

2026

Regional Housing Strategy



September 2026





A call for regional action



The Denver region's housing challenges are shared, urgent, and deeply connected to daily life and whether the region can maintain long-term economic competitiveness.

Housing affordability affects where people can live, how they get to work and other destinations, whether older adults can remain in their communities, whether households can build stability, and whether employers can attract and retain the workforce they need. When homes are unaffordable or unavailable near jobs, services, and transportation, the effects ripple across communities, businesses, infrastructure systems, and the regional economy.

The Regional Housing Needs Assessment found that **the region needs more than 500,000 homes by 2050, with the greatest need for homes affordable to households earning 50 percent or less of area median income.** It also found that infrastructure constraints, rising development costs, limited funding, procedural challenges, and the need to build broader community consensus are barriers that make it harder to create the homes the region needs. While many jurisdictions are already working hard to address housing challenges, no single community can overcome these barriers alone.

This Regional Housing Strategy is a call to act together. Local governments will continue to make land use, policy, and investment decisions that shape housing in their communities. This regional strategy does not replace that local authority or prescribe a single approach. It helps strengthen local action by identifying where partners can align resources, coordinate across boundaries, share technical support, and focus regional capacity on shared challenges that are difficult for any one community to take on alone. **The value of the Regional Housing Strategy is not that every community takes the same action; it is that the region provides the support needed to make local housing work easier to implement.**

The region already has strong examples of local leadership, cross-jurisdictional partnerships, and public, private, and nonprofit collaboration. The task now is to build from that momentum toward a shared vision and a clear path for implementation. By working together, the Denver region can expand housing choices, preserve affordability, align housing with transportation and infrastructure investments, support economic resilience, and build communities across the region that are livable, inclusive, and accessible for current and future residents.

Jurisdictions are navigating housing challenges but often lack clear structures for working through them together. Proposition 123 is one example: communities are asking for regional solutions that allow them to coordinate more consistently around funding eligibility, credit sharing, and compliance.

Acknowledgments

The Regional Housing Strategy reflects the contributions of a broad range of stakeholders and community leaders who came together to support its development. It demonstrates the expertise and commitment of the many individuals and organizations working across the Denver region to address our shared housing challenges. DRCOG extends deep gratitude to the Regional Housing Strategy Steering Committee and Advisory Group for their thoughtful guidance throughout the process. Their valuable time and insights helped shape the direction of the strategy and ground the work in regional priorities. The Regional Housing Strategy was developed through a stakeholder-driven process informed by conversations with partners across the region. DRCOG thanks the many local government staff, elected officials, housing developers, nonprofit organizations, housing authorities, service providers, and other partners who contributed their perspectives. DRCOG also recognizes the DRCOG Board of Directors for initiating this work and advancing a vision for regional collaboration on housing. Their leadership reflects the importance of addressing housing as part of the region's broader work around transportation, infrastructure, economic opportunity, community stability, and quality of life.

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Environmental Scan

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Best Practices for
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Metro Vision Regional Transportation Plan photo contest winner: A trail on a bright sunny afternoon. The trail runs along a grassy landscape. In the mid-ground, trees are turning red and yellow with fall colors. In the far background, the mountains layer each other in different shades of blue. Photo used with permission from Drew Bouchard - Douglas County.

Creating more ways to call the Denver region home

Housing is a defining issue for the Denver region's future

Communities across the region share the impacts of today's housing challenges. Where people can afford to live affects how far they commute, whether employers can attract and retain workers, whether older adults can remain near family and services, and whether households can build long-term stability. When homes are unaffordable or unavailable near jobs, services, and transportation options, the effects extend across communities, businesses, and the regional systems that support economic opportunity and quality of life throughout the region.

A call for regional action



- » **Housing, transportation, infrastructure, and the economy are interconnected across the region.** Decisions in one community influence housing choices, commuting patterns, and economic opportunity in neighboring communities.
- » Working together on infrastructure, funding, housing preservation, and technical assistance allows partners to **leverage resources, align investments** and **tackle issues** that are difficult for any single community to address alone.
- » **The time is right.** Growing regional partnerships, voter-approved funding sources, locally initiated housing programs, and new state-level housing planning are a strong foundation for local governments, housing authorities, developers, funders, transportation and infrastructure agencies, service providers, community organizations, and other partners to deepen their collective action.

The strategy is a call to act together across jurisdictional and sector boundaries. Its value comes from creating multiple ways for partners to contribute to shared housing outcomes.

Housing outcomes depend on many regional partners

Local governments play a central role in shaping housing outcomes through decisions related to long-range planning, investment, zoning, and permitting. Housing outcomes also depend on the resources, expertise, and decisions of other partners, including housing authorities, developers, funders and lenders, nonprofit and service providers, transportation and infrastructure agencies, utilities, employers, and community organizations. Because many of the systems that affect housing extend across jurisdictional and sector boundaries, no single organization can address the region's housing challenges.

A framework for coordination

The Regional Housing Strategy provides a framework to help partners share information, coordinate resources and work together on shared challenges while preserving local decision-making. Local governments will continue to make the decisions that shape housing in their communities. **The strategy does not replace local authority** or prescribe a single role for every partner. Instead, it creates opportunities for partners to align resources, coordinate work, share technical support, and focus regional capacity on challenges that are difficult for any one jurisdiction, organization, or sector to advance alone.

The scale of the challenge

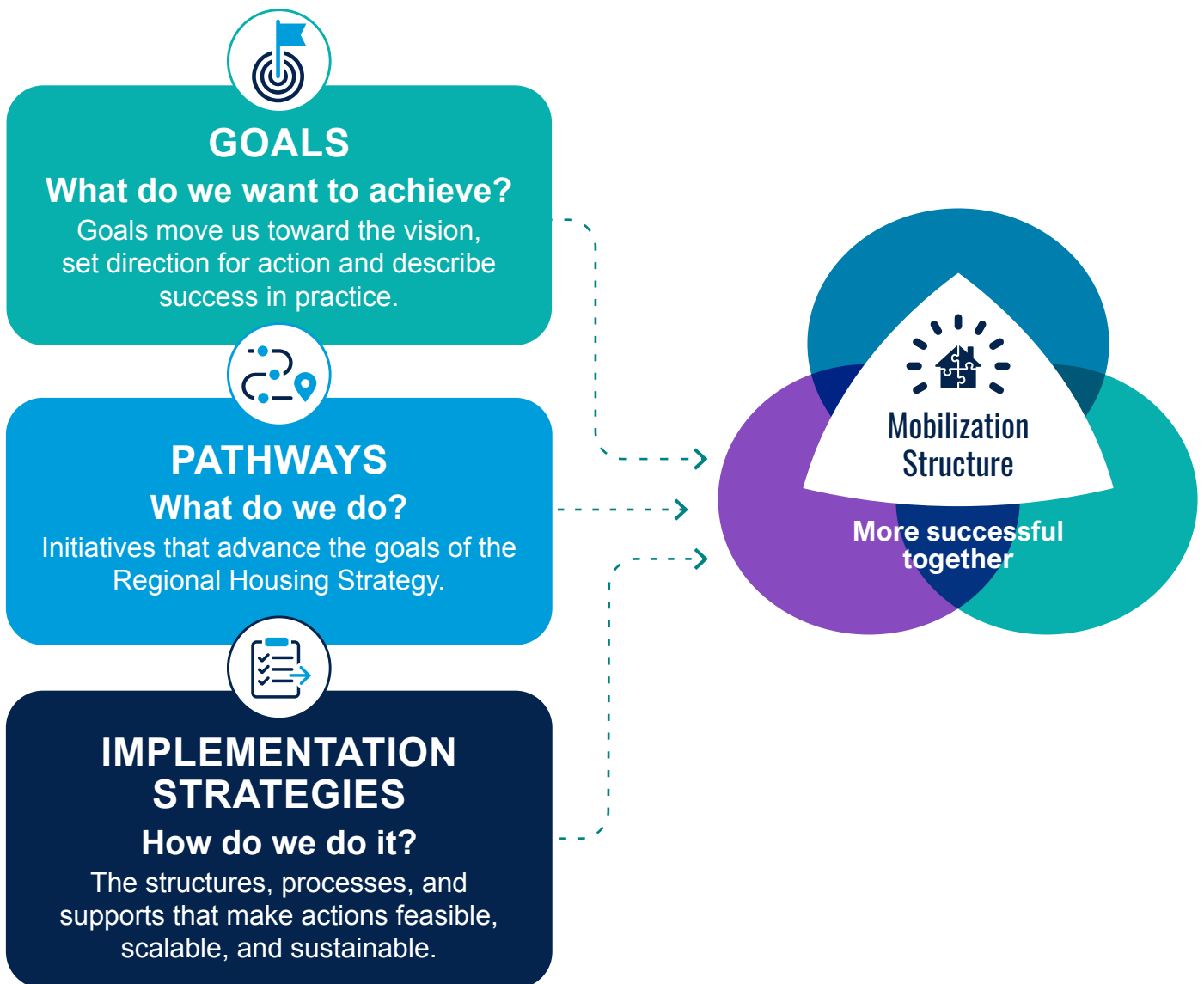
The 2024 Regional Housing Needs Assessment, or Regional Housing Needs Assessment, established a clear baseline: **the Denver region needs more than 500,000 homes by 2050**, with the greatest unmet need among households earning 50% or less of area median income.

The barriers are well-documented:

- » **Rising construction and land costs** that make affordable development financially infeasible without subsidy.
- » **Infrastructure constraints**—water, sewer, and grid capacity—that delay or block projects across jurisdictional boundaries.
- » **Fragmented funding streams** with misaligned timelines, forcing developers and housing authorities to compete for the same limited resources.
- » **Regulatory unpredictability** that increases costs and slows approvals for the most needed housing types.
- » **Limited local staff capacity** to coordinate, advocate and implement at the speed and scale needed.

Regional Housing Strategy components

The Regional Housing Strategy is organized around connected components that move the region from shared direction to coordinated action. **Goals** define the outcomes the region wants to achieve. They provide shared direction and allow communities and partners to advance these outcomes in ways that reflect their roles and local conditions. The **pathways** identify the major areas of action needed to advance the Regional Housing Strategy goals. They show where regional, subregional and local partners can focus their efforts and work together to improve housing outcomes. **Implementation strategies** translate the pathways into practical actions, including priorities for early implementation. The **mobilization structure** describes how regional and subregional partners can organize, coordinate and sustain implementation.





Regional Housing Strategy goals



Increased and diversified housing supply

The region has sufficient housing supply across all income levels, with a diverse range of housing types available to meet community needs.



Preserved and stabilized affordable housing

Affordable housing across the region is preserved and stabilized, with investments protecting residents, maintaining community culture, and preventing displacement.



Strong, sustained regional coordination to advance housing and infrastructure goals

Regional coordination is strong and sustained, enabling housing and infrastructure goals to be effectively addressed through shared planning, aligned investments, and collective action.



Expanded and aligned funding capacity across jurisdictions

Funding capacity is expanded and aligned across jurisdictions to support housing and infrastructure development across the region.



Housing is reframed as a regional asset

Housing is widely understood and supported as a regional asset, with strong public understanding and political will that sustain momentum for action.

Regional Housing Strategy pathways



1. Make it easier and faster to build housing.



2. Work as a region to fund housing.



3. Leverage investments to achieve shared housing goals.



4. Partner to strengthen community stability.



5. Build regional support for shared housing goals.

Implementation strategies to move the region forward

The implementation strategies identify **practical actions that advance the Regional Housing Strategy goals and pathways**. They focus on strengthening regional and subregional coordination, expanding technical assistance and increasing housing delivery capacity. They also aim to align and grow funding resources while better connecting housing with transportation, infrastructure and utility planning. Additional strategies address affordable housing preservation, displacement risk, housing navigation and stabilization systems, regional communications, and shared commitments to housing solutions.



- » **Create regional/subregional coordination forums to advance policy coordination that accelerates housing production.**
- » **Bolster regional housing technical assistance and capacity-building through programs and initiatives that support local communities.**
- » Build regional capacity to deliver housing types that meet changing demographic / income needs at scale.



- » **Expand and align countywide and cross-jurisdiction investment/collaboration models.**
- » **Support new sources of funding for affordable housing development across the region.**
- » Coordinate funding and processes to preserve existing affordable housing across the region.
- » Advance more flexible housing funding policies.

Regional Housing Strategy implementation strategies



The strategies are organized by pathway and identify opportunities for regional, subregional, and partner-led action. They also provide a focused set of **near-term priorities (in bold)**; other strategies will require longer-term coordination, capacity, and investment.



- » Integrate housing growth assumptions into regional infrastructure and utility analysis.
- » **Align transportation and housing investments to support livable communities.**



- » Embed displacement risk considerations early into planning and development processes.
- » Improve coordination and access across housing navigation and stabilization systems.



- » Advance and embed a shared regional narrative about housing and community prosperity.
- » Build the capacity of regional/community leaders with new tools to communicate about housing.
- » Establish a regional agreement to build consensus, direction, and cohesion around shared housing goals.

How it will work: Mobilization and governance

The mobilization structure provides a framework for how partners can organize, coordinate, and sustain implementation over time. It creates multiple entry points for action, including regional cross-sector leadership, collaboration among neighboring communities, and peer learning and technical assistance opportunities.

Different partners bring distinct roles and resources to this work. Local governments, counties, state agencies, and housing authorities can lead policy, planning, funding, and project coordination; developers, nonprofit organizations, service providers,

and community partners can contribute implementation expertise; funders, lenders, and philanthropic partners can help shape and leverage financial resources; and transportation, infrastructure, and utility partners can help align investments with housing needs. The Denver Regional Council of Governments, or DRCOG, can connect and support these efforts through its regional planning, convening, data, technical assistance, and funding roles, including helping partners align housing priorities with transportation and infrastructure investments. Partners can use this structure to identify where they are best positioned to lead, support, fund, inform, or deliver implementation and what coordination they need from DRCOG and one another to move the work forward.

Mobilization at a glance

- » **Regional collaboration:** A cross-sector leadership body that guides implementation and aligns regional priorities.
- » **Subregional coordination:** Flexible, place-based partnerships that coordinate project pipelines, preservation efforts, infrastructure, and services at the scale where housing challenges tend to overlap.
- » **Regional capacity building:** Staff-level peer learning forum where local planners, housing professionals, and county staff share tools, solve problems, and access DRCOG technical assistance.



Expanding what's already working in the region

The **Regional Housing Strategy** is not starting from scratch. However, many of these efforts remain localized and unevenly resourced. The Regional Housing Strategy is designed to learn from them and help more communities benefit from what is already working. Examples of leadership and innovation across local governments, housing authorities, philanthropy, service providers, nonprofit organizations, developers, and other regional partners in the Denver region include:

- » **Colorado Gives Foundation's Bring It Home Fund:** A \$15 million philanthropic vehicle preserving and expanding housing for Jefferson County residents earning 60%–120% of area median income.
- » **Tri-Cities Homelessness Policy Group:** A governance structure linking Englewood, Littleton and Sheridan to a network of more than 30 service providers.
- » **Douglas County Housing Partnership:** A multi-jurisdictional housing authority connecting residents across unincorporated Douglas County and five municipalities to affordable housing resources.

Near-term priorities



The Regional Housing Strategy identifies opportunities for regional, subregional and partner-led action, as well as a **focused set of near-term priorities**. Other strategies will require longer-term coordination, capacity and investment.

- » **Create regional and subregional coordination forums** to advance policy coordination that accelerates housing production.
- » **Bolster regional housing technical assistance and capacity-building** through programs and initiatives that support local communities.
- » **Expand and align** countywide and cross-jurisdiction investment and collaboration models.
- » **Support new sources of funding** for affordable housing development across the region.
- » **Align transportation and housing investments** to support livable communities.

The Denver region has the local leadership, community champions, partnerships and momentum to meet its housing challenge. The Regional Housing Strategy provides a path for turning that energy into coordinated sustainable action.



1

Benefits of a regional housing strategy

Collectively addressing shared housing challenges

The purpose of the Regional Housing Strategy is to bring communities and partners together around shared housing needs while recognizing the diversity of places, local priorities and community conversations across the region. It does not prescribe a single approach or replace local decision-making. Instead, it supports local action by creating common ground, identifying opportunities for alignment, and strengthening partnerships among local governments, counties, housing authorities, developers, funders, service providers, community organizations, and regional agencies.

Through the Regional Housing Strategy, the region will better understand **where collaboration is most useful, where local efforts can be supported or scaled, and where new tools, resources, or partnerships are needed.** The Regional Housing Strategy identifies implementation priorities that are best advanced through regional coordination while recognizing that others are most effective when led locally or through subregional partnerships. By working together, communities can learn from one another, reduce duplication, align investments and pursue solutions that are difficult to achieve alone. Over time, these strategies will help the Denver region expand the capacity, partnerships, and shared commitments needed to expand housing choices, preserve affordability, and support stronger, more resilient communities.

What is the Regional Housing Strategy?



The Regional Housing Strategy is a **shared regional framework** to help partners coordinate on housing issues, align resources, and support implementation across jurisdictions.

GUIDE FOR

Identifying how regional, subregional, and local partners can collaborate, lead, support, or adapt strategies based on their roles and capacity.

USED BY

Local governments, counties, DRCOG, housing authorities, funders, developers, service providers, community organizations, and other implementation partners.

The Regional Housing Strategy **does not replace** local authority, **mandate** local land use decisions, or **require** every community to use the same tools. The Regional Housing Strategy is not a regulatory document. Its influence comes from **shared commitment, coordination, and implementation by participating partners.**

A regional vision for housing and growth

The Regional Housing Strategy builds on DRCOG’s long-standing regional vision. In 2017, DRCOG approved the most recent major update of **Metro Vision**, the region’s plan for growth and development. Metro Vision recognizes that growth-related issues such as congestion, air quality and housing costs cross jurisdictional boundaries and encourages communities to work together. It also identifies a broad spectrum of housing as part of the region’s vision for “a diverse network of vibrant, connected, lifelong communities.” Its housing-related outcomes call for a region where connected urban centers and corridors accommodate a growing share of housing and employment; diverse housing options meet the needs of residents of all ages, incomes and abilities; and all residents have access to transportation, jobs, commerce, education, culture, recreation and other opportunities that support daily life.

Exhibit 1: Metro Vision, Diverse Housing Options Outcome, Page 94



Source: DRCOG, Metro Vision, 2017

Outcome | We’re working toward a future where:

Diverse housing options meet the needs of residents of all ages, incomes and abilities.

Housing choices allow individuals and families to find desirable housing that is affordable and accessible to them in communities throughout the region, allowing them to stay in their community of choice as their economic or life circumstances change. A range of housing options across the region benefits both individuals and families, and can improve the economic vitality and diversity of local communities.

Objective | Through various approaches, our region will:

Diversify the region’s housing stock.

The region will have housing that meets the needs of current and future residents as they progress through the various stages of their lives, including changes in familial status, income, employment and ability level. Local communities and regional partners will pursue initiatives that reduce barriers and expedite the development of housing in desired locations. The supply and range of housing options, including attainable and accessible units, in or near major employment centers will increase.

Supporting objectives:

- Increase the regional supply of housing attainable for a variety of households.
- Increase opportunities for diverse housing accessible by multimodal transportation.

Connecting housing, transportation and growth

The connection between housing, transportation and regional planning has also been reinforced at the federal level. As the Denver region's federally designated Metropolitan Planning Organization, or MPO, DRCOG is responsible for coordinating long-range transportation planning and investments across the region. In 2021, the **Infrastructure Investment and Jobs Act** amended the scope of the metropolitan transportation planning process to include housing more explicitly, directing MPOs to consider projects and strategies that promote consistency between transportation improvements and planned growth, housing and economic development. For DRCOG, this change builds on work already underway through Metro Vision and the Regional Transportation Plan by recognizing that transportation investments are most effective when they are coordinated with where people live, where jobs are growing and where communities are planning for future development.

Defining DRCOG's role

The **DRCOG Board** then began exploring potential roles for DRCOG to play in regional housing conversations and identified key areas where DRCOG could add value:

- » Regional planning.
- » Data and analysis.
- » Convening partners.
- » Coordinating regional funding and investment strategies.
- » Providing technical assistance to support implementation.

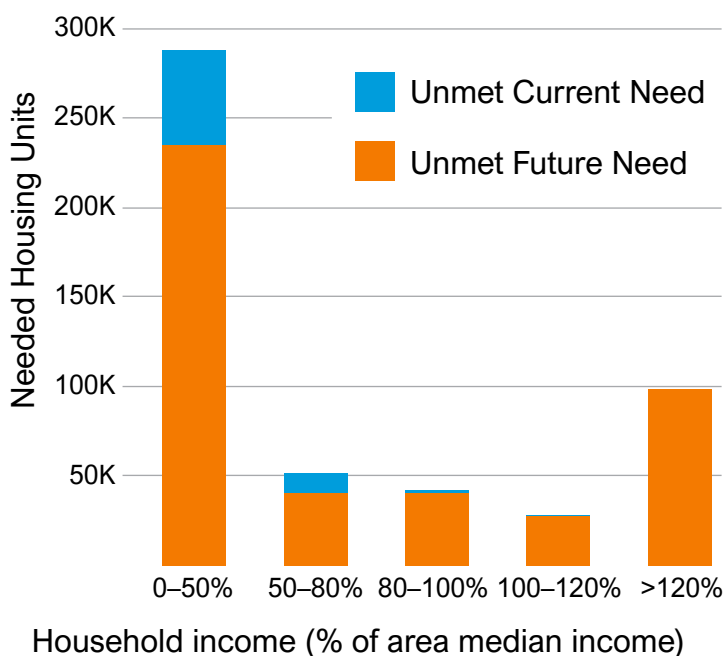
Board members also emphasized that many communities were already working hard on local housing efforts, including housing studies, zoning updates, housing authorities, eviction prevention, emergency rental assistance and other programs. However, recognizing that local staff are often overloaded and lack the capacity to coordinate across the region, the opportunity was not to replace that local work, but to better connect it. By acting as a project manager and central hub, DRCOG can learn from these local efforts and support communities with shared data, technical assistance, coordination and regional alignment while preserving the flexibility local governments need to execute their plans.

What the Regional Housing Needs Assessment revealed

In 2024, the **Regional Housing Needs Assessment** was the next major step. It gave DRCOG and regional partners a common understanding of what many communities are already experiencing: the Denver region needs more housing and what is often available does not meet the need of its residents' range of incomes, household types and life stages.

As illustrated in Exhibit 2, the region’s housing need is greatest for households earning 50% or less of area median income. Meeting this need will require more than building new housing. It will require deeper affordability and preservation of homes that are already affordable, while also strengthening the systems that make that type of housing possible: funding partnerships that close financing gaps, infrastructure and transportation that support homes near jobs and daily needs, and community support that helps move policies and projects forward.

Exhibit 2: Housing Need by Income and Type of Need, 2023–2050



Source: EConorthwest analysis; DRCOG synthesis of State Demography Office 2022 Household Forecast and U.S. Census Bureau, American Community Survey 5-year 2013 Public Use Microdata Sample estimates; Metro Denver Homeless Initiative State of Homelessness Report, 2022–2023

The region’s housing need is greatest for households earning 50% or less of area median income.

Housing outcomes depend on connected systems

The Regional Housing Needs Assessment also reinforced that the systems shaping housing are interconnected. Land use and zoning, infrastructure capacity, development feasibility, funding and finance, and community consensus do not operate in isolation; they interact and determine how, where and whether housing projects can move forward. This finding is central to the Regional Housing Strategy: meeting regional housing needs will require coordinated action across multiple systems, while still recognizing the different roles, capacities and authorities of local governments and regional partners.

From regional vision to coordinated action

The Regional Housing Strategy translates Metro Vision’s housing direction into pathways for action. Where Metro Vision sets the region’s long-term objectives, the Regional Housing Strategy identifies how regional partners, local governments and implementation partners can work together to advance them. Metro Vision calls for connected urban centers and corridors that accommodate a growing share of the region’s housing and employment; diverse housing options that meet the needs of residents of all ages, incomes and abilities; and access to transportation, jobs, commerce, education, culture, recreation and other daily needs. The strategy advances these outcomes by identifying pathways for communities and regional partners to expand housing choices, strengthen coordination, and better align housing work with transportation, infrastructure, economic development, and local planning priorities.

2

Building on existing efforts in the Denver region

A flexible strategy to address regional challenges

The Denver region is not one uniform housing market and communities across the region face different conditions, capacities and development pressures. Some communities may be focused on preserving existing affordability, while others are working to create more rental options, support older adults, expand attainable homeownership, address homelessness, accommodate workforce housing, or plan for future growth across all options. **A regional strategy must therefore be flexible enough to reflect local differences while still helping partners work together on shared challenges.**

A strong foundation to build on existing momentum

The Regional Housing Strategy is not starting from scratch. Communities, counties, housing authorities, nonprofit partners, developers, funders, service providers, and advocates across the Denver region are already demonstrating leadership and advancing innovative housing work. Engagement, the environmental scan and research on best practices show that these efforts provide a strong foundation for regional action. The challenge is that many of these efforts remain localized, unevenly resourced and difficult to scale across jurisdictions. **The Regional Housing Strategy builds on existing momentum** by identifying where regional coordination can add value, supporting partnerships that expand capacity and helping more communities move from individual, local efforts toward shared implementation.



Pedestrians walking across a bridge toward apartment buildings. Photo credit: JR Goodwin, DRCOG.

The Regional Housing Strategy builds on existing efforts

-> Land use and zoning tools

Communities are using planning and zoning tools to support more diverse housing options. Department of Local Affairs funding has helped local governments evaluate and adopt regulatory strategies that support affordable housing, while Proposition 123 has encouraged new housing commitments, faster review processes, and access to state funding. The environmental scan also found growing local attention to zoning reform and housing diversity in comprehensive plans, even as communities vary widely in how those goals are translated into development standards.

-> Tools to address development costs and market factors

Local governments and partners are using a range of tools to make housing development more feasible, including affordability incentives, land banking and land donation, land trusts, modular housing, and preservation of naturally occurring affordable housing. The environmental scan found that incentives for affordable housing are particularly common among the region's jurisdictions.

How the Regional Housing Strategy builds on this: These land use, zoning, and feasibility tools create a foundation for sharing best practices, reducing duplication, and helping communities move from planning goals to implementation.

Spotlight: Local tools that support housing implementation



The City of Boulder partnered with Boulder Valley School District and Flatirons Habitat for Humanity to open **BoulderMOD**, a modular factory focused on delivering affordable homeownership units for community members in Boulder County.

BoulderMOD facility, crane lifting a prefabricated modular home.
Source: <https://bouldercolorado.gov/projects/boulder-mod>.



Spotlight: Local funding and finance capacity



The **Colorado Gives Foundation** created the **Bring It Home Fund** and seeded it with \$15 million to preserve or increase housing options affordable to Jefferson County residents earning 60% to 120% of area median income.

-> Funding and finance for housing

Some communities have created a dedicated funding stream for housing that draws from sales, property, lodging, and short-term rental taxes, as well as linkage and impact fees. Regional and statewide partners, including Colorado Housing and Finance Authority, Community Development Financial Institutions, and foundations, also provide financing, investment, and grantmaking capacity.

The Regional Housing Strategy connects these resources more strategically and identifies where shared funding tools or coordinated investment can fill gaps.

-> Community consensus and collective action

Local housing strategies, advocacy networks, public education efforts, and subregional partnerships are helping communities build support and coordinate action for regional housing challenges.

These efforts demonstrate how communities work together around shared challenges while tailoring solutions to local context.

Where regional partnerships already exist



The **Boulder County Regional Housing Partnership** has long served as a model for cross-jurisdictional collaboration on regional affordable housing production goals. Jefferson County has expanded its regional housing work through the **Jeffco Housing Blueprint** and a **Housing Steering Committee**. Littleton, Englewood, and Sheridan created the **Tri-Cities Homelessness Policy Group**.

Jeffco Housing Blueprint 2024 cover image. Source: Jefferson County, <https://www.jeffco.us/2655/Housing>.

3 | Goals and pathways

A shared regional structure

To move from shared direction to action, the Regional Housing Strategy begins with a regional vision that connects the region’s long-term aspirations to the goals, actions, partnerships and supports needed to make progress. This structure is adaptable rather than rigid: each pathway can advance multiple goals and each implementation strategy can strengthen more than one part of the housing system. Communities and partners may also apply or adapt it differently.

Exhibit 3: Regional Housing Strategy structure



The Regional Housing Strategy provides a **shared regional structure** for coordinated action, while giving communities flexibility to adapt strategies to local needs, capacity and opportunities.

- » The **vision** describes what the strategy is working toward over the long term. It frames what success looks like for the region and sets the overall direction for the strategy.
- » The **goals** define the outcomes the region seeks to achieve in order to realize that vision. They translate the vision into clear areas of focus and provide direction for action.
- » The **pathways** identify what the region can do to advance those goals. They organize the key initiatives, partnerships, policies and program areas that can help move the strategy forward.
- » The **implementation strategies** describe how this work happens in practice. They include the structures, processes and supports that make action feasible, scalable and sustainable over time.

Regional housing vision

This work is guided by a **vision for regional collaboration** where communities work together to respond to housing needs with shared direction, stronger partnerships and better information.



Regional Housing Strategy vision



- » Support and further **Metro Vision**, the **2050 Metro Vision Regional Transportation Plan**, and the **Regional Housing Needs Assessment**.
- » **Develop a consistent, data-informed, and equity-centered approach** to analyzing and responding to housing needs while coordinating with the current and planned transportation system.
- » **Foster a culture of accountability and shared responsibility** for addressing housing needs.
- » **Build consensus** around a shared framework for action.
- » **Increase capacity** within local communities to advance housing strategies and respond to evolving needs.
- » Build a region that is more **resilient, inclusive, and equitable**.
- » **Communities can adapt** shared data, funding coordination, technical assistance, and communications tools to their own context.

Regional housing goals: outcomes to further our vision

The purpose of the regional housing goals is **to articulate the Denver region's desired outcomes that further the Regional Housing Strategy vision**. They describe what success looks like in practice at the regional scale. While more concrete than the vision, the goals are also broad enough to support multiple approaches across different communities, markets and local contexts.

Expanding and diversifying housing supply is essential to meeting current and future needs, but new production alone will not be enough. The region must also work to preserve and stabilize existing affordable housing, support residents at risk of displacement and expand housing choices that reflect changing demographics, including smaller households and a growing older adult population.

The goals help partners stay focused on conditions needed to make progress: more housing choices, stronger affordability and stability, better coordination, aligned funding and broader public support.

Achieving these goals requires coordinated actions; no single jurisdiction can or should be responsible for meeting the region's housing needs alone. Communities will contribute in different ways, but the goals provide shared direction. The goals also reinforce that housing implementation depends on more than housing systems. Funding, infrastructure, transportation, development review, public understanding and partnerships all shape whether housing can be produced, preserved and maintained over time.

Regional Housing Strategy goals



Increased and diversified housing supply

The region has sufficient housing supply across all income levels, with a diverse range of housing types available to meet community needs.



Preserved and stabilized affordable housing

Affordable housing across the region is preserved and stabilized, with investments protecting residents, maintaining community culture and preventing displacement.



Strong, sustained regional coordination to advance housing and infrastructure goals

Regional coordination is strong and sustained, enabling housing and infrastructure goals to be effectively addressed through shared planning, aligned investments and collective action.



Expanded and aligned funding capacity across jurisdictions

Funding capacity is expanded and aligned across jurisdictions to support housing and infrastructure development across the region.



Housing is reframed as a regional asset

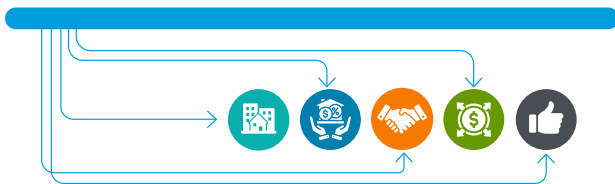
Housing is widely understood and supported as a regional asset, with strong public understanding and political will that sustain momentum for action.

Regional housing pathways: actions to achieve our goals

The pathways define the major areas of action needed to advance the Regional Housing Strategy goals and are organized around the systems that shape housing outcomes. The pathways show how different types of regional, subregional and local efforts can reinforce one another.

These pathways are versatile. A single pathway may advance several goals and a single effort may support multiple parts of the housing system at once. For example, a coordinated funding approach could help preserve existing affordable homes, support new income-aligned housing and fund infrastructure improvements. A regional communications toolkit could help build public understanding and strengthen partnerships across jurisdictions.

Pathways may advance several goals and support multiple parts of the housing system at once.



Regional Housing Strategy pathways



1. Make it easier and faster to build housing.



2. Work as a region to fund housing.



3. Leverage investments to achieve shared housing goals.



4. Partner to strengthen community stability.



5. Build regional support for shared housing goals.



1. Make It Easier and Faster To Build Housing

Housing development is shaped by local codes, development review procedures, infrastructure requirements, funding timelines and community engagement processes. When standards and procedures are unpredictable, they can increase costs, delay projects and make it harder to deliver the types of housing the region needs. Regional and subregional coordination can help communities compare approaches, share best practices and identify common process barriers. **The intent is to help communities learn from one another to strengthen technical capacity and improve development predictability** (not to standardize every local process) so the region can more efficiently deliver housing.

Sharing what works: Improving development predictability

Developers and affordable housing partners emphasized that predictability matters as much as policy. **Denver's Affordable Housing Review Team process** and **Westminster's coordinated downtown planning support** are examples demonstrating how effective programs can help projects progress more efficiently.



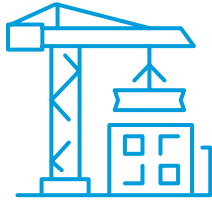
2. Work as a region to fund housing

Funding is one of the most persistent barriers to producing and preserving housing that is affordable to lower- and moderate-income households. Public resources are limited, funding programs often have different timelines and requirements, and local governments may compete for the same state, federal, philanthropic, or private resources. Without funding and financing options, the market will not produce deeply affordable rental housing, permanent supportive housing, affordable homeownership, attainable and accessible senior housing, and other income-aligned housing types, at the scale needed, on its own.

Collaboration can help partners coordinate scarce resources, reduce competition and improve access to financing tools. Partners can also identify opportunities to share or pool resources and pursue new funding sources for income-aligned housing. It can also support credit sharing, private activity bonds, gap financing, land banking, preservation funding and infrastructure support.

What we heard: Partners asked for project and funding alignment

Partners identified **funding alignment** as one of the clearest opportunities for regional action. Engagement pointed to the need for shared gap funding, credit-sharing approaches and coordinated project pipelines so jurisdictions are not competing for the same limited resources.



3. Leverage investments to achieve shared housing goals

Housing development is deeply connected to transportation, infrastructure, economic development, and climate resilience. Yet decisions about these systems are often made through separate processes, with different funding sources, timelines, and decision-makers. When investments are not aligned, the region misses opportunities to support housing in ways that also advance other regional goals. This pathway focuses on integrating housing into major public investment and long-range planning decisions. That includes coordinating housing priorities with transportation investments, infrastructure capacity, utility planning, public land opportunities, climate goals and economic development priorities. It also includes using regional data and analysis to help identify where investments can support multiple outcomes at once.

What we heard: A need to solve infrastructure constraints together

Local staff and developers **described how projects can be delayed or made more expensive** by utility capacity constraints, fragmented water and sewer systems, grid limitations and unexpected infrastructure costs.

DRCOG's role in ongoing regional coordination and planning

DRCOG already plays a role in **planning, coordinating, and leveraging investments** in the areas of transportation, personal mobility, growth and development, and aging and disability resources.

For example, as the region's federally designated Metropolitan Planning Organization, DRCOG serves as a forum for collaborative transportation planning both in the long term through the Regional Transportation Plan and in the short term through the Transportation Improvement Program. The Regional Transportation Plan's priorities each connect to housing in different ways including multimodal mobility, safety, air quality, freight, active transportation and regional transit.

DRCOG also aligns transportation and housing through many of our modal plans; the Active Transportation Plan includes short-trip opportunity zones and pedestrian focus areas, both of which are essential for advancing housing policies that consider affordable transportation costs.



4. Partner to strengthen community stability

Housing stability depends on more than just new production. It also requires **preserving existing affordable homes, helping residents remain housed, coordinating services, and anticipating displacement pressures as communities grow and change.** Local governments, counties, housing authorities, service providers, nonprofit housing organizations, developers, community-based organizations and funders all play a role in helping communities remain stable over time. Regional and subregional coordination can help partners align preservation strategies, connect housing with services, support housing navigation and identify displacement risks earlier in planning processes.

Sharing what works: Preservation is gaining traction

The City of Wheat Ridge received **\$2 million in federal funding to create a preservation program** for naturally occurring affordable housing. The City anticipates using the funds to make grants to rental property owners to upgrade aging rental units in exchange for affordable rents.



5. Build regional support for housing goals

Across the region, local leaders and staff are often asked to help communities talk about why housing is needed, who it serves, how it affects community character and what choices are available. **Clear and consistent communication can help local partners** lead more constructive conversations, connect housing needs to shared community values, and explain how more housing choices benefit residents, workers, families, older adults and future generations.

The Regional Housing Strategy supports local conversations by creating a clearer regional foundation for housing communication and public understanding. As implementation moves forward, partners can use this foundation to develop messages, data, visuals, case studies and tools that connect regional housing needs to local values, wages, housing costs and community priorities.

What we heard: Partners want a shared regional narrative

Engagement indicated that local partners want **shared messaging tools they can adapt for community conversations.** Broomfield's use of "income-aligned housing" is an example of how regional messaging can provide a shared foundation while still allowing partners to tailor language locally.

4 | Implementation strategies

Mobilizing the pathways

Implementation strategies describe how the Regional Housing Strategy pathways move into practice by outlining the processes, supports and partnerships needed to make actions feasible, scalable and sustainable. They also highlight practical opportunities for partners to lead, support or adapt implementation based on their capacity and resources. Some strategies are best carried out at the regional scale, while others may be more effective through countywide subregional partnerships that allow jurisdictions and partners to coordinate more practically.

Partner roles in implementation

The Regional Housing Strategy will not happen through one partner, one program, or one level of government. Partners will play various roles, but its value is in helping them connect across the region. Local governments remain central because many housing policies and development decisions happen locally. DRCOG will help strengthen the regional conditions that support local and subregional implementation by leveraging its existing role as a convener, data and analysis resource and funding coordinator to help coordination structures get off the ground and support partners in working through shared

housing challenges. Counties and subregional groups can bridge regional goals and local implementation.

Housing authorities, nonprofit housing partners, private-sector development partners, funders and lenders, philanthropic partners, state housing and planning agencies, employers and business organizations, service providers, and CBOs all bring different forms of expertise and implementation capacity. The Regional Housing Strategy outlines where these roles intersect and where regional or subregional coordination moves partners from isolated action toward collective impact. Chapter 5, Mobilization and Governance, provides greater detail about how these structures can facilitate regional coordination over time.

Wide-ranging tools for regional housing partners



Across engagement, partners asked for supports that make their housing work easier, such as **shared funding tools, Prop 123 guidance, model agreements, technical assistance, coordinated project pipelines, infrastructure coordination, communications materials and forums for peer learning.** The implementation strategies translate those requests into a regional structure for action.



Regional Housing Strategy implementation strategies

Navigating the implementation strategies

The implementation strategy table (Exhibit 4) details each strategy and connects it to a primary pathway, to the partners most central to the work and to the mobilization and governance structures described later in Chapter 5. The icons in the first column identify the primary pathway for each strategy. Strategies noted with “**near-term priority**” in orange represent high-priority actions that can help address urgent housing needs while building the relationships, capacity and coordination needed for longer-term regional implementation.

Exhibit 4: Regional Housing Strategy implementation strategies

Strategy	Partners	Mobilization
 Make it easier and faster to build housing.		
Near-term priority. Create regional and subregional coordination forums to advance policy coordination that accelerates housing production. Create space for jurisdictions, counties, housing authorities, utilities and development partners to align practices, share solutions and address barriers that slow housing approvals and construction.	DRCOG Local governments	Provide the entry point for Regional Housing Strategy implementation by giving partners a formal way to organize.
Near-term priority. Bolster regional housing technical assistance and capacity-building through programs and initiatives that support local communities. Strengthen housing-focused technical assistance to help local governments implement effective policies and tools, including objective design standards, regulatory reforms and development incentives.	DRCOG Housing Professional Organizations Local governments	Utilize ideas exchange or subregional collaboratives (depending on the topic and scale) to identify technical assistance needs and connect communities with resources.

Strategy	Partners	Mobilization
Build regional capacity to deliver housing types that meet changing demographic and income needs at scale. Support jurisdictions, builders and housing partners in closing knowledge gaps and scaling solutions that improve feasibility, reduce risk and expand production of needed housing types.	Local governments Private-sector development partners Housing authorities Nonprofit housing partners	Regional Housing Advisory Committee to convene cross-sector discussion, then use the Ideas Exchange to share resources and technical information.



Work as a region to fund housing.

Near-term priority. Expand and align countywide and cross-jurisdiction investment and collaboration models. Build on effective countywide and cross-jurisdiction funding and investment models to coordinate income-aligned housing projects, reduce competition for limited resources and strengthen financing applications.	Local governments Housing authorities Funders State agencies Philanthropic foundations	Subregional collaboratives to coordinate project pipelines and align funding priorities across nearby jurisdictions.
Near-term priority. Support new sources of funding for affordable housing development across the region. Work across county, multi-jurisdictional, and regional levels to develop new funding sources and leverage state, philanthropic and private-sector investment.	DRCOG Local governments Funders and lenders State housing and planning agencies Philanthropic foundations	Regional Housing Advisory Committee to work with state, philanthropic, and other funding partners on new opportunities. Subregional collaboratives to implement funding tools and coordinate funding pools.
Coordinate funding and processes to preserve existing affordable housing across the region. Align funding, decision-making timelines and capital deployment to support faster and more flexible preservation of regulated and naturally occurring affordable housing.	Housing authorities Nonprofit housing partners Local governments Funders and lenders	Subregional collaboratives to coordinate across participating jurisdictions.

Strategy	Partners	Mobilization
Advance more flexible housing funding policies. Identify funding requirements and restrictions that limit project delivery and support improvements that better align resources with the full spectrum of regional housing needs.	State housing and planning agencies Funders and lenders Housing authorities Nonprofit housing partners Private-sector development partners	Ideas Exchange to identify challenges with current funding models. Regional Housing Advisory Committee to elevate barriers and recommendations to the partners responsible for program design or advocacy.
 Leverage investments to achieve shared housing goals.		
Integrate housing growth assumptions into regional infrastructure and utility analysis. Use housing growth assumptions and priorities to support more proactive utility and infrastructure demand and capacity analysis aligned with strategic growth goals and Metro Vision objectives.	DRCOG Local governments Utility providers	Regional Housing Advisory Committee to advise on broader regional coordination needs related to housing and infrastructure. Subregional collaboratives to bring jurisdictions and utility providers together for more integrated planning locally.
Near-term priority. Align transportation and housing investments to support livable communities. Coordinate transportation and housing planning so infrastructure and development patterns support current and future residents, improve access to jobs and opportunity, and create more connected communities.	DRCOG Local governments Transportation partners	Regional Housing Advisory Committee to advise on housing priorities in regional transportation funding processes.
 Partner to strengthen community stability.		
Embed displacement risk considerations early into planning and development processes. Support jurisdictions in identifying displacement pressures and incorporating context-specific anti-displacement strategies into planning, redevelopment and investment decisions.	DRCOG Local governments Service providers and CBOs	Ideas Exchange to help communities apply displacement risk data and share best practice approaches.

Strategy	Partners	Mobilization
Improve coordination and access across housing navigation and stabilization systems. Strengthen coordination among housing authorities, local governments and service providers to improve visibility into services, clarify referral pathways and help households access housing and stabilization supports.	Housing authorities Service providers and CBOs Local governments	Subregional collaboratives to identify gaps in housing navigation systems. Elevate persistent regional issues to the Regional Housing Advisory Committee.
 Build regional support for shared housing goals.		
Advance and embed a shared regional narrative about housing and community prosperity. Promote a shared narrative that connects housing supply and affordability to economic competitiveness, workforce stability, demographic change and quality of life.	DRCOG Local governments Employers and business organizations	Regional Housing Advisory Committee to structure shared messaging. Ideas Exchange to test messages and help partners adapt regional framing for community conversations.
Build the capacity of regional and community leaders with new tools to communicate about housing. Provide training, resources, and messaging tools that help elected officials, community leaders, employers and partners discuss housing in ways that resonate with different audiences.	DRCOG Local governments Employers and business organizations Nonprofit housing partners	Ideas Exchange to share communications tools and train local leaders.
Establish a regional agreement around housing to build consensus, direction, and cohesion around shared housing goals. Create a flexible agreement that formalizes shared goals and commitments while allowing jurisdictions to contribute based on local capacity, context and priorities.	DRCOG Local governments Elected officials	Regional Housing Advisory Committee to shape the purpose and structure of a shared regional commitment.

The value of the Regional Housing Strategy is in helping partners connect across the region. No single partner, program or level of government will bear it alone.

5

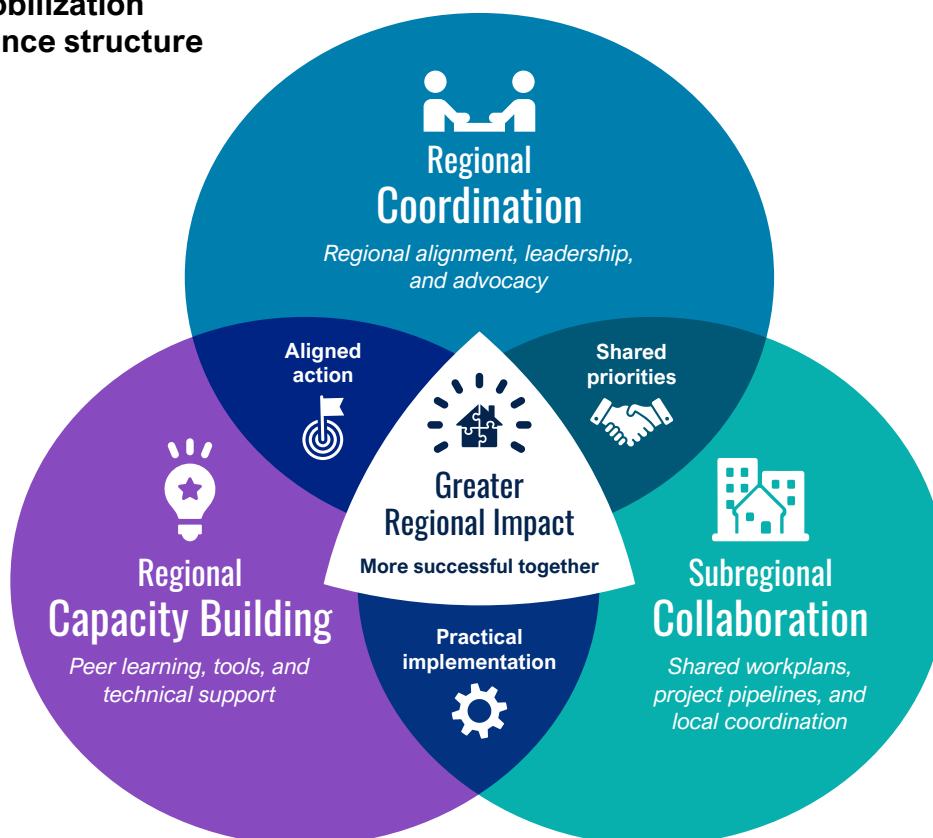
Mobilization and governance

A framework for regional coordination

The implementation strategies identify what partners can start advancing across the region, while the mobilization and governance structure describes how partners can **organize, coordinate and sustain that work over time**. The mobilization framework helps communities share technical capacity and knowledge, leverage financial resources, reduce duplication and make implementation easier for local government staff. It also helps the region move more quickly toward homes that meet community needs by aligning partners around shared work, making better use of each partner's strengths and expertise, and identifying where regional or subregional coordination can help address implementation challenges.

Exhibit 5 illustrates the key components of the Regional Housing Strategy mobilization framework: **regional coordination, regional capacity building** and **subregional collaboration**.

Exhibit 5: Mobilization and governance structure



Regional coordination can provide a broad structure for bringing partners together around implementation of the Regional Housing Strategy, creating a consistent space where partners can share information, align priorities, identify opportunities for collaboration and keep implementation moving. **Regional capacity building** supports peer learning, training, tools and information sharing. **Subregional collaboration** involves partnerships among nearby jurisdictions and other implementation partners that organize around shared housing needs, funding opportunities, infrastructure or project pipelines at a scale between local and regionwide action. Coordination mechanisms, which describe how partners align and sustain their work over time, may include regional agreements, advisory committees, intergovernmental agreements, memoranda of understanding, shared workplans, and other tools that help clarify roles, commitments and responsibilities.

Regional housing implementation will require sustained coordination across many partners, rather than leadership by a single entity or program. This approach supports collective action while allowing partners to participate in different ways based on their roles, capacity and resources. It creates the conditions for partners to lead, support and coordinate implementation without making DRCOG or any other single entity solely responsible for the work.

Regional coordination

One way to coordinate the regional partnership is through a **Regional Housing Advisory Committee**. This committee serves as the central coordination body for the Regional Housing Strategy, providing big-picture guidance on implementation, helping align regional priorities, and advising on the actions, partnerships and supports needed to advance the Regional Housing Strategy pathways over time.

The Regional Housing Advisory Committee would:

- » **Keep momentum around Regional Housing Strategy implementation.** The committee would provide a regular forum for partners to track implementation progress, surface emerging barriers, and identify opportunities to keep the strategy moving forward.
- » **Guide the Regional Housing Strategy pathways at the regional scale in alignment with the vision and goals.** The committee would identify where regional coordination, shared tools, funding alignment, technical assistance, communications, or policy advocacy can support progress on the pathways while staying connected to the shared direction of the strategy, supporting alignment without directing how participation occurs.
- » **Strengthen cross-sector coordination.** The committee would bring together partners with different expertise to better diagnose barriers and identify solutions.
- » **Elevate issues that require regional attention.** The committee would identify barriers or opportunities that are difficult to deal with locally or subregionally, such as funding alignment, regional data needs, or state policy issues.

- » **Identify shared regional advocacy needs.** The committee would identify state policy issues that affect Regional Housing Strategy implementation across multiple jurisdictions, such as funding flexibility or infrastructure systems. Where appropriate, the committee would inform shared regional positions or recommendations for DRCOG and partners to elevate through existing advocacy channels.

The committee will balance **geographic representation** and **sector representation**, while remaining small enough to be useful and action-oriented. Its value stems from subject-matter expertise, implementation experience, and thought leadership rather than from representing every partner or jurisdiction in the region.

Membership would include:

- » Local government staff and DRCOG staff.
- » Representatives from the DRCOG Board or other elected officials.
- » State agency partners, such as Colorado Housing and Finance Authority, Department of Local Affairs, and other relevant agencies.
- » Housing authorities and other public-sector housing partners.
- » Private-sector partners, including developers and builders.
- » Philanthropic and finance partners.
- » Community-based organizations and service providers.

Regional capacity building

Local government staff already play a critical role in helping elected officials, DRCOG board members, and other regional leaders understand housing issues. They are often the people closest to the day-to-day realities. Their technical expertise helps translate broad housing goals into the practical policy, program, and project decisions that move work forward locally. A **Regional Housing Ideas Exchange** can build local staff capacity and expertise by providing opportunities for staff-level peer learning and information exchange. As a technical forum intended to align with the higher-level strategic role of the Regional Housing Advisory Committee, it would allow local housing, planning and housing authority staff to share what they are seeing on the ground; access trainings, tools and resources provided or facilitated by DRCOG; and identify issues that may need regional coordination.

This group will ensure regional housing discussions stay grounded in local implementation experience and allow emerging issues to be organized and elevated to the Regional Housing Advisory Committee when appropriate. Participation will be flexible and based on implementation topics, regional priorities, and specific initiatives or issues. The Ideas Exchange will also give staff a consistent place to learn from peers and connect with resources that support local and subregional housing work.

Subregional collaboration

Subregional coordination is already an important part of the landscape in the Denver region. The environmental scan, best practice research, and stakeholder engagement all pointed to cross-jurisdictional collaboration as both a national best practice and a valuable approach locally. Engagement also identified subregional coordination as a major need coming out of the Regional Housing Strategy process, as it creates a practical space for partners to work at a middle scale where housing issues tend to overlap. Subregional collaboratives provide a practical forum for partners to coordinate around housing and related issues, allowing communities to pool resources, align efforts, and advance solutions at a scale that reflects how housing systems function in practice.

Subregional collaboratives take many forms depending on local needs and relationships. They will include local governments working together within a county, groups of cities and towns coordinating across county boundaries, cross-county partnerships, housing authorities,

Ongoing subregional collaboration in the Denver region



Engagement highlighted subregional models that model how collaboration can be structured around different housing challenges.

- » The **DCHP (Douglas County Housing Partnership)** is a multi-jurisdictional housing authority serving Douglas County, including unincorporated areas, Lone Tree, Castle Rock, Parker, and Castle Pines. DCHP connects residents with affordable housing resources, homebuyer support, down payment assistance, housing counseling, and Housing Choice Voucher rental assistance, while also working with private developers to provide affordable rental housing for low-income households.
- » The **Tri-Cities Homelessness Initiative**, including Englewood, Littleton, and Sheridan, built a collaborative structure that includes the **Change The Trend Network**, a consortium of more than 30 service providers and partner agencies that meets weekly, and the **Tri-Cities Homelessness Policy Group**, which brings municipal and county leaders together as the governance structure.

These examples demonstrate that subregional collaboration helps partners act at a practical scale, but it requires **dedicated capacity** and **clear ownership** to move from coordination to implementation.

service providers, developers, philanthropic partners, community-based organizations, or other implementation partners. The structure will fit the purpose of the work and the geography of the issue being addressed.

The Regional Housing Strategy identifies where subregional coordination is useful and outlines the kinds of tools, technical assistance, and coordination support that DRCOG and partners could provide over time (Exhibit 6). DRCOG would not own or manage every subregional collaborative. However, DRCOG will help create the conditions for these partnerships to form, share lessons across subregions, and connect local conversations to regional or statewide issues.

Exhibit 6: DRCOG roles in supporting subregional coordination

Stage of Subregional Coordination	DRCOG Role
Explore	Help partners identify shared issues, potential participants, and topics where subregional coordination may add value.
Build capacity	Provide technical assistance, examples, best practices, and peer learning from other subregional or regional models.
Connect and elevate	Participate as a regional partner, connect subregional conversations to state agencies, utilities, infrastructure partners, funders, or other regional forums, and elevate issues that need broader coordination.
Launch	Support early meetings by helping with agendas, facilitation, templates, data, or framing materials.
Foster shared ownership	Support collaboratives as they become fully owned and led by the jurisdictions and partners closest to the work, with DRCOG continuing as a resource or participant when useful.



Case Study—King County, WA: Key takeaways for the Denver region

A Regional Coalition for Housing, or ARCH

ARCH was created in 1992 between the cities of Bellevue, Redmond, Kirkland and King County, following a study undertaken by a Citizen's Affordable Housing Task Force in Bellevue that found a growing need for affordable housing in East King County and major system gaps for delivering needed housing at scale. Now ARCH is a subregional partnership between King County and 15 local cities.

The ARCH model helps **address capacity constraints** among local staff who may lack the technical bandwidth to manage complex asset tracking, policy development, and compliance requirements. At the same time, it **preserves local decision-making authority** by providing consistent administrative support while allowing jurisdictions to retain control over how funds are used within their boundaries. The model also demonstrates how a formal, mid-scale structure can **help jurisdictions collectively manage funding, staff capacity, and project pipelines**. By institutionalizing these functions, ARCH helps maintain continuity through political, staff and leadership transitions.

How does ARCH work?

Overview and structure

- » **Formalization:** ARCH is established via a formal IGA among all member cities.
- » **Executive governance:** The coalition is governed by an Executive Board of city managers and mayors.
- » **Member councils:** Member councils maintain the IGA, guide plan and policy development, approve annual work program and budget, allocate funding to the Housing Trust, and approve funding for specific projects in coordination with the Board.
- » **Eastside Investment Committee:** The committee consists of housing professionals who advise the Board on funding recommendations.

- » **ARCH staff:** Staff act as member city housing staff, working in coordination with member city departments to carry out ARCH's annual work program.

Funding and resource allocation

- » **Administrative dues:** Member jurisdictions pay scaled annual dues to sustain the coalition's expenses and operations.
- » **Eastside Housing Trust Fund:** Member cities contribute funds into a pooled trust fund.

6

Tracking progress and moving forward

Tracking progress over time

Measuring progress helps keep the Regional Housing Strategy active after adoption. The Regional Housing Needs Assessment will continue to track regional housing needs and outcomes, while Metro Vision and related planning efforts will show how housing connects to growth, transportation, infrastructure and access to opportunity. Using these tools over time allows DRCOG and partners to understand what is changing, where coordination is adding value, and where implementation priorities may need to adapt.

The Regional Housing Needs Assessment and the Regional Housing Strategy work together as part of an ongoing cycle of regional housing planning. The Regional Housing Needs Assessment establishes the data-driven foundation of regional housing needs and **the Regional Housing Strategy builds from that foundation by identifying the goals, pathways, implementation strategies and coordination structures that can help partners respond to those needs.**



Regional housing indicators



DRCOG tracks **regional housing indicators** through the Regional Housing Needs Assessment dashboard. These indicators will remain the foundation for understanding whether the region is moving toward better housing outcomes.

Key indicators include:

- » **Housing cost burden.** Tracks how many households spend more than 30 percent of their household income on housing.
- » **Permitting trends.** Tracks housing production trends across the region.
- » **Housing mix.** Tracks the types of housing available and whether the region is expanding the range of housing choices.
- » **Housing tenure.** Tracks ownership and rental patterns across the region.
- » **Housing need by income level.** Tracks housing need by percent of area median income and helps identify where affordability gaps remain most significant.

To respond to evolving housing conditions, Colorado's housing needs planning statute establishes a recurring update cycle for housing needs assessments: local governments may satisfy these requirements by participating in a regional housing needs assessment that is updated every six years. As future Regional Housing Needs Assessment updates are completed, they will show where the region is making progress, where barriers remain, and where the Regional Housing Strategy may need to evolve.

Sharing regional progress

Sharing regional progress will be important to keeping the Regional Housing Strategy active after adoption. DRCOG can use the Regional Housing Needs Assessment dashboard updates and periodic Regional Housing Strategy implementation updates to show how housing conditions are changing and where progress is occurring at the regional and subregional level.

The Regional Housing Advisory Committee should serve as the primary forum for reviewing progress and translating findings into further implementation direction. The Regional Housing Strategy does not create new

reporting requirements for local governments. Tracking metrics and sharing progress does not mean every community will be measured against the same actions or expected to move at the same pace. Instead, it's meant to highlight where participation is producing benefits, how local efforts connect to regional outcomes, and where additional coordination could help move housing work forward.

Using the strategy as a flexible framework

The Regional Housing Strategy is designed to be flexible and adaptable. It is not a single workplan that every partner is expected to implement in the same way. It provides a framework that different jurisdictions, agencies, and partners can use to identify where their roles, resources, and priorities align with regional housing goals.

This flexibility is key because communities across the region have different capacities, market conditions, funding tools, infrastructure needs, and political contexts. Some partners may lead implementation of specific strategies, while others may participate through funding, technical assistance, convening, communications, data, or project delivery. The strategy is intended to help partners leverage the components that are most relevant to their work while still contributing to a broader regional direction.

This approach allows implementation to evolve over time. As new opportunities, funding sources, partnerships, and challenges emerge, the Regional Housing Strategy can continue to guide coordinated action without requiring every community or partner to move at the same pace or use the same tools.



What we learned: Sharing progress supports regional learning

Engagement emphasized that sharing should **help partners understand whether the region is making meaningful progress**. Partners want to see where outcomes are improving and which strategies are producing benefits.

Near-term opportunities for partner action

The Regional Housing Strategy identifies a focused set of near-term implementation priorities for early regional action. The exhibit below is intended to help partners see where their roles, resources, and expertise may align with these priorities. It is not a prescriptive workplan. Instead, it provides a starting point for partners to identify how they can help advance implementation and work with DRCOG to define the most effective role they can play.

Exhibit 7: Getting started on near-term implementation priorities

Implementation Priority	Partners	Starting Point
Create regional and subregional coordination forums to advance policy coordination that accelerates housing production.	DRCOG Local governments	Organize a subregional collaborative with nearby jurisdictions and implementation partners around a shared housing focus. Participating partners can seek assistance from DRCOG based on the subregion's needs, such as convening support, data and connections to other relevant resources, or support developing a short-term workplan.
Bolster regional housing technical assistance and capacity-building through programs and initiatives that support local communities.	DRCOG Housing Professional Organizations Local governments	Identify where your expertise, tools or experience can help inform DRCOG-led technical assistance. Work with DRCOG to shape trainings, model resources, support peer learning, or lead targeted assistance on topics where specialized housing expertise is needed.
Expand and align countywide and cross-jurisdiction investment and collaboration models.	Local governments Housing authorities Funders (DOLA, CHFA, philanthropic foundations)	Coordinate with nearby jurisdictions, housing authorities, funders, and development partners around shared funding needs and potential projects. Work with DRCOG to use Regional Housing Needs Assessment data and Regional Housing Strategy implementation forums to identify where aligned funding applications or shared investment approaches could make income-aligned housing projects more competitive and easier to advance.

Implementation Priority	Partners	Starting Point
Support new sources of funding for affordable housing development across the region.	DRCOG Local governments Funders and lenders State housing and planning agencies Philanthropic foundations	Work with state, regional and local partners to explore and advocate for new or expanded funding sources that can fill funding gaps. Work with DRCOG to connect these funding conversations to Regional Housing Needs Assessment findings, regional housing priorities, and Regional Housing Strategy implementation forums so resources can be aligned and leveraged efficiently.
Align transportation and housing investments to support livable communities.	DRCOG Local governments Transportation partners	Use upcoming housing, transportation, infrastructure, and growth planning processes as opportunities to coordinate future investments around shared regional outcomes. Coordination can happen within local planning efforts, across neighboring jurisdictions and at the regional scale. Work with DRCOG to connect housing priorities to transportation planning and funding conversations so future investments better support access to jobs, services, transit and opportunity.

2026
**Regional Housing
Strategy**



Appendix A

Environmental scan



ENVIRONMENTAL SCAN

Prepared for: DRCOG Regional Housing Strategy Project Team

Prepared by: Root Policy Research

Date: May 30, 2025

This environmental scan inventories recent, current, and planned housing initiatives across the Denver region addressing the five barriers from the Regional Housing Needs Assessment. Insights gained from the environmental scan will be used to inform a regional strategy that serves as a unifying framework that leverages cross-sector collaboration and enhances local initiatives, fills gaps, and offers tailored implementation support.

The scan is informed by a review of publicly available documents, reports, and websites¹; as well as outreach to key stakeholders. Outreach included focus groups, interviews, and surveys with:

- DRCOG Member Government housing policy and program staff (mini-survey of the 37 jurisdictions who have a dedicated housing staff member or department—18 responses across 16 jurisdictions to date);
- Public Housing Authorities (PHAs) serving the Denver Metro (17 PHAs operate in the DRCOG region);
- Local foundations active in affordable and workforce housing initiatives;
- Local Community Development Financial Institutions (CDFIs) that fund housing; and
- Affordable housing industry groups including Neighborhood Development Collaborative and Housing Colorado.

The memo starts with a brief overview of barriers identified in the Regional Housing Needs Assessment (RHNA) and is followed by the policy scan of local initiatives to address those barriers. Note that the environmental scan focuses primarily on local initiatives, rather than state legislation and programs.

¹ Document review included materials from coordinating groups, housing authorities, service providers, nonprofits, regional foundations, DRCOG member governments, and other relevant organizations.

Barriers Identified in the RHNA

The Regional Housing Needs Assessment (RHNA) identified the following barriers to addressing housing needs in the Denver Metro.

1. Land use and zoning:

- Zoning that supports a narrow range of housing types
- Development standards, such as open space and off-street parking requirements, limit residential density
- Commercial zoning is prioritized to generate more tax revenue
- Discretionary review processes for multifamily and middle housing that increase time, cost, and uncertainty
- Incentives are not matched to needed housing types

2. Infrastructure:

- Limited infrastructure funding
- Limited capacity of existing systems
- Multiple service providers
- Access to opportunity presents a dual challenge

3. Development costs and market factors:

- Rising interest rates and insurance costs
- Elevated land values
- Water supply
- Construction labor shortage
- Construction defect liability

4. Funding and finance:

- Over-reliance on limited federal resources
- Lack of a dedicated source of regional gap funding
- Local incentive programs fall short
- Existing funding programs often favor larger-scale projects.

5. Political will and collective action:

- Local resistance to new housing development.
- Lack of consistent local data
- Colorado's state tax policy

Local Initiatives to Address Land Use and Zoning Barriers

Land use barriers are primarily addressed through local governments with control of zoning codes. Highlights below identify how DRCOG Member Governments are working to unlock and diversify housing supply through zoning reform. Efforts include participation in DOLA's IHOP program to review zoning barriers, Comprehensive Plans and zoning changes that support best practices, and participation in Prop 123.

- Since 2021, 18 Member Governments received DOLA HB21-1271 **Innovative Affordable Housing Planning Grant Program (IHOP) Awards**, which are designed specifically to help communities adopt regulatory strategies that support affordable housing.
- Stakeholders perceive metro communities' leadership to be more engaged in land use and zoning conversations and more open (conceptually) to housing diversity and affordability changes. In many cases, communities have supported land use and zoning reforms through their **Comprehensive Plans**. However, codifying best practices and aspirations through actual by-right zoning changes has much less traction—and in some cases active opposition. As one stakeholder said, “the best thing DRCOG could do is push communities to actually implement [the zoning in] their Comprehensive Plans.”
- The **Colorado Housing Affordability Project** outlines best practices in land use and zoning reform for housing diversity and affordability, many of which have been addressed through state legislation—density in Transit Oriented Communities, Accessory Dwelling Units, and faster approvals for affordable housing (part of Prop 123). However, **single family zoning reform and medium density housing** would need implementation at the local level.²
 - Metro-wide, just 29% of residential land area is zoned to allow duplexes and only 8% is zoned to allow 4+ family structures.³
 - Jurisdictional approaches to addressing zoning barriers vary widely across the region. According to the National Zoning Atlas, the average town/city in the Metro region has 23% of residential land zoned for duplexes (by right) but the range is literally 0% (in 9 cities/towns) up to 100% (in 2 cities/towns).
 - The average town/city in the Metro region has 13% of residential land zoned for at 4-unit structures by right but again the range is wide: from 0% (in 11 cities/towns) up to 89%.
- Of the 59 DRCOG Member Jurisdictions, 42 officially opted into Proposition 123, which targets a 3% increase in affordable housing each year and requires **expedited review for affordable housing**. Collectively, the **Prop 123 production goals** for DRCOG Member Jurisdictions total 12,650 affordable units annually.

² <https://cohousingaffordabilityproject.org/>

³ <https://www.zoningatlas.org/>

Local Initiatives to Address Infrastructure Barriers

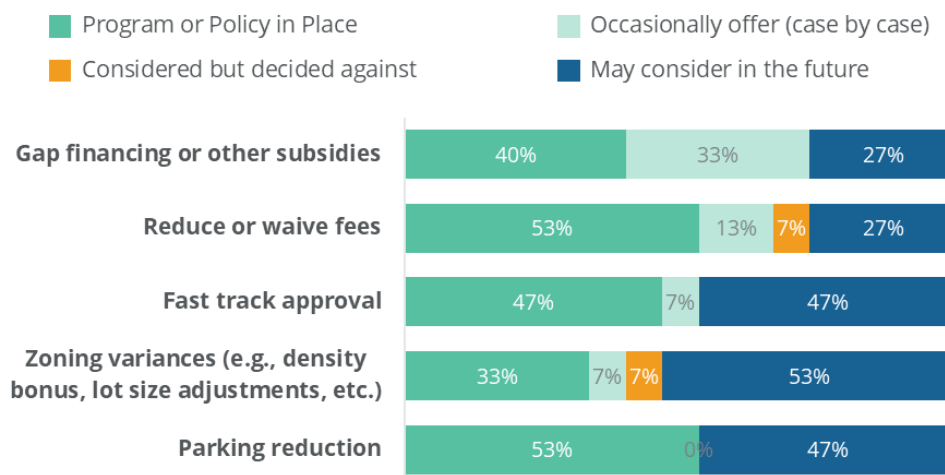
The environmental **scan did not identify any current infrastructure-specific initiatives** that provide innovative and alternative financing options for infrastructure (though some communities do offer infrastructure subsidies on a case-by-case basis for affordable housing).

The most common approaches to addressing infrastructure barriers are siting affordable production where infrastructure is already available and/or using the Master Plan or Comprehensive Planning process to drive production to areas where infrastructure is readily available. Additionally, as part of the state Housing Needs Assessment requirement, the Department of Local Affairs is evaluating water capacity in relation to housing production forecasts.

Local Initiatives to Address Development Costs and Market Factors

- **Municipal development incentives and affordability requirements:** The primary policy/program tools used by local government to address development cost and market barriers to affordable production are development incentives, land banking and land donation, and/or affordability requirements.
 - **Incentives** for affordable housing (that improve construction efficiency or subsidize development costs) are common across Denver metro communities. Among the Member Governments responding to the environmental scan mini-survey, two-thirds have at least some type of incentive policy or program in place for affordable housing—and all other respondents said they offer some type of incentive on a case-by-case basis. The figure below shows responses for specific types of incentives.

Figure 1. Affordable Incentives, Member Government Survey



Note: N=16.

Source: DRCOG Environmental Scan Mini-Survey, 2025.

- **Land banking or land donation program.** Among the Member Governments responding to the survey⁴, 20% said they have land banking or donation programs in place and another 27% said they occasionally (or case-by-case) bank or donate land. Another 33% said they may consider this policy/program in the future.
- **Mandatory inclusionary housing (affordable requirements)**—there are currently 7 active inclusionary housing programs in the Denver metro with affordability set-asides ranging from 5% to 25% of total units built.⁵ At least three other municipalities are currently drafting or actively considering inclusionary programs with affordability requirements.
- **Modular initiatives.** Most estimates suggest that modular construction can lower development costs by 10%-20% relative to traditional stick-built construction. Local initiatives to increase modular production include:
 - The state Innovative Housing Incentive Program awarded financing to two modular housing manufacturers in the Denver metro. The grants will increase capacity and efficiency for the production of modular housing.⁶
 - The City of Boulder partnered with the Boulder Valley School District and Flatirons Habitat for Humanity to open Boulder Mod, a modular factory dedicated specifically to delivering affordable homeownership units in Boulder County.⁷
- **Preservation initiatives:**
 - The City of Wheat Ridge received \$2 million in federal funding to create a preservation program for naturally occurring affordable housing. The City anticipates using the funds to make grants to rental property owners to upgrade aging rental units in exchange for affordable rents.
 - There are 6 resident owned manufactured housing communities in the DRCOG region, preserving affordability for 289 households.⁸ Another 6 manufactured housing communities are owned by local governments or non-profits with a mission to preserve affordability.⁹
 - The City of Boulder is considering a per-square foot demolition fee as a preservation strategy to disincentivize scrapes.

⁴ It is important to note that responses likely skew toward jurisdictions with more housing programs and resources as the survey was circulated to jurisdictions with dedicated housing staff or departments. Thus percentages are an upper bound estimate and may not be representative of all Member Governments.

⁵ Active programs in Boulder, Broomfield, Denver, Idaho Springs, Littleton, Longmont, and Superior.

⁶ <https://www.chfainfo.com/business-lending/loan-programs/innovative-housing-manufacturer-financing>

⁷ <https://bouldercolorado.gov/projects/boulder-mod>

⁸ Conversion to resident ownership was supported by ROC USA through Thistle Community Housing (Boulder-based affiliate of ROC USA and a community land trust). <https://rocusa.org/communities/>

⁹ <https://doh.colorado.gov/mobile-home-parks>

- Additional local initiatives and investments may be catalyzed by 2024 state legislation creating first right of refusal on expiring affordable properties and first right of offer on naturally occurring affordable.
- **Land trust activity.** A land trust can subsidize development costs through non-profit ownership of the land, but also provides wrap services to the homebuyers to support long-term financial and housing security. There are several active land trusts operating in the Denver metro with focus areas ranging from neighborhood-level to statewide. These include Tierra Colectiva Land Trust, Elevation Community Land Trust, Thistle Community Housing, Habitat for Humanity (offering both deed-restricted and land trust homeownership options), and the Urban Land Conservancy¹⁰.
- **Affordable development community.** The Denver metro is supported by a very strong network of affordable developers, non-profit housers, and PHAs. These implementation partners bring a depth of experience and expertise to affordable unit production and the administration of affordable programs.

Local Initiatives to Address Funding and Finance Barriers

- **Local Funding Sources.** At least 7 DRCOG Member Governments currently have a local funding source dedicated to housing (and many localities have at some point allocated General Funds to specific affordable housing efforts). The sources of dedicated funding among DRCOG Member Governments include:
 - Sales tax dedicated to housing (Denver and Longmont);
 - Property tax dedicated to housing (Boulder, Denver, and Longmont);
 - Lodging tax dedicated to housing (Clear Creek County);
 - Short term rental tax dedicated to housing (Boulder and Wheat Ridge);
 - Affordable housing linkage/impact fee (Boulder, Denver, Lafayette, and Brighton);
 - Downtown Development Authority (DDA) expansion in Downtown Denver frees up \$500 million in investments, some of which will be directed toward housing.
- **Foundation funding priorities.** There are several foundations supporting housing efforts in the Denver metro, each with a slightly different focus.
 - **Colorado Health Foundation** has 10 priority areas intended to drive health equity and racial justice, one of which is affordable housing. Their investment in housing is tied to the evidence-based link between housing

¹⁰ Note that ULC is both a land bank and a land trust but partners with other mission-oriented non-profits for operating commercial or residential uses on its land.

and health. Their housing efforts include direct funding of affordable housing investments, strategic support of policy and advocacy efforts related to equitable housing, and participation in local and national networks to expand ideas and learning on the connection between housing and health. Their educational efforts have included videos on the intersection of housing and health, a webinar series designed to help local leaders address housing needs, and research on the best messaging to support local funding initiatives.

- **Colorado Gives Foundation** (CGF) provides grant funding within Jefferson County and supports statewide non-profits through fundraising resources. CGF focuses on collective wellbeing (including attainable housing), economic freedom, and vibrant communities. Their housing efforts include:
 - Jeffco Housing Blueprint: In collaboration with the Jeffco Housing Steering Committee, CGF developed the Jeffco Housing Blueprint in 2024 to address middle-income housing challenges.
 - Build Awareness: partnering with community advocates to build awareness of the options, challenges, and implications of affordable housing in Jeffco.
 - Bring it Home Fund: CGF created a fund and seeded it with \$15 million to preserve or increase housing options that are affordable for Jeffco residents earning between 60-120% AMI.
 - Grantmaking: to local nonprofits to support immediate housing needs in the community.
- **Gates Family Foundation's** strategic priorities cover four areas impacting quality of life in Colorado: education, natural resources community development, and informed communities. As part of their community development support, they allocate endowment dollars to mission-aligned investments, such as "acquisition of sites for affordable housing, below-market-rate loans to small businesses in low-income communities, and growth capital for Colorado companies that generate strong market returns alongside social and/or environmental benefits."
- **Gary Community Ventures** uses impact investments, policy and advocacy, and direct grants to improve school readiness, youth success, and family economic mobility, with a geographic focus on Denver, Adams, Arapahoe and Jefferson counties. Gary was a key backer for Proposition 123, which dedicated state funding to affordable housing. They also support partners and innovators working to finance, build, and preserve housing, with an emphasis on home ownership and equity building for low income families.

- **Innovative financing.** The Denver Metro benefits from multiple innovative and experienced Community Development Financial Institutions (CDFIs) and a top-tier, sophisticated state Housing Finance Authority (HFA). The institutional structure for

financing is a strength; however many of the programs they offer are simply underfunded relative to demand.

- **Colorado Housing and Finance Authority (CHFA)** is the designated HFA for Colorado (created by the Colorado General Assembly in 1973) with a mission to “strengthen Colorado by investing in affordable housing and community development.” Their programs support homeownership (programs and lending direct to buyers), affordable rental housing (LIHTC, multifamily loan programs, etc.), business lending, and community partnerships.
- **Impact Development Fund** is a local CDFI focusing on mission-driven financing across Colorado. They provide consumer direct financing, non-profit facility financing, and commercial financing (including for affordable developers). They also partner with a wide range of non-profits and local governments to administer financing programs (e.g., downpayment assistance through the Metro DPA program, revolving loan funds, etc.)
- **Mercy Community Capital** is a national CDFI headquartered in Denver. Their CDFI arm focuses specifically on development financing (as opposed to direct-to-consumer services) providing “reliable, flexible funding to socially-responsible community developers in support of affordable housing and essential community infrastructure projects.”
- **The Dearfield Fund for Black Wealth** is a particularly unique financing program that provides up down-payment assistance to first-time homebuyers who have faced systemic barriers to owning a home.

Local Initiatives to Build **Political Will and Collective Action**

- **Local Housing Planning** has significantly increased throughout Colorado in recent years, sparked by increased awareness of housing needs and policy options as well as state programs such as IHOP, Prop 123, and the newly required Housing Needs Assessments and Action Plans. Forty-one of the 59 DRCOG Member Governments have a dedicated housing staff member or department, and about half of all Member Governments (28) have a recent, publicly available housing needs assessment or housing strategy in addition to the DRCOG RHNA.
- **Regional collaboration** models within the DRCOG region include:
 - Boulder County Regional Housing Partnership (BCRHP) was formed in 2016 and has long been a model of regional collaboration, including regional housing planning, strategy development, and setting regional, cross-jurisdictional goals for affordable housing production.
 - Jefferson County has recently increased its regional efforts through a Regional Housing Strategy (homelessness to homeownership), Jeffco

Housing Blueprint (workforce housing focus), Jeffco Housing Steering Committee, and cross-jurisdictional funding and coordination for housing navigation.

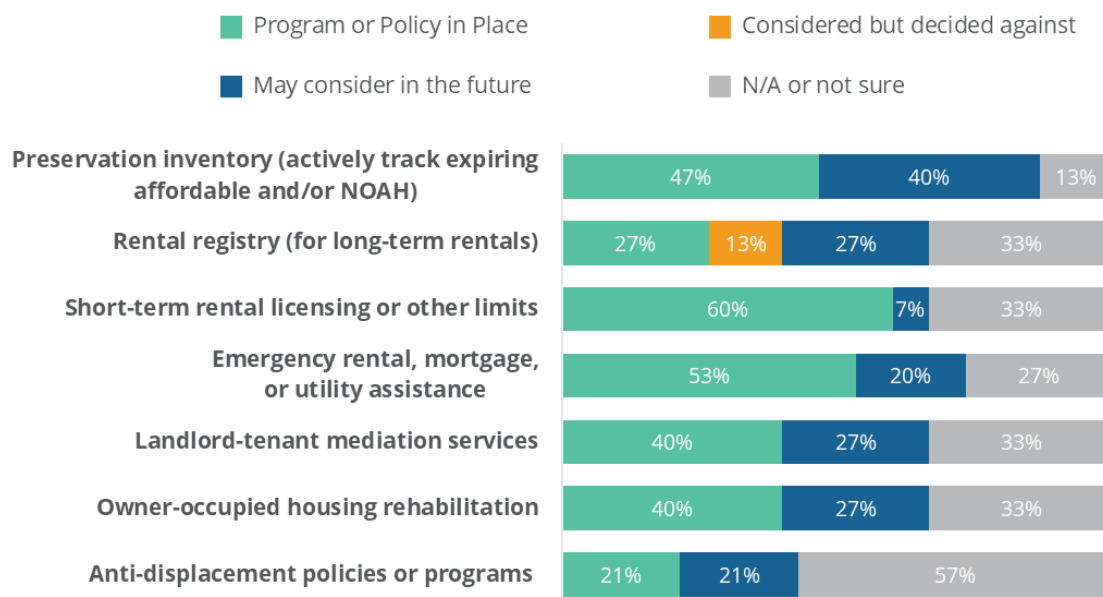
- Broomfield County hosts monthly meetings with local non-profit housing organizations, service providers, and City/County staff to improve overall collaboration including service delivery and strategy.
- The Tri-Cities Homelessness Policy Group is a cross-jurisdictional effort in Littleton, Englewood, and Sheridan to collectively address homelessness.
- Special interest collaborations such as Metro Denver Homeless Initiative and Neighborhood Development Collaborative also provide strong collaborative approach to addressing specific issues within the housing landscape.

■ **Advocacy/Education Efforts** throughout the metro include:

- Bell Policy Center research and webinars¹¹ are designed to tackle current issues in housing needs and policies by offering accessible research and perspective to media, partner groups, opponents, and thought leaders throughout the state.
- YIMBY (“yes in my back yard”) is a national organization with a local Denver chapter advocating for pro-housing efforts throughout the metro.
- The Jeffco Advocacy Network is a coalition of local residents who champion innovative, practical, and impactful solutions to providing the community’s essential needs—including affordable housing. Through collaboration they are working to drive community and civic engagement, public education, and local advocacy to address challenges.
- Various grassroots efforts typically focused on specific neighborhood or municipal initiatives.

■ **Preservation and Stabilization Efforts.** Local policies and programs that preserve affordable housing and/or stabilize low income households are common among DRCOG Member Governments (though typically underfunded relative to demand). Figure 2 shows survey respondents’ approach to a variety of preservation and stabilization efforts.

¹¹ <https://www.bellpolicy.org/housing/>

Figure 2. Preservation and Stabilization Efforts, Member Government Survey

Note: N=16.

Source: DRCOG Environmental Scan Mini-Survey, 2025



Appendix B

Best practices for regional housing coordination

DATE: May 15, 2025 (Revised December 29th)
TO: DRCOG
FROM: Taylor Burton, Mia Oscarsson, and Lee Ann Ryan ECONorthwest
SUBJECT: Best Practices for Regional Housing Coordination

This memorandum identifies best practices for regional coordination around housing production and preservation, focusing on common practices among Metropolitan Planning Organizations (MPOs) across the United States. It reflects a broad range of tools, policies, governance approaches, and implementation mechanisms that regional entities use to address housing challenges. The memo also integrates relevant local and regional practices identified through the Environmental Scan completed by Root Policy Research, grounding national best practices in the Denver region's existing efforts, gaps and opportunities.

The best practices presented in this memo are intended for educational and research purposes to inform the client and consultant teams as they develop the Regional Housing Strategy; not all practices identified will be suitable, feasible, or appropriate for implementation in the DRCOG region. Best practices highlighted in this memo are categorized into the five key barriers defined in the DRCOG Regional Housing Needs Assessment (RHNA) Appendix¹:

Land Use and Zoning	Availability of Infrastructure	Funding and Finance	Development Costs and Market Factors	Political Will and Collective Action
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Land Use and Zoning

Land use refers to the way in which land is utilized and managed, including how land should be allocated for various purposes, such as residential, commercial, industrial, agricultural, recreational, or conservation areas. Land use planning provides a vision for future development within neighborhoods, districts, towns, cities, counties, regions or other defined planning areas. Barriers related to land use and zoning often stem from restrictive local zoning codes, inconsistent regulations across jurisdictions, and discretionary review processes that limit or delay housing production.

Existing Regional Efforts: Land Use and Zoning

¹ Appendix D: Barriers to Housing Production

Eighteen DRCOG member jurisdictions have received DOLA HB21-1271 Innovative Affordable Housing Planning Grant Program Awards, state planning grants designed to support local governments with understanding their housing needs as well as promote and develop affordable housing.

Best Practices for Regional Land Use and Zoning Planning

Several regional entities have developed strategies to align land use and zoning plans across jurisdictions while supporting the production of more diverse and affordable housing types. These strategies include the following:

- ◆ Regional Housing Strategy Plans and Submarket Typologies
- ◆ Resources and Technical Assistance for Local Planning
- ◆ Data and Monitoring Tools to Inform Land Use Decisions
- ◆ Regional Housing Coalitions with Land Use Coordination Roles



Exhibit 1. Regional Land Use and Zoning Practices by MPO

Note: Each MPO strategy description is explained in further detail in the Appendix. Click the MPO strategy example to find the detailed Appendix description.

Strategy	ARC (Atlanta)	MACOG (South Bend)	MARC (Kansas City)	Metropolitan Council (MN)	Miami-Dade / MHFA	MORPC (Columbus)	Portland Metro / Welcome Home	PSRC (Seattle)	WFRC (Salt Lake City)
Regional Housing Strategy Plans and Submarket Typologies	Metro Atlanta Housing Strategy Toolkit with housing submarket typology mapping tool	Regional Housing Strategy Toolkit				Regional Housing Strategy with submarket typologies and Investment Allocation Portfolio		Regional Housing Strategy with Housing Opportunities by Place	
Resources and Technical Assistance for Local Planning	Comp Plan Review, Technical Assistance, and CBO Roster	Comp Plan Preparation assistance and engagement support		Housing Resource Hub, Comp Plan Review, and Tech Assistance		Housing Resource Hub and Technical Assistance Program		Housing Resource Hub and Comp Plan Consistency Tool	
Data and Monitoring Tools to Inform Land Use Decisions	Community profile data at the county and local level. Housing, population, and land mapping tool	GIS web tool and 2010 census tract population data	Housing Data Hub with census-travel level housing and demographic data	Parcel-level GIS data and Housing Performance Monitoring Data	Housing Affordability Tracker map and database of affordable housing projects	Regional Urban Model (GIS) housing market and population indicators.	Data resource center with mapping tools. Regional inventory of regulated affordable housing	Regional Housing Needs Assessment and housing, land use, population data web portal	Spatial datasets, grid-based maps, and ATO Calculator
Regional Housing Coalitions with Land Use Coordination Roles	Regional Housing Taskforce	Proposed Regional Housing Collaborative (land bank and housing trust fund)	Greater KC Regional Housing Partnership						

REGIONAL HOUSING STRATEGY PLANS AND SUBMARKET TYPOLOGIES

Regional housing strategies are coordinated, region-wide frameworks that guide how multiple jurisdictions and partners can work together to address shared housing challenges. They may attempt to align local housing policies, investments, and actions with regional goals by identifying priority needs, defining roles for regional and local actors, and recommending tools to increase housing supply, preserve affordability, and promote equitable access to housing across communities.

Regional strategies do not replace local authority over land use or housing decisions. Instead, they focus on coordination, alignment, and support, using data, incentives, technical assistance, partnerships, and accountability mechanisms to help jurisdictions collectively achieve outcomes that cannot be solved by any single community alone.

An RHS can take on many different forms. They may include zoning recommendations, model ordinances, development incentives, and land use reform templates. Some regional housing strategies include submarket typologies, which segment the region into housing submarkets or typologies that reflect local land use characteristics, market conditions, and housing needs. MPOs may provide strategies that are tailored to each submarket or neighborhood typology to reflect differences in housing demand, infrastructure capacity, and land use constraints. This enables regional housing policies to be more nuanced and place-specific, avoiding a one-size-fits-all approach while still grounding strategy in data-driven analysis.

RESOURCES AND TECHNICAL ASSISTANCE FOR LOCAL PLANNING

MPOs provide resources and tailored technical assistance to local jurisdictions to revise zoning codes, streamline permitting processes, or incorporate housing needs into land use plans. This support can include legal advice, staff time, toolkits, engagement facilitation, resource hubs, comprehensive plan preparation, and access to organization rosters for potential partnerships.

DATA AND MONITORING TOOLS TO INFORM LAND USE DECISIONS

MPOs provide dashboards, mapping tools, and performance metrics to support evidence-based planning and zoning decisions. Data dashboards and tools across each MPO included several combinations of the following information:

- ◆ **Housing Market Data:** including land availability, parcel data, development trends, housing supply and cost, shelter and supportive housing availability, cost burden rates, and/or lending data.
- ◆ **Community Demographics:** including current population, population forecast, employment, education, health, and/or income.

- ◆ **Contextual Information:** including flood maps, heat maps, and historical redlining maps.

REGIONAL HOUSING COALITIONS WITH LAND USE COORDINATION ROLES

Regional collaboratives, partnerships, or taskforces coordinate planning and land use activities to promote affordable housing development across the region. These partnerships often manage land banks or shared housing funds, pool staff or technical capacity, and align local zoning with shared goals for land use efficiency and affordability. Participating entities often include county and city representatives, non-profit organizations, housing authorities, and community foundations, with the MPO taking the lead or facilitation role.



Availability of Infrastructure

Infrastructure refers to the fundamental facilities and services that support a community's development and operation. In the context of housing, key infrastructure includes transportation networks such as roads, public transit, sidewalks, and bikeways; water and sewer systems; stormwater management systems for collecting and treating runoff; energy sources such as electricity and natural gas; and community facilities such as schools and parks.

Existing Regional Efforts: Infrastructure Availability

Common approaches to addressing infrastructure barriers are siting affordable housing production where infrastructure is already available or using the Comprehensive Planning process to drive production where it is available. In addition, as part of the state Housing Needs Assessment requirement, the Department of Local Affairs evaluates water capacity in relation to housing production forecasts.²

Best Practices for Regional Infrastructure Support

Several regional entities have developed strategies to ensure that existing infrastructure can handle increased growth and housing development. These strategies include the following:

- ◆ Integrated Transportation and Land Use Planning
- ◆ Incentivized Transit-Oriented Development
- ◆ Infrastructure Funding Tied to Housing Goals
- ◆ Utility and Water Resources Planning Aligned with Housing Needs
- ◆ Site Readiness and Pre-development Infrastructure Support
- ◆ Climate and Resilience-Oriented Infrastructure Planning

² Root Policy Research. Environmental Scan. 2025. Prepared for DRCOG Regional Housing Strategy Project Team.



Exhibit 2. Regional Infrastructure Practices by MPO

Strategy	ARC (Atlanta)	MACOG (South Bend)	MARC (Kansas City)	Metropolitan Council (MN)	Miami-Dade / MHFA	MORPC (Columbus)	Portland Metro / Welcome Home	PSRC (Seattle)
Integrated Transportation and Land Use Planning	<u>Community Development Assistance Program</u>		<u>Corridor investments in CEDS connect housing and jobs</u>	<u>Imagine 2050 integrates transportation, land use, housing</u>		<u>Corridor Concepts Report</u>	<u>2040 Growth Concept focuses infrastructure in centers/corridors</u>	<u>VISION 2050 aligns housing with transportation investments</u>
Incentivized Housing and Transit-Oriented Development	<u>Livable Centers Initiative to fund zoning aligned with regional growth strategies.</u>			<u>LCA grants linked to zoning changes and housing near transit.</u>	<u>General funds and surtax support utility/sewer for affordable projects</u>		<u>Planning and Development Grants, Affordable Housing Bond and 2040 Growth Concept.</u>	
Utility and Water Resource Planning Aligned with Housing Needs				<u>Imagine 2050 Water Policy Plan; Subregional Water Supply Plans</u>		<u>Water Quality Management Plans coordinated with growth</u>	<u>Watershed and supply planning tied to urban growth boundaries</u>	<u>Stormwater and watershed planning guidance in comp plans</u>
Site Readiness and Predevelopment Infrastructure Support		<u>Strategy support: Land banking and site cleanup</u>			<u>Development Inflation Adjustment Fund</u>		<u>Site Readiness Toolkit supports housing feasibility</u>	
Climate and Resilience-Oriented Infrastructure Planning			<u>Electric grid and broadband expansion for resilience and access</u>	<u>Imagine 2050 Housing and Water Plan emphasizes climate-resilient infrastructure</u>			<u>Planning toolkit includes green infrastructure and watershed health</u>	

INTEGRATED TRANSPORTATION AND LAND USE PLANNING

MPOs align transportation planning and investments with housing and land use goals by using regional plans to encourage housing development and land use changes near current and planned transportation infrastructure. MPOs may also provide technical assistance or review local plans to ensure alignment with regional transportation and housing priorities.

INCENTIVIZED HOUSING AND TRANSIT-ORIENTED DEVELOPMENT (TOD)

MPOs support zoning and land use changes near high-capacity transit stations by offering funding or other incentives for transit-oriented development. This may include grants, density bonuses, and infrastructure investment focused on TOD corridors, and often targets affordable housing development in walkable, transit-accessible areas.

Some MPOs and regional partnerships offer competitive infrastructure funding for jurisdictions that adopt housing-supportive policies, such as zoning for higher densities, affordability requirements, or TOD and funding for housing development. This approach uses funding as a lever to encourage policy reform and strategic land use decisions.

UTILITY AND WATER RESOURCE PLANNING ALIGNED WITH HOUSING NEEDS

Regional agencies conduct water, sewer, and stormwater planning that is explicitly connected to land use and housing strategies. These plans guide infrastructure capacity upgrades, help manage growth sustainably, and ensure that utility constraints do not inhibit affordable or infill housing development.

SITE READINESS AND PREDEVELOPMENT INFRASTRUCTURE SUPPORT

Some MPOs recommend and support site preparation for development - such as through environmental clean-up, demolition, and utility connections - to reduce predevelopment barriers. These are especially helpful for affordable housing by lowering upfront costs and reducing risks for developers. MPOs might support local jurisdictions through site readiness toolkits or by providing funds to assist with materials costs and utility shortfalls.

CLIMATE AND RESILIENCE-ORIENTED INFRASTRUCTURE PLANNING

Some MPOs are integrating climate goals and resilience planning into infrastructure strategies, aligning sustainability goals with growth and housing strategies. This includes decarbonization of utilities, green infrastructure, and climate-resilient housing development.

Funding and Finance

The terms "funding" and "financing" are often used interchangeably, but there is an important difference between the two. Funding describes the ultimate sources of money to pay for development costs and generally comes from private developers (for-profit or nonprofit) and investors or public sector partners (whether from local revenue sources, state funds, or federal funds). For affordable housing especially, the limited amount of funding available from all sources is the primary challenge to ramping up construction and preserving the affordable housing that already exists.

Financing describes mechanisms to distribute funding, such as loans, grants, and equity investments (among others). The features and requirements of different financing tools have implications for development costs, and some tools are better suited—or restricted, as in the case tax credits—to certain kinds of development. Even jurisdictions that have limited sources of funding may be able to adjust how they finance development to better leverage funds to meet housing production needs.



Existing Regional Efforts: Funding and Finance

Of the fifty-nine DRCOG member jurisdictions, forty-two have officially committed to Proposition 123 which includes a requirement to increase existing affordable housing units by 3 percent per year and an expedited review for affordable housing. Collectively, the Prop 123 production commitments for DRCOG member governments are 12,650 affordable units annually.

Multiple public, philanthropic, and financial actors in the DRCOG region are actively supporting affordable housing. At least seven DRCOG member jurisdictions have a local funding source dedicated to housing, with more allocation of General Funds to specific affordable housing efforts. Sources of dedicated funding include sales tax, property tax, lodging tax, short term rental tax, affordable housing linkage or impact fees, and development authorities.³

Foundations that are supporting housing efforts in the Denver region include the Colorado Health Foundation, which invests in housing based on its link with health; Colorado Gives Foundation, which provides grant funding in Jefferson County and statewide nonprofits; Gates Family Foundation, which allocates endowment dollars for affordable housing site acquisition; and Gary Community Ventures, a key backer for Proposition 123 focused on youth success and family economic mobility.

Larger institutions active in the region include the Colorado Housing and Finance Authority, with programs that support homeownership and affordable rental housing; Impact Development Fund, a local community development financial institution (CDFI) providing consumer, nonprofit facility, and commercial financing; Mercy Community Capital, a national CDFI based in Denver focused on affordable development; and the Dearfield Fund for Black Wealth, which provides down-payment assistance to first-time homebuyers facing systemic barriers.

Best Practices for Regional Housing Funding and Finance

MPOs use a variety of regional funding and finance strategies to ensure housing development happens across the region, including:

- ◆ Dedicated Regional Housing Funds for Bond Programs
- ◆ Philanthropic and Private Capital Integration
- ◆ Incentivized Housing Performance Metrics for Funding Access

³ Root Policy Research. Environmental Scan. 2025. Prepared for DRCOG Regional Housing Strategy Project Team.



Exhibit 3. Regional Funding and Financing Practices by MPO

Strategy	ARC (Atlanta)	MACOG (South Bend)	MARC (Kansas City)	Metropolitan Council (MN)	Miami-Dade / MHFA	MORPC (Columbus)	Portland Metro / Welcome Home	PSRC (Seattle)
Dedicated Regional Housing Funds or Bond Programs					<u>NOAH Grant for housing rehabilitation needs.</u>	<u>Housing Advisory Board, Franklin County Bond program; Competitive Advantage Projects</u>	<u>Several bonds passed for housing development, supportive housing</u>	
Philanthropic and Private Capital Integration		<u>Regional Attainable Housing Investment Fund</u>	<u>LISC and foundations support capital and ecosystem development</u>					
Incentivized Housing Performance Metrics for Funding Access	<u>LCI funding for housing near transit</u>			<u>Housing Performance Scores (HPS) track affordable housing production for LCA grant eligibility.</u>				

DEDICATED REGIONAL HOUSING FUNDS OR BOND PROGRAMS

MPOs or regional entities establish and manage large-scale housing funds—often capitalized through public bonds, general funds, or pooled contributions from local governments. These funds offer predictable and flexible sources of gap financing for affordable housing. They are typically deployed across jurisdictions to support acquisition, new construction, and preservation.

PHILANTHROPIC AND PRIVATE CAPITAL INTEGRATION

Some MPOs and regional housing partnerships work with philanthropic organizations, CDFIs, and private lenders to fill funding gaps, de-risk early stages of development, and support smaller or community-based developers.

INCENTIVIZED HOUSING PERFORMANCE METRICS FOR FUNDING ACCESS

Some MPOs use scoring systems or eligibility requirements based on housing production, affordability levels, or alignment with regional goals to prioritize funding distribution. This links financial incentives to housing outcomes and encourages proactive local participation.



Development Costs and Market Factors

The most important factor determining whether and what kind of housing gets built in our communities is financial feasibility. Both for-profit and nonprofit developers need the expected revenues of a finished project to at least cover the cost of repaying loans, providing a return on any investor equity, and covering their staffing and operational expenses. Local policies contribute to total project costs—regulations governing the size, unit density, materials and other design factors all affect a project budget. At the same time, broader market conditions influence the basic costs of development in ways that can make housing more expensive or less likely to be built.

Existing Regional Efforts: Development Costs/Market Factors

The Denver metro region is supported by a strong network of affordable housing implementation partners, including developers, nonprofit organizations, and public housing authorities. Among DRCOG member jurisdictions responding to the environmental scan mini-survey, primary tools used to address development costs and market barriers include development incentives, land banking and land donation, and affordability requirements:

- ◆ Two-thirds of jurisdictions have an incentive program in place for affordable housing, with others offering incentives on a case-by-case basis. This may look like gap financing, reducing or waiving fees, expedited review, zoning variances, or parking reductions.
- ◆ 20 percent report formal land banking or donation programs, while another 27 percent use this tool occasionally or on a case-by-case basis.
- ◆ There are seven active inclusionary housing programs in the Denver metro, with affordability set-asides ranging from 5 to 25 percent of total units; three additional jurisdictions are currently drafting or considering affordability requirements.⁴

Lower cost construction methods and housing types are also being advanced. Modular construction can reduce development costs by 10 to 20 percent; and the state's Innovative Housing Incentive Program awarded financing to two modular housing manufacturers in the Denver metro. The City of Boulder partnered with its school district and Habitat for Humanity to open a modular factory. Manufactured housing similarly offers a cost-efficient pathway to affordability, with six resident owned manufactured

⁴ Root Policy Research. Environmental Scan. 2025. Prepared for DRCOG Regional Housing Strategy Project Team.



housing communities in the DRCOG region and another six owned by local governments or nonprofits.

Preservation initiatives focus on retaining naturally occurring affordable housing. Regional efforts include the City of Wheat Ridge receiving \$2 million in federal funding to provide grants for rental unit upgrades in exchange for affordable rents, and the City of Boulder considering a per-square-foot demolition fee as a preservation strategy to disincentivize scrapes.

In addition, several community land trusts operate in the Denver metro at neighborhood and statewide levels, including the Tierra Colectiva Land Trust, and elevation Community Land Trust. Thistle Community Housing, Habitat for Humanity, and the Urban Land Conservancy.

Best Practices for Regional Development Support

There are several common practices for supporting development that is in line with regional objectives, including:

- ◆ Development Incentives
- ◆ Public-Private Partnerships and Cost Sharing
- ◆ Leveraging Public Land and Land Banking for Affordability

Exhibit 4. Regional Development Support Practices by MPO

Strategy	ARC (Atlanta)	MACOG (South Bend)	MARC (Kansas City)	Metropolitan Council (MN)	Miami- Dade / MHFA	MORPC (Columbus)	Portland Metro / Welcome Home	PSRC (Seattle)
Development Incentives Aligned with Regional Priorities	<u>Technical assistance to implement zoning incentives and reduced regulatory barriers</u>			<u>Incentive zoning strategies (increased site coverage, density bonuses, TOD incentives)</u>		<u>Local Housing Action Agendas include zoning and permitting tools.</u>	<u>Development fee waivers and zoning bonuses, each of which are paired with affordability requirements.</u>	
Public-Private Partnerships and Cost Sharing			<u>LISC partnership facilitates public-private housing models</u>	<u>Joint development encouraged for TOD/LCA projects</u>			<u>Developer partnerships supported for bond-funded projects</u>	



Leveraging Public Land and Land Banking for Affordability		Regional land bank and regional housing trust fund					Bond supports public land acquisition.	
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DEVELOPMENT INCENTIVES ALIGNED WITH REGIONAL PRIORITIES

Regional organizations help structure or advise on local incentives such as density bonuses, parking reductions, expedited permitting, increased site coverage, and development fee waivers, to reduce per-unit development costs. MPOs also offer planning tools and technical assistance to local governments to assist with implementation.

PUBLIC-PRIVATE PARTNERSHIPS AND COST SHARING

MPOs facilitate or promote partnerships between public agencies and private developers to share risk, pool capital, and coordinate infrastructure delivery. Regional organizations might facilitate partnerships through a funding mechanism like a bond that supports public land acquisition, or through a program partnership with a nonprofit organization that offers grants, technical assistance, advocacy, and strategy pilot support. These partnerships often make housing development feasible in infill areas or high-cost submarkets by combining land, financing, and permitting support.

LEVERAGING PUBLIC LAND AND LAND BANKING FOR AFFORDABILITY

Regional actors identify and prioritize the use of publicly owned land or land acquired through land banks for affordable housing development. This reduces the cost of development and creates long-term affordability opportunities, especially in high-cost or high-opportunity areas.

Political Will and Collective Action

Beyond official rules, processes, and market factors, political will and collective action play crucial roles in shaping the local and regional housing landscape. Political will, or the commitment of key stakeholders and elected officials, is essential for enacting policies and allocating resources that support housing development. A lack of political will can derail even well-intended efforts to meet housing needs. Similarly, collective action by community members and advocacy groups can either push housing initiatives forward or oppose development due to concerns related to growth and change.



Existing Regional Efforts: Political Will and Collective Action

The Colorado Housing Affordability Project, an advocacy organization composed of professionals and academics in the state, outlines best practices in land use and zoning reform for housing diversity and affordability. In 2024, much of their policy platform was addressed through state legislation.⁵

An increased awareness of housing needs through state programs such as the Innovative Housing Incentive Program (IHIP), Prop 123, and Housing Needs Assessments and Action Plans have significantly increased local housing planning efforts. Forty-one of the DRCOG member jurisdictions have a dedicated housing staff member or department and twenty-eight have a recent, publicly available housing needs assessment or housing strategy in addition to the DRCOG RHNA.⁶

Regional collaboration models within the Denver metro include Boulder County Regional Housing Partnership formed in 2016; Jefferson County through its Jeffco Housing Steering Committee, Regional Housing Strategy, and Jeffco Housing Blueprint; Broomfield County which hosts monthly meetings with affordable housing implementation partners; the Tri-Cities Homelessness Policy Group which consists of Littleton, Englewood, and Sheridan; and special interest collaborations such as the Metro Denver Homeless Initiative and Neighborhood Development Collaborative.

Advocacy and education efforts in the region include Bell Policy Center research and webinars focused on issues in housing needs and policies; YIMBY (“Yes In My Backyard”) as a national organization with a local Denver chapter advocating for pro-housing efforts; the Jeffco Advocacy Network as a coalition of local residents driving engagement on affordable housing; and other grassroots efforts focused in specific neighborhoods.

Local policies and programs that preserve affordable housing and stabilize low-income households are common among DRCOG member jurisdictions, with the environmental scan mini-survey illustrating over half of respondents have a program or policy in place for short-term rental licensing or emergency financial assistance for rent, mortgage, or utility costs.

⁵ Root Policy Research. Environmental Scan. 2025. Prepared for DRCOG Regional Housing Strategy Project Team.

⁶ Root Policy Research. Environmental Scan. 2025. Prepared for DRCOG Regional Housing Strategy Project Team.



Best Practices for Political Will & Action

Regional organizations can increase political will and facilitate collective action that supports regional goals and housing objectives through a number of approaches:

- ◆ Leadership Academies and Elected Official Engagement
- ◆ Public Education and Regional Housing Forums / Training
- ◆ Public Education and Engagement Campaigns
- ◆ Accountability Mechanisms and Public Reporting



Exhibit 5. MPO Strategies to Increase Political Will and Collective Action

Strategy	ARC (Atlanta)	MACOG (South Bend)	MARC (Kansas City)	Metropolitan Council (MN)	Miami-Dade / MHFA	MORPC (Columbus)	Portland Metro / Welcome Home	PSRC (Seattle)
Leadership Academies and Elected Official Engagement	<u>Housing Leadership Academy for elected officials</u>			<u>Engages local governments through planning review and implementation support</u>			<u>Welcome Home Coalition four-session advocacy training for people with lived experience</u>	
Regional Housing Forums and Trainings	<u>Co-hosts Atlanta Regional Housing Forum with partners</u>		<u>Hosts trainings and events for stakeholders</u>			<u>Regional Housing Strategy Speaker Series for cross-jurisdictional learning</u>		
Stakeholder Committees and Regional Task Forces	<u>Regional Housing Task Force with quarterly meetings</u>		<u>Convenes city and county governments in Missouri and Kansas</u>	<u>Nine advisory committees for each planning focus area</u>				
Public Education Campaigns					<u>The Housing Nexus convenings and youth-led engagement</u>		<u>Hosts summits, listening sessions, and policy briefings</u>	
Accountability Mechanisms and Public Reporting				<u>Housing Performance Scores (HPS) and Housing Policy and Production Survey</u>		<u>Regional Housing Resource Hub with data dashboard</u>		

LEADERSHIP ACADEMIES AND ELECTED OFFICIAL ENGAGEMENT

Some MPOs offer programs designed to build housing literacy and commitment among elected officials and civic leaders. These programs typically include cohort-based academies or leadership training efforts that help officials and the public understand the housing landscape, share policy solutions, and collaborate across jurisdictions.

REGIONAL HOUSING FORUMS AND TRAININGS

Regional organizations might facilitate or support recurring convenings of stakeholders—such as planners, developers, nonprofits, advocates, and community members—to exchange best practices, surface challenges, and sustain momentum on affordable housing. These forums build trust, normalize policy innovation, and generate peer support for bold action.

STAKEHOLDER COMMITTEE AND REGIONAL TASK FORCES

MPOs may include standing or ad hoc committees and task forces that convene local governments, housing agencies, and nonprofits to align strategies, share information, and make regional recommendations. These help sustain cross-jurisdictional political alignment and policy momentum.

PUBLIC EDUCATION CAMPAIGNS

Efforts to increase public understanding of housing challenges and build broad support for solutions. These campaigns use storytelling, housing data, lived experience, and values-based messaging to build trust, counter misinformation, and activate residents in support of policy change.

ACCOUNTABILITY MECHANISMS AND PUBLIC REPORTING

Some MPOs use scorecards, dashboards, or public reports to show local progress on housing goals. These tools increase transparency, encourage peer comparison, and provide advocates and elected officials with shared metrics for tracking implementation and political responsiveness.

Appendix

This appendix serves as a reference document with more detailed descriptions of each specific Metropolitan Planning Organization (MPO) strategy referenced in the matrix tables throughout the memorandum. MPOs discussed in the memorandum and appendix include the following:

- ◆ Atlanta Regional Council (ARC), Atlanta
- ◆ Michiana Area Council of Governments (MACOG), South Bend
- ◆ Mid-America Regional Council (MARC), Kansas City
- ◆ Metropolitan Council, Minneapolis
- ◆ Miami-Dade County and Miami Homes for All, South Florida
- ◆ Mid-Ohio Regional Planning Commission (MORPC), Columbus
- ◆ Portland Metro and Welcome Home Coalition, Portland
- ◆ Puget Sound Regional Council (PSRC), Seattle
- ◆ Wasatch Front Regional Council (WFRC), Salt Lake City



Land Use and Zoning

REGIONAL HOUSING STRATEGY PLANS AND SUBMARKET TYPOLOGIES

ARC (Atlanta)

The Metro Atlanta Housing Strategy Toolkit is an entirely online strategy toolkit intended to help local governments better understand their housing challenges through data and address them with actionable strategies. The six overarching strategies in the toolkit focus on increasing housing supply, preserving affordability, expanding capital resources, promoting housing stability, developing leadership/collaboration, and reducing housing/transportation cost. Each strategy area comes with a list of related resources that explore both internal documentation of what ARC is doing to support the strategy and external resources that local governments can use to guide their work.⁷

Subregional Housing Typology

The Metro Atlanta Housing Strategy Toolkit comes with a housing submarket typology mapping tool. It includes 10 housing submarkets across the region. These housing submarkets help localities tailor zoning recommendations to the character and capacity of each submarket (e.g., infill, greenfield, suburban retrofit). They also help cities understand what kinds of housing and densities are feasible and aligned with regional goals.⁸

MACOG (South Bend)

MACOG developed a Regional Housing Strategy Toolkit that municipalities and counties can use to inform housing planning, policy making, and investment activities. Most of the strategies are specifically for municipalities and counties, but there are a couple that identify MACOG as having an integral role, including taking a leadership role in developing coordinated development standards and providing a housing database.⁹

⁷ Metro Atlanta Housing Strategy Toolkit. <https://metroatlhousing.org/>

⁸ Metro Atlanta Housing Strategy Toolkit: Submarkets. <https://metroatlhousing.org/submarkets/>

⁹ MACOG Regional Housing Study Dashboard: <https://communityscale.github.io/MACOG/>



MORPC (Columbus)

The MORPC Regional Housing Strategy identifies strategic focus areas for housing in the Central Ohio region and contains an implementer's toolkit that identifies what actions local leaders can take to address regional housing issues. Alongside the RHS, MORPC works with each local government in Central Ohio to co-develop Local Housing Action Agendas (LHAAs) that include specific zoning and land use changes needed to meet regional housing goals. LHAAs are informed by regional housing need/forecasts, submarket analysis, displacement risk analysis, opportunity mapping, and community engagement.¹⁰

Subregional Housing Typology

The Regional Housing Strategy toolkit includes a section that defines housing submarket typologies and assigns each community in Central Ohio to one submarket typology. Each typology definition includes a strategy recommendation and list of impacts that relevant communities should consider when drafting housing actions. The toolkit is also available via the Housing Resource Hub as a web-based tool with a map. It can be sorted by city/township, housing submarket, core housing issue, and action type.

Investment Allocation Portfolio

The Regional Housing Strategy also includes an Investment Allocation Portfolio (IAP). This IAP is designed to show how Central Ohio's current housing investments are allocated relative to regional housing needs and priorities. It summarizes existing resources, barriers impacting the effectiveness of resources, and key financing gaps.

¹⁰ MORPC. Regional Housing Strategy. 2020. <https://www.morpc.org/programs-services/regional-housing-strategy/>



PSRC (Seattle)

VISION 2050 is PSRC's multi-county regional plan for growth. Within the plan, there is a Housing Element guide, which includes strategies for local actions to preserve, improve, and expand housing stock in the region. The playbook is designed to support upcoming local comprehensive plan updates. It intends to support the Growth Management Act and VISION 2050 while recognizing the roles local jurisdictions, agencies, and partners play in preserving and expanding affordable and market-rate housing.¹¹

Subregional Housing Typology

Alongside the Regional Housing Strategy, PSRC provides Housing Opportunities by Place (HOP), which is an interactive mapping tool that connects recommended policy strategies to different jurisdictions in the region based on their typology. Users can explore each jurisdiction on the map to see which policy strategies are recommended in that area. Policy strategies cover investment opportunity, accessibility, housing choice, affordability, diversity, and access to single-family neighborhoods.¹²

RESOURCES AND TECHNICAL ASSISTANCE FOR LOCAL PLANNING

ARC (Atlanta)

Comprehensive Plan Review and Guidance

ARC staff are required by various federal and state laws and regulations to review and comment on proposed developments, comprehensive plans, and applications for federal assistance in the Atlanta region. ARC reviews and comments on these items in an effort to facilitate intergovernmental coordination and conformity to regional plans. As part of the review, ARC can provide guidance on vision and goal setting, identifying local assets, workshop and forum facilitation, and checking for comprehensive plan completeness/consistency with regional goals.¹³

Technical Assistance (Application Based)

ARC has a Community Development Assistance Program that provides planning assistance to select local governments, CIDs, and nonprofits in the metro Atlanta region that have projects or activities aligning with the goals of the ARC's regional planning initiatives. The ARC chooses projects based on staff capacity, project alignment with the program's guiding principles, and more. Among the six priority issue areas are housing affordability and creative placemaking.¹⁴

¹¹ PSRC. VISION 2050 Planning Resources: Housing Element Guide. 2023. <https://www.psrc.org/media/7224> ¹² PSRC. Housing Opportunities by Place. <https://www.psrc.org/our-work/housing-typology>

¹³ ARC. Plan Reviews. <https://atlantaregional.org/what-we-do/community-development/plan-reviews/>

¹⁴ ARC. Community Development Assistance Program. <https://atlantaregional.org/what-we-do/community-development/community-development-assistance-program/>



CBO Roster	ARC's Community Development team provides an online list of Community Business Organizations (CBOs) within the Atlanta region. The intent of the roster is to help users find partners for future proposals, projects, and community engagements. Users can filter the list by county and city. ¹⁵
MACOG (South Bend)	
Comprehensive Plan Preparation	MACOG prepares comprehensive plans on behalf of local governments, often with their assistance and alongside engagement with business leaders and community members. These plans help identify synergies between community programs, projects, and assets and include implementation tools surrounding land use and zoning. ¹⁶
Metropolitan Council (MN)	
Housing Resource Hub	PlanIt is the Metropolitan Council's effort to provide educational opportunities for the 2040 comprehensive plan update process. PlanIt includes webinars, workshops, and conferences. We are also expanding the Local Planning Handbook's online resources with a series of online tutorials and expert articles on all things related to comprehensive planning. The 2017 program will focus on topics that help you get more out of your plan. It's unclear whether this program will be updated to support planning efforts that fulfill the Imagine 2050 plan – as of now, there's no new program for Imagine 2050. ¹⁷
Comprehensive Plan Review and Technical Assistance	Metropolitan Council requires cities, townships and counties in the seven-county area to prepare comprehensive plans as required by the Metropolitan Land Planning Act. Metropolitan Council staff support comprehensive plan development through a coordinated review of plans and technical assistance, including best practices recommendations and implementation guidance tied to housing performance metrics. ¹⁸

¹⁵ ARC. Atlanta Metro Region Community-Based Organizations. <https://atlantaregional.org/what-we-do/community-development/community-development-assistance-program/atlanta-metro-region-community-based-organizations-cbos/>

¹⁶ MACOG. Community Development. https://www.macog.com/community_development.html

¹⁷ Metropolitan Council. PlanIt. <https://metro council.org/Handbook/PlanIt.aspx?>

¹⁸ Metropolitan Council. Comprehensive Planning. <https://metro council.org/Communities/Planning/Local-Planning-Assistance/Comprehensive-Planning.aspx>



MORPC (Columbus)

Housing Resource Hub

The housing resource hub that holds the implementers toolkit also includes a repository of recordings for the MPO's Regional Housing Speaker Series. Users can watch recordings of thought leaders discussing housing challenges and innovative solutions.¹⁹

Technical Assistance Program (Application Based)

MORPC provides assistance to eligible MORPC members for community-based planning services that help advance regional goals and strategies identified in the Metropolitan Transportation Plan. Interested members and local governments can apply for technical assistance through a competitive application process. Technical assistance could include documenting existing conditions, compiling all concurrent plans, development activities, or best practices, engaging and educating stakeholders, and identifying opportunities or recommendations.²⁰

PSRC (Seattle)

Housing Resource Hub

PSRC offers a housing resource hub via their Housing Innovations Program (HIP). The HIP is a collection of planning literature and case studies that local governments can access to inform their housing affordability and housing choice planning.²¹

Consistency Worksheet

PSRC provides a VISION 2050 Consistency Tool for cities and counties to ensure they have properly integrated Vision 2050 into their local comprehensive plans. Specifically, it provides a crosswalk between Vision 2050's multicounty planning policies and local plan policy objectives.²²

DATA AND MONITORING TOOLS TO INFORM LAND USE DECISIONS

ARC (Atlanta)

ARC provides community profile data at the county and local level, including population, employment, housing, education, health, income, and 2050 forecast data. ARC also includes mapping tools that provide population, housing demand, and land capacity information for counties and local jurisdictions.²³

¹⁹ MORPC. Core Regional Housing Issues and Priority Actions. <https://www.morpc.org/regional-housing-strategy-online-resource-hub/>

²⁰ MORPC. Technical Assistance Program. <https://www.morpc.org/programs-services/technical-assistance-program/>

²¹ PSRC. Housing Innovations Program. <https://www.psrc.org/our-work/housing-innovations-program-hip> ²² PSRC. Vision 2050 Consistency Tool for Local Comprehensive Plans. 2022. <https://www.psrc.org/sites/default/files/2022-09/psrc-compplanconsistencytool-2022.pdf>

²³ ARC. Interactive Data and Mapping Tools. <https://atlantaregional.org/what-we-do/research-and-data/interactive-data-mapping-tools/> ; ARC Resources. <https://atlantaregional.org/resources/>



MACOG (South Bend)

MACOG hosts a GIS web tool with a property viewer for Elkhart and St. Joseph County and 2010 census tract data on population for several jurisdictions in the region.²⁴

MARC (Kansas City)

MARC provides a Housing Data Hub with census-tract level demographic and household data, housing supply, cost, cost burden, and lending data, and historical redlining maps for each involved jurisdiction. They also produce literature and reports to help understand existing challenges and opportunities across the region.²⁵

Metropolitan Council (MN)

Data

Provides GIS data for the seven-county area with development trends along transit, publicly owned parcel data, flood and heat maps, and more. Metropolitan Council also provides census data on demographic and housing trends, as well as long-range forecasts of population, household, and job growth for the county and local level all throughout the region.²⁶

Housing Performance Monitoring Data

Metropolitan Council uses a Housing Policy and Production Survey that collects data and information about a city or township's housing and affordable housing production/preservation, shelter and supportive housing, and Housing Action Plans. Cities and townships participating in the Livable Communities Act program can meet the requirements of reporting annual ALHOA spending and completion of Housing Action Plan through this survey.²⁷

²⁴ MORPC. Maps and Data. <https://maps-macog.hub.arcgis.com/>

²⁵ Greater Kansas Regional Housing Partnership. Housing Data Hub. <https://kcrhp.org/housing-data-hub/>

²⁶ Metropolitan Council. Research, Data, and Maps. <https://metrocouncil.org/Data-and-Maps.aspx>

²⁷ Metropolitan Council. Housing Policy and Production Survey. <https://metrocouncil.org/Housing/Planning/Affordable-Housing-Measures/Housing-Policy-and-Production-Survey.aspx>



Miami-Dade / MHFA

Data

Miami-Dade County provides a Housing Affordability Tracker map with data on the number of affordable units and workforce units available in the Miami-Dade County area. It shows the development status, type of construction, and other development information.²⁸

Housing Performance Monitoring Data

Miami Homes for All created and analyzed a database of affordable housing projects in Miami-Dade County's pipeline that do not have financing. They produced a report that details how much and what type of funding the pipeline of projects will need to meet the housing need in the county.²⁹

MORPC (Columbus)

MORPC's Regional Urban Model (GIS tool) can be used for scenario planning, development tracking, and zoning and land use collaboration; the tool includes indicators such as existing housing units, housing vacancy, population change/density, projected jobs created, projected daily ridership, etc.³⁰

Portland Metro / Welcome Home

Portland Metro created a Data Resource center with data, analysis, and mapping applications to support decision-making. Also provides a regional inventory of regulated affordable housing and regional population forecasts for the urban growth boundary.³¹

PSRC (Seattle)

In 2022, PSRC produced a Regional Housing Needs Assessment that provided data and analysis of housing need within the Puget Sound region. Alongside the needs assessment, PSRC offers current housing, land use, and population data through a web portal tool, with some data available by county and subareas in each county. PSRC also provides land use model called UrbanSim that provides projections of future population/employment and models scenarios of land use plan impacts cities, counties, and other geographies.³²

²⁸ Miami-Dade County. Housing Affordability Tracker. <https://www.miamidade.gov/global/housing/home.page>

²⁹ Miami Homes for All. Accelerating Affordable Housing in Miami-Dade. <https://www.miamihomesforall.org/accelerating-affordable-housing>

³⁰ MORPC. Regional Urban Model. <https://public.morpc.hub.arcgis.com/apps/72cf70c7913f417ebb41f4b726a975de/explore>

³¹ Portland Metro. Data Resource Center. <https://www.oregonmetro.gov/what-metro-does/tools-and-data/data-resource-center>

³² PSRC. Regional Housing Needs Assessment. 2022. <https://www.psrc.org/media/3788>



WFRC (Salt Lake City)

Wasatch Front Regional Council (WFRC) provides spatial datasets to measure job and housing intensity as well as grid-based maps and an Access to Opportunities (ATO) Calculator to visualize accessibility and housing opportunities. The ATO calculator informs the MPO's Transportation Improvement scoring and Regional Transportation Plan phasing.³³

REGIONAL HOUSING COALITIONS WITH LAND USE COORDINATION ROLES

ARC (Atlanta)

ARC facilitates the Regional Housing Taskforce. This taskforce meets quarterly as a space for cities, counties, non-profit organizations, and housing authorities to discuss housing policies and best practices, and for practitioners to leverage their individual programs and capabilities regionally.³⁴

MACOG (South Bend)

MACOG plans to convene the Regional Housing Collaborative, a proposed land bank and housing trust fund, to address unmet and underserved household income segments through housing production. The MPO has not defined what entities would be involved in the RHC, but the proposal for the RHC was developed by the Community Foundations of Elkhart, St. Joseph, and Marshall Counties.³⁵

MARC (Kansas City)

MARC facilitates the Greater Kansas City Regional Housing Partnership, which is led by MARC and LISC Greater Kansas City. This partnership facilitates institutional collaboration on housing production, land use planning, and resource sharing. MARC does not provide a list of the members involved in the RHP Strategy Committee, aside from the co-chairs who represent Johnson County and the City of Kansas City.³⁶

³³ WFRC. Access to Opportunities. <https://wfrc.utah.gov/maps-data/access-to-opportunities/#:~:text=Access%20to%20opportunities%2C%20also%20referred,centers%2C%20recreation%2C%20and%20entertainment> (This webpage is currently being updated, so it is temporarily unavailable. This is the only link WFRC provides for this page).

³⁴ ARC. Regional Housing Taskforce. <https://atlantaregional.org/what-we-do/housing/regional-housing-taskforce/>

³⁵ MACOG. Regional Land Bank and Housing Trust Fund. <https://docs.google.com/document/d/1JpiwiQUxLuRoFLLq4kWWnL18oPPs9no5RODP-OGuOg/edit?tab=t.0#heading=h.jc2rvgx0oc8h>

³⁶ MARC. Housing. <https://www.marc.org/economy-housing/housing>



Availability of Infrastructure

INTEGRATED TRANSPORTATION AND LAND USE PLANNING

ARC (Atlanta)

Integrates housing and transportation via a Community Development Assistance Program (CDAP), which supports access, affordability, and multimodal infrastructure through technical planning assistance to local governments, CIDs and nonprofits.³⁷

MARC (Kansas City)

Supports the Comprehensive Economic Development Strategy, which emphasizes investment along key transportation corridors to promote housing and economic development.³⁸

Metropolitan Council (MN)

Aligns housing policy with transportation through Imagine 2050, which integrates transit, parks, and water policy plans. Local plans are reviewed to ensure alignment with regional transportation and housing priorities.³⁹

MORPC (Columbus)

In partnership with the Central Ohio Transit Authority, consultants, and several Central Ohio cities, MORPC produced a Corridor Concepts report that encourages focusing future growth around transit corridors and examines the impact of various transit investment strategies. The report will guide how the MPO invests in future transit infrastructure. Project partners and working group members identified community goals, areas in need of reinvestment, places with plans already underway or ready for near-term development, and locations with important regional connections.⁴⁰

³⁷ ARC. Community Development Assistance Program. <https://atlantaregional.org/what-we-do/community-development/community-development-assistance-program/>

³⁸ MARC. 2024-2029 Comprehensive Economic Development Strategy. <https://www.marc.org/document/2024-2029-comprehensive-economic-development-strategy-appendices>

³⁹ Metropolitan Council. Housing Policy Plan Index. <https://metro council.org/Planning/Imagine-2050/Policy-Plan-Index.aspx>

⁴⁰ MORPC et al. Insight 2050: Corridor Concepts. 2019. <https://www.morpc.org/wp-content/uploads/2023/02/Corridor-Concepts-Scenario-Report-April-29-Final.pdf>



Portland Metro / Welcome Home

Portland Metro uses its 2040 Growth Concept to guide investments in designated centers and corridors, promoting housing and infrastructure co-location. They also include a goal objective within the Regional Transportation Plan to increase the number and diversity of affordable housing units near frequent transit service (though the plan does not specify how).⁴¹

PSRC (Seattle)

PSRC's Vision 2050 plans for greater amounts of growth within regional growth centers and high-capacity transit station areas. PSRC's regional growth centers are mixed-use centers that include housing, employment, retail, and entertainment uses. The plan encourages providing housing near transit that is affordable to a full range of incomes.⁴²

INCENTIVIZED TRANSIT-ORIENTED DEVELOPMENT

ARC (Atlanta)

Administers the Livable Centers Initiative (LCI), which provides planning and infrastructure funding to jurisdictions that align zoning with regional growth strategies. Jurisdictions that adopt LCI-compliant zoning (e.g., reduced parking minimums, mixed-use allowances, form-based codes) become eligible for federal transportation dollars for infrastructure upgrades. The LCI Program provides planning grants and implementation funding for communities that:

- ◆ Create walkable, mixed-use places
- ◆ Adopt zoning reforms to support higher-density and transit-oriented development (TOD)
- ◆ Promote housing near jobs and transit. ⁴³

Metropolitan Council (MN)

Offers TOD grants through its Livable Communities Act (LCA), supporting zoning changes and housing near transit.⁴⁴

⁴¹ Portland Metro. 2040 Growth Concept. <https://www.oregonmetro.gov/what-metro-does/land-use-and-development/2040-growth-concept>

⁴² PSRC Vision 2050. <https://www.psrc.org/planning-2050/vision-2050>

⁴³ ARC. Livable Centers Initiative. <https://atlantaregional.org/what-we-do/community-development/livable-centers-initiative/>

⁴⁴ Metropolitan Council. Livable Communities Grants. <https://metrocouncil.org/Communities/Services/Livable-Communities-Grants.aspx>



Miami-Dade / MHFA

Uses surtaxes and general funds to support sewer and utility upgrades (e.g., Connect 2 Protect) to enable housing development in high-need neighborhoods.⁴⁵

Portland Metro / Welcome Home

Portland Metro's Planning and Development Grants and Affordable Housing Bond focuses investments on opportunity-rich and transit-connected locations. Moreover, Portland Metro's 2040 Growth Concept guides investments in designated centers and corridors, promoting housing and infrastructure co-location.⁴⁶

UTILITY AND WATER RESOURCES PLANNING ALIGNED WITH HOUSING NEEDS

Metropolitan Council (MN)

Implements the Imagine 2050 Water Policy Plan with tailored Subregional Water Supply Action Plans to coordinate growth with water resource management. The Water Policy Plan is embedded within the region's long-range development guide and includes policies that explicitly connect water supply planning and wastewater services with growth and development objectives across local comprehensive plans. It also guides how local plans and regional water infrastructure needs are aligned through coordination, technical support, and review of local water plans to help ensure that anticipated housing and population growth are supported by sustainable water resources and services.⁴⁷

MORPC (Columbus)

Develops Water Quality Management Plans with the Ohio EPA, guiding wastewater and utility infrastructure investment based on projected growth and land use needs.⁴⁸

Portland Metro / Welcome Home

Portland Metro includes watershed health and water supply planning in the Regional Framework Plan, connecting it to urban growth management and affordable housing strategies.⁴⁹

⁴⁵ Miami-Dade County. Building Infrastructure. <https://www.miamidade.gov/global/government/mayor/state-of-the-county/2022/building-infrastructure.page>

⁴⁶ Portland Metro. 2040 Planning and Development Grants. <https://www.oregonmetro.gov/grants/2040-planning-and-development-grants>; Portland Metro. Affordable Housing Bond. <https://www.oregonmetro.gov/what-metro-does/housing-and-homelessness/affordable-housing-bond>

⁴⁷ Metropolitan Council. Water Policy Plan. <https://metrocouncil.org/Wastewater-Water/Planning/2050-Water-Policy-Plan.aspx>

⁴⁸ MORPC. Central Ohio Water Resources Planning. <https://www.morpc.org/programs-services/central-ohio-water-resources-planning/>

⁴⁹ Portland Metro. Regional Framework Plan. <https://www.oregonmetro.gov/resources/regional-framework-plan>



PSRC (Seattle)

Provides guidance on stormwater and watershed planning through VISION 2050, including model policies and integration into local comprehensive plans. Through its role in Puget Sound Recovery, PSRC helps align regional growth and housing development with watershed health and stormwater management goals by coordinating land use planning with ecosystem recovery targets. VISION 2050 directs growth to regional growth centers and transit-served areas while emphasizing green stormwater infrastructure, low-impact development, and watershed-scale planning to reduce runoff, protect water quality, and support sustainable housing development. PSRC supports local governments by embedding these stormwater and watershed considerations into regional policy guidance and comprehensive plan frameworks.⁵⁰

SITE READINESS AND PRE-DEVELOPMENT INFRASTRUCTURE SUPPORT

MACOG (South Bend)

Recommends preparing land bank parcels with infrastructure and site cleanup to support new construction and reduce cost burdens.⁵¹

Miami-Dade / MHFA

Through its Development Inflation Adjustment Fund and infrastructure investments, the county supports projects delayed by rising material costs and utility shortfalls.⁵²

Portland Metro / Welcome Home

Portland Metro offers a Site Readiness Toolkit to help jurisdictions move underused land into active use, often targeting affordable housing development.⁵³

CLIMATE AND RESILIENCE-ORIENTED INFRASTRUCTURE PLANNING

MARC (Kansas City)

Supports electric grid and broadband investment as part of infrastructure planning, focused on housing access and economic opportunity.⁵⁴

⁵⁰ PSRC. Puget Sound Recovery. <https://www.psrc.org/our-work/puget-sound-recovery>

⁵¹ MACOG. Michiana on the Move: Transportation Plan. 2050. https://www.macog.com/docs/transportation/tp/2050_TransportationPlan.pdf

⁵² Miami-Dade County. Development Inflation Adjustment Fund Program. <https://www.miamidade.gov/housing/library/guidelines/diaf-program-complete-application.pdf>

⁵³ Portland Metro. Site Readiness Toolkits. <https://www.oregonmetro.gov/resources/site-readiness-toolkits>

⁵⁴ MARC. Broadband and Digital Needs. <https://www.marc.org/economy-housing/broadband-and-digital-needs>



Metropolitan Council (MN)

Emphasizes climate-resilient infrastructure in the Imagine 2050 Housing and Water Plans, including decarbonization of utilities and climate adaptation in multifamily housing.⁵⁵

Portland Metro / Welcome Home

Portland Metro promotes green infrastructure and watershed health as part of its planning toolkit to support both environmental and housing goals.⁵⁶

Funding and Finance

DEDICATED REGIONAL HOUSING FUNDS FOR BOND PROGRAMS

Miami-Dade / MHFA

Miami-Dade County has a NOAH (Naturally Occurring Affordable Housing) Rehabilitation Grant Program that is funded with \$9 million in general funds. Owners or developers of rental property in need of rehabilitation can apply for grant funds to make improvements.⁵⁷

MORPC (Columbus)

The Joint Columbus and Franklin County Housing Advisory Board is a Franklin County Multifamily Bond Program administered by MORPC; it issues tax exempt or taxable multifamily revenue bonds for privately owned rental developments since 1994.

MORPC provides capital funds through the Competitive Advantage Projects (CAP) initiative, which supports housing development, utility development, and transit infrastructure.⁵⁸

Portland Metro / Welcome Home

The Welcome Home Coalition successfully led advocacy for multiple ballot measures including:

⁵⁵ Metropolitan Council. 2050 Policy Plan Index. <https://metro council.org/Planning/Imagine-2050/Policy-Plan-Index.aspx>

⁵⁶ Portland Metro. Regional Framework Plan. <https://www.oregonmetro.gov/resources/regional-framework-plan>

⁵⁷ Miami-Dade County. Housing Preservation through NOAH Grant Program. https://www.miamidade.gov/global/service.page?Mduid_service=ser1668009088451142

⁵⁸ MORPC. Housing Advisory Board. <https://www.morpc.org/programs-services/housing-advisory-board/>



- ◆ Measure 26-179: City of Portland Affordable Housing Bond⁵⁹
- ◆ Measure 26-199: Passed the \$652.8 million Metro Regional Affordable Housing Bond to build 3,900+ permanently affordable homes. It includes performance metrics (e.g., unit mix, income targets) and a timeline for project delivery.⁶⁰
- ◆ Measure 26-210: Voters passed Measure 26-210, a 10-year income tax to fund Supportive Housing Services. It funds services such as tenant support, emergency placement, and housing navigation in coordination with regional housing investments.⁶¹

PHILANTHROPIC AND PRIVATE CAPITAL INTEGRATION

MACOG (South Bend)

Offers a Regional Attainable Housing Investment Fund to accelerate the creation, preservation, and accessibility of attainable housing throughout the region. The “Bridge Loans and Construction Financing” portion of this fund is dedicated toward non-profit developer construction of new attainable housing developments.⁶²

MARC (Kansas City)

Partners with *LISC Greater Kansas City* and community foundations to provide capital and capacity-building. This model pairs capital access with developer training and ecosystem support.⁶³

INCENTIVIZED HOUSING PERFORMANCE METRICS FOR FUNDING ACCESS

ARC (Atlanta)

Through the Livable Centers Initiative, ARC provides planning grants and implementation funding for communities that promote housing near jobs and transit.⁶⁴

⁵⁹ Portland Metro. Affordable Housing Bond. <https://www.oregonmetro.gov/what-metro-does/housing-and-homelessness/affordable-housing-bond>

⁶⁰ Portland Metro. Supportive Housing Services: Addressing Homelessness in Greater Portland. <https://www.oregonmetro.gov/what-metro-does/housing-and-homelessness/supportive-housing-services>

⁶¹ Portland Metro. 2040 Planning and Development Grants. <https://www.oregonmetro.gov/grants/2040-planning-and-development-grants>

⁶² MACOG. Regional Housing Collaborative. <https://macog.com/regional-housing-collaborative.html>

⁶³ MARC. Housing. <https://www.marc.org/economy-housing/housing>

⁶⁴ ARC. Livable Centers Initiative. <https://atlantaregional.org/what-we-do/community-development/livable-centers-initiative/>



Metropolitan Council (MN)

Housing Performance Scores (HPS) track local production/preservation of affordable housing and influence eligibility for Livable Communities Act (LCA) funds and TOD grants. LCA funds, including the Local Housing Incentives Account (LHIA) and Transit-Oriented Development (TOD) grants are backed by federal dollars.⁶⁵

Development Costs and Market Factors

DEVELOPMENT INCENTIVES ALIGNED WITH REGIONAL PRIORITIES

ARC (Atlanta)

Supports local governments with technical assistance to implement *zoning incentives* and *reduced regulatory barriers* in alignment with housing submarket conditions.⁶⁶

Metropolitan Council (MN)

Encourages *incentive zoning strategies* as part of local comprehensive plan alignment and Housing Performance Score criteria. Tools include increased site coverage, density bonuses, and TOD-related incentives.⁶⁷

MORPC (Columbus)

Helps communities adopt *incentive zoning* and *permitting tools* via Local Housing Action Agendas (LHAAs). Also tracks implementation of incentive reforms in submarkets.⁶⁸

Portland Metro / Welcome Home

Portland Metro works with cities to calibrate incentive programs for land near transit stations and opportunity areas; incentives include development fee waivers and zoning bonuses, paired with affordability requirements.⁶⁹

⁶⁵ Metropolitan Council. Housing Performance Scores. 2015. <https://metc2new.metctest.state.mn.us/Handbook/Files/Resources/Fact-Sheet/HOUSING/Housing-Performance-Scores.aspx>

⁶⁶ ARC. Housing Planning and Technical Assistance. <https://atlantaregional.org/what-we-do/housing/housing-planning-and-technical-assistance/>

⁶⁷ Metropolitan Council. 2050 Policy Plan Index. <https://metrocouncil.org/Planning/Imagine-2050/Policy-Plan-Index.aspx>

⁶⁸ MORPC. Regional Housing Strategy. 2020. https://www.morpc.org/wp-content/uploads/2025/09/RHS_Final_PRINT-VERSION_8_3.pdf

⁶⁹ Portland Metro. Regional Framework Plan. Chapter 1, Land Use, Section 1.3. <https://www.oregonmetro.gov/resources/regional-framework-plan>



PUBLIC-PRIVATE PARTNERSHIPS AND COST SHARING

MARC (Kansas City)

The Greater KC Regional Housing Partnership facilitates partnerships and *capital access* through LISC and local governments, supporting mixed-finance housing models. In addition to providing capacity building grants, LISC supports zoning audits, policy reviews, piloting of place-based strategies, and advocacy for state-level land use reform that aligns with regional goals.⁷⁰

Metropolitan Council (MN)

Encourages *joint development* and *public-private coordination* for projects accessing regional TOD and LCA funds. Projects that leverage private capital are favored in grant scoring.⁷¹

Portland Metro / Welcome Home

Portland Metro's Affordable Housing Bond sets aside 10% of its funds for a Site Acquisition Program that secures publicly owned land for bond projects. A range of developers can submit proposals for the project, including smaller community-based developers with limited funds for purchasing land.⁷²

LEVERAGING PUBLIC LAND AND LAND BANKING FOR AFFORDABILITY

MACOG (South Bend)

MACOG is in the process of trying to establish a land bank and regional housing trust fund. The land bank would operate regionally to leverage existing parcels/sites for housing development, while the housing trust fund would help support capacity and flexibility to use more public, private, and philanthropic funding.⁷³

Portland Metro / Welcome Home

Portland Metro bond implementation includes land acquisition, often paired with TOD investments.⁷⁴

⁷⁰ MARC. Housing. <https://www.marc.org/economy-housing/housing>

⁷¹ Metropolitan Council. Livable Communities Grants. <https://metro council.org/Communities/Services/Livable-Communities-Grants.aspx>

⁷² Portland Metro. Affordable Housing Bond Program. <https://www.oregonmetro.gov/what-metro-does/housing-and-homelessness/affordable-housing-bond>

⁷³ MACOG. Regional Land Bank and Housing Trust Fund. <https://docs.google.com/document/d/1JpiwiQUxLuRoFLLq4kWWnL18oPPs9no5RODP-OGuOg/edit?tab=t.0#heading=h.jc2rvgx0oc8h>

⁷⁴ Portland Metro. Metro Affordable Housing Bond Program. 2024. <https://www.oregonmetro.gov/sites/default/files/2025-10/2024-metro-housing-bond-annual-report-20250501.pdf>



Political Will and Collective Action

LEADERSHIP ACADEMIES AND ELECTED OFFICIAL ENGAGEMENT

ARC (Atlanta)

Operates the *Housing Leadership Academy*, a year-long cohort of mayors and elected officials focused on regional housing challenges, cross-sector collaboration, and local implementation.⁷⁵

Metropolitan Council (MN)

Engages with local governments through planning review and provides implementation support to foster interjurisdictional learning and accountability.⁷⁶

Portland Metro / Welcome Home

The Welcome Home Coalition offers a four-session advocacy training program for cohorts of individuals with lived experience. The program offers basic education about housing policy in the region, the importance of storytelling for advocacy, and practice crafting personal stories.⁷⁷

REGIONAL HOUSING FORUMS AND TRAINING

ARC (Atlanta)

Co-hosts the *Atlanta Regional Housing Forum* with nonprofit partners, bringing together housing practitioners and stakeholders quarterly to discuss housing issues and policy developments.⁷⁸

MARC (Kansas City)

Supports *trainings and events* to educate stakeholders and share strategies around housing production, public policy, and regional collaboration.⁷⁹

⁷⁵ ARC. Housing Leadership Academy. <https://atlantaregional.org/what-we-do/housing/housing-leadership-academy/>

⁷⁶ Metropolitan Council. Imagine 2050 Implementation Support. <https://imagine2050.metrocouncil.org/reference-materials/land-use/implementation-support/>

⁷⁷ Welcome Home. Voices for Housing Justice. <https://welcomehomecoalition.org/leadership-trainings/>

⁷⁸ ARC. Atlanta Regional Housing Forum. <https://atlantaregional.org/what-we-do/housing/atlanta-regional-housing-forum/>

⁷⁹ MARC. Training and Events. <https://www.marc.org/training-and-events>



MORPC (Columbus)

Hosts a *Regional Housing Strategy Speaker Series* to facilitate idea-sharing, best practices, and solution-oriented conversations among local leaders.⁸⁰

STAKEHOLDER COMMITTEES AND REGIONAL TASK FORCES

ARC (Atlanta)

Facilitates a *Regional Housing Task Force* where local jurisdictions and housing organizations meet quarterly to discuss housing needs and strategies.⁸¹

MARC (Kansas City)

Serves as a convener and policy-aligner across city and county governments in Missouri and Kansas, promoting governance coordination and shared housing goals.

Metropolitan Council (MN)

Has 9 advisory committees that provide assistance and advice to the Metropolitan Council in different planning focus areas. Among these committees are a land use advisory committee, livable communities advisory committee, and transportation advisory board. The committee is made up of elected officials, members of the public with expertise, and representatives of partnering organizations/geographic areas.⁸²

PUBLIC EDUCATION CAMPAIGNS

Miami-Dade / MHFA

Uses convenings like *The Housing Nexus* and youth-led engagement through the *Youth Voice Action Collective* to elevate voices of lived experience and build broader support for system change.⁸³

⁸⁰ MORPC. Speaker Series. <https://www.morpc.org/speaker-series/>

⁸¹ ARC. Regional Housing Task Force. <https://atlantaregional.org/what-we-do/housing/regional-housing-taskforce/>

⁸² Metropolitan Council. Metropolitan Council Committees. <https://metrocouncil.org/Council-Meetings/Committees.aspx>

⁸³ Miami Homes for All. From Conversations to Action. <https://www.miamihomesforall.org/intersectional-event-series>



Portland Metro / Welcome Home

Portland Metro's Welcome Home Coalition coordinates *housing summits*, *community listening sessions*, and *policy briefings* to sustain public dialogue and mobilize support for housing investments and reforms.⁸⁴

ACCOUNTABILITY MECHANISMS AND PUBLIC REPORTING

Metropolitan Council (MN)

Publishes *Housing Performance Scores (HPS)* and *Housing Policy and Production Survey* results to assess local government progress and link performance to funding eligibility.⁸⁵

MORPC (Columbus)

Tracks local progress in its Regional Housing Resource Hub, including dashboards on production, affordability, and equity outcomes by jurisdiction.⁸⁶

⁸⁴ Welcome Home Coalition. 2025 Policy Priority Agenda. <https://welcomehomecoalition.org/policy-priority-agenda/>

⁸⁵ Metropolitan Council. Housing Performance Scores. 2015. <https://metc2new.metctest.state.mn.us/Handbook/Files/Resources/Fact-Sheet/HOUSING/Housing-Performance-Scores.aspx> ; Metropolitan Council. Housing Policy and Production Survey. <https://metro council.org/Housing/Planning/Affordable-Housing-Measures/Housing-Policy-and-Production-Survey.aspx>

⁸⁶ MORPC. Core Regional Housing Issues and Priority Actions. <https://www.morpc.org/regional-housing-strategy-online-resource-hub/>

