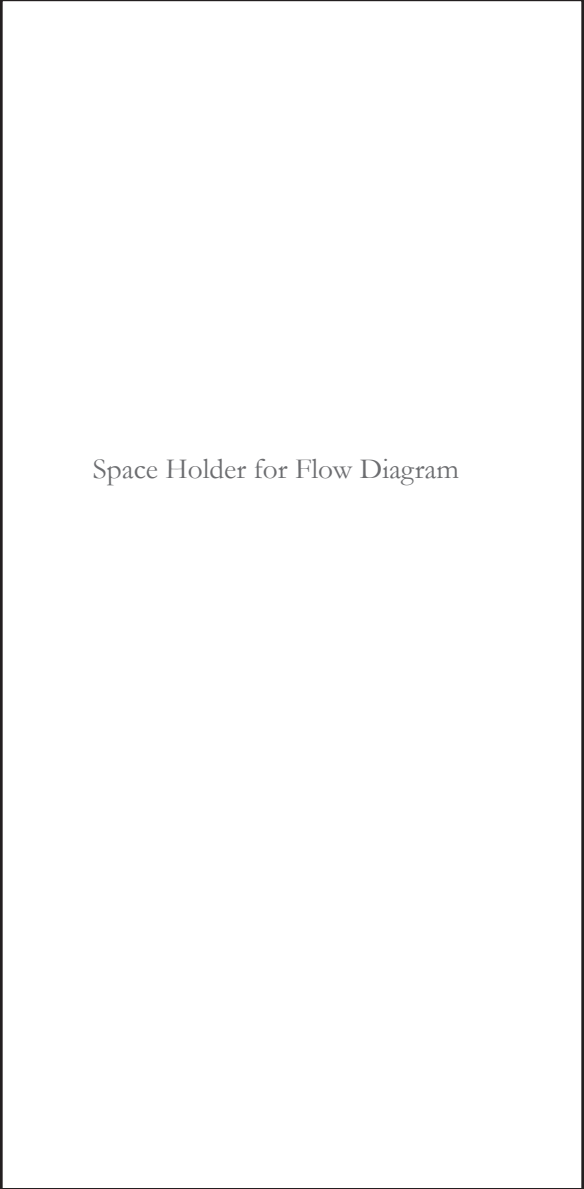
IV. Implementation



Implementation

The following matrices were developed as a platform by which each recommendation is tied to the County’s balanced housing goals. The matrices also include ways for measuring outcomes, providing a method to evaluate the County’s successes.

Diagram 5.1 demonstrates the evaluation process, from how the goals support the recommendations to how actions can produce measurable outcomes.



Expand Resources

GOALS	Utilize New and Existing Tools		Reduce Constraints		Expand Opportunities
METRICS	Partnerships Created, Housing Units Added to Housing Stock, and Funding Committed				
TOOLS	Housing Trust Fund	Federal Funding	Grants and Tax Credits	Partnerships	Leveraging Resources
POTENTIAL IMPACT	HIGH	LOW	MODERATE	HIGH	HIGH
ACTIONS	Create a County HTF to act as an additional funding source for housing built for households between 0-80% AMI. Administered by the County as a grant program or in partnership with a city as a revolving loan program.	Continue to administer federal funded programs, such as CDBG and HOME that act as gap financing for housing projects and programs serving Adams County. County will look to utilize additional federal grants beyond the typical sources. Expand the County's housing portfolio to include projects that benefit from various types of federal funds.	Work to expand and diversify the types of grants, both local and Federal, for affordable and workforce housing. Additional grants can provide subsidies for utilities, transportation, and housing preservation costs.	Create partnerships with current housing organizations and public services, such as CHFA, Energy Colorado, Community Enterprise, and other non-profit organizations dedicated to the creation and preservation of affordable or workforce housing.	Improve opportunities for leveraging resources through partnerships and demonstrating local commitment to help qualify for grants from local and Federal agencies. Also, require partnerships and potential recipients of funds to provide match.
TIMEFRAME	Short-term	On-going	Short-term	Short-term	Short-term

Balance Supply with Demand

GOALS	Utilize New and Existing Tools		Expand Opportunities	
METRICS	Housing Units Added to Housing Stock, Number of Projects Utilizing Incentives, Density Increase per Project			
TOOLS	Infill Development	Development Incentives	Zoning	Increasing Density
POTENTIAL IMPACT	LOW	MODERATE	LOW	MODERATE
ACTIONS	Work with other County departments to identify and increase opportunities to develop in under-utilized areas that have existing infrastructure, improve connections to services and public transportation nodes already established.	Look to development incentives as a method of promoting a process for developers that is less costly, therefore allowing a project to invest money into creating more units. Development incentives may exist in the form of fee waivers and expedited permitting processes. The County will utilize regulations that increase housing options, such as ADUs.	Develop zoning regulations/overlays that allow for flexible zoning, increasing affordable housing potential or missing-middle housing types.	Provide options to developers to increase density through density bonuses. Creating flexible land use regulations that allow for an increase in density through smaller lot sizes, and allow additional units to be created within a given project.
TIMEFRAME	On-going	Mid-term	Mid-term	Mid-term

Maintain Supply

GOALS	Utilize New and Existing Tools		Expand Opportunities
METRICS	Location and Number of Housing Units Preserved or Recaptured and Units Inspected		
TOOLS	Minor Home Repair Program	Rental Inspection Program	Recapture of Housing
POTENTIAL IMPACT	HIGH	LOW	HIGH
ACTIONS	Continue to administer the County's minor home repair program and partner with additional organizations that provide help with utility expenses and energy efficiency programs.	Encourage cities to create a rental inspection program in order to maintain rental stock for the long-term. Also require rentals to be registered for monitoring.	The County will partner with CHEFA's Preservation Team to monitor affordable housing stock and their related affordability periods. The County will track housing stock at risk of being lost to market-rate and help leverage resources to maintain affordability.
TIMEFRAME	On-going	Long-term	Mid-term

Decrease Affordability Gap

GOALS	Utilize New and Existing Tools	Expand Opportunities	
METRICS	Partnerships Created, Housing Units Added to Housing Stock, Jobs Created, School Enrollment and Funding Committed		
TOOLS	Attracting Higher Paying Jobs	Increasing Education Opportunities	Increasing Job Opportunities
POTENTIAL IMPACT	MODERATE	MODERATE	HIGH
ACTIONS	Market the County's assets, and proximity to DIA and downtown Denver in order to attract high technology for employers who are seeking knowledge-based workers.	Ensure development is adjacent to schools and public transportation nodes. Provide housing options for individuals attending colleges and higher education.	Encourage and promote opportunities for various housing options to be located close to public transportation and employment centers. Work with Adams County Human Services to create neighborhood plans that include housing for individuals employed in all industries and income levels.
TIMEFRAME	On-going	On-going	On-going

Predictability in Development Process

GOALS	Utilize New and Existing Tools	Reducing Constraints	
METRICS	Partnerships Created, Housing Units Added to Housing Stock, Projects Completed, Development Process Timeliness		
TOOLS	Water/Sanitation Districts	Clear Application Process	Increase Coordination
POTENTIAL IMPACT	LOW	HIGH	MODERATE
ACTIONS	Coordinate with water/sanitation districts to provide predictability in agency expectations. Also, promote opportunities for agencies to educate developers on district processes.	Design development application processes that are clear and concise, providing developers guidance and technical assistance as they navigate through the process.	Coordinate with other County departments, entities, and agencies to provide developers the necessary knowledge to understand expectations and potential barriers during the development process. Act as a mediator and continue to provide opportunities for various types of public input.
TIMEFRAME	Mid-term	Short-term	On-going



Appendix



Summary of Supporting Plans

Prior to the development of the 2017 HNA and BHP, the County has undertaken many planning efforts, plans, studies, and policies in response to community needs. The County recognizes the value in utilizing previous public and stakeholder input in all new planning processes. While targeted community input and updates to reflect changing conditions are imperative for all new planning processes, the BHP was able to reflect, and most importantly respect, the body of public input collected over recent years. The community input reflected in the BHP’s vision and

goals comes from several existing county-wide plans including the 2009 Balanced Housing Plan, the 2012 Imagine Adams County Comprehensive Plan, the Board of County Commissioners Strategic Plan, the 2016 Adams County Quality of Life Survey, and the 2016 Making Connections in Southwest Adams County Planning and Implementation Plan (which itself summarizes and prioritizes policies and projects from 85 previous plans throughout the county developed over the past twenty years).

These plans and studies provided guidance, goals, priorities, data analysis, public input, and policies that the county has previously adopted to meet the needs and desires of the public, and were used alongside new inputs to formulate the Plan’s vision and goals.

Adams County Plans and Related Goals

Supporting Plan	Goal 1: Utilize New and Existing Tools	Goal 2: Reduce Constraints to Development	Goal 3: Expand Opportunities
Adams County Board of Commissioners Strategic Planning Document, FY2014 through FY2016	“A high performing government knows and delivers what its citizens want, is customer centric, has an innovative culture, and uses the best technology. We consider the sustainability of our services and service delivery in all areas of government operations.”	“Our neighborhoods will be clean and safe. Our communities will be visually attractive and have outstanding park, recreational, open space, and cultural amenities. Our citizens will be engaged in their community. Sustainability of development and natural resource preservation will be an integral part of our growth and redevelopment.”	“Support a taskforce made up of County, municipalities, non-profits and the faith community that is focused on poverty reduction in the County... Identify opportunities to share facilities or services with other governments.”
Imagine Adams County Comprehensive Plan (2012)	“Institute appropriate programs to provide a variety of housing options for County residents, as identified in the Balanced Housing Plan, including executive housing. Ensure land use plans and development regulations support the types of housing needed to attract businesses and new residents.”	“Policy 14.5: Maintain and enhance the quality of existing residential neighborhoods.”	“A number of the Plan’s policies and strategies will be achieved through cooperation and partnerships between the County and other municipalities, regional agencies, or other governmental entities.”

Adams County Plans and Related Goals

Supporting Plan	Goal 1: Utilize New and Existing Tools	Goal 2: Reduce Constraints to Development	Goal 3: Expand Opportunities
2016 Adams County Quality of Life Survey	“Compared to 2014, assessments of participants’ neighborhoods as places to live and the variety of housing options decreased in 2016; however, overall quality of new development was rated higher in 2016.”	“A new question in 2016 asked residents to indicate their support or opposition for affordable housing (households not paying more than 30% of their income on rent or a mortgage) measures. At least three-quarters somewhat or strongly supported preserving existing housing that is affordable and creating new housing that was affordable to all income levels.”	“Generally, homeowners felt more positively about the various aspects of quality of life than did renters. However, renters were more likely to give favorable evaluations to various community characteristics than were homeowners, including shopping opportunities, openness and acceptance of the community toward people of diverse backgrounds, educational opportunities and ease of travel by bus or other transit options.”
Housing Needs Assessment (2017)	“It is incumbent upon the County to truly understand how the demographic shifts underlying the population growth affect housing policy and to develop a strategic plan that will create a balanced and healthy housing market in Adams County today and well into the future.”	“The primary strength of Adams County is the availability of land. Larger lots are more plentiful in Adams County than in other areas. The housing costs are also relatively less than other areas, which can potentially attract residents. Adams County could improve its housing situation by addressing the demand for all types of housing, particularly those near the \$300,000 range. Long-time residents often would like to stay in the same neighborhood, but very few communities have low maintenance ranch or main floor master homes for retirees to move into.”	“Westminster and Thornton have some successful strategies. But it is not being done consistently. Incentives are negotiated individually across jurisdictions. Takes a lot of time to negotiate this landscape. A Development Toolkit would be great idea and could possibly include intergovernmental agreements or a model for cities and towns to adopt.”
2009 Balanced Housing Plan	“ADUs can provide living quarters for family members or caretakers, or depending on regulations, can be rented out to provide additional income to homeowners. In such instances, ADUs not only make homeownership more affordable, but they can also provide low cost rental opportunities within existing neighborhoods, in locations convenient to employment and community amenities.”	“Reducing utility costs of low income renters and homeowners can go a long way to helping them have more affordable housing costs, and retrofitting and increasing the efficiency of existing dwelling units can be less expensive than constructing new units.”	“The County should take the lead on designing a brochure and website that work with its municipalities to put information about each of their [housing assistance] programs on the website, along with links to their applications. The brochure/website should also include a matrix that compares each of the programs and provides summary information on eligibility/income levels, allowed improvements, jurisdiction boundaries, etc.”

Adams County Plans and Related Goals

Supporting Plan	Goal 1: Utilize New and Existing Tools	Goal 2: Reduce Constraints to Development	Goal 3: Expand Opportunities
<p>Adams County Making Connections Plan (2015)</p>	<p>Affordable Housing Policy:</p> <p>Create a comprehensive affordable housing policy for development. The policy should begin by focusing within one mile of rail station or bus rapid transit area. The policy should be expanded to the larger Study Area and the overall County, after a baseline policy and applicability has been established. The policy may include things such as (not exhaustive list):</p> <p>Regulatory:</p> <ul style="list-style-type: none"> • Review options for enhanced efficiency in the development review and permitting processes • Reduce/waive permit fees • Assure appropriate regulations exist to support affordability • Assure reduction in parking requirements • County share on public street improvements adjacent to public housing <p>Financing:</p> <ul style="list-style-type: none"> • Establish a housing trust fund • Provide a low interest/interest only loans (program with local bank partners) • Establish a County Land Trust <p>Infrastructure:</p> <ul style="list-style-type: none"> • Reduced tap fees • Use of regional or off-site stormwater detention” 	<ul style="list-style-type: none"> • “Consider language on preservation of existing affordable housing, such as replacement clauses.” • “Consider how the current national phenomena of multi-generational living and the rise of the Sharing Economy may result in regulatory modifications to allowing for multiple housing units per lot, co-housing concepts, accessory dwelling units (ADUs), and/or higher numbers of unrelated people living in one household...” • “Consider preservation of existing units funding.” 	<p>“It is going to take a strong commitment on the part of Adams County Government and many other partners to use multiple affordable housing solutions and innovations if we hope to remain a county where low and moderate income families, the workers who drive our economy, elders on fixed incomes, and the children that should guide our economic future can afford to live.”</p>

Housing Trust Fund – Additional Notes

OPTION 1 – In-House Grants Program

Vital questions to consider:

What target population will the fund support?

By income, select the groups that will benefit from the projects the fund supports.

- Determine whether there are other groups that should be identified as part of the targeted population, such as elderly, special populations, farm workers, etc.
- Consider geographic areas or other special concerns that should be targeted.

Step Two: Who will be eligible to receive funds?

- Developers—nonprofit and/or for-profit
- Other service providers
- Government agencies or quasi-government agencies
- Consideration for capacity and mission to serve targeted population

Step Three: What kinds of projects or programs should the fund support?

- Develop a list of the activities the housing trust fund should support:
 - Housing production (new construction and/or rehabilitation).
 - Acquisition of land and/or buildings.
 - Housing-related services, such as day care, homeownership training, etc.
 - Rent supplements, rental assistance, homeownership assistance (down payment assistance, mortgage foreclosure prevention, etc.).
- Special attention to particular housing needs, such as housing for the homeless, farm worker housing, community land trusts, preservation of assisted housing, etc.
- Consider whether it is important to build the capacity of the nonprofit sector through predevelopment funds, technical assistance in preparing applications, training for nonprofit providers, organizational support, etc.

Step Four: How should the funds be awarded?

- Determine the ways the money can be awarded to meet the HTF's objectives.
 - Loans with interest and an established repayment schedule.
 - Grants or forgivable loans that need not be repaid.
 - Other funding mechanisms that support affordable housing.
- Create a process for distributing funds:
 - A RFP process that would evaluate applications on a competitive basis.
 - Funding specific programs operated by the jurisdiction.
- Consider whether to institute an entitlement-like program to guarantee funds to local jurisdictions.

Step Five: What funding criteria should be incorporated in the application process?

- Identify the basic requirements all projects should meet, such as income targeting, federal and state laws, inclusion of supportive services, long-term affordability, etc.
- Consider objectives that may merit a portion of funds being set aside to serve these needs.
- Identify goals the trust fund could promote by providing priority or preference for projects with characteristics such as leveraging other funds, serving especially low income needs, providing associated services, etc.
- Identify funding limits – Denver’s fund has total loan amount limit of \$3,000,000 and \$50,000 per affordable unit.

HTF Development Scenarios/Affordability Matrix

<u>Funding</u>	<u>AMI</u>	<u>Term (Years)</u>	<u>Per Unit Max</u>
50%	30%	20	Higher
20%	50%	15	Mid
20%	80%	10	Lower

For Example: If a project needed 50% of its funding from the HTF then it would need to have 30% AMI units receiving the maximum subsidy and would also have a 20 year affordability period. On the other hand, if a project only needed 20% of its funding from the HTF, then the AMI could go up to 80% (serving the missing middle identified in the Housing Needs Assessment) and would only have a five year affordability period.

OPTION 2

Hybrid Program: The County would provide the seed money, but would partner with a city, perhaps with a contribution additional seed money, or non-profit to establish and administer the HTF. This option would have less control and would require an IGA or an MOU outlining the purpose, board of directors, officers, voting requirements, duties of the parties, finances and accounting, operations, etc.

It should be noted that due to fostering a strong working relationship with the City of Thornton via the HOME Consortia (since January 2015), the City’s staff has expressed interest in the possibility of such a collaboration. They have long recognized the uncertainty of federal funds, the overly burdensome regulations, and the affordable housing crisis in the county.

Additional Notes - Housing Trust Fund Platform

Administration & Responsibilities

For the first two years the County's Community Development staff will create a pipeline of projects to be granted funds for the construction, acquisition, or rehabilitation of affordable housing in the County.

- Compliance with HTF operational and administrative mandates
- Establishment of necessary committees
- Budget Management
- Applications and Award Process
- Underwriting Process and Guidelines
- Funds Disbursement
- Reporting and Auditing

Income Targeting

50% of any public dollars allocated to the HTF shall be dedicated by ordinance or other means to serve households at or below 50% AMI; the remaining 50% shall serve households at or below 80% AMI.

Funding Distribution Process

The governing board shall develop a transparent distribution process utilizing any number of methods including, but not limited to, notices of funding availability (NOFA), requests for proposals (RFP), and direct funding.

Funding Source - Short Term

The fund will be supported by general funds for the first two years with an initial allocation of \$2,000,000.

Funding Source - Long-Term

General funds or funds provided by other jurisdictions in the county and maybe even regionally if forming an external agency. Revenue sources deemed legal based on HTF structure.

Eligible Applicants

Eligible applicants will include non-profit and for-profit affordable housing developers and service providers, public housing authorities and units of government.