Summary Memo

Attachment 1: DRCOG’s Strategic Planning Model

Attachment 2: Metro Vision Themes, Outcomes and Objectives

Attachment 3: Metro Vision Strategic Framework Table

Attachment 4: Metro Vision Adoption Schedule

Attachment 5: Comments received from Board members/alternates on Overarching Themes and Outcomes
Primary Discussion Document

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## Overarching Theme (Plan Elements) & Outcomes

**Objective 3.1: Accommodate a Growing Share of the Region’s Housing and Employment in Urban Centers**

- **3.1(a): Direct new housing and employment growth to urban centers**
  - Direct new housing and employment growth to urban centers, recognizing that the ability for individual urban centers to absorb future growth will vary based on the characteristics of each center—location, availability of infrastructure, type (infill vs. greenfield), status (existing vs. new), and the planned mix of uses and development intensity, proximity to transit, and surrounding development context.

- **3.1(b): Promote public/private investment and partnerships in urban centers**
  - Provide resources and direct investment toward programs and infrastructure improvements that help local governments and the private sector develop successful urban centers.

- **3.1(c): Prioritize investment in urban centers served by transit**
  - Prioritize investment in urban centers located around existing or proposed rapid transit stations or in areas with high-frequency bus service and encourage the development of urban centers on infill and redevelopment sites within the UCP/HA.

- **3.1(d): Promote diverse housing options**
  - Support the development of a variety of housing options in urban centers where jobs, services, and other opportunities may be accessed without driving. Encourage a mix of housing types within each urban center offering options for individuals and families at the full spectrum of life stages and physical abilities and attainable for a wide range of incomes.

- **3.1(e): Foster the use of innovative tools and strategies**
  - Foster the use of innovative planning, zoning, urban design, and parking management strategies and tools to support the implementation of higher-density, mixed-use development, pedestrian activity, and accessible public space within urban centers.

- **3.1(f): Plan for a balanced growth**
  - Initiate collaborative planning to ensure the market demand for particular uses, such as retail, is taken into account for urban centers and multimodal corridors located within a shared trade area.
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<tr>
<th>Overarching Theme (Plan Elements) &amp; Outcomes</th>
<th>Objectives (continuous improvement)</th>
<th>Objective Narrative</th>
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**Outcome 3: Vibrant and connected urban centers and multimodal corridors**

accommodate a growing share of the region’s housing and employment needs

The Denver region has been recognized as an international model for healthy, livable communities in response to its focus on creating vibrant urban centers connected by a strong network of multimodal corridors throughout the metro area. While the location and context of each center and corridor will help define its unique character and density/intensity; they share a common set of characteristics. They are transit-, pedestrian-, bicycle-friendly places that contain a more dense and diverse mix of land uses than the surrounding areas; are designed to allow people of all ages, incomes and abilities to access a range of housing, employment, and service opportunities without sole reliance on having to drive. They also provide spaces where people can gather; aid in reducing per capita VMT, air pollution, greenhouse gas emissions and water consumption; and respect and support existing neighborhoods.

**Objective 3.1: Accommodate a Growing Share of the Region’s Housing and Employment in Urban Centers**

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Initiate collaborative planning to ensure the market demand for particular uses, such as retail, is taken into account for urban centers and multimodal corridors located within a shared trade area.
Staff Roles in Today’s Discussion

Jerry Stigall
- Strategic Framework context
- Assist MVIC Chair with meeting facilitation

Brad Calvert
- Resource for Metro Vision content questions
- Record committee input for deliberation
Discussion should continue.

Discussion item should move forward – move on to next item.
Attachment 1
Strategic Planning Model

What is our purpose?

What is our ‘view’ of the future?

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?

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

How will we know if we are achieving the results we want?

What projects/actions will best contribute to our outcomes?

Strategic ‘altitude’

30,000 ft

25,000

15,000

Ground level

Communities/Residents needs

Mission

Vision

Strategic Perspectives

Overarching Themes and Outcomes

Objectives

Strategy Map

Performance Measures and Targets

Strategic Initiatives

Communities/Residents needs

Strategy Map
The Denver Regional Council of Governments is a planning organization where local governments collaborate to establish guidelines, set policy and allocate funding in the areas of:

- Transportation and Personal Mobility
- Growth and Development
- Aging and Disability Resources

Our region is a diverse network of vibrant, connected, lifelong communities with a broad spectrum of housing, transportation and employment, complemented by world-class natural and built environments.

Communities & Residents, Financial Stewardship, Business Operations, Skilled Workforce

An Efficient and Predictable Development Pattern, A Connected Multimodal Region, A Safe and Resilient Built and Natural Environment, Healthy, Inclusive, and Livable Communities, A Vibrant Regional Economy

- Maintain and monitor the Urban Growth Boundary/Area, Minimize conflicts with extractive resources, Increase Non-SOV Modeshare, Reduce GHG, Improve Air Quality

Foundational Measure 3: Combined cost of housing and transportation as a percent of income for a median-income family

Invest/reinvest in established centers, corridors, and neighborhoods; make walking, bicycling, or taking transit viable options; Continuous sidewalks, narrowed street crossings

Strategic ‘altitude’

30,000 ft

25,000

15,000

Ground level

Strategic Perspectives

Communities/Residents needs
## Sample (linear) Strategic Framework

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<tr>
<th>Overarching Theme (Plan Elements) &amp; Outcomes</th>
<th>Objectives (continuous improvement)</th>
<th>Performance Measures</th>
<th>Targets</th>
<th>Action Strategies</th>
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<tbody>
<tr>
<td>An Efficient and Predictable Development Pattern</td>
<td>Objective 1.1: Promote Development Patterns and Community Design Features that Meet the Needs of People of All Ages, Incomes, and Abilities</td>
<td>Senior living independently</td>
<td>Decrease to 25 percent by 2040</td>
<td>REGIONAL ACTIONS (DRCOG and Other Regional Partners)</td>
</tr>
<tr>
<td></td>
<td>1.1(a): Embrace the unique characteristics of the region’s communities</td>
<td>Foundational Measure 3: Combined cost of housing and transportation as a percent of income for a median-income family</td>
<td></td>
<td>- Provide education and technical assistance in support of local efforts to integrate land use and transportation, promote increased diversity in housing options, and meet the needs of people of all ages, incomes, and abilities</td>
</tr>
<tr>
<td></td>
<td>1.1(b): Promote investment/reinvestment in existing communities</td>
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<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>1.1(c): Promote compact, mixed-use development patterns</td>
<td></td>
<td></td>
<td>LOCAL ACTIONS</td>
</tr>
<tr>
<td></td>
<td>1.1(d): Create pedestrian- and bicycle-friendly environments</td>
<td></td>
<td></td>
<td>- Adopt policies, regulations, and incentives to support the implementation of universal design strategies.</td>
</tr>
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<td></td>
<td>1.1(e): Encourage a diversity of housing types</td>
<td></td>
<td></td>
<td>- Manage parking near rail and along corridors with frequent bus service to promote increased ridership.</td>
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<td>1.1(f): Integrate universal design</td>
<td></td>
<td></td>
<td>- Consider allowing accessory dwelling units in appropriate zoning districts.</td>
</tr>
</tbody>
</table>

Metro Vision Strategic Framework Table (Based on March Draft) – July 2015