Denver Regional Council of Governments
Board Retreat | April 27, 2024

- Please get something to eat and find a seat.

- We'll get started at **8:50 a.m.**

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Chair's remarks
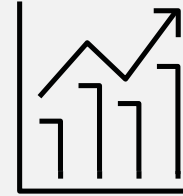
Wynne Shaw, chair, DRCOG Board of Directors

Five-year strategic plan: update

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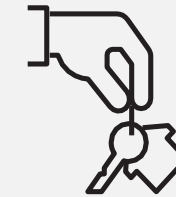
Strategic plan elements

 Expansion of regional data partnerships

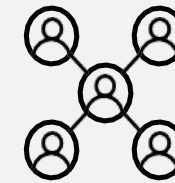 Incubation of aging and health initiatives

 Economic Development District designation

 Affordable housing

 Joint purchasing

 Strategic relations office

 Regional sustainability plan

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Expansion of regional data partnerships: future opportunities

- Regional dispatch

- Crash data consortium

Where are we today?

Data partnerships update

- Denver Health

- Kaiser and Nymbl

- Regional Crash Data Consortium
  - Received federal grant to inventory needs and solve common issues.
  - Working on second round for pilot program to implement recommendations.

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Incubation of aging and health initiatives

- Health and housing road map

- Social health information exchange

- Collaborative community response

- Accountable Care Organization

Where are we today?

Aging and health initiatives update

- Community Care Hub

- Ride Alliance human services trip exchange

- Expansion of caregiver support services

- New Medicare payment models for community services

Economic Development District designation

- Comprehensive Economic Development Strategy

- Economic Development District designation

Where are we today?

Economic Development District designation update

Comprehensive Economic Development Strategy

- Completed in six months.

- Approved by the DRCOG Board.

- Submitted to the Economic Development Administration for approval.

- Approved by the Economic Development Administration on April 5.

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Comprehensive Economic Development Strategy

Affordable housing

- **Congressional mandate (from Section 134, Title 23, United States Code):** The metropolitan planning process … shall provide for the consideration of projects and strategies that will … promote consistency between transportation improvements and state and local planned growth, *housing*, and economic development patterns.

Where are we today?

Affordable housing update

- Regional Housing Needs Assessment underway.

- Regional Housing Strategy funded by Colorado Department of Local Affairs.

Joint purchasing program

- Partnership with Houston-Galveston Area Council

- Benefits

Where are we today?

Joint purchasing program update

Partnership with HGACBuy

- Paperwork has been signed.

- DRCOG staff are working with the Houston-Galveston Area Council to provide training.

- This is a unique opportunity for member communities.

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Strategic relations office

- Need for new funding and partnerships

- Additional opportunities

Where are we today?

Strategic relations office update

- There's currently a lack of financial capacity.

- Some activities have been assumed by existing staff.

Regional sustainability plan

- Regional approach to shared environmental issues

- Comprehensive regional sustainability plan

Where are we today?

Regional sustainability plan update

- Priority Climate Action Plan was completed and submitted in March.

- Climate Pollution Reduction Grant application for $199 million grant was submitted on April 1.

- Comprehensive Economic Development Strategy includes a section on resilience and sustainability.

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So what's next?

- New innovations?
- New funding opportunities?

Your turn!

Flo Raitano
Director, Partnership
Development and Innovation
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DRCOG workforce capacity and market opportunities

Torrie Fields, MPH, TFA Analytics

Who is TFA?

TFA Analytics is a technology-enabled network enablement platform focused on improving access to value-based care for complex and seriously ill populations. We do this by facilitating improved value-based agreements between payors and providers. We are experts in network design, contracting, pricing, workflow optimization, evaluation, data and reporting.

TFA area of focus

- Develop a sustainable pricing model for DRCOG's services.

- Facilitate relationships and support contracting efforts with local payors.

- Develop optimal value-based continuum of care for DRCOG and network providers.

- Develop sales materials and other collateral to support contracting.

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Activities to date

- Comprehensive workforce capacity assessment.

- Care model development, optimization and prioritization.

- Cost and capacity modeling for services pertaining to health-related social needs.

- Payor outreach and engagement.

- Community health integration revenue and contract modeling.

Timeline and goals

Project goals for strategic planning

Multiple opportunities and limited resources to focus on expansion

1. Identify high-yield partnerships.
2. Prioritize based on readiness and revenue opportunity.

   - Focus on payors with interest in services, population and knowledge of DRCOG.

   - Prioritize payor outreach based on likelihood to implement most effectively the fastest.

3. Focus on diversifying revenue on current programs; only expand services, service areas and population of focus after success with securing initial payor partnership.
4. Focus on HELC/CHI model for health-related social needs, falls prevention and dementia/caregiver services for 2024-2025.

Proposed implementation timeline

Planning for value-based contracting and care delivery is a nine- to 12-month process.

October/ November	December/ January	February/ March	April/May	June/July	August/ September	October/ November	December/ January
Payor-provider partnerships goals defined DRCOG business case and cost model developed	Care model definition and gaps analysis Internal and external assessments: ○ Workforce ○ Capacity ○ Readiness Identification of market partnership opportunities	Partnering DRCOG agency assessments (by model) Go-to-market planning (timelines and sequencing identified)	Payor/provider targets and workflows developed DRCOG team training and process integration ○ Operations and reporting plans ○ Revenue and cost modeling	**First payor engaged** Workflow development ○ Process development ○ Documentation training ○ Team development, individual provider readiness	GTM implementation planning Outreach and engagement plan Operational plan Data and reporting plan Referral workflows and coordination Team readiness	**Go live** New client referrals and enrollment Capacity management Data management and reporting Workflow optimization Billing and coding Identification and assessment	Analytics and reporting Benchmarking and scenario modeling Oversight and governance Client and program monitoring and workflow adjustments Outcomes and performance

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Workforce capacity assessment: outcomes

Summary of workforce assessment

DRCOG goals

- Diversify revenue opportunities, including value-based payment and private payor revenue.
- Expand service offerings.
- Integrate health equity into program offerings.

Completed activities

- Meetings to review internal infrastructure, staffing, services, access and equity.
- Deliverables:
  - Gaps analysis and readiness assessment
  - Go-to-market collateral on services and capabilities
  - Target market opportunity list
  - Cost model and revenue projections for Community Health Integration (CHI) services

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Assessment methodology

- Semi-structured interviews covering the following areas:

  - Internal infrastructure and IT capabilities

  - Staffing

  - Services

  - External partnerships

  - Quality and reporting

  - Access and equity

- Supplemental quantitative and program data associated with these areas

DRCOG service locations and Medicare/MA enrollment
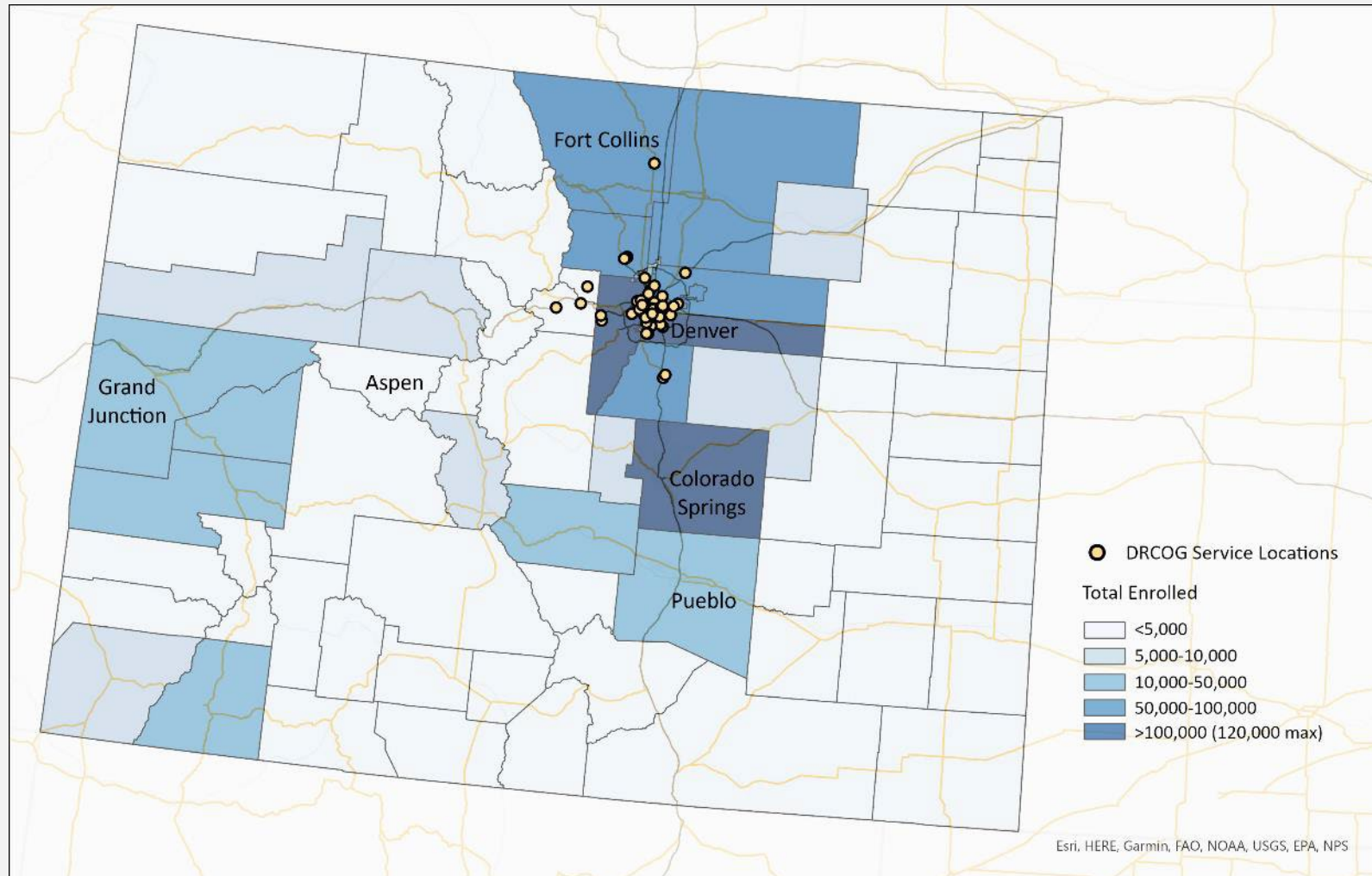
DRCOG service locations and top MA plans

DRCOG Service Locations

Top MA Plan by Enrollment
- CVS Health Corporation
- Centene Corporation
- Humana Inc.
- UnitedHealth Group, Inc.
- Unknown
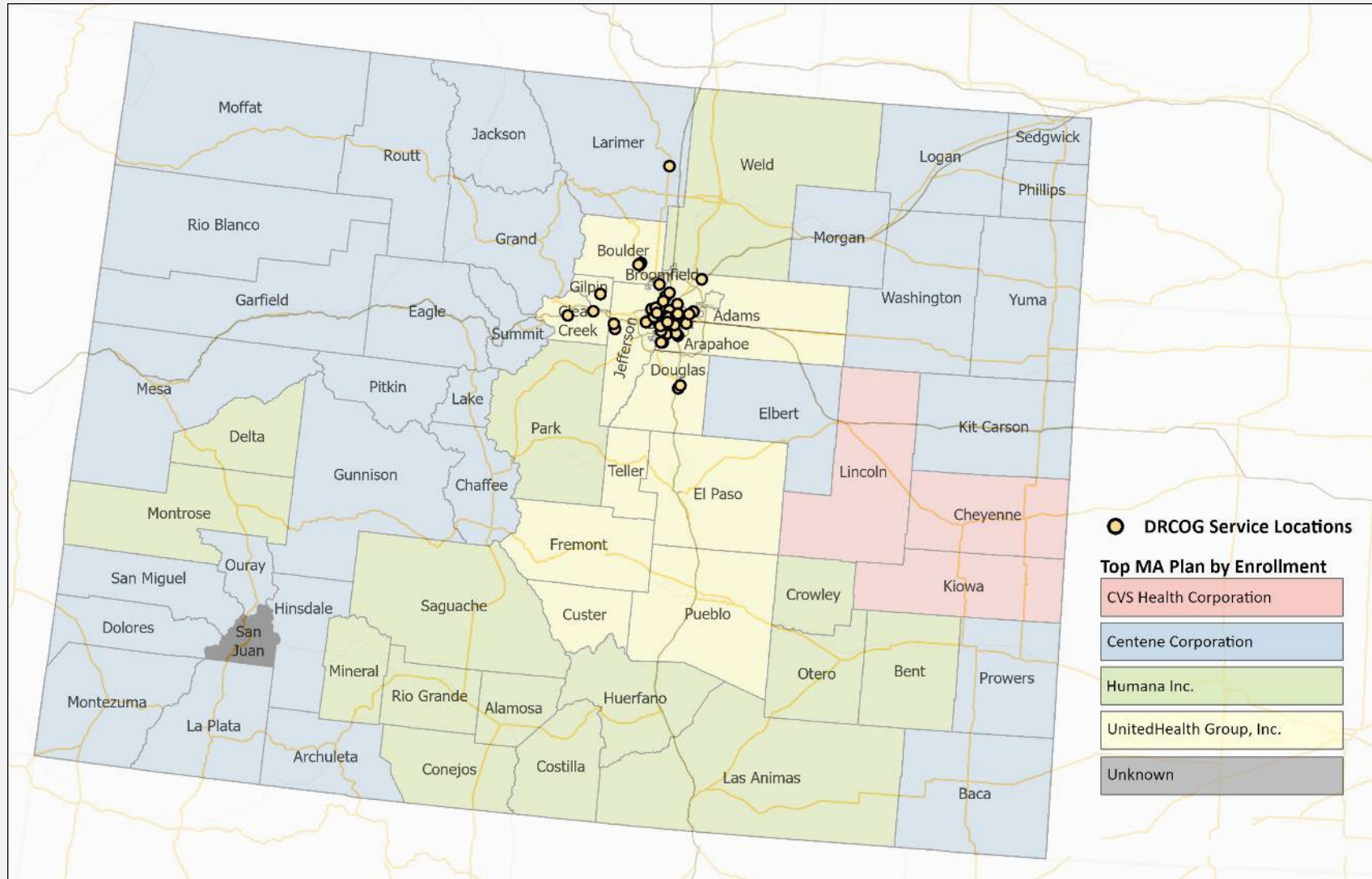
Top 10 MA plans in DRCOG service area

Parent Organization	County								Total by Plan
	Jefferson	Arapahoe	Denver	Adams	Douglas	Broomfield	Clear Creek	Gilpin	
UnitedHealth Group, Inc.	41,831	31,774	27,943	21,541	19,254	3,919	649	288	147,199
Kaiser Foundation Health Plan, Inc.	23,881	18,171	17,194	14,432	7,818	2,733	274	215	84,718
Humana Inc.	9,415	10,925	10,012	7,117	5,760	978	284	155	44,646
Centene Corporation	7,248	7,431	6,548	3,641	5,514	964	125	87	31,558
CVS Health Corporation	6,318	7,308	7,306	3,745	4,669	857	80	54	30,337
The Cigna Group	3,216	3,495	3,458	2,537	1,997	404	54		15,161
Elevance Health, Inc.	958	1,343	1,403	685	827	111			5,327
Denver Health and Hospital Authority	232	165	4,452	318					5,167
Total Community Options, Inc.	430	394	568	516	12	38			1,958
Devoted Health, Inc.	328	414	415	345	289	20	12		1,823

Workforce and capacity assessment observations

- DRCOG has numerous internal and external partnerships that could be used to fulfill initial and future staffing needs and expand services. **You are in a strong position to expand offerings quickly with minimal effort.**

- DRCOG has invested in, developed and has access to multiple platforms, including HIPAA-compliant systems, that we could coordinate with to fulfill most, if not all, data and reporting requirements. **This is very attractive to payors and care providers.**

- DRCOG is uniquely positioned to diversify revenue opportunities and expand service delivery through **current** services and external statewide partnerships. **This requires minimal staff increases or changes to workflow.**

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Overall recommendations

- **Health plan outreach:** DRCOG focus 2024 health plan outreach efforts on 65+ population enrolled in Medicare Advantage, Special Needs Plan (dual eligible), Medicare ACOs or Medicaid Organization in DRCOG service area.

- **Program focus:** DRCOG focus 2024 health plan value-based contracting for the following services:

    1. Enhanced case management services (Social Determinants of Health and Community Health Integration)
    2. Falls prevention services
    3. Dementia and caregiver services

- **Outcomes focus:** DRCOG position itself as reliable resource to:

    1. Improve Medicare star ratings, including falls prevention, transitions of care and readmissions, and customer satisfaction through evidence-based programs.
    2. Increase program engagement/utilization of MLTSS and other covered home- and community-based services.
    3. Address and coordinate care for older adults and caregivers, reducing overall health care costs and increasing access to community benefits.

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Healthy equity learning collaborative

Health-related social needs and MA coverage

CHI Services Provided by Location
- Food Insecurity only
- Transportation only
- Food Insecurity and Transportation

Counties currently served by DRCOG CHI services

People enrolled in Medicare Advantage:
<1000   <5000   <25000   <50000   <75000
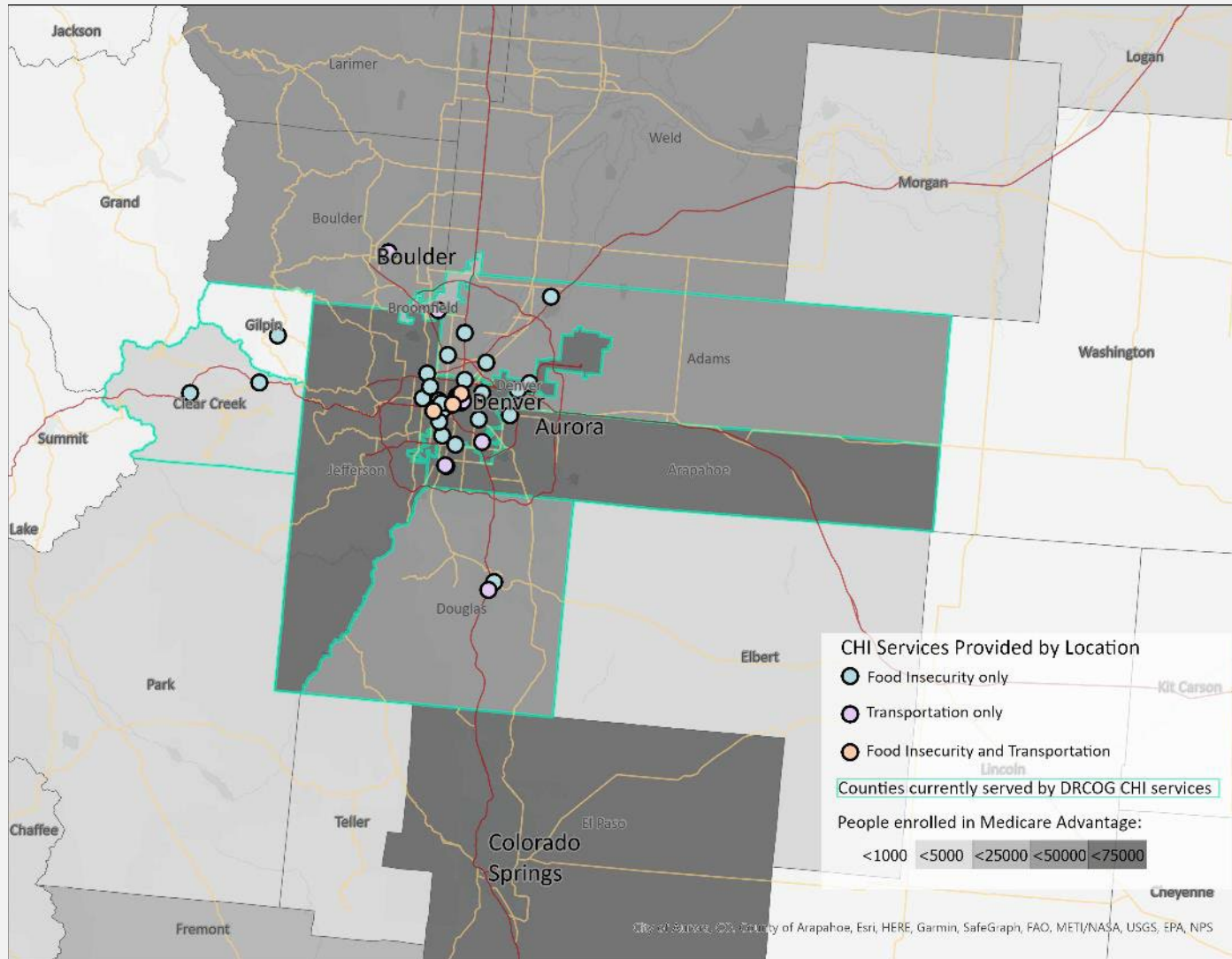
Gaps analysis recommendations

- **Internal infrastructure**

  - Community-based organization with leadership support; able to expand services to incorporate new operational and clinical complexity.

- **Staffing**

  - Staff available to complete assessments and services for this model.

  - Current staff are in place and trained to complete assessments; only minor adjustments needed.

- **Services address the following:**

  - Housing insecurity, food insecurity, transportation insecurity, medication and health care access, disease self-management capacity, health literacy, income insecurity that impacts health care or medication access.

Gaps analysis recommendations

- **External partnerships**
  - Need a **health plan** partner (Medicare Advantage, Medicaid, SNP, etc.) willing to access the "Primarily Health-Related" Supplemental Benefits (EPHRB) or Special Supplemental Benefits for the Chronically Ill (SSBCI) to pay for services.

- **Quality and reporting**
  - Must be able to submit and receive standardized reports related to referrals, enrollment, encounters and services, assessment documentation, and satisfaction.

- **Access and equity**
  - Systematic SDOH screening using standard assessment tools.
  - Tracking clients by race/ethnicity, income level, insurance coverage, residence/location, language affiliation, cultural preferences, etc.

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Initial revenue estimates — three years, top payors

- Some ACOs or payors will elect to start with payment for assessments; some will fund additional services.
- Possible for DRCOG to be profitable within 15 to 18 months with the right volume of patients.

Service Type	Payment	Estimated PBPY	Estimated Beneficiaries Y1	Estimated Beneficiaries Y2	Estimated Beneficiaries Y3
G0019 – CHI	$79/ assessment	$316	328	376	638
G0023 (CHI Add-on)	$49.44/ up to 6 additional	$297	328	376	638
G0136 (Screening	$18.66/ screening, up to 1 per year	$19	500	550	750

Next steps for Community Health Integration

To support a value-based payment pilot with our initial payor or ACO partner:

1. Finalize cost and financial model to support workflow optimization for DRCOG and network of providers; begin conversations for statewide collaborations with network providers.

2. Finalize approach and delivery model for "enhanced case management" offering to assess and refer people to services addressing health-related social needs that will be reimbursed.

3. Develop ACO and health system partnership to increase integration, increase referrals and increase likelihood for health plan contracting.

4. Outreach to health plan leadership for pilot collaboration.

5. Develop workflow and triage diagrams and draft data and reporting workflows to support program development and implementation.

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Thank you!

Torrie Fields, MPH

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Regional funding tools and strategies

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Warning!

- This is meant to be provocative.
- This is meant to generate discussion and debate.
- This is meant as a launching pad to further exploration — a beginning, not an end.
- None of the following represent proposals.
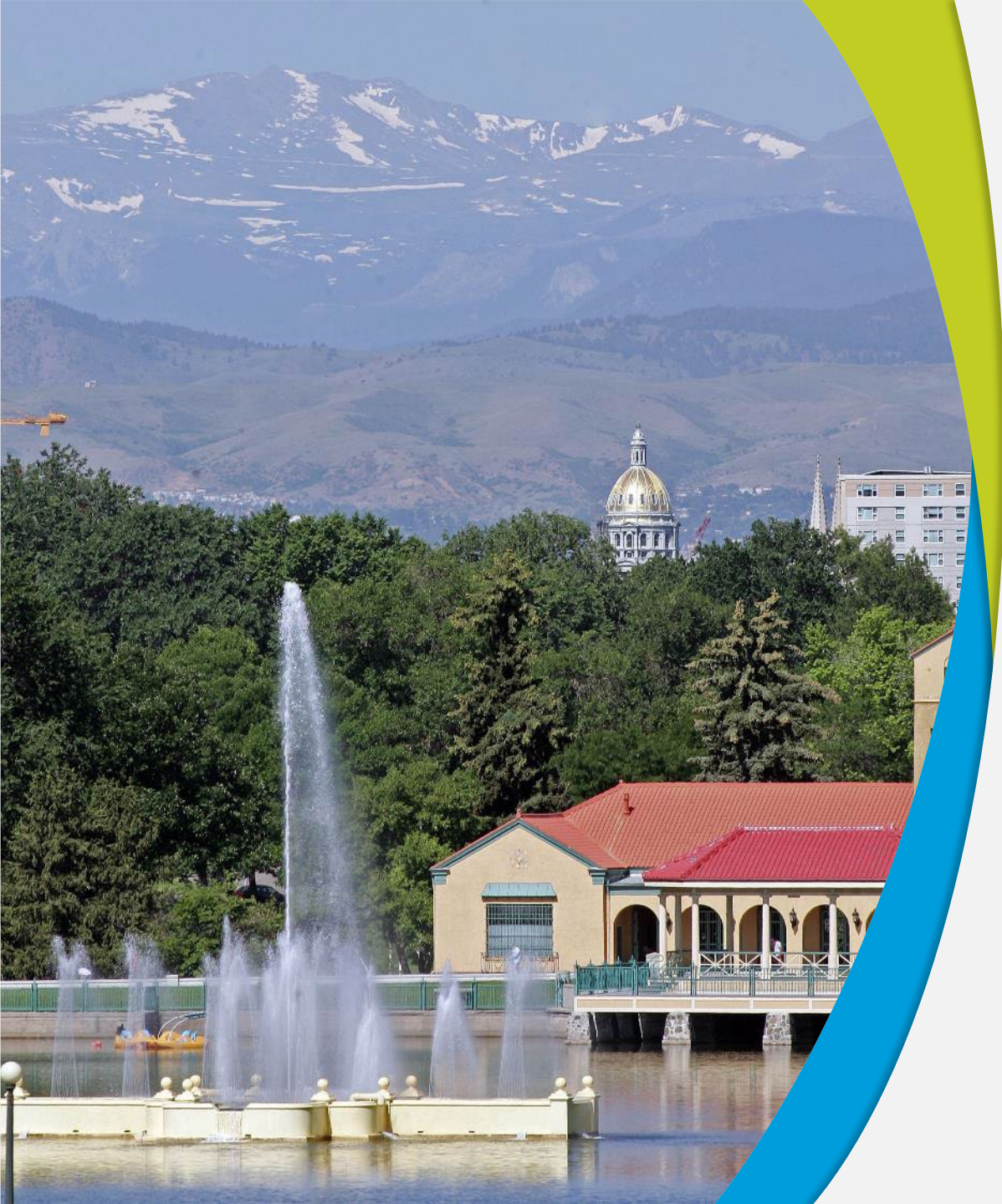
Why?

- Challenges to achieving **performance measure targets**.
- Support for **local land use and development** objectives.
- Increasing **operations and maintenance costs**.
- **Match** is a barrier to accessing state and federal funding.
- State and federal funding comes with **strings**.

Metro Vision context

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

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

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

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

Metro Vision performance measures

Measure	Baseline	2019	2040 target	2050 RTP
Non-single-occupant vehicle mode share to work	25.1%	25.7%	35.0%	N/A
Daily vehicle miles traveled per capita	25.5	25.4	23.0	27.4
Average travel time variation (peak vs. off-peak)	1.22	1.22	Less than 1.30	1.34
Daily person delay per capita	6 minutes	6 minutes	Less than 9 minutes	14 minutes
Number of traffic fatalities	185	270	0	N/A

Regional Transportation Plan outcomes

Modeled system measures: weekday	2020 baseline	2050 forecast	Percent change
Total person trips	15.3 million	20.5 million	33.8%
Vehicle miles traveled	86.0 million	121.2 million	41.0%
Vehicle hours of delay	359,253	742,904	106.8%
Total transit person trips	229,149	374,156	63.3%
Transit share of total daily trips	1.7%	2.2%	24.4%

Priorities and funding

RTP funding

Funding category	Funding amount	Percent of total funding
CDOT multimodal capital	$5.3 billion	9.3%
CDOT operations and maintenance	$11.4 billion	20.0%
RTD FasTracks capacity	$700 million	1.2%
RTD bus service, operations, maintenance, debt	$33.7 billion	59%
DRCOG	$5.2 billion	9.1%
Locally funded capital	$796 million	1.4%

Regional Transportation Plan investments: DRCOG

DRCOG investment category	Funding amount	Percent of DRCOG total
Multimodal capital	$1.9 billion	36.5%
Set-aside programs	$373 million	7.2%
Regional BRT	$1.2 billion	23.1%
Transit corridors	$925 million	17.8%
Arterial safety	$465 million	8.9%
Active transportation	$180 million	3.5%
Freight	$220 million	4.2%
Total DRCOG	**$5.2 billion**	**100.0%**

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2024-2027 Transportation Improvement Program

- $500 million ($125 million per year):
  - Set-aside programs: $63 million.
  - 80% Subregional: $350 million over four years, $87.5 million per year.
  - 20% Regional: $87 million over four years, $21.9 million per year.

Leveraging existing resources

Multi-TIP commitments

- Commit a portion of resources over a longer period — multiple TIPs — to address larger-scale needs.

- One project or a set of projects from the Regional Transportation Plan.

Focus regional resources

- Commit a portion of resources to one specific project type, outcome or issue.
  - Safety
  - Transit
  - Air quality
- Limit project type eligibility for the regional share based on priority.
- Limit regional share eligibility to a prioritized list of projects.

Bonding

- Leverage a stream of existing revenue to address large-scale needs.

- State Infrastructure Bank:
  - 3.5% interest rate
  - Maximum 10-year repayment
  - Limited current capitalization

- Grant Anticipation Revenue Vehicles:
  - Tax-exempt rates
  - Longer repayment term
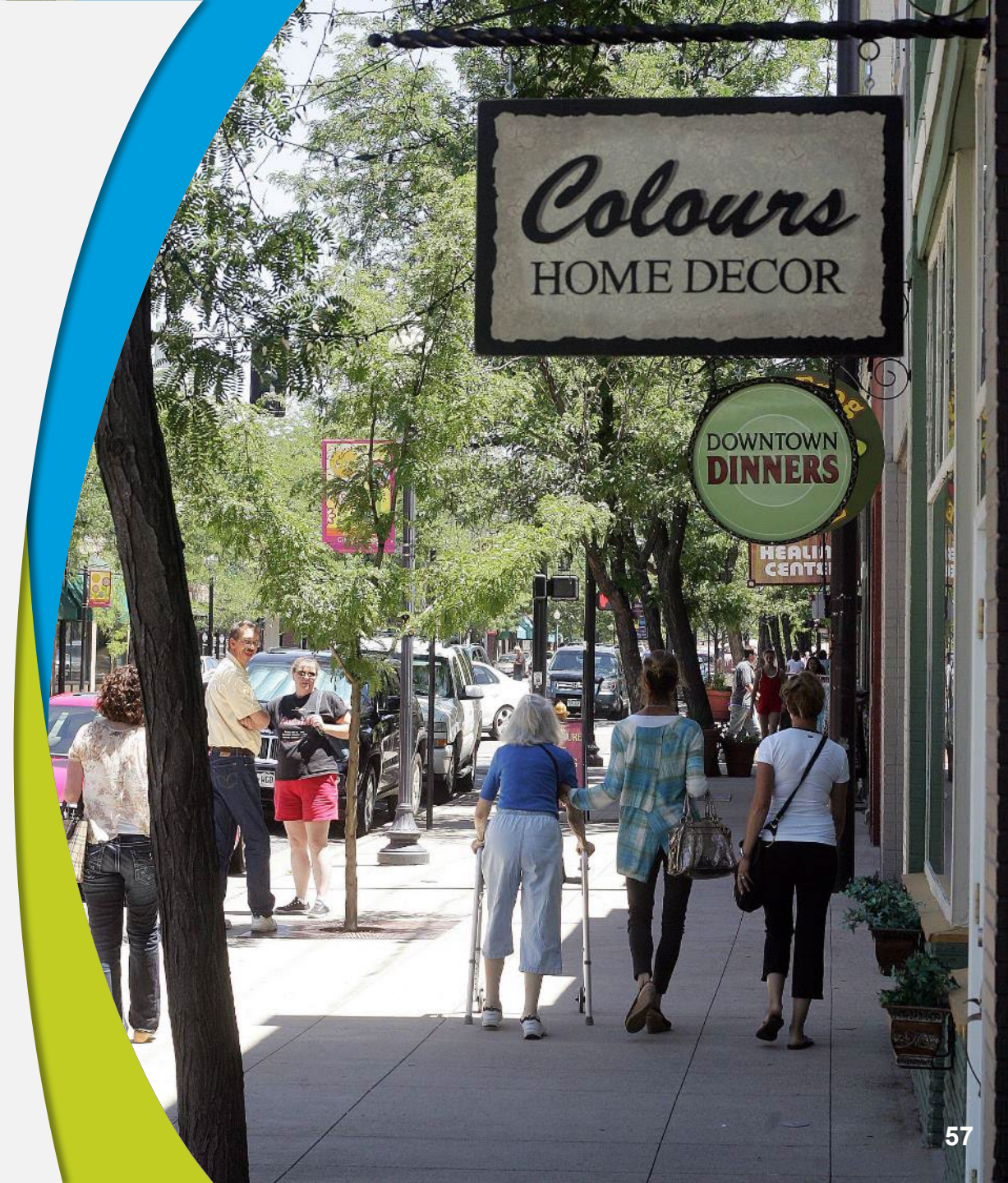
Toll credits

- Can be used to replace match requirements on federal-aid transportation projects.

- Earned when a transportation investment is funded with toll revenues.

- Not "real dollars" — replaces matching funds.

- Reduces total investment by 20% or requires more federal money.

New resources

Value capture

- Many transportation investments support new land development.
- Recovers portion of private value created by public transportation investments.
- Variety of tools:
  - Impact fees
  - Special assessments
  - Reimbursement districts
  - Tax increment
  - Joint development

Regional Transportation Authority

- Can be formed to address transportation needs within a specific geographic area.

- Subject to voter approval, RTAs can collect revenue from:
    - Sales or use tax
    - Vehicle registration fee
    - Visitor benefit tax
    - Mill levy
    - RTA enterprises

Regional Transportation Authority process

- DRCOG Board adopts resolution:
  - Specify transportation systems to be provided.
  - Specify the boundaries.
- 90-day comment period:
  - CDOT, RTD, E-470.
  - Counties and municipalities that are not members of DRCOG but border the proposed authority boundary.
  - Any existing authority that includes or borders the proposed boundary.
- Negotiations and IGAs, if necessary, with noticed entities if they demonstrate evidence of negative impacts.
- Public vote for new taxes — all voters within the boundary.

Regional Transportation Authority examples

County	2022 net taxable sales
Adams	$13,898,432,568
Arapahoe	$16,364,825,046
Boulder	$7,894,158,017
Broomfield	$2,025,195,031
Clear Creek	$215,879,948
Denver	$21,641,343,927
Douglas	$9,748,879,000
Gilpin	$188,424,026
Jefferson	$12,578,674,915
Total	**$84,555,812,477**

Sales tax rate	Annual revenue
0.1%	$84,555,812.48
0.2%	$169,111,624.95
0.25%	$211,389,531.19
0.4%	$338,223,249.91

Discussion prompts

- What resonates with you?
- What opportunities do you see?
- What concerns do you have?
- Is this an issue worth more exploration and discussion?
- If so, what's next?

Thank you!

Ron Papsdorf
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Looking toward a regional housing strategy

DRCOG Board Retreat | April 27, 2024

Today's agenda

1. Introductions
2. Project progress
3. Regional MPOs across the U.S.
4. Preliminary strategy framework
5. DRCOG's role in regional planning and housing
6. Next steps

Today's objectives

- Explore the experiences and approaches of other MPOs in regional housing planning.

- Reflect on the importance of DRCOG's role in regional housing.

- Get feedback on the preliminary framework for developing a regional housing strategy.

ECOnorthwest
IMPACT THROUGH INSIGHT

Lorelei Juntunen, President and CEO

Tyler Bump, Partner and Project Director

Project progress

- Completed Phase I
  - Initial engagement with local governments
  - Advisory Group Meetings 1-3
  - RHNA results and summary memo
- Phase II in progress
  - Stakeholder engagement
  - Advisory Group Meetings 4-6
  - Summary of systemic barriers
  - Preliminary strategy framework

RHNA results overview

2050 housing need:	**511,000 new units**
2033 housing need:	**216,000 new units**

→ **137,000+ units (64%)** will need to be for low-income households (<60% AMI)

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Updates from Advisory Group meeting #5

- Center equity and community. Ensure equity is reflected in the Guiding Principles and that the conversation about housing is about our family, friends, neighbors and the people who help our communities thrive. Storytelling can be a powerful tool for explaining why this work is important.

- Learn from and connect to other successful regional efforts -- such as the Metro Denver EDC

- Help people understand the connection between jobs and housing. You cannot have one without the other.

- Use the strategy as an opportunity to build understanding and buy-in for Metro Vision.

- Consider forming a technical review group to help inform and guide the strategy development process.

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Learning from other regions

MPOs across the country approach housing in different ways

Puget Sound Region Council (PSRC)

Portland Metro

Regional Transportation Commission (RTC)

Sacramento Area Council of Governments (SAGOG)

Wasatch Front Regional Council (WFRC)

Indianapolis MPO (IndyMPO)

Mid-Ohio Regional Planning Commission (MORPC)

Chicago Metropolitan Agency for Planning (CMAP)

Mid-America Regional Council (MARC)

WASH-INGTON

OREGON

CALIFORNIA

NEVADA

UTAH

MIS-SOURI

ILLINOIS

INDIANA

OHIO

MPOs take on different roles related to:

- Land use
- Zoning
- Funding
- Infrastructure
- Technical assistance
- Data provision
- Convening and education
- Regulatory role

Level of involvement by MPO

Agency	Land use	Zoning	Housing funding	Infrastructure	Technical assistance	Data provision	Convening and education	Regulatory role
PSRC	Regional Planning	Regional Planning	None	Regional Planning	Resources and Guides	Database, models, maps	Workshops and Resources	Plan Review & Certification
PDX Metro	RHNA and resources	RHNA and resources	Provides Funding	Regional Planning	None	Data and reports	Some educational materials	Supports State Regulation & Plan Review/ Certification
CMAP	Regional Planning	Regional Planning	Application Assistance	Resource Provision	Tech Assistance	Land Use Data	Regional Housing Initiative	Non-Regulatory
MORPC	Regional Planning	Regional Planning	Provides Funding	Regional Planning	Resource Hub	Land Use Data/ GIS	Speakers and Regional Project Tracking	Non-Regulatory
MARC	Regional Committee Convener	Regional Committee Convener	Application Resources	Regional Planning	None	GIS Housing Data	Regional Housing Partnership	Non-Regulatory
SACOG	Regional Planning & RHNA	Regional Planning & RHNA	Provides Funding	None	Policy and Legislative Information	Data Analysis Method	Outreach and Engagement	Supports State Regulation
WFRC	None	Policy Education	None	None	Policy Education	Maps, Models, Housing Inventory	None	Non-Regulatory
IndyMPO	None	None	None	None	Housing Study	None	None	Non-Regulatory
RTC	None	None	None	None	None	Housing Inventory	None	Non-Regulatory

Significant involvement | Mid-low involvement | No involvement

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Chicago Metropolitan Agency for Planning

- 284 municipalities and seven counties
- Does not maintain a regulatory role on housing

Topic	Level of involvement	Notes
Land use and zoning	Regional Planning	On to 2050: A Comprehensive plan for the region.
Housing funding	Application Assistance	Partners with counties to apply for the HUD PRO grant program.
Infrastructure (outside of transportation)	Resource Provision	ADA compliance program, water supply and stormwater/flooding maps and data, and natural resource inventory.
Technical assistance and data resources	Technical Assistance, Land Use Data	Offers planning and implementation assistance, interagency expertise, and capacity-building assistance. Maintains land use inventory and established a procedure for evaluating potential Developments of Regional Importance.
Convening and education	Regional Housing Initiative	Works with the Metropolitan Planning Council and nine housing authorities to administer the Regional Housing Initiative and provides resources to cities that may need help in shaping their land use policy.

Sacramento Council of Governments

- 28 member cities and counties

Topic	Level of involvement	Notes
Regulatory role	Supports State Regulation	Assists the state in distributing housing allocations to cities and counties in the region.
Land use and zoning	Regional Planning	Lower-income housing allocations must be accommodated on sites zoned for higher densities. Mind the Gap Housing Initiative and Blueprint – Land Use.
Housing funding	Provides Funding	SACOG directly manages around 7% of the total funding in the Blueprint through their regional funding programs that include both federal and state funds.
Technical assistance and data resources	Policy and Legislative Information, Data Analysis Method	Information about CEQA Streamlining Opportunities, Housing Policy Toolkit, Housing Legislation and ADU Affordability Analysis.
Convening and education	Outreach and Engagement	Conducts outreach and engagement efforts, including focus groups, a built environment poll, and a local tour to boards and councils, along with grants to CBOs to facilitate outreach and engagement initiatives for the 2025 Blueprint Survey period.

Mid-Ohio Regional Planning Commission

- 90 member communities; does not maintain a regulatory role on housing

Topic	Level of involvement	Notes
Land use and zoning	Regional Planning	Regional Housing Strategy identifies strategic focus areas for housing in the Central Ohio region and contains an implementer's toolkit.
Housing funding	Provides Funding	Application to the HUD PRO grant program in 2023 to fund affordable housing creation and preservation activities; administers a Multifamily Bond Program; maintains the Free Residential Services program.
Infrastructure	Regional Planning	Planning, research and resources to members on multimodal transportation, and planning services to the Ohio EPA to develop updated and comprehensive water quality management plans for the region; maintains the Clean Ohio Conservation Fund.
Technical assistance and data resources	Resource Hub, Land Use Data/GIS	Maintains a data hub with information on proposed development, regional population and job forecasts by land use TAZ, points of interest and locations of open space; MORPC Regional Urban Model and the Housing Resource Hub.
Convening and education	Speakers and Regional Project Tracking	Regional Housing Strategy Speaker Series; Competitive Advantage Projects.

The benefits of a regional approach

- **Shared, data-driven approach** to understand housing need and policy-making.
  - Ability to evaluate and monitor progress.
  - Consistency in methods across jurisdictions.
- **Bringing together strategic partners**, providing educational workshops and policy resources, facilitates regional collaboration and knowledge sharing.
  - Leverage DRCOG's broad experience with convening partners.

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The benefits of a regional approach

- **Providing and/or helping to secure funding** for affordable housing development and preservation helps catalyze housing development needed to meet regional need.
  - More equitable distribution of housing and resources.

- **Integrate housing** with transportation, environmental and economic development planning for a more cohesive regional approach.

- **Assist local governments** with implementing state requirements that could help meet regional housing needs.

Considerations for a regional approach

- Most MPOs do not have direct regulatory control over local housing policy and land use decisions, so plans are advisory.

- Many MPOs have limited ability and authority to provide funding for housing initiatives, particularly at the scale necessary to meet regional need.

- Tension between regional housing goals and local community preferences related to growth and affordability.

- Providing extensive programs and resources requires significant MPO staff capacity and resources.

Creating the framework for a regional strategy

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Purpose and vision

- Support and further Metro Vision 2050.

- Develop a consistent, data-informed and equity-centered approach to analyzing and responding to housing needs.

- 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.

Guiding principles

The framework for a regional housing strategy should…

1) **Be data-informed**, grounded in and responsive to a clear and shared understanding of the region's diverse housing needs.

2) **Align with Metro Vision**, providing consistency with its planning areas and goals.

3) **Ensure flexibility** in responding to the diverse needs and contexts of communities across the region.

4) **Be comprehensive** in addressing the barriers that are keeping housing production from meeting the full spectrum of needs.

5) **Provide near-term impact while building long-term value**, understanding that housing is needed now, but lasting solutions will take time.

6) **Reflect the unique roles and authorities of each sector** while facilitating improved communication, coordination and collaborative action.

7) **Identify resource requirements** for delivering desired outcomes.

Action areas, goals and outcomes

Action area	Preliminary goals	Intended outcomes
Land use and zoning	Update zoning and other regulatory tools to facilitate more housing in the right locations, as well as more diverse housing choices that respond to the full range of needs.	Increased housing supply aligned with regional and local needs (by household size, income, location and preferences).
Infrastructure	Coordinate regional infrastructure investments in areas suitable for growth.	Better alignment between housing development and infrastructure capacity.
Development costs and market factors	Calibrate incentives to help offset high development costs and shifting market conditions.	Construction of more diverse and affordable housing options.
Funding and finance	Explore innovative funding and financing mechanisms to support affordable housing development and preservation.	Expanded and sustained affordable housing and preservation efforts.
Political will and collective action	Foster regional collaboration among member governments, key partners and residents.	Improved policy alignment, resource leveraging and broad support for addressing shared housing needs.

DRCOG's role in regional planning

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Insights from RHNA engagement

- **Convene**
  - Bring people, agencies, organizations and jurisdictions together (at all levels).
- **Educate**
  - Lead by example.
- **Provide technical assistance and data**
  - Data collection and standardization.
  - Benchmarking/local targets for member jurisdictions.

- **Provide implementation guidance**
  - Best practices.
  - The "how."
- **Funding**
  - Grants for affordable housing.
- **Land use**
  - Linking and coordinating regional transportation and housing.

Next steps

- Formalize preliminary strategy framework: May.

- Final advisory group meeting: June.

- Final RHNA report: June/July.

Thank you!

Envisioning our success

DRCOG Board Retreat activity | April 27, 2024

Envisioning our success

- ECONorthwest shared their reflections on lessons learned for regional approaches to addressing housing need.
- DRCOG has the chance to shape this transformative step of a regional housing strategy.
- Let's take time to envision what we want to take forward into this work.
- We'll engage our creativity through the process!

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Let's write our own news headlines

Step 1: Small group discussion

At your tables, take time to share your ideas of success when it comes to the upcoming regional housing strategy.

Step 2: Create your newspaper front page

Based on your discussion, you will craft your own headlines that tell the story of a successful regional housing strategy.

Step 3: Share your headlines during the report out

Step 1: Small group discussion prompts

- Let's think about where we hope to be **a year from now** after we walk through the development of a regional housing strategy.
  - **What do you hope we have accomplished through the development of a regional housing strategy?**
- Now let's be a little more specific about areas of a housing strategy that seem **most relevant to the Denver region**.
  - **What specific barriers to addressing housing need in our region have we addressed?**

Step 2: Create the front page of the newspaper

Create your main headline for the first prompt:

What do you hope we have accomplished through the development of a regional housing strategy?

Write your response in the form of a news headline.

Step 2: Create the front page of the newspaper

Create your sub-headline(s) for the second prompt:

What specific barriers to addressing housing need in our region have we addressed?

Expand on your main headline and give us more detail! Write the additional sub-headlines.

Examples

- **Headline:** DRCOG creates housing fund to address attainable housing in the Denver region.

- **Sub-headline:** New fund allows local governments to subsidize housing units near transit.

- **Sub-headline:** Fund also aims to create more affordable for-sale homes.

Examples

- **Headline**: New housing strategy establishes partnership between utilities and local governments to address infrastructure challenges to creating new housing.

- **Sub-headline:** The partnership will work together for strategies to address water and sanitation needs for new housing.

Step 3: Report out

Let's share our headlines and sub-headlines. Each table will designate someone to share the headline and sub-headline from that table.