

Elise Jones, Chair  
Bob Roth, Vice Chair  
Herb Atchison, Secretary  
Bob Fifer, Treasurer  
Jackie Millet, Immediate Past Chair  
Jennifer Schaufele, Executive Director

**AGENDA**  
**DRCOG Board Work Session**  
**Wednesday, June 1, 2016**  
**4 p.m.**  
**1290 Broadway**  
**First Floor Boardroom**

1. Call to Order
2. Roll Call
3. Summary of May 4, 2016 Board Work Session  
(Attachment A)
4. Public Comment  
The chair requests that there be no public comment on issues for which a prior public hearing has been held before the Board of Directors. Please note the public will have an opportunity to speak on specific items in the Metro Vision Plan between the staff presentation and committee discussion.
5. Review of performance measures previously recommended by MVIC for inclusion in Metro Vision  
(Attachment B) Brad Calvert, Metro Vision Manager, Regional Planning & Operations
6. Review of performance measures not previously reviewed or recommended by MVIC for inclusion in Metro Vision  
(Attachment C) Brad Calvert, Metro Vision Manager, Regional Planning & Operations
7. Adjourn

Persons in need of auxiliary aids or services, such as interpretation services or assisted listening devices, are asked to contact DRCOG at least 48 hours in advance of the meeting by calling (303) 480-6701





BOARD WORK SESSION SUMMARY  
May 4, 2016

Directors present:

Bob Roth, Vice Chair  
Elise Jones  
David Beacom  
Robin Kniech  
Anthony Graves  
Roger Partridge  
Bob Fifer  
Aaron Brockett  
George Teal  
Laura Christman  
Steve Conklin  
Lynette Kelsey  
Saoirse Charis-Graves  
Shakti  
Phil Cernanec  
Jackie Millet  
Ashley Stolzmann  
John Diak  
Rita Dozal  
Eric Montoya  
Herb Atchison

Aurora  
Boulder County  
City and County of Broomfield  
City and County of Denver  
City and County of Denver  
Douglas County  
Arvada  
Boulder  
Castle Rock  
Cherry Hills Village  
Edgewater  
Georgetown  
Golden  
Lakewood  
Littleton  
Lone Tree  
Louisville  
Parker  
Superior  
Thornton  
Westminster

Directors participating via Go to Webinar

The Go to Webinar feature was not in use due to technical difficulties.

Others present: Wynne Shaw, Lone Tree; Kent Moorman –Thornton; Will Toor, SWEEP; Karen Moldovan, Live Well Colorado; Jeff Kullman, Move Colorado; Tony Milo CCA; Jennifer Schaufele, Executive Director, and DRCOG staff.

Board Vice Chair Bob Roth facilitated the work session. The session began at 4:05 p.m.

Public Comment

Will Toor, Southwest Energy Efficiency Project (SWEEP), provided comment on the ballot initiatives submitted by the Colorado Contractor's Association. He noted he doesn't feel the proposed initiatives offer enough dedicated funding for transit or active transportation.

Karen Moldovan, Live Well Colorado, provided comment on the ballot initiatives submitted by the Colorado Contractor's Association. She noted she doesn't feel the proposed initiatives offer enough funding for active transportation and transit.

Presentation on Transportation Funding Initiatives

Maria Garcia-Berry provided information on the Colorado Priorities ballot initiative. The initiative is based on voters allowing the state to retain funds otherwise refundable through

TABOR for 10 years. The funds would be split between education, transportation, mental health and senior services.

Tony Milo, Colorado Contractor's Association, and Jeff Kullman, Move Colorado, provided information on 10 proposed ballot initiatives. All 10 initiatives seek to raise funds through increases in sales and use taxes at varying rates. Funds would be used only for transportation projects.

Director Roth noted the Board would be asked for an action on these ballot initiatives at the Board meeting in two weeks.

#### Metro Vision Outcomes, Objectives, and Narratives

Brad Calvert provided an overview of progress to date. This agenda item is to finish work on the Regional Objective narratives, beginning with Regional Objective 8.

Director Montoya offered alternative wording for the Objective 8 narrative. Members discussed the alternative wording. Concern was expressed with use of the word "protection." Members expressed support for the existing wording and for changing the wording. Director Millet recommended striking out the words "Protection of existing" from the beginning of the sentence so the sentence begins: "Agricultural land and the ability to bring additional land or operations into production..." Directors agreed this language is acceptable and will be moved forward to the Board.

Regional Objective narratives 9a, 10, 11, 12, and 14 are moved forward to the Board as written.

Regional Objective 9b narrative: A question was asked about the term "rebuilding to pre-disaster conditions." A suggestion was made to add the clause "when appropriate." Director Stolzmann suggested the phrase is related to rebuilding the community's economic, social and cultural fabric, rather than physical rebuilding. Members agreed to change the word "rebuild" to "reestablish" and move the 9b narrative to the Board.

Regional Objective 13 narrative – a comment was made that previous narratives use the term "the region" and Regional Objective 13 and 14 narratives use the term "the Denver region." Members requested the language be consistent. Director Jones noted the last sentence of the Regional Objective 13 Narrative should include "new housing and" before the word "employment." Directors agreed with this edit. The narrative for Regional Objective 13 will be moved forward to the Board.

Members suggested using the term Denver Metropolitan Region in the preamble to the draft document, and refer to "the region" throughout the rest of the document.

Staff noted the Metro Vision 2040 draft document will be modified to reflect actions by the Board to date.

Review introductory text for Metro Vision 2040 Plan draft

Members reviewed the proposed introductory text for the Metro Vision 2040 Plan draft document. A recommendation was made to strike the first sentence and begin with the sentence: "The region has a strong shared sense of its future..." and to move the paragraph that begins "Metro Vision fulfills the Denver Regional Council of Governments (DRCOG)..." to the beginning of the preamble.

Defining and Designing Strategic Performance Measures

Jerry Stigall noted this item is background information for review by members. This topic will be discussed at a future meeting. A request was made to have an updated timeline at the next meeting.

The work session ended at 5:57 p.m.

# ATTACH B

To: Chair and Members of the Metro Vision Issues Committee

From: Jennifer Schaufele, Executive Director  
303-480-6701 or [jschaufele@drcog.org](mailto:jschaufele@drcog.org)

Meeting Date	Agenda Category	Agenda Item #
June 1, 2016	Information	5

#### SUBJECT

Review of substitute Metro Vision 2040 plan performance measure.

#### PROPOSED ACTION/RECOMMENDATIONS

N/A

#### ACTION BY OTHERS

[June 3, 2015](#) – MVIC recommended measures and targets for the draft Metro Vision plan

#### SUMMARY

##### Today's Discussion

Staff is seeking a preliminary endorsement from Work Session participants to revise a Metro Vision plan performance measure as recommended by MVIC in June 2015.

##### Background

In June 2015 the Metro Vision Issues Committee (MVIC) recommended 8 performance measures, with associated targets for inclusion in the draft Metro Vision plan. This came after several months of deliberation.

The table below page includes Metro Vision performance measures and targets recommended by MVIC in June 2015. The first column notes Board approved plan outcomes aligned with each MVIC recommended measure. The MVIC recommended performance measures and associated targets can be found in the second and third columns. Current baseline data is provided in the fourth column.

During MVIC's discussion, staff provided MVIC background material on performance measures, including trend data. Updated background material for each of the MVIC recommended measures can be found [here](#).

Table 1: Metro Vision Performance Measures Recommended by MVIC			
Associated Plan Outcome	MVIC Recommended Performance Measure	MVIC Recommended Target (2040)	Baseline
Connected urban centers and multimodal corridors accommodate a growing share of the region's housing and employment.	1 Share of the region's housing and employment located in urban centers	Housing: 25 percent	Housing: 10.0 percent (2014)
		Employment: 50 percent	Employment: 36.3 percent (2014)

<b>Table 1: Metro Vision Performance Measures Recommended by MVIC</b>			
<b>Associated Plan Outcome</b>	<b>MVIC Recommended Performance Measure</b>	<b>MVIC Recommended Target (2040)</b>	<b>Baseline</b>
New urban development occurs within the contiguous and designated areas identified in the Urban Growth Boundary/Area (UGB/A).	<b>2</b> Housing density within the urban growth boundary/area (UGB/A)	25 percent increase from 2014	1,200 units per square mile (2014)
The region has clean air, water and lower greenhouse gas emissions.	<b>3</b> Surface transportation related greenhouse gas emissions per capita	60 percent decrease from 2010	26.8 pounds per capita (2010)
The regional transportation system is well-connected and serves all modes of travel.	<b>4</b> Non-SOV (single occupancy vehicle) mode share to work	35 percent	25.1 percent (2014)
The regional transportation system is well-connected and serves all modes of travel.	<b>5</b> Daily vehicle miles traveled (VMT) per capita	10 percent decrease from 2010	25.5 daily VMT per capita (2010)
The transportation system is safe, reliable, and well-maintained.	<b>6</b> Average travel time variation (TTV) (peak vs. off-peak)	Less than 1.30	1.22 (2014)
The transportation system is safe, reliable, and well-maintained.	<b>7</b> Person delay per trip	No more than 2 minutes	1.7 minutes (2015)
The transportation system is safe, reliable, and well-maintained.	<b>8</b> Number of traffic fatalities	Less than 100 annually	185 (2014)

#### Metro Vision Performance Measure (#7) – Staff Suggested Revision

Staff suggests a substitute measure for #7 previously recommended by MVIC (see Table 1 above for original and Table 2 below for proposed revision). The MVIC recommended “Person Delay per Trip” comes from the DRCOG travel model while the staff suggested “Daily Person Delay per Capita” comes from the DRCOG Congestion Mitigation Program (CMP) Process. The CMP Process is based on observed data and updated annually. The travel model is based on modeled volumes in 5-10 year increments. The staff suggested substitute will be more responsive to annual changes.

Table 2: Staff Suggested Metro Vision Plan Performance Revision (#7)			
Associated Plan Outcome	Staff Recommended Revision	Staff Proposed Target (2040)	Baseline
The transportation system is safe, reliable, and well-maintained.	<b>7</b> Daily person delay per capita <b>Alt</b>	Less than 10 minutes	6 minutes (2014)

DRCOG's [2014 Annual Report on Roadway Traffic Congestion in the Denver Region](#) forecasts Daily Person Delay per Capita to be 10 minutes in 2040 (Note: Daily Person Delay per Capita is referred to as Travel Delay per Resident in the report). Staff is suggesting a regional target that would “beat” the current forecast – less than 10 minutes in 2040.

#### Next Steps

Next steps in the Board's review of the Metro Vision plan are highlighted below:

- Revise the current Plan draft to reflect Board actions to date (shown in Attachment 1) – the revised draft will also include the “preamble” discussed in May 2016
- Board approval of Metro Vision plan performance measures
- Staff will inform Work Session participants on the draft plan's Strategic Initiatives (see Attachment 3 for DRCOG's Strategic Planning Model)
- Board releases public review draft in August 2016
- Board approval in November 2016

#### PREVIOUS DISCUSSIONS/ACTIONS

##### Previous MVIC Metro Vision Performance Measurement Discussions/Actions:

March 4, 2015 – MVIC Meeting Summary  
April 1, 2015 – MVIC Meeting Summary  
May 6, 2015 – MVIC Meeting Summary  
June 3, 2015 – MVIC Meeting Summary

##### Previous Work Session Performance Measurement Discussions/Actions:

[May 4, 2016](#) – DRCOG Board Work Session

#### PROPOSED MOTION

N/A

#### ATTACHMENTS

Attachment 1: *Board Approved Outcomes and Objectives with Narratives (January and May 2016)*  
Attachment 2: Presentation Slides  
Attachment 3: DRCOG's Strategic Planning Model

#### ADDITIONAL INFORMATION

If you need additional information, please contact Jennifer Schaufele, Executive Director, at 303-480-6701 or [jschaufele@drcog.org](mailto:jschaufele@drcog.org); Brad Calvert, Metro Vision Manager, Regional Planning and Operations at 303-480-6839 or [bcalvert@drcog.org](mailto:bcalvert@drcog.org)

# ATTACH 1

## Overarching Theme: An Efficient and Predictable Development Pattern

### Outcome 1: The region is comprised of diverse, livable communities.

Outcome 1 Narrative: The Denver metro region will continue to embrace its diverse urban, suburban and rural communities. Varied housing and transportation options, access to employment and a range of services and recreational opportunities will promote livable communities that meet the needs of people of all ages, incomes, and abilities.

**Regional Objective 1: Improve the diversity and livability of communities.**

Regional Objective 1 Narrative: Urban, suburban, and rural communities support a stronger, more livable region by building on their individual strengths and assets. This diverse range of communities will contribute to the achievement of regional outcomes in a variety of ways based on local needs and preferences. Communities throughout the region will pursue greater livability through built environments and development patterns that accommodate the widest spectrum of people – regardless of age, income or ability.

- **Supporting Objective 1.1:** Encourage development patterns and community design features that meet the needs of people of all ages, incomes, and abilities.
- **Supporting Objective 1.2:** Preserve and leverage the unique characteristics of the region's communities.
- **Supporting Objective 1.3:** Promote investment/reinvestment in existing communities.

### Outcome 2: New urban development occurs within the contiguous and designated areas identified in the Urban Growth Boundary/Area (UGB/A).

Outcome 2 Narrative: A defined Urban Growth Boundary/Area (UGB/A) leads to an orderly and more compact pattern of future development. While locally adopted policies and market demand determine the location of urban development, commitment to the UGB/A leads to better use of regional resources for infrastructure, reduced regional vehicle travel and conservation of open land outside the boundary/area.

**Regional Objective 2: Contain urban development within the Urban Growth Boundary/Area (UGB/A).**

Regional Objective 2 Narrative: Metro Vision will help focus and facilitate future urban growth in locations where urban-level infrastructure already exists or areas where plans for infrastructure and service expansion are in place. DRCOG will work with member communities to maintain the UGB/A and update the growth allocations for each community in the region annually or as needed.

- **Supporting Objective 2.1:** Identify and monitor the Urban Growth Boundary/Area (UGB/A).
- **Supporting Objective 2.2:** Increase and prioritize funding to serve areas within the Urban Growth Boundary/Area (UGB/A).

### **Outcome 3: Connected urban centers and multimodal corridors accommodate a growing share of the region's housing and employment.**

Outcome 3 Narrative: The location and context of each center define its unique character. They are transit-, pedestrian-, bicycle-friendly places that contain a more dense and diverse mix of land uses than the surrounding areas; are designed to allow people of all ages, incomes and abilities to access a range of housing, employment, and services without sole reliance on having to drive. Urban centers provide public spaces where people can gather; aid in reducing per capita VMT, air pollution, greenhouse gas emissions and water consumption; and respect and support existing neighborhoods.

#### **Regional Objective 3: Increase housing and employment in urban centers.**

Regional Objective 3 Narrative: Collectively, urban centers will increase their share of the region's total housing and employment. The ability for individual urban centers to absorb future growth will vary based on the characteristics of each center. Specific projects and initiatives will establish a network of clear and direct multimodal connections within and between urban centers, as well as key destinations. Public and private partners will direct investment toward programs and infrastructure improvements that help local governments and the private sector develop successful urban centers and multimodal connections.

- **Supporting Objective 3.1:** Increase public/private investment and partnerships in urban centers
- **Supporting Objective 3.2:** Increase transit service and ridership within and to urban centers.
- **Supporting Objective 3.3:** Invest in multimodal enhancements along corridors.

## **Overarching Theme: A Connected Multimodal Region**

### **Outcome 4: The regional transportation system is well-connected and serves all modes of travel.**

Outcome 4 Narrative: The transportation system integrates regional and local roadways and streets, transit (bus and rail), bicycle and pedestrian facilities, and air and freight rail linkages. The transportation system connects the region to the rest of the state and beyond, and will evolve to include future technology and mobility innovations as appropriate.

#### **Regional Objective 4: Improve and expand the region's multimodal transportation system, services and connections.**

Regional Objective 4 Narrative: The region will continue to invest in a well-connected, multimodal transportation system to improve mobility and accommodate the anticipated increase of 1.2 million people and half a million jobs by 2040. Transportation system investment initiatives may include expanding transit service and coverage, improving on-street and off-street bicycle and pedestrian facilities, widening and adding new roadways and

promoting travel options. The resulting transportation system will increase mobility choices within and beyond the region for people, goods, and services.

- **Supporting Objective 4.1:** Improve the capacity of the multimodal regional roadway system.
- **Supporting Objective 4.2:** Improve the region's comprehensive transit system.
- **Supporting Objective 4.3:** Improve bicycle and pedestrian accessibility.
- **Supporting Objective 4.4:** Improve interconnections of the multimodal transportation system within and beyond the region.
- **Supporting Objective 4.5:** Expand Travel Demand Management (TDM) services and strategies.

### **Outcome 5: The transportation system is safe, reliable and well-maintained.**

Outcome 5 Narrative: Educational, enforcement, and engineering approaches enhance safety to reduce crashes, serious injuries, and fatalities. Coordinated operations and management of the system maximizes capacity and reliability for all users. Transportation system physical components are well-maintained to extend their useful life and provide a quality travel experience.

Regional Objective 5: Operate, manage and maintain a safe and reliable transportation system.

Regional Objective 5 Narrative: The region will optimize the multimodal transportation system to improve the safe and reliable flow of people and goods. System optimization will include projects and initiatives that make the multimodal transportation system's capacity as productive as possible. The multimodal system will require maintenance to continue safe and sound conditions. Safety projects and other related initiatives will reduce fatalities and serious injuries for all travel modes. The region will also increase the deployment of technology and mobility innovations as they occur to improve reliability and optimize capacity.

- **Supporting Objective 5.1:** Maintain existing and future transportation facilities in good condition.
- **Supporting Objective 5.2:** Improve transportation system performance and reliability.
- **Supporting Objective 5.3:** Improve transportation safety and security.

## **Overarching Theme: A Safe and Resilient Natural and Built Environment**

### **Outcome 6: The region has clean water and air, and lower greenhouse gas emissions.**

Outcome 6 Narrative: The region meets or exceeds applicable federal, state, and local requirements and regional targets for air and water quality.

Regional Objective 6a: Improve air quality and reduce greenhouse gas emissions.

Local and regional initiatives will reduce ground level ozone, greenhouse gas emissions (GHG), and other air pollutants. Collaboration with regional partners, such as the Regional Air Quality Council (RAQC), CDOT, and RTD will be integral to improving air quality through reductions in ground level ozone concentrations, carbon monoxide (CO), and particulate matter (PM10). Additional initiatives will raise public awareness of the direct role individual actions play in pollutant and greenhouse gas emissions.

- **Supporting Objective 6.1:** Increase collaboration with local and regional partners on air quality initiatives.
- **Supporting Objective 6.2:** Increase public awareness of air quality issues.
- **Supporting Objective 6.3:** Improve the fuel economy of the region's vehicle fleet.

**Regional Objective 6b: Improve the efficient use and quality of the region's waters.**

In a semi-arid climate, water resources remain critically important to the region's quality of life and continued prosperity. The region will ensure clean water for consumption, recreation, and a balanced, healthy ecological community, through initiatives to restore and maintain the chemical and physical integrity of the region's waters. DRCOG will focus on collaborative initiatives among local governments, water providers, agricultural producers, the design and development community, and other regional stakeholders to promote water conservation and responsible water management and land use practices.

- **Supporting Objective 6.4:** Increase collaboration with local and regional partners on water quality initiatives.
- **Supporting Objective 6.5:** Increase public awareness of water quality issues.
- **Supporting Objective 6.6:** Maximize the efficient use of municipal and industrial water.

## **Outcome 7: The region values, protects, and connects people to its diverse natural resource areas, open space, parks and trails.**

**Outcome 7 Narrative:** The region's protection and restoration of its diverse natural resource areas—its mountain backdrop, unique prairie landscapes, extensive riparian corridors, and other open space areas, parks and trails and is essential as the region continues to grow. Access to these areas provides the opportunity to participate in a variety of recreational pursuits that support community health and wellness.

**Regional Objective 7a: Protect a variety of open spaces.**

**Regional Objective 7a Narrative:** Open space and the natural environment are important assets in the region. A variety of open spaces – different sizes, settings, and purposes – will help define the urban area and distinguish individual communities. Additionally these open spaces can provide important wildlife habitat, support various outdoor recreational pursuits and protect the health of water and ecological systems. The region will conserve and protect natural resources including prominent geologic features, surface waters, riparian areas, wetlands, forests and woodlands, prairie grasslands, and other environmentally sensitive lands for future generations.

- **Supporting Regional Objective 7.1:** Protect and restore natural resources of local and regional significance.

**Regional Objective 7b: Connect people to natural resource and recreational areas.**

**Regional Objective 7b Narrative:** In addition to local and regional initiatives to preserve, protect and expand open space assets, the region will ensure that residents and visitors may access these amenities. Active and passive open spaces will serve as a key component of the region’s overall growth framework, connecting people to open space amenities. Local and regional initiatives will prioritize the completion of “missing links” in the regional trail and greenways network and improve other multimodal connections to increase park accessibility.

- **Supporting Objective 7.2:** Improve opportunities for recreation and access to nature.
- **Supporting Objective 7.3:** Improve multimodal linkages to and between the region’s parks, open spaces, and developed areas.

## **Outcome 8: The region’s working agricultural lands and activities contribute to a strong regional food system**

**Outcome 8 Narrative:** Working agricultural lands are essential to the region’s heritage, health, and economic and cultural diversity. Livestock feeding and production, growing feed and forage crops for livestock, food production, or greenhouse and nursery crops, agricultural lands and operations of all sizes create jobs in the region, support economic vitality, and promote healthier communities by bringing people closer to their food source.

**Regional Objective 8: Support continued agricultural capacity in the region.**

**Regional Objective 8 Narrative:** Agricultural land and the ability to bring additional land or operations into production, where viable, benefits local producers, saves energy resources, and offers a level of food security for the region. Local and regional initiatives will expand opportunities for local food cultivation, processing, and sales – improving the distribution of and access to food throughout the region.

- **Supporting Objective 8.1:** Conserve significant agricultural lands.
- **Supporting Objective 8.2:** Increase access to healthy and local foods.
- **Supporting Objective 8.3:** Increase the efficiency of food distribution.

## **Outcome 9: The risk and effects of natural and human-created hazards is reduced.**

**Outcome 9 Narrative:** Hazard mitigation planning reduces injuries and loss of life; trauma; and damage to property, equipment, and infrastructure. Communities are more resilient when planning also accounts for disaster response and recovery.

**Regional Objective 9a: Reduce the risk of hazards and their impact.**

**Regional Objective 9a Narrative:** The region will consider land use, open space protection and critical infrastructure in areas susceptible to natural and potential human-created hazards. Local and regional initiatives will limit new development, or the expansion of existing new development, in areas recognized as having a high probability of being impacted by natural and human-created hazards. More communities will have a hazard mitigation plan in place. Collectively, these initiatives will minimize the impact of community disruptions, as well as economic, environmental, and other losses.

- **Supporting Objective 9.1:** Increase open space in high-risk areas.
- **Supporting Objective 9.2:** Limit new development in areas susceptible to hazards.
- **Supporting Objective 9.3:** Increase the use of best practices in land use planning and management to decrease risk
- **Supporting Objective 9.4:** Promote integrated planning and decision making in hazard mitigation

**Regional Objective 9b: Improve disaster response and recovery.**

**Regional Objective 9b Narrative:** Preparing for, responding to, and recovering from disasters and traumatic events is essential to the physical, economic and emotional health of the region's communities and residents. The region will continue to be proactive in preparing for disasters, including understanding and assessing risks and vulnerabilities that may create challenges to recovery. When disasters occur, impacted communities will overcome the physical, environmental, and emotional impacts in the shortest time possible relative to the severity of the disaster. Impacted communities will reestablish key elements of the community's economic, social and cultural fabric; reestablish those key elements to pre-disaster conditions; and, when needed, make improvements to become more resilient.

- **Supporting Objective 9.5:** Enhance community resiliency.
- **Supporting Objective 9.6:** Increase interagency coordination.

## **Overarching Theme: Healthy, Inclusive and Livable Communities**

### **Outcome 10: The built and natural environment supports healthy and active choices.**

**Outcome 10 Narrative:** A deliberate focus on the built environment's influence on physical activity, mobility choices, access to healthy food, and the natural environment supports the opportunity to lead healthy and active lifestyles throughout the region.

**Regional Objective 10: Increase access to amenities that support healthy, active choices.**

**Regional Objective 10 Narrative:** The region will expand opportunities for residents to lead healthy and active lifestyles. The region's streets and roads will be planned, designed, operated, and maintained to enable safe, convenient and comfortable travel and access for users of all ages and abilities, regardless of their mode of transportation. A mix of well-connected land uses and recreational amenities in communities throughout the

region will create places that make active transportation and recreational physical activity safe, and part of an everyday routine. Additionally, local and regional initiatives will increase access to healthy food options in low-income neighborhoods and areas with high levels of food insecurity.

- **Supporting Objective 10.1:** Increase safe and convenient active transportation options for all ages and abilities.
- **Supporting Objective 10.2:** Expand the regional trail network.

## **Outcome 11: The region's residents have expanded connections to health services.**

Outcome 11 Narrative: Expanded connections to health services improve the health and wellness of residents in the Denver region. Connections to health services are expanded through improved multimodal transportation access, the location of new health services, and other innovative approaches resulting in more convenient access to health services.

### **Regional Objective 11: Improve transportation connections to health care facilities and service providers.**

Regional Objective 11 Narrative: The region will support the integration of health care facilities and service providers of all sizes into centers throughout the region – both urban and rural – where residents can access care by walking, biking, driving or using transit. Local and regional initiatives related to transit service, including on-demand and other specialized services, will increase transit access to health care facilities, social service providers, and other retail outlets that offer health services.

- **Supporting Objective 11.1:** Increase awareness and knowledge of community health and wellness issues and support networks.
- **Supporting Objective 11.2:** Increase collaboration among stakeholders at the local, regional, and state level.
- **Supporting Objective 11.3:** Locate health services in accessible areas.

## **Outcome 12: Diverse housing options meet the needs of residents of all ages, incomes, and abilities.**

Outcome 12 Narrative: Housing choices allow individuals and families to find desirable housing affordable and accessible to them in communities throughout the region and 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.

### **Regional Objective 12: Diversify the region's housing stock.**

**Regional Objective 12 Narrative:** 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 Objective 12.1:** Increase the regional supply of housing attainable for a variety of households.
- **Supporting Objective 12.2:** Increase opportunities for diverse housing accessible to multimodal transportation.

## **Overarching Theme: A Vibrant Regional Economy**

### **Outcome 13: All residents have access to a range of transportation, employment, commerce, housing, educational, cultural, and recreational opportunities.**

**Outcome 13 Narrative:** The region's economy prospers when all residents have access to a range of transportation, employment, housing, education, cultural, and recreational opportunities. The region's transportation network plays a critical role in enabling commerce and providing access to basic needs and quality of life amenities that allow the region's residents to succeed.

**Regional Objective 13: Improve access to opportunity.**

**Regional Objective 13 Narrative:** The region will reduce critical health, education, income and opportunity disparities in neighborhoods and communities. The region will capitalize on community, local, regional and state amenities by promoting reliable transportation connections to key destinations. Local and regional initiatives will continue to leverage investments in transit by concentrating new housing and employment in centers accessible via transit.

- **Supporting Objective 13.1:** Improve the flow of people, goods, services, and information in and through the region.
- **Supporting Objective 13.2:** Improve access for traditionally underserved populations.
- **Supporting Objective 13.3:** Improve access to and from the region's developed and emerging housing and employment centers.

## **Outcome 14: Investments in infrastructure and amenities allow people and businesses to thrive and prosper.**

Outcome 14 Narrative: The region's continuous investments in infrastructure support a globally connected economy and offer opportunities for all residents to share and contribute to sustained regional prosperity. Vibrant and thriving communities, accessible and protected natural resources, and diverse cultural amenities are considered economic assets and make our region a highly desirable place to live, work and raise a family.


### **Regional Objective 14: Improve the region's competitive position.**

Regional Objective 14 Narrative: The region's economic vitality depends on providing a high quality of life in diverse communities. Investments in the region's infrastructure will help ensure the region remains globally competitive by establishing and maintaining the connected multimodal transportation system that businesses depend on to access local, national and global customers, and an available, desirable workforce. Economic and community development initiatives and activities will assure that the region's infrastructure will support and grow the region's economic health and vitality.

- **Supporting Objective 14.1:** Invest in the region's infrastructure to ensure the region remains globally competitive.
- **Supporting Objective 14.2:** Increase awareness of key regional growth, transportation and economic trends based on the region's shared vision for the future.


## ATTACH 2



**Why include regional measures?**




**What is measured gets done...**

- ◆ Builds on foundation set by Board in currently adopted Metro Vision plan
- ◆ Establishes overall plan performance measures and targets to track regional progress on critical outcomes and objectives



## Why include regional measures?

- ◆ No mandate for measures
- ◆ No mandate for targets
- ◆ BUT, practice is aligned with DRCOG's Strategic Planning Model
- ◆ BUT, shared measures can track **collective impact**, and allow the region to learn and adjust






## Metro Vision Preamble

DRAFT Reviewed in May

### Metro Vision Principles


Protects and enhances the region's quality of life	Is aspirational, long-range and regional in focus	Offers ideas for local implementation
Respects local plans	Encourages communities to work together	Remains dynamic and flexible



## Metro Vision Preamble

DRAFT Reviewed in May

- ◆ “...individual communities contribute to Metro Vision outcomes and objectives through different pathways and at different speeds.”
- ◆ “The degree to which the outcomes, objectives, measures and initiatives identified in Metro Vision apply in individual communities will vary.”
- ◆ “Measures described herein help to verify whether collective actions are moving the region toward desired outcomes, not to judge the performance of individual jurisdictions or projects.”




## MVIC Recommended Performance Measures

Staff Recommending Revised Performance Measure (#7)

Metro Vision Performance Measures Recommended by MVIC		
MVIC Recommended Performance Measure	MVIC Recommended Target (2040)	Baseline
1 Share of the region's housing and employment located in urban centers	Housing: 25 percent	Housing: 10.0 percent (2014)
	Employment: 50 percent	Employment: 36.3 percent (2014)
2 Housing density within the urban growth boundary/area (UGB/A)	25 percent increase	1,200 units per square mile (2014)
3 Surface transportation related greenhouse gas emissions per capita	60 percent decrease	26.8 pounds per capita (2010)
4 Non-SOV (single occupancy vehicle) mode share to work	35 percent	25.1 percent (2014)

Metro Vision Performance Measures Recommended by MVIC		
MVIC Recommended Performance Measure	MVIC Recommended Target (2040)	Baseline
5 Daily vehicle miles traveled (VMT) per capita	10 percent decrease	25.5 daily VMT per capita (2010)
6 Average travel time variation (TTV) (peak vs. off-peak)	No more than 1.3	1.22 (2014)
7 Person delay per trip	No more than 2 minutes	1.7 minutes (2015)
8 Number of traffic fatalities	Less than 100 per year	185 (2014)



## Staff Suggested Revision

Staff Recommended Revision	Staff Proposed Target (2040)	Baseline
7 Alt. Daily person delay per capita	Less than 10 minutes	6 minutes (2014)

- ◆ Suggested measure is based on observed data currently collected and analyzed annually
- ◆ Previous measure was based on modeled data
- ◆ Staff suggested target is less than current forecast



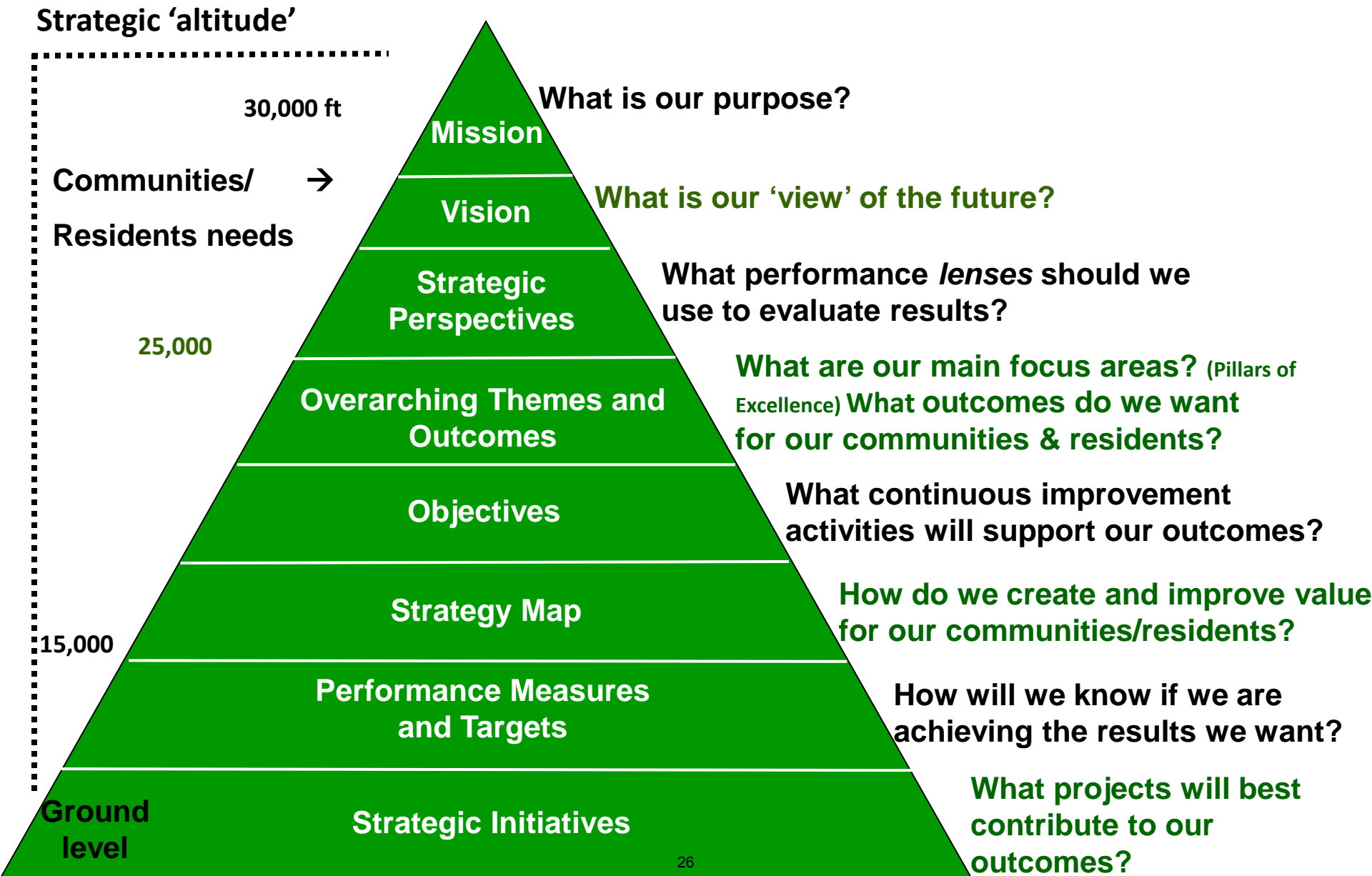
**Metro Vision**  
A program of DRCOG

## Metro Vision Plan Performance Measures

June 1, 2016

## **ATTACH 3**

# DRCOG Strategic Planning Model



**ATTACH C**

To: Chair and Members of the Metro Vision Issues Committee

From: Jennifer Schaufele, Executive Director  
303-480-6701 or [jschaufele@drcog.org](mailto:jschaufele@drcog.org)

Meeting Date	Agenda Category	Agenda Item #
June 1, 2016	Information	6

**SUBJECT**

Review of Metro Vision 2040 plan performance measures not previously reviewed or recommended by MVIC.

**PROPOSED ACTION/RECOMMENDATIONS**

N/A

**ACTION BY OTHERS**

N/A

**SUMMARY**

Today's Discussion

Staff is seeking a preliminary endorsement from Work Session participants to advance Metro Vision plan performance measures and targets not previously reviewed or recommended by MVIC for inclusion in the draft Metro Vision plan.

Background

The table below includes two measures with targets discussed by MVIC in 2015 where no consensus was reached to recommend to the Board.

Associated Plan Outcome	MVIC Reviewed Performance Measures	Proposed Target (2040)	Baseline
Diverse housing options meet the needs of residents of all ages, incomes, and abilities	<b>A</b> Share of the region's households that are housing cost burdened	25 percent	35.3 percent (2014)
Diverse housing options meet the needs of residents of all ages, incomes, and abilities	<b>B</b> Share of the region's population living in areas with housing and transportation (H+T) costs affordable to the typical household in the region	50 percent	41 percent (2013)

**\*\*Staff Recommendation\*\***

Staff recommends Measure A (cost burdened households) for inclusion in the Metro Vision plan. Cost burdened status is reported annually by the Census Bureau, whereas the H+T data has not historically been released annually. Additionally, the model supporting H+T is proprietary and subject to ongoing revision.

New Staff Suggested Plan Performance Measures

In addition to the cost burdened status measure described above, staff is also suggesting four additional Metro Vision plan performance measures. The suggested measures in the table below would ensure each of the 5 Overarching Themes approved by the Board would have associated plan performance measures. The additional measures suggested would also cover additional outcomes and objectives that do not currently have associated measures.

Associated Plan Outcome	New Staff Suggested Measures	2040 Target	Baseline
Investments in infrastructure and amenities allow people and businesses to thrive and prosper.	<b>C</b> Regional employment	2.6 million (1-1.5% annual growth)	1.8 million (2014)
The region values, protects, and connects people to its diverse natural resource areas, open space, parks, and trails.	<b>D</b> Protected open space	2,100 square miles	1,841 square miles (2014)
All residents have access to a range of transportation, employment, commerce, housing, educational, cultural, and recreational opportunities.	<b>E</b> Share of the region's housing and employment near high frequency transit	35 percent	Housing: 29.7 percent (2014)
		60 percent	Employment: 48.4 percent (2014)
The risks and effects of natural and human-created hazards is reduced.	<b>F</b> Share of the region's housing and employment in high risk areas	Less than 1 percent	Housing: 1.2 percent (2014)
		Less than 2.5 percent	Employment: 2.9 percent (2014)

The *Staff Proposed Metro Vision Performance Measures Supplement* (attached) includes additional information for each of the above measures (A – F). Information provided for Measures A and B also includes summaries of previous MVIC discussions and considerations.

**PREVIOUS DISCUSSIONS/ACTIONS**

Previous MVIC Metro Vision Performance Measurement Discussions/Actions:  
March 4, 2015 – MVIC Meeting Summary

April 1, 2015 – MVIC Meeting Summary  
May 6, 2015 – MVIC Meeting Summary  
June 3, 2015 – MVIC Meeting Summary

Previous Work Session Performance Measurement Discussions/Actions:  
[May 4, 2016](#) – DRCOG Board Work Session

PROPOSED MOTION
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N/A

ATTACHMENT
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*Staff Proposed Metro Vision Performance Measures Supplement*

ADDITIONAL INFORMATION
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If you need additional information, please contact Jennifer Schaufele, Executive Director, at 303-480-6701 or [jschaufele@drcog.org](mailto:jschaufele@drcog.org); Brad Calvert, Metro Vision Manager, Regional Planning and Operations at 303-480-6839 or [bcalvert@drcog.org](mailto:bcalvert@drcog.org)

# Staff Proposed Metro Vision Performance Measures Supplement

## *Reference Material for Staff Suggested Metro Vision Performance Measures*

The following is a summary of measures and targets suggested by staff for possible inclusion in *Metro Vision*. The summary includes trend information where available. It includes two measures previously considered by MVIC in 2015.

Previously Reviewed Measures		2040 Target	Baseline
<b>A</b>	Share of the region's households that are housing cost burdened	25 percent	35.3 percent (2014)
<b>B</b>	Share of the region's population living in areas with housing and transportation costs affordable to the typical household in the region	50 percent	41 percent (2013)

**Please note:** Staff suggests the use of “Housing cost burdened” over the “Housing and transportation costs” (H+T) measure because data is more regularly available. The model that supports H+T is proprietary and subject to ongoing revision.

Staff includes the H+T measure for board consideration because it generated significant discussion at TAC and MVIC. While it did not find consensus at that time, some participants expressed a high level of support.

New Staff Suggested Measures		2040 Target	Baseline
<b>C</b>	Regional employment	2.6 million (1-1.5% annual growth)	1.8 million (2014)
<b>D</b>	Protected open space	2,100 square miles	1,841 square miles (2014)
<b>E</b>	Share of the region's housing and employment near high frequency transit	35 percent	Housing: 29.7 percent (2014)
		60 percent	Employment: 48.4 percent (2014)
<b>F</b>	Share of the region's housing and employment in high risk areas	Less than 1 percent	Housing: 1.2 percent (2014)
		Less than 2.5 percent	Employment: 2.9 percent (2014)

## A: Share of the region's households that are housing cost burdened

Previously Reviewed Measures		2040 Target	Baseline
A	Share of the region's households that are housing cost burdened	25 percent	35.3 percent (2014)

**Regional Objective Alignment:** 12. Diversify the region's housing stock.

**Data Updates:** The baseline(above) and trend data (below) have been updated to reflect the latest available data from the American Community Survey (ACS).

### Background

- Housing cost burden occurs when a household pays more than 30 percent of their gross household income towards housing costs.
  - For renters: rent, utilities (if not paid for by landlord)
  - For owners: mortgage payments, utilities, and condominium or mobile home fees (where appropriate)
- When a household is cost burdened, the household may need to cut back in other areas to afford housing costs. This includes the ability of households to contribute to consumer spending and investment, ultimately impacting the region's economic growth and local sales tax revenues.
- Access to housing options is a factor in attracting and retaining residents, including a strong work force that allows for continued growth and economic vitality.
- Access to attainable housing options can allow those on fixed incomes, such as retired seniors, to remain independent.
- The Metro Vision Planning Advisory Committee (MVPAC) proposed that a version of this measure be included with a target in *Metro Vision* (no target was suggested at that time).
- The recommended measure above includes households at all income levels (vs. "income bands" discussed by MVIC, see below for more information)

### Recent Trends

	2010	2011	2012	2013	2014
<b>Housing Units with Cost Data</b>	1,077,060	1,089,893	1,103,245	1,114,261	1,129,695
<b>With Cost Burdened Household</b>	413,052	410,862	408,193	403,089	398,602
<b>Share Cost Burdened</b>	38.3%	37.7%	37.0%	36.2%	35.3%

### Other Considerations

- While an ideal target may be that no household is cost burdened, some households may continue to choose to spend more on housing.

## **MVIC Considerations**

### ***Measure alternatives considered by MVIC:***

- Committee members expressed concerns about including high earning households that are choosing to be cost burdened. Staff provided two alternatives using the highest income breaks available in the HUD dataset:
  - “Share of the region’s households earning less than \$50,000 per year that are housing cost burdened”
    - Staff previously calculated a baseline: 69.4 percent (2013)
    - Staff previously drafted a 2040 target: 60 percent
  - “Share of the region’s households earning less than \$75,000 per year that are housing cost burdened”
    - Staff previously calculated a baseline: 57.2 percent (2013)
  - Committee members were concerned with setting a measure that could not adjust with inflation or cost of living.

### ***Target Alternatives Considered by MVIC:***

- MVIC considered no alternative targets.

### ***Other MVIC Considerations:***

- MVIC discussion of this measure extended over portions of three meetings – the committee did not reach resolution in order to take action on a recommendation.
- Some committee members expressed concern about how the region can impact housing and costs, especially with the recent increases in housing costs.
- Some committee members expressed a desire to challenge the region and all government leaders to take on the issue of housing costs.

## B. Share of the region's population living in areas with housing and transportation costs affordable to the typical household in the region

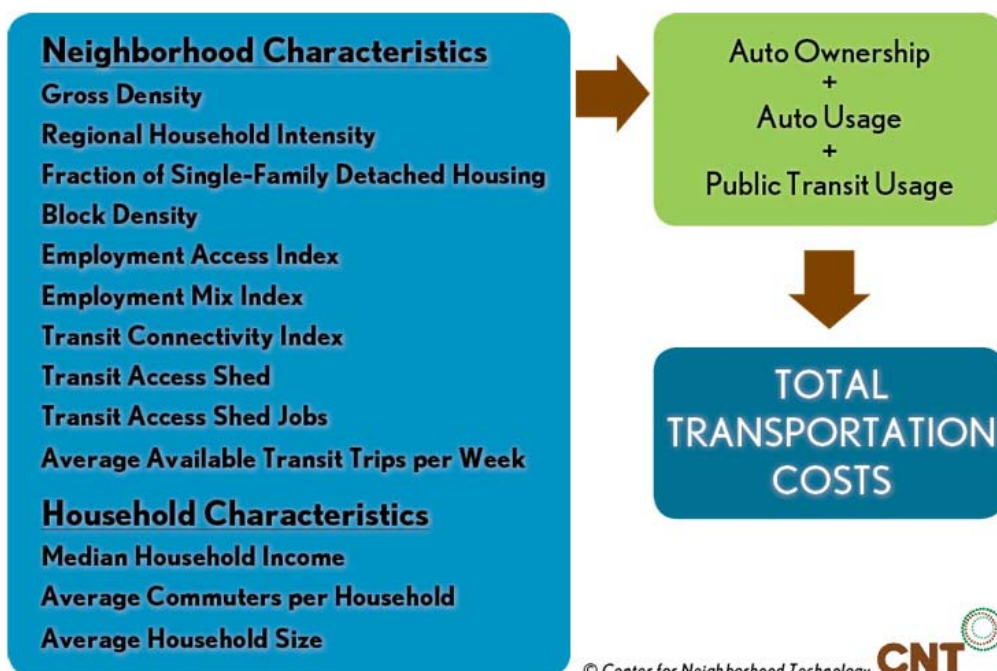
Previously Reviewed Measures	2040 Target	Baseline
<b>B</b> Share of the region's population living in areas with housing and transportation costs affordable to the typical household in the region	50 percent	41 percent (2013)

**Regional Objective Alignment:** 12. Diversify the region's housing stock.

**Data Updates:** None available at this time.

### Background

- Housing and transportation are typically the two largest components of a household budget.
- MVPAC proposed that a version of this measure be included with a target in *Metro Vision* (no target was suggested at that time).
- The Center for Neighborhood Technology (CNT) has identified 45% of income as a key affordability benchmark for combined housing and transportation costs.
- In 2015, CNT published neighborhood level (Census Block Group) data with an updated model to estimate housing and transportation costs for the regional typical household
  - Previous discussion items looked at USDOT/HUD's Location Affordability Index
  - Trend information is not available from CNT at this time (previous H+T data uses different underlying data and was calculated with an earlier version of the H+T model)
- CNT's calculations reflect the impact of neighborhood and household characteristics on housing and transportation costs (see figure below)



## **Recent Trends**

- Trend information is not available from CNT at this time
  - Previous work from CNT relied on Decennial Census data.
  - Changes to the model to accommodate ACS data, as well as other model improvements, make the results incomparable.

## **MVIC Considerations**

### ***Measure alternatives considered by MVIC:***

- The original proposal MVIC considered was “Combined cost of housing and transportation as a percent of income for a median-income family.”
  - MVIC asked TAC to discuss the original proposal and possible improvements after considerable discussion.
  - TAC discussed, and acted to recommend the current proposal.

### ***Target alternatives considered by MVIC:***

- MVIC considered no alternative targets

### ***Other MVIC Considerations:***

- MVIC discussion of this measure extended over portions of three meetings – the committee did not reach resolution in order to take action on a recommendation.
- Some committee members expressed support for a measure that helps understand the correlation between where a household lives and transportation costs.
- Some committee members expressed concern about how the region can impact housing and transportation costs, especially with the recent increases in housing costs and how those costs respond when there is access to public transportation.
- Some committee members expressed the need to study this more as the burden of housing is negatively impacting spending at businesses and, consequently, the region’s economy.

## C. Regional Employment

New Staff Suggested Measures	2040 Target	Baseline
C Regional employment	2.6 million (1-1.5% annual growth)	1.8 million (2014)

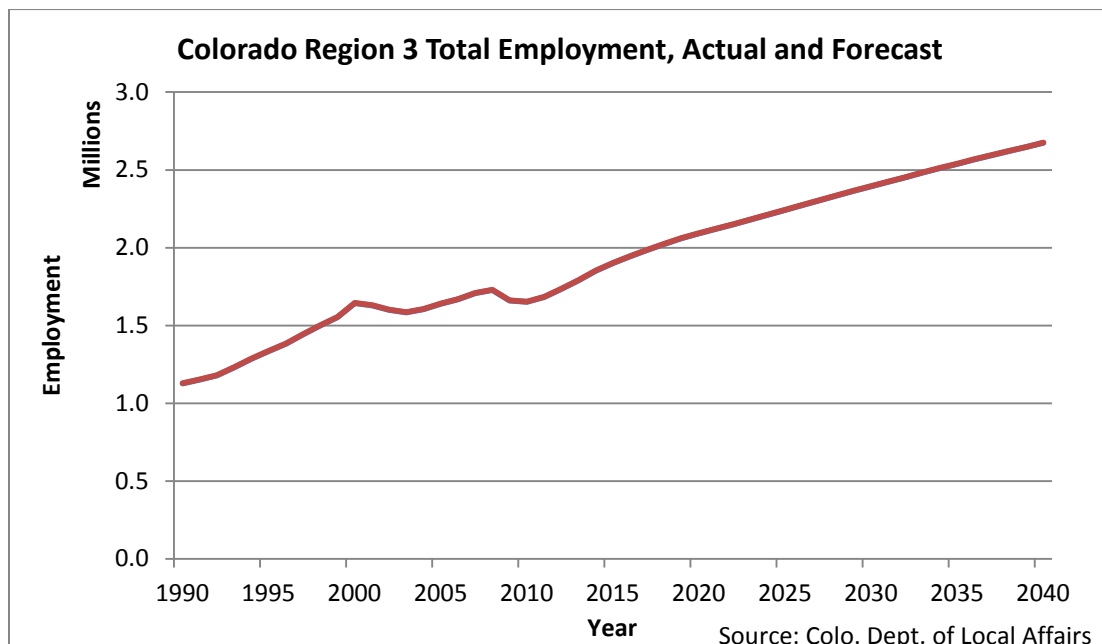
**Regional Objective Alignment:** 14. Improve the region's competitive position.

### Background

- The region anticipates continued job growth. Those in the workforce need employment to continue to support their households, while generating income and spending to help support local and regional economies.
- Continued job growth is a sign of economic vitality, and indicates a high quality of life across the region's diverse communities.
- Local and regional investments infrastructure can help ensure the region remains competitive for jobs.

### Recent Trends and Forecast

- Recent trends include recession and recovery.
- The State Demographer (Colorado Department of Local Affairs) forecasts continued growth for the region.



### Other Considerations

- The proposed target is in line with forecasts used in other DRCOG plans, including the *2040 Metro Vision Regional Transportation Plan*.

## D. Protected open space

New Staff Suggested Measures	2040 Target	Baseline
D Protected open space	2,100 square miles	1,841 square miles (2014)

**Regional Objective Alignment:** 7a. Protect a variety of open spaces.

### Background

- Metro Vision 2035 included as “880 square miles of state and local parks and open space by 2035”
  - This reflected a 50% increase over the 2006 inventory of 587 sq. mi.
  - Improvements in state and local datasets have expanded the open space included in the DRCOG inventory (hence significantly more land area in the baseline than the Metro Vision 2035 goal).
  - Additionally, the baseline and target included above include the significant amount of federally preserved open space in our region. The 2035 goal did not count those lands.

### Recent Trends

- Only two observations are available using the DRCOG Open Space Inventory compiled under today’s open space mapping practices:
  - 2013: 1,826 sq. mi.
  - 2014: 1,841 sq. mi.

### Other Considerations

- The DRCOG region is 5,288 sq. mi.
  - Currently open space covers over a third of the region.
  - The proposed target would mean that 40 percent of the region is protected as open space in 2040.

## E. Housing and employment near high frequency transit

New Staff Suggested Measures		2040 Target	Baseline
E	Share of the region's housing and employment near high frequency transit	35 percent	Housing: 29.7 percent (2014)
		60 percent	Employment: 48.4 percent (2014)

**Regional Objective Alignment:** 13. Improve access to opportunity.

### Background

- MVPAC proposed that a version of this measure be included with a target in *Metro Vision* (no target was suggested at that time).
- High frequency transit areas include areas within a half mile of a rapid transit station (rail or bus rapid transit) or a quarter of a mile of a bus stop that averages at least four departures an hour over the course of a 24-hour day (96 per day).

### Other Considerations

- The baseline numbers reflect the transit conditions in 2014 (so for instance the newly opened A-Line is not included). This was done to “match” housing data (currently 2014 is the most recent data available) with transit operations at the time.
  - When factoring in the rapid transit stations opening this year:
    - 2014 housing share would reach 30.7%
    - 2014 employment share would reach 51.3%
  - When factoring in the rapid transit stations on lines under construction, but opening after this year:
    - 2014 housing share would reach 31.3%
    - 2014 employment share would reach 51.8%

## F. Housing and employment in high risk areas

New Staff Suggested Measures		2040 Target	Baseline
F	Share of region's housing and employment located in high risk areas.	Less than 1 percent	Housing: 1.2 percent (2014)
		Less than 2.5 percent	Employment: 2.9 percent (2014)

**Regional Objective Alignment:** 9a. Reduce the risk of hazards and their impact.

### Background

- High risk areas reflected here represent two well-mapped types of hazard prone areas:
  - Special Flood Hazard Areas (SFHAs): Areas with a 1 percent chance of inundation per year (often referred to as the “100-year floodplain”) as mapped by the Federal Emergency Management Agency (FEMA)
  - Wildfire Threat: Areas with a high or very high threat of wildfire, as mapped by the Colorado State Forest Service.
- The shares represented in the baseline represent:
  - 2014 Housing: approximately 14,800 dwellings
  - 2014 Employment: approximately 44,700 jobs at 3,200 establishments

### Other Considerations

- Adjusting to include moderate wildfire threat only increases the share to:
  - 2014 Housing: 2.0% (approximately 24,300 dwellings)
  - 2014 Employment: 3.2% (approximately 49,000 jobs at 4,000 establishments)