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

1. Call to Order

2. Roll Call

3. Summary of April 6, 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. Presentation on Transportation Funding Initiatives
   (Attachment B) Rich Mauro, Senior Legislative Analyst

6. Metro Vision Outcomes, Objectives and Narratives
   (Attachment C) Brad Calvert, Metro Vision Manager, Regional Planning & Operations
   *Time will be allotted after the staff presentation for the public to provide comment on this item prior to discussion. Those providing comment will be limited to 3 minutes.*

7. Review introductory text for Metro Vision 2040 Plan draft
   (Attachment D) Brad Calvert, Metro Vision Manager, Regional Planning & Operations

8. Defining and Designing Strategic Performance Measures
   (Attachment E) Jerry Stigall, Director, Organizational Development

9. 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
Directors present:
Bob Roth, Vice Chair
Eva Henry
Elise Jones
David Beacom
Robin Kniech
Anthony Graves
Roger Partridge
Bob Fifer
Aaron Brockett
George Teal
Doris Truhlar
Rick Teter
Joe Jefferson
Saoirse Charis-Graves
Ron Rakowsky
Shakti
Phil Cernanec
Jackie Millet
Ashley Stolzmann
Adam Matkowsky
Herb Atchison

Aurora
Adams County
Boulder County
City and County of Broomfield
City and County of Denver
City and County of Denver
Douglas County
Arvada
Boulder
Castle Rock
Centennial
Commerce City
Englewood
Golden
Greenwood Village
Lakewood
Littleton
Lone Tree
Louisville
Thornton
Westminster

Directors participating via Go to Webinar
George Teal
Richard Champion
Joan Peck
John Diak

Castle Rock
Columbine Valley
Longmont
Parker

Others present: Kent Moorman –Thornton; 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
No public comment was received.

Discussion of Metro Vision Objectives
Directors discussed staff recommendations for supporting objective 6.6 and additional
supporting objectives for regional objective 9a. Staff also suggested a minor edit to the
previously recommended regional objective 6b.

The Directors also discussed staff recommended narratives for each regional objective.
Staff requested a preliminary endorsement for the remaining objectives and regional
objective narratives. The Directors discussed regional objective narratives 1 through 7 and
made recommendations for changes to text. Discussion on the remainder of the regional
objective narratives will occur at the next work session.
A request was made to add an introduction section clarifying Metro Vision is an aspirational regional vision, not a regulatory document.

The work session ended at 5:57 p.m.
To:       Chair and Members of the Board of Directors

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

Meeting Date  | Agenda Category      | Agenda Item # |
--------------|----------------------|---------------|
April 21, 2016 | Informational Item   | 5             |

SUBJECT
This item concerns proposed ballot measures with funding for transportation and aging services.

PROPOSED ACTION/RECOMMENDATIONS
This item is for information only.

ACTION BY OTHERS
N/A

SUMMARY
Colorado voters are likely to be faced with at least one, possibly two measures on the November Ballot, one of which raises sales taxes to pay for transportation investments and one which would remove the TABOR revenue cap for a period of time and allocate the additional revenues to education, transportation, mental health and aging services.

Representatives of the two efforts will be at the work session to present their proposals and answer questions.

PREVIOUS DISCUSSIONS/ACTIONS
N/A

PROPOSED MOTION
N/A

ATTACHMENT
1. Colorado Priorities Fact Sheet
2. Colorado Contractor’s Association Fact Sheet

ADDITIONAL INFORMATION
Should you have any questions regarding the draft policy statement, please contact Jennifer Schaufele at 303-480-6701 or jschaufele@drcog.org; or Rich Mauro at 303-480-6778 or rmauro@drcog.org.
Colorado is one of the fastest growing states with one of the best economies in the country. Yet, each year Colorado falls behind in funding for education and transportation, and fails to meet the growing demand for mental health services and senior services.

That’s because Colorado is required to return previously collected revenue due to a 25-year-old formula in our state constitution. Just as rebates for “excess revenue” are being distributed, the state continues to underfund education, transportation and other important services.

Over the last year, dozens of meetings were held across the state, with thousands of grassroots, civic and business leaders to develop solutions that would allow Colorado to meet the needs and expectations of residents while remaining fiscally responsible.

Our proposal allows Colorado to keep and invest at least 35% of these funds into education, including pre-school through 12th grade education, vocational education and higher education; at least 35% into transportation, including highways, bridges, underpasses, mass transit and other projects; and the remaining toward mental health services and senior services.

To ensure voters have control of their tax dollars, our proposal has a 10-year sunset. If there continues to be a need for these funds to be invested in education, infrastructure, mental health and senior services, policy makers will have to once again make their case to the voters.

These proposals follow what TABOR was designed to do: ask taxpayers for permission to use the additional money, already collected, without raising taxes. These proposals do not change TABOR or amend the constitution, and Coloradans will continue to vote on all tax increases.

<table>
<thead>
<tr>
<th>Raises Taxes?</th>
<th>NO</th>
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<tr>
<td>Amends the constitution?</td>
<td>NO</td>
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<tr>
<td>Changes any existing formulas?</td>
<td>NO</td>
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<tr>
<td>Follows TABOR?</td>
<td>YES</td>
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<tr>
<td>Defined spending allocations?</td>
<td>YES</td>
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Finally, this measure stresses accountability and puts important safeguards in place that require the state legislature to report each year on how these funds were invested.

Coloradans drive 49 billion miles on our roads each year. That number is expected to jump to 70 billion by 2040. Despite a growing population, CDOT is using half of its funds to maintain the current system and does not have funds to increase capacity.

Colorado’s population of seniors is expected to grow 40% by 2040, putting added pressure on services such as transportation, meal delivery, heating assistance and other essential senior services.

Colorado is 40th in the nation for per pupil spending, and spending has not kept up with inflation since 2009. Colorado will need to spend $2,000 more per pupil to meet even “base level funding.”

Nearly two-thirds of Coloradans who have a mental illness do not receive treatment - ranking the utilization of treatment in Colorado the third lowest nationally.
Summary of 10 ballot titles submitted to sustainably fund statewide transportation

The Colorado Contractors Association, Associated General Contractors of Colorado, the Colorado Construction Industry Coalition and Move Colorado submitted 10 ballot initiatives seeking to address statewide transportation, mobility and safety funding, while ensuring accountability and transparency for taxpayers.

The different ballot initiatives—linked below—were submitted to keep several options available while additional voter and policy research and discussions are held in conjunction with the title board process during April. The coalition will ultimately pick one measure for signature collection and inclusion on the 2016 statewide ballot.

Ballot initiatives:

All measures, except for Initiative 155, seek to raise about $689.1 million in the first full year, according to Legislative Council’s economic review, through a Transportation Safety Sales Tax at the rate of 0.62 cents on a $1 purchase subject to the state’s sales and use tax. The money would be deposited into the Highway Users Trust Fund (HUTF) and would be constitutionally directed for state and local road, bridge and transportation projects that address safety and congestion. All measures include language to exempt the money from TABOR. In all versions that include an HUTF distribution to counties and cities, each local agency is permitted under current state law to use the funds for roadway or transit projects.

Initiative 154 (received its initiative number out of order) sets a base ballot initiative that only seeks the sales and use tax increase of 0.62 cents on $10 and directs that money to HUTF. Measure requires state to spend 10 percent on transit and allows counties and cities spend up to 15 percent on transit.

Initiative 146 seeks the sales and use tax increase of 0.62 cents on $10 and directs that money to HUTF. It requires that during any three-year period the state must expend a portion of the revenues on one or more projects in each of the state’s transportation regions (statewide expenditures) and that the Department of Transportation produce an annual report on how the money was spent (accountability report). Measure requires state to spend 10 percent on transit and allows counties and cities spend up to 15 percent on transit.

Initiative 147 seeks the sales and use tax increase of 0.62 cents on $10 and directs that money to HUTF. It requires that during any three-year period the state must expend a portion of the revenues on one or more projects in each of the state’s transportation regions (statewide expenditures) and that the Department of Transportation produce an annual report on how the money was spent (accountability report). Measure requires state to spend 10 percent on transit and allows counties and cities spend up to 15 percent on transit.

For additional information, please contact Tony Milo at 303-290-6611 or tmilo@ccainfo.org or Bill Ray at 303-885-1881 or bill@wr-communications.com
regions (statewide expenditures), that none of the funds can be used for toll roads (tolling prohibition), and that the Department of Transportation produce an annual report on how the money was spent (accountability report). Measure requires state to spend 10 percent on transit and allows counties and cities spend up to 15 percent on transit.

Initiative 148 seeks the sales and use tax increase of 0.62 cents on $10 and directs that money to HUTF, includes the three provisions of statewide expenditures, tolling prohibition and accountability report—and adds a 12-year sunset. Measure requires state to spend 10 percent on transit and allows counties and cities spend up to 15 percent on transit.

Initiative 149 seeks the sales and use tax increase of 0.62 cents on $10 and directs that money to HUTF, includes the three provisions of statewide expenditures, tolling prohibition and accountability report—and adds a limit of “not more than three percent of such revenues may be expended on administration or the hiring of additional departmental employees.” Measure requires state to spend 10 percent on transit and allows counties and cities spend up to 15 percent on transit. This version includes a 10-year sunset.

Initiative 150 includes the above components of statewide expenditures, tolling prohibition, accountability report and 3 percent limit. Measure requires state to spend 20 percent on transit and allows counties and cities spend up to 15 percent on transit. This version includes a 10-year sunset.

Initiative 151 seeks the sales and use tax increase of 0.62 cents on $10 and directs that money to HUTF—but excludes transit projects as an allowable use of the state’s share of the new revenue. It allows counties and cities to spend up to 15 percent on transit.

Initiative 152 seeks the sales and use tax increase of 0.62 cents on $10 and directs that money to HUTF—including components of statewide expenditures, tolling prohibition and accountability report—but excludes transit projects as an allowable use of the state’s share of the new revenue. It allows counties and cities to spend up to 15 percent on transit.

Initiative 153 seeks the sales and use tax increase of 0.62 cents on $10 and directs that money to HUTF, includes the three provisions of statewide expenditures, tolling prohibition and accountability report—and adds a 12-year sunset. This version excludes transit projects as an allowable use of the state’s share of the new revenue, but it allows counties and cities to spend up to 15 percent on transit.

Initiative 155 sets a state-only Transportation Safety Sales Tax at a rate of 0.3 cents on a $1 purchase subject to the state’s sales and use tax. This measure would raise more than $333.5 million in its first year. The money would be deposited into the Highway Users Trust Fund and would be constitutionally directed for the state to use for road, bridge, highway and transportation projects that address safety and congestion.
Transportation Safety Sales Tax—Initiative 154

FY17-18—
$689.1M
(0.62 sales/use tax on $1)

$413.46M
State share

$372.11M
Roads, bridges and highways

$41.34M
Transit and multi-modal

$275.64M
Local share

$151.6M
County share*

$124.04M
Municipal share*

* Up to 15 percent of county and municipal funds can be used for transit and other multi-modal priorities.
Transportation Safety Sales Tax—Initiative 146

Components:
- Must expend portion of the revenues in each of the state’s transportation regions
- CDOT produce an annual report

FY17-18—$689.1M
(0.62 sales/use tax on $1)

$413.46M
State share

$275.64M
Local share

$372.11M
Roads, bridges and highways

$41.34M
Transit and multi-modal

$151.6M
County share*

$124.04M
Municipal share*

* Up to 15 percent of county and municipal funds can be used for transit and other multi-modal priorities.
Transportation Safety Sales Tax—Initiative 147

Components:
✓ Must expend portion of the revenues in each of the state’s transportation regions
✓ CDOT produce an annual report
✓ New funds cannot be used to build toll lanes

FY17-18—$689.1M
(0.62 sales/use tax on $1)

$413.46M
State share

$372.11M
Roads, bridges and highways

$41.34M
Transit and multi-modal

$275.64M
Local share

$151.6M
County share*

$124.04M
Municipal share*

* Up to 15 percent of county and municipal funds can be used for transit and other multi-modal priorities.
Transportation Safety Sales Tax—Initiative 148

FY17-18—$689.1M
(0.62 sales/use tax on $1)

$413.46M
State share

$413.46M
Roads, bridges and highways

$275.64M
Local share

$275.64M
Transit and multi-modal

$327.11M
County share*

$327.11M
Roads, bridges and highways

$124.04M
Municipal share*

$124.04M
Transit and multi-modal

Components:
✓ Must expend portion of the revenues in each of the state’s transportation regions
✓ CDOT produce an annual report
✓ New funds cannot be used to build toll lanes
✓ 12-year sunset

* Up to 15 percent of county and municipal funds can be used for transit and other multi-modal priorities.
Transportation Safety Sales Tax—Initiative 149

FY17-18—$689.1M
(0.62 sales/use tax on $1)

$413.46M
State share

$372.11M
Roads, bridges and highways

$41.34M
Transit and multi-modal

$275.64M
Local share

$151.6M
County share*

$124.04M
Municipal share*

Components:
✓ Must expend portion of the revenues in each of the state’s transportation regions
✓ CDOT produce an annual report
✓ New funds cannot be used to build toll lanes
✓ Limit on hiring new state employees
✓ 10-year sunset

* Up to 15 percent of county and municipal funds can be used for transit and other multi-modal priorities.
Transportation Safety Sales Tax—Initiative 150

Components:
- Must expend portion of the revenues in each of the state’s transportation regions
- CDOT produce an annual report
- New funds cannot be used to build toll lanes
- Limit on hiring new state employees
- 20 percent to transit
- 10-year sunset

* Up to 15 percent of county and municipal funds can be used for transit and other multi-modal priorities.
**Transportation Safety Sales Tax—Initiative 151**

**FY17-18—$689.1M**
(0.62 sales/use tax on $1)

- **$413.46M**
  - State roads, bridges, highways

- **$275.64M**
  - Local share

- **$151.6M**
  - County share*

- **$124.04M**
  - Municipal share*

* Up to 15 percent of county and municipal funds can be used for transit and other multi-modal priorities.

**Components:**
- ✓ No transit from state share
Transportation Safety Sales Tax—Initiative 152

FY17-18—

$689.1M

(0.62 sales/use tax on $1)

$413.46M

State roads, bridges, highways

$275.64M

Local share

$151.6M

County share*

$124.04M

Municipal share*

Components:
✓ No transit from state share
✓ Must expend portion of the revenues in each of the state’s transportation regions
✓ CDOT produce an annual report
✓ New funds cannot be used to build toll lanes

* Up to 15 percent of county and municipal funds can be used for transit and other multi-modal priorities.
Transportation Safety Sales Tax—Initiative 153

FY17-18—$689.1M
(0.62 sales/use tax on $1)

$413.46M State roads, bridges, highways

$275.64M Local share

$151.6M County share*

$124.04M Municipal share*

Components:
✓ No transit from state share
✓ Must expend portion of the revenues in each of the state’s transportation regions
✓ CDOT produce an annual report
✓ New funds cannot be used to build toll lanes
✓ 12-year sunset

* Up to 15 percent of county and municipal funds can be used for transit and other multi-modal priorities.
Transportation Safety Sales Tax—Initiative 155

**Components:**
- ✔ No transit
- ✔ Must expend portion of the revenues in each of the state's transportation regions
- ✔ CDOT produce an annual report
- ✔ New funds cannot be used to build toll lanes

**FY17-18—$333.5M**
(0.3 sales/use tax on $1)

$333.5M
State roads, bridges and highways
SUBJECT
Using DRCOG’s Strategic Framework, review the objective narratives 2040 Metro Vision Plan Draft.

PROPOSED ACTION/RECOMMENDATIONS
N/A

ACTION BY OTHERS
N/A

SUMMARY
The Metro Vision Issues Committee (MVIC) initiated the Board’s review and markup of the 2040 Metro Vision Draft Plan. Previous MVIC discussions focused on overarching themes, outcomes and performance measures included in the draft plan. In February MVIC began its review of plan objectives. The Directors continued the Board’s review of plan objectives during the March and April work sessions.

April Work Session Recap
The Directors reviewed and revised remaining plan objectives (regional and supporting) outlined in Attachment 1. The Directors also began reviewing narratives for each Regional Objective. The Directors have endorsed narratives associated with Regional Objective 1 through Regional Objective 7b (9 of the 17 narratives).

Today’s Discussion
- Attachment 1 is the primary discussion document for the meeting.
- The Directors will continue to discuss the staff recommended narratives for the remaining Regional Objectives (beginning with Regional Objective 8)
- Staff is seeking a preliminary endorsement from Work Session participants on remaining objectives and Regional Objective narratives.

Next Steps
Once the preliminary set of objectives and narratives are reviewed, the Directors will discuss measure design and plan performance measures. Staff will also update the current draft to reflect actions and recommendations to date.

PREVIOUS DISCUSSIONS/ACTIONS
N/A

PROPOSED MOTION
N/A
ATTACHMENTS

Attachment 1 – Board approved Outcomes, staff suggested Objectives and Regional Objective narratives

Attachment 2 – DRCOG’s Strategic Planning Model

Link: 2040 Metro Vision Plan Draft

ADDITIONAL INFORMATION

If you need additional information, please contact Jennifer Schaufele, Executive Director, at 303-480-6701 or jschaufele@drcog.org; or Brad Calvert, Metro Vision Manager at 303-480-6839 or bcalvert@drcog.org. For information on DRCOG’s strategic planning model please contact Jerry Stigall, Director of Organizational Development at 303-480-6780 or jstigall@drcog.org
### Board Approved Outcomes

#### Regional Objectives, Regional Objective Narratives & Supporting Objectives

<table>
<thead>
<tr>
<th>Overarching Theme: An Efficient and Predictable Development Pattern</th>
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<tr>
<td><strong>Regional Objective 1:</strong> Improve the diversity and livability of communities.</td>
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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 1: The region is comprised of diverse, livable communities.

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

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.

#### Outcome 2: New urban development occurs within the contiguous and designated areas identified in the Urban Growth Boundary/Area (UGB/A).
<table>
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<tr>
<th>Board Approved Outcomes</th>
<th>Regional Objectives, Regional Objective Narratives &amp; Supporting Objectives</th>
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<tr>
<td></td>
<td><strong>Supporting Objective 2.1</strong>: Identify and monitor the Urban Growth Boundary/Area (UGB/A).</td>
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<td><strong>Supporting Objective 2.2</strong>: Increase and prioritize funding to serve areas within the Urban Growth Boundary/Area (UGB/A).</td>
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<tr>
<td><strong>Outcome 3</strong>: Connected urban centers and multimodal corridors accommodate a growing share of the region’s housing and employment.</td>
<td><strong>Regional Objective 3</strong>: Increase housing and employment in urban centers.</td>
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<td>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.</td>
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<td><strong>Supporting Objective 3.1</strong>: Increase public/private investment and partnerships in urban centers</td>
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<td><strong>Supporting Objective 3.2</strong>: Increase transit service and ridership within and to urban centers.</td>
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<td><strong>Supporting Objective 3.3</strong>: Invest in multimodal enhancements along corridors.</td>
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</table>
### Overarching Theme: A Connected Multimodal Region

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

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 Denver 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.
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<th>Board Approved Outcomes</th>
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| **Outcome 5: The transportation system is safe, reliable and well-maintained.** | **Regional Objective 5:** Operate, manage and maintain a safe and reliable transportation system.  
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. |

| **Outcome 6: The region has clean water and air, and lower greenhouse gas emissions.** | **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. |
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<th>Board Approved Outcomes</th>
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<tbody>
<tr>
<td>Outcome 6: The region has clean water and air, and lower greenhouse gas emissions. (continued)</td>
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</table>
- **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.  

**New – Staff suggested revision to previously recommended Regional Objective**  

Regional Objective 6b (formerly Objective 6.5): 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 Denver 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.  


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| **Outcome 7**: The region values, protects, and connects people to its diverse natural resource areas, open space, parks and trails. | **Regional Objective 7a**: Protect a variety of open spaces.  
Open space and the natural environment are important assets in the Denver 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 Denver 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. |
|  | **Key Objective 7b**: Connect people to natural resource and recreational areas.  
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. |
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| **Outcome 8:** The region’s working agricultural lands and activities contribute to a strong regional food system | **Regional Objective 8:** Support continued agricultural capacity in the region.  
**New – Regional Objective 8 Narrative**  
Protection of existing 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 Denver 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. | **Regional Objective 9a:** Reduce the risk of hazards and their impact.  
**New – 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. |
### Board Approved Outcomes

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

#### Regional Objectives, Regional Objective Narratives & Supporting Objectives

- **Supporting Regional Objective 9.1:** Increase open space in high-risk areas.

**New – Additional Supporting Objectives Recommended by Staff**

- **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.**

**New – 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; rebuild 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.
<table>
<thead>
<tr>
<th>Board Approved Outcomes</th>
<th>Regional Objectives, Regional Objective Narratives &amp; Supporting Objectives</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Outcome 10:</strong> The built and natural environment supports healthy and active choices.</td>
<td><strong>Regional Objective 10:</strong> Increase access to amenities that support healthy, active choices.</td>
</tr>
<tr>
<td><strong>New – Regional Objective 10 Narrative</strong></td>
<td>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.</td>
</tr>
<tr>
<td><strong>Supporting Objective 10.1:</strong> Increase safe and convenient active transportation options for all ages and abilities.</td>
<td><strong>Supporting Objective 10.2:</strong> Expand the regional trail network.</td>
</tr>
<tr>
<td><strong>Outcome 11:</strong> The region’s residents have expanded connections to health services.</td>
<td><strong>Regional Objective 11:</strong> Improve transportation connections to health care facilities and service providers.</td>
</tr>
<tr>
<td><strong>New – Regional Objective 11 Narrative</strong></td>
<td>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.</td>
</tr>
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</table>
### Board Approved Outcomes

<table>
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<tbody>
<tr>
<td>↘ <strong>Supporting Objective 11.1</strong>: Increase awareness and knowledge of community health and wellness issues and support networks.</td>
</tr>
<tr>
<td>↘ <strong>Supporting Objective 11.2</strong>: Increase collaboration among stakeholders at the local, regional, and state level.</td>
</tr>
<tr>
<td>↘ <strong>Supporting Objective 11.3</strong>: Locate health services in accessible areas.</td>
</tr>
</tbody>
</table>

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

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

**New – 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.

<p>| 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. |</p>
<table>
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<tr>
<td><strong>Overarching Theme:</strong> A Vibrant Regional Economy</td>
<td></td>
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</tbody>
</table>
| **Outcome 13:** All residents have access to a range of transportation, employment, commerce, housing, educational, cultural, and recreational opportunities. | **Regional Objective 13:** Improve access to opportunity.  

**New – Regional Objective 13 Narrative**  
The Denver 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 a significant portion of the region’s 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. | **Regional Objective 14:** Improve the region’s competitive position.  

**New – Regional Objective 14 Narrative**  
The Denver 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. |
**DRCOG Strategic Planning Model**

**Mission**
- What is our purpose?

**Vision**
- What is our ‘view’ of the future?

**Overarching Themes and Outcomes**
- What performance lenses should we use to evaluate results?
- What are our main focus areas? (Pillars of Excellence) What outcomes do we want for our communities & residents?
- What continuous improvement activities will support our outcomes?

**Objectives**
- How do we create and improve value for our communities/residents?

**Strategy Map**
- How will we know if we are achieving the results we want?

**Performance Measures and Targets**
- What projects will best contribute to our outcomes?

**Strategic Initiatives**

**Strategic ‘altitude’**
- Communities/Residents needs
- 30,000 ft
- 25,000
- 15,000
- Ground level
To: Chair and Members of the Board of Directors

From: Jennifer Schaufele, Executive Director
303-480-6701 or jschaufele@drcog.org

Meeting Date | Agenda Category | Agenda Item #
-------------|----------------|-------------
May 4, 2016  | Information   | 7           

SUBJECT
Using DRCOG’s Strategic Framework, review introductory text for the 2040 Metro Vision Plan draft.

PROPOSED ACTION/RECOMMENDATIONS
N/A

ACTION BY OTHERS
N/A

SUMMARY
Over the past four years, DRCOG staff has engaged stakeholders throughout the region to update Metro Vision to a more performance-based, outcomes-oriented guiding vision for our region. The DRCOG Board of Directors was provided the draft Metro Vision plan in February 2015. Since that time the Directors, through the Metro Vision Issues Committee and Board Work Sessions, have reviewed and provided feedback on the draft.

The full draft provided to the Board in 2015 can be found here:

https://drcog.org/sites/drcog/files/resources/Metro_Vision_All_Sections_Combined_March%2024_2015.pdf

At the April Work Session several Directors noted the need to include introductory language in the plan that clearly spells out the role of Metro Vision, specifically to address concerns the plan could be viewed as a regulatory document. Language in the current draft (link provided above) that speaks to these issues is located in two primary locations in the document:

- What is Metro Vision? – pages 1 and 2
- A Plan for a Sustainable Future – Introduction – page 13

In order to more directly address the role, and limits of the Metro Vision plan, DRCOG staff has drafted language to initiate the conversation. The draft language below consolidates existing text from the current draft, along with some minor edits. The final language will be placed in a single location in the draft plan.

METRO VISION PRINCIPLES
The hallmark of the Metro Vision planning process is the collaborative and flexible nature of the dialogue. The region has a strong shared sense of its future, and the DRCOG Board of Directors (DRCOG Board) recognizes implementation of the plan requires collective efforts through local action, allowing individual communities to contribute to Metro Vision outcomes and objectives through different pathways and at
different speeds for collective impact. Six core principles have shaped the role of Metro Vision since the earliest conceptions of the first Metro Vision plan (Metro Vision 2020) and remain valid today:

**METRO VISION PROTECTS AND ENHANCES THE REGION’S QUALITY OF LIFE.** Metro Vision’s most basic purpose is to safeguard for future generations the region’s many desirable qualities, including beautiful landscapes, diverse and livable communities, cultural and entertainment facilities, and employment and educational opportunities.

**METRO VISION IS ASPIRATIONAL, LONG-RANGE AND REGIONAL IN FOCUS.** Metro Vision’s planning horizon extends twenty years and beyond to help the region address future concerns, while considering current priorities too. The plan expresses a high-level, regional perspective on how the region as a whole can fulfill the vision of Metro Vision.

**METRO VISION OFFERS IDEAS FOR LOCAL IMPLEMENTATION.** Local governments can use Metro Vision as they make decisions about land use and transportation planning and a range of related issues. Metro Vision also helps local governments coordinate their efforts with one another and with other organizations.

**METRO VISION RESPECTS LOCAL PLANS.** The region’s local governments developed Metro Vision, working collaboratively at DRCOG. The plan doesn’t replace the vision of any individual community; it is a framework for addressing common issues. Metro Vision is sensitive to the decisions local governments make in determining when, where, and how growth will occur. Metro Vision also recognizes that each community has its own view of the future related to its unique characteristics.

**METRO VISION ENCOURAGES COMMUNITIES TO WORK TOGETHER.** Many of the impacts associated with growth—traffic, air quality, and housing costs among others—don’t recognize jurisdictional boundaries and jurisdictions must work collaboratively to address them. Metro Vision provides the framework for doing that; DRCOG provides the forum.

**METRO VISION IS DYNAMIC AND FLEXIBLE.** Metro Vision reflects contemporary perspectives on the future of the region and is updated as conditions and priorities change. The DRCOG Board makes minor revisions to the plan annually and major updates as needed.

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. As the Metro Vision principles state—the plan does not replace the vision of any individual community; rather, it is a tool to promote regional cooperation on issues that extend beyond jurisdictional boundaries. These issues include traffic congestion, air quality, availability of housing, community health and wellness, and resiliency. Local governments will
determine how and when to apply the tenets of Metro Vision based on local conditions and aspirations.

In addition to the language above, staff drafted the following disclaimer that would appear in the final, adopted Metro Vision plan. Similar language has appeared in each previous version of Metro Vision adopted by the Board.

Metro Vision fulfills the Denver Regional Council of Government’s (DRCOG) duty to make and adopt a regional plan for the physical development of the region’s territory. The plan remains advisory for local jurisdictions unless their planning commission chooses to adopt it as their official advisory plan (C.R.S. 30-28-106(2)). As adopted by Resolution XXXX, this Metro Vision Plan supersedes any regional master plan previously adopted by DRCOG.

Staff is seeking a preliminary endorsement from Work Session participants on the language provided above and/or suggested improvements for inclusion in the public review draft of the Metro Vision plan.

**PREVIOUS DISCUSSIONS/ACTIONS**
N/A

**PROPOSED MOTION**
N/A

**ATTACHMENTS**
N/A

**ADDITIONAL INFORMATION**
If you need additional information, please contact Jennifer Schaufele, Executive Director, at 303-480-6701 or jschaufele@drcog.org or Brad Calvert, Metro Vision Manager at 303-480-6839 or bcalvert@drcog.org.
To: Chair and Members of the Board of Directors
From: Jennifer Schaufele, Executive Director
303-480-6701 or jschaufele@drcog.org

Meeting Date  | Agenda Category | Agenda Item #
---------------|----------------|-------------
May 4, 2016   | Information    | 8           

SUBJECT
Information regarding the design of Metro Vision performance measures using DRCOG’s Strategic Planning Model

PROPOSED ACTION/RECOMMENDATIONS
N/A

ACTION BY OTHERS
N/A

SUMMARY
The Metro Vision Issues Committee (MVIC) initiated the Board’s review and markup of the 2040 Metro Vision Draft Plan. Previous MVIC discussions focused on overarching themes, outcomes and performance measures included in the draft plan. The Directors reviewed plan objectives during the February and March Work Sessions. Once the Regional Objective narrative review is complete, the Directors will be ready to move to the next component of the DRCOG Strategic Planning Model- Performance Measures and Targets.

MVIC held initial performance measure discussions between April and June of last year. A recap of those discussions and MVIC’s recommendations will be provided when the Directors begin to design measures.

Today’s Discussion - Overview of Strategic Performance Measurement
The strategic framework is an ideal way to summarize progress to date as well as connect the next step with all others completed previously.

Metro Vision Themes & Outcomes were developed first and provide the value-based aspirations of the DRCOG Board for the region. Outcomes serve as the basis for developing the next component, Strategic Objectives, which are the continuous improvement activities that will progress Outcomes.

Strategic Objectives require an objective way to determine their level of success over time and Performance Measures serve that purpose. Developing performance measures can be complicated and frustrating for participants often due to the lack of some basic structure within the discussion needed for good measure design and other typical approaches. Additionally, when the other components have been developed well to this stage, performance measure design will be much more successful.

A performance measure is, a comparison that provides objective evidence of the degree to which a performance result is occurring over time.
Thinking through a few questions and identifying the evidence of success we need will produce useful performance measures. The questions below are designed to surface what we need to know to determine if our strategy is working.

- What does success look like for this objective? What would people see, hear, sense that tells us things are moving in the right direction?
- What would people experience if this result was already achieved?

Answering these basic questions will surface the evidence we need but it will also surface much more than we need. Performance measurement becomes less meaningful when everything needs to be measured. If we follow the prescription of, “Measure what matters”, the ability to affect change on any issue is significantly increased. If everything is important; then nothing is important.

Measure selection follows measure design and can be done using two criteria; Strength, related to the measure’s connection to the outcome or objective (high, medium, low) and Feasibility related to acquiring the measure data (high, medium, low). Those measures that are high on both criteria are top candidates. The Strength criteria is helpful in eliminating ‘interesting’ measures that don’t provide any real information on progress and the Feasibility criteria ensures we don’t waste our time and resources on measures where we have no hope of acquiring the data or the effort is so prohibitive, it isn’t useful. Once this step is complete, the top candidate measures will be clear.

Staff’s role will be to develop methods to calculate the plan’s adopted measures, acquire the data, analyze the data to produce performance measure values, and then report measure results to highlight signals – the information the Directors and others throughout the region can use to take meaningful action to improve conditions in any specific area of focus.

Obstacles to what the region can measure and report are likely to emerge (e.g. availability and cost of data, variations in underlying data, data sharing restrictions, etc.). As mentioned above, some measures may require investigating the feasibility of acquiring or creating new datasets, or new commitments to sharing information in order to have a more realistic view of progress toward outcomes and objectives.

The next step following measure identification is setting targets. Targets should be ‘sensible’ and not arbitrary. Targets are about making continuous improvements not perfection and is more about what the region collectively can influence rather than control, which is why targets set at 100% are not advisable. Rarely if ever do resources exist to reach a level of perfection but we can always make something better. Targets can be established by looking at historical data and developing a baseline where it is available. Stretch targets for outcomes can be set but it is also recommended to set shorter term targets to establish realistic expectations for progress and to incentive continued efforts toward the long term.
Next Steps
For a future work session, staff will offer a list of candidate measures for review by the Directors that have a high likelihood for data availability, including measures previously reviewed by MVIC. Staff will assemble the set of measures where we have the highest likelihood of acquiring and processing the data on a routine and predictable basis and where it can be used in a meaningful way. These candidate measures will be aligned with Board approved regional objectives. Identified measures will move forward to the public review draft to be released by the Board. In many cases, staff will not be able to verify feasibility of data collection for newly proposed measures until after the work session.

The Directors will also consider previous MVIC recommendations related to establishing a limited number of targets for key measures. Staff examination of targets suggested by the Directors that were not previously discussed by MVIC will also occur after work sessions in which they are discussed. For instance, staff will need to explore availability of baseline and trend information.

As mentioned above, some measures may necessitate acquiring or creating new datasets, or new commitments to sharing information. This could result in a final determination of feasibility occurring after plan adoption. Other activities after plan adoption will focus on creating a performance measure maintenance plan that documents the background on each measure and provides information such as:

- The objective associated with a specific measure(s).
- Targets and target rationale.
- The responsibility for collecting and managing the data needed to calculate a given measure result.
- Data source
- Measure calculation.
- Measure update frequency.
- Reporting format and frequency.
- Frequency or time period for reassessing the value of a measure in decision-making.

PREVIOUS DISCUSSIONS/ACTIONS
N/A

PROPOSED MOTION
N/A

ATTACHMENTS
N/A

ADDITIONAL INFORMATION
If you need additional information, please contact Jennifer Schaufele, Executive Director, at 303-480-6701 or jschaufele@drcog.org or Jerry Stigall, Director of Organizational Development at 303-480-6780 or jstigall@drcog.org.