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DENVER REGIONAL COUNCIL OF GOVERNMENTS

Metro Vision

Public Review Draft

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About DRCOG

Created in 1955 to foster regional collaboration and cooperation, the Denver Regional Council of Governments (DRCOG) is one of the nation's oldest councils of governments. DRCOG is a nonprofit, voluntary association of local governments in the Denver region. The Denver region, as defined by DRCOG, includes Adams, Arapahoe, Boulder, Clear Creek, Douglas, Gilpin and Jefferson counties, the City and County of Denver, the City and County of Broomfield and southwest Weld County. While DRCOG is a public agency, it is not a unit of government, nor does it have statutory authority to require local governments to be members or follow its plans, but it does play several important roles.

- As the regional planning commission per Colorado state statute, DRCOG prepares the plan for the physical development of the region. For nearly two decades this plan has been known as Metro Vision.
- As the federally designated Area Agency on Aging, DRCOG is responsible for planning and funding comprehensive services to address the needs of the region's older adults and people living with disabilities.
- DRCOG is the region's federally designated metropolitan planning organization serving as a forum for a collaborative transportation planning process, including efforts to address short-term needs and establishing and maintaining the long-term vision for transportation in the region.
- As a council of governments, DRCOG serves as a planning organization, technical assistance provider and forum for member governments to discuss emerging issues of importance to the region.

DRCOG members include more than 50 local governments, each of which has an equal voice. The towns, cities and counties of the region work together to ensure the area remains a great place to live, work and play. DRCOG also has numerous partners, including regional districts; state agencies and departments; the business community; and other stakeholders representing a variety of interests.

Mission Statement
DRCOG 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

Vision Statement
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.

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Introduction

Metro Vision: Two Decades of Progress

The counties and municipalities of the Denver region have been advancing a shared aspirational vision of the future of the metro area for more than 60 years. Working together to make life better for our communities and residents, that vison has taken various forms over the years—most recently as a regional plan known as Metro Vision. The DRCOG Board of Directors adopted the first Metro Vision plan (Metro Vision 2020) in 1997 and has continued the dialogue about how best to achieve the plan's evolving vision ever since.

Metro Vision fulfills DRCOG's duty to make and adopt a regional plan for the physical development of the region's territory. The plan remains advisory for a local jurisdiction unless its planning commission chooses to adopt it as its official advisory plan under Colorado Revised Statutes 30-28-106(2). As adopted by [a forthcoming resolution], this Metro Vision plan supersedes any regional master plan previously adopted by DRCOG.

The region has a strong shared sense of its future, and the DRCOG Board recognizes that the success of the visionary plan requires the coordinated efforts of local, state and federal governments; the business community; and other planning partners, including philanthropic and not-for-profit organizations.

The Metro Vision 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. The plan anticipates that individual communities will 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 plan's earliest conceptions and remain valid today.

Metro Vision Principles

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 20 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, transportation planning and a range of related issues. Metro Vision also helps local governments coordinate their efforts with one another and other organizations.

Metro Vision respects local plans.
The region's local governments developed Metro Vision, working collaboratively through DRCOG. The plan doesn't replace the vision of any individual community, rather, 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 effects associated with growth—such as traffic, air quality and housing costs—don't recognize jurisdictional boundaries and local governments must work collaboratively to address them. Metro Vision provides the framework for coordinated regionwide efforts; 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.

Applying the Metro Vision Principles in Practice
Metro Vision guides DRCOG's work and establishes shared expectations with our region's many and various planning partners. The plan outlines broad outcomes, objectives and initiatives established by the DRCOG Board to make life better for the region's residents. It also establishes the regional performance measures and targets used to track progress toward desired outcomes over time. DRCOG may update and refine these measures as needed, should improve methods and datasets become available.

The degree to which the outcomes, objectives and initiatives identified in Metro Vision apply in individual communities will vary. Measures (see page 8) help to verify whether the shared actions of planning partners, including local governments, are moving the region toward desired outcomes. Measures are not intended to judge the performance of individual jurisdictions or projects. Local governments will determine how and when to apply the tenets of Metro Vision based on local conditions and aspirations.

Map 1. Regional Planning Boundaries
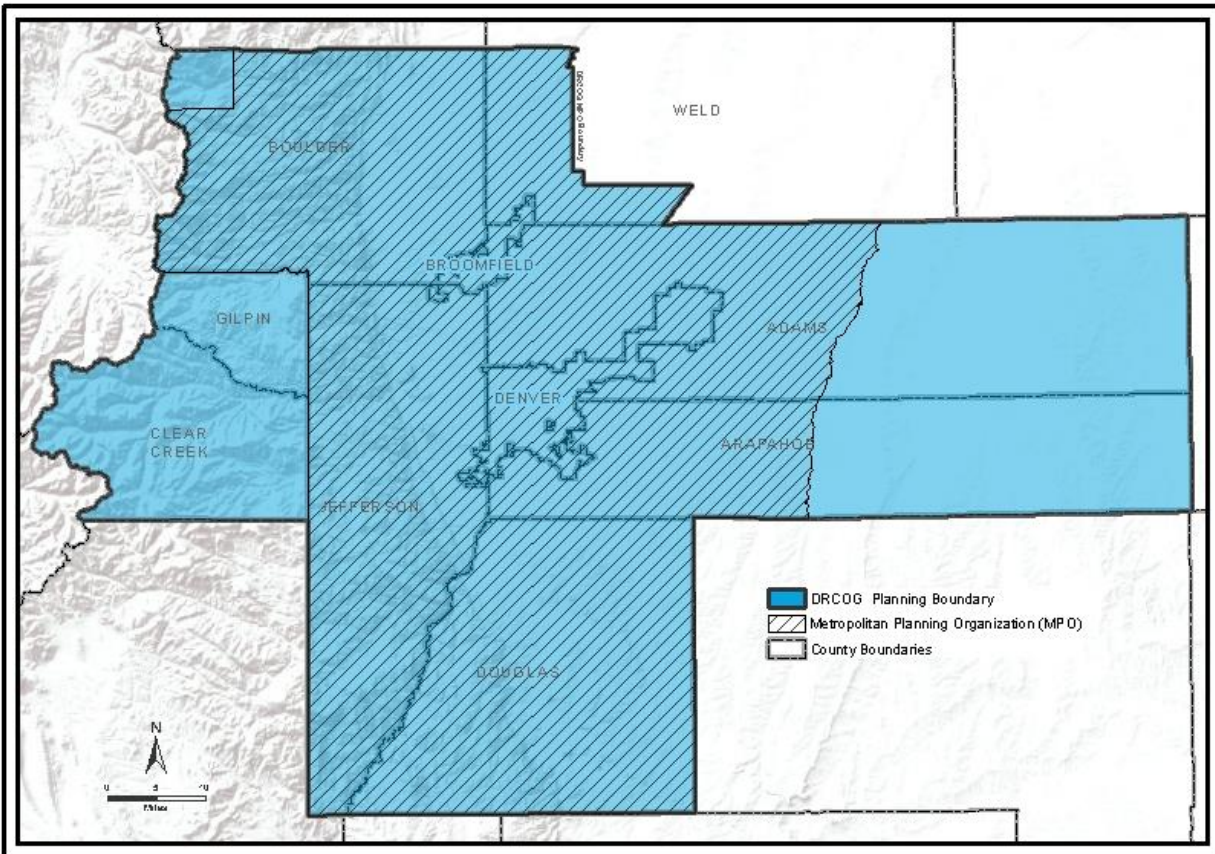
Mile High Compact

In 2000, five counties and 25 municipalities came together to affirm their commitment to a shared regional vision by signing the Mile High Compact, a landmark intergovernmental agreement to manage growth. Today 46 communities, representing almost 90 percent of the region's population, have signed the agreement. The binding agreement commits communities to:

- Adopt a comprehensive land-use plan that includes a common set of elements;
- Use growth management tools such as zoning regulations, urban growth boundaries and development codes;
- Link their comprehensive plans to Metro Vision, which outlines regional growth management; and
- Work collaboratively to guide growth and ensure planning consistency.

The Mile High Compact is viewed as a model for regional cooperation by other regions nationwide.

Mile High Compact signing ceremony on Aug. 10, 2000.

Why Do We Need Metro Vision?

Since Metro Vision was first adopted, the region has seen many changes. Numerous successful regional initiatives have advanced the region's vision for its future, including:

- Construction of Denver International Airport and several major sports venues;
- Voter approval and ongoing construction of the FasTracks transit expansion program (one of the largest public works projects in the nation);
- Major infill and redevelopment projects including Stapleton, Belmar and the Central Platte Valley;
- Tremendous progress in reducing per capita water use and ensuring a sustainable water supply for many of our fastest-growing communities;
- Making communities throughout the region more livable in response to the opportunities and challenges of growing older adult populations;
- The redevelopment and revitalization of Union Station as a mixed-use regional transportation hub; and
- Extensive local planning for transit-oriented communities along current and planned transit corridors throughout the region.

The Denver region is central to Colorado's growing reputation as a leader in innovation. Businesses and residents alike are choosing to move to—and stay in—the region because of the quality of life offered by its outstanding climate, central location, diverse communities and lifestyle options, access to ever-expanding recreational opportunities, and economic vitality.

As the region continues to grow and evolve, we face new and ongoing challenges to our quality of life and economic prosperity. By 2040, the region's population is forecasted to increase nearly 50 percent, from around 3 million to approximately 4.3 million people. With growth comes increased demand on our land and natural resources, and the need to continuously adapt and improve the region's infrastructure and services. Furthermore, as the region's population grows, ensuring residents have access to opportunities, services, and care will be essential to promote a healthy population. At the same time, the region's 60-and-older population is growing at a faster rate than the rest of the region's population as a whole—by 2040, more than one million residents will be 60 or older. The demographic shifts also have profound implications for regional and local planning, as housing and transportation needs change with the needs of our aging population.

What's Different About Today's Metro Vision?

Although Metro Vision's core values have been carried forward through various updates and remain valid, today's Metro Vision is markedly different than its predecessors. Metro Vision's focus has expanded from three, topic-based plan elements (growth and development, transportation and environment) to a theme- and outcomes-based approach. The shift in focus reflects:

- Consideration of the region's social and economic health alongside its physical development;
- The addition of new or expanded topic areas such as housing, economy, community health and wellness, and community resilience;
- The desire for an emphasis on measuring shared achievement of regionwide goals.

Today's Metro Vision emerged from a collaborative process that spanned more than four years. During this time, DRCOG's policy committees, member governments, partner agencies, regional stakeholders, and the community at large worked together to create a shared vision for action for shaping the future of the Denver metro area. A variety of outreach opportunities engaged participants and informed the process, including Metro Vision Idea Exchanges, local government surveys, listening sessions, stakeholder interviews with public- and private-sector interest groups, online forums, neighborhood meetings, and the Sustainable Communities Initiative. Voices throughout the region have informed this collaborative process, identifying areas of regional success worth continuing and expanding, as well as new challenges that can be addressed in today's Metro Vision.

Key stakeholder engagement activities

Metro Vision listening tour: The listening tour was a qualitative research process designed to reveal varied, individual visions of the future. The tour engaged residents, regional stakeholders and subject matter experts. More than 200 people participated in interviews and focus groups, and nearly 1,200 online survey responses were provided.

Metro Vision local government survey: A diverse cross-section of 27 communities shared their understanding of local growth and development challenges as part of this online, voluntary survey.

Advisory committees: DRCOG convened two advisory committees to shepherd development of the plan. The Metro Vision Planning Advisory Committee worked closely with DRCOG staff to develop policy options and make recommendations to the DRCOG Board of Directors. The Citizens Advisory Committee advised DRCOG on ways to involve residents and businesses and helped make valuable connections with the broader community.

Metro Vision Transit Alliance Citizens' Academy: In partnership with Transit Alliance, DRCOG organized a seven-week leadership program for citizens from around the region. Sessions were conducted on key Metro Vision topics including economic vitality, multimodal transportation, community health and wellness, access to opportunity, and housing.

Our Shared Vision: DRCOG's online platform generated ideas through stakeholder-to-stakeholder interaction. Participants provided feedback on numerous Metro Vision update topics.

Metro Vision Idea Exchanges: These ongoing events bring together local governments and other stakeholders to share information and learn about best practices for supporting Metro Vision. During plan development, three exchanges helped gather feedback on key topics: infill development, community health and wellness, and planning for urban centers in areas outside the traditional core of the region.

Sustainable Communities Initiative: DRCOG, with funding from the U.S. Department of Housing and Urban Development (HUD), brought together numerous stakeholders to thoughtfully align investments. As a region with an existing regional plan, Sustainable Communities Initiative funds were directed toward fine-tuning Metro Vision. Two key issues were explored, as they were not directly addressed in previous versions of the plan—housing and economic vitality.

How is Metro Vision Organized?

Metro Vision guides DRCOG's work and establishes a shared aspirational vision with our many partners. DRCOG developed the plan's content and structure based on key stakeholder

engagement activities (see page 5), the insights of the local elected officials who make up DRCOG's Board of Directors, and the themes and priorities that have guided the region's vision for the past 20 years. Throughout the plan, regional priorities are represented in a cascading series of elements, from top-level themes that describe our shared vision for the future down to actions that communities and individuals can take to support the region's desired achievements.

Five *overarching themes* begin to describe the region's desired future. These themes organize 14 inter-related, aspirational *outcomes*, which describe a future that DRCOG, local governments and partners will work toward together. Metro Vision links these future-oriented statements to action through *objectives* and *strategic initiatives*.

What Is Our Vision?—Overarching Themes and Outcomes

Each of the five *overarching themes* (below) provides a destination point for the region and also serves to organize how shared values are presented in this plan.

Outcomes represent a regionwide aspiration, shared by DRCOG, its local governments and partners. Outcomes describe a desired future state and point to areas where the region must excel.

Theme: An Efficient and Predictable Development Pattern (DP)

Outcomes
- The region is comprised of diverse, livable communities.
- New urban development occurs within the contiguous and designated areas identified in the Urban Growth Boundary/Area (UGB/A).
- Connected urban centers and multimodal corridors accommodate a growing share of the region's housing and employment.

Theme: A Connected Multimodal Region (CMR)

Outcomes
- The regional transportation system is well-connected and serves all modes of travel.
- The transportation system is safe, reliable and well-maintained.

Theme: A Safe and Resilient Natural and Built Environment (NBE)

Outcomes
- The region has clean water and air, and lower greenhouse gas emissions.
- The region values, protects and connects people to its diverse natural resource areas, open space, parks and trails.
- The region's working agricultural lands and activities contribute to a strong regional food system.
- The risk and effects of natural and human-created hazards are reduced.

Theme: Healthy, Inclusive, and Livable Communities (LC)

Outcomes
- The built and natural environment supports healthy and active choices.
- The region's residents have expanded connections to health services.
- Diverse housing options meet the needs of residents of all ages, incomes and abilities.

Theme: A Vibrant Regional Economy (RE)

Outcomes
- All residents have access to a range of transportation, employment, commerce, housing, educational, cultural and recreational opportunities.
- Investments in infrastructure and amenities allow people and businesses to thrive and prosper.

How Can We Achieve the Outcomes?—Regional Objectives and Strategic Initiatives

While outcomes represent a shared regionwide aspiration, DRCOG, local governments and partners will work together toward these outcomes, each contributing in a manner appropriate to local circumstances and priorities.

To equip local governments and partners to take action toward these outcomes, Metro Vision describes the types of improvements and contributions needed through **objectives** and **strategic initiatives**. In this document, the objectives and strategic initiatives follow each theme, organized by outcome (beginning on page 13).

- *Objectives* identify continuous improvements needed to achieve a desired outcome.
  - Regional objectives identify the key areas of continuous improvement and are most closely aligned with plan outcomes.
  - Supporting objectives will move the region toward the improvements outlined by regional objectives, and ultimately the associated outcome.
- *Strategic initiatives* identify specific, voluntary opportunities for various regional and local organizations and governments to contribute to Metro Vision outcomes and objectives.
  - Regional opportunities reflect ways in which DRCOG and its regional partners can facilitate and support local contributions.
  - Local opportunities reflect specific contributions local governments and partners might volunteer to take on their own, or in collaboration with DRCOG and others.

How Will We Know if We Are Making Progress?—Performance Measures

To help track the region's progress toward our region's identified outcomes, the plan establishes a series of *performance measures* based on:

- Relevance to plan outcomes and objectives;
- Availability of regularly updated and reliable data sources; and
- Use of measurable, quantitative information, rather than anecdotal insights.

Using regular tracking, DRCOG and its partners can verify whether our collective actions to implement the plan are moving the region toward its desired outcomes.

For each overall plan performance measure there is 1) a ***baseline***, which indicates the region's current status for that measure; and 2) a ***2040 target***, which establishes the desired future outcome for that measure. Relationships between performance measures and overarching themes are also indicated.

DRCOG will report on plan implementation progress using these performance measures, with reporting frequency based on data availability. As new information becomes available or circumstances change, targets or the methodology for measuring success may be refined. In addition to the core performance measures outlined below, a dynamic and flexible performance management approach will be used. DRCOG will continue to research and share data and information that may illustrate progress toward shared outcomes.

Measure	Where are we today? (Baseline)	Where do we want to be? (2040 Target)	Related Theme
Share of the region's housing and employment located in urban centers	Housing: 10.0 percent (2014)	Housing: 25.0 percent	DP
	Employment: 36.3 percent (2014)	Employment: 50.0 percent	
Housing density within the Urban Growth Boundary/Area (UGB/A)	1,200 units per square mile (2014)	25 percent increase from 2014	DP
Non-single-occupancy vehicle (Non-SOV) mode share to work	25.1 percent (2014)	35.0 percent	CMR
Daily vehicle miles traveled (VMT) per capita	25.5 daily VMT per capita (2010)	10 percent decrease from 2010	CMR
Average travel time variation (TTV) (peak vs. off-peak)	1.22 (2014)	Less than 1.30	CMR
Daily person delay per capita	6 minutes (2014)	Less than 10 minutes	CMR
Number of traffic fatalities	185 (2014)	Fewer than 100 annually	CMR
Surface transportation-related greenhouse gas emissions per capita	26.8 pounds per capita (2010)	60 percent decrease from 2010	NBE
Protected open space	1,841 square miles (2014)	2,100 square miles	NBE
Share of the region's housing and employment in high risk areas	Housing: 1.2 percent (2014)	Less than 1.0 percent	NBE
	Employment: 2.9 percent (2014)	Less than 2.5 percent	
Share of the region's population living in areas with housing and transportation (H+T) costs affordable to the typical household in the region	41 percent (2013)	50 percent	LC
Regional employment	1.8 million (2014)	2.6 million (1 to 1.5 percent annual growth)	RE

Measure	Where are we today? (Baseline)	Where do we want to be? (2040 Target)	Related Theme
Share of the region's housing and employment near high-frequency transit	Housing: 29.7 percent (2014)	35.0 percent	**RE**
	Employment: 48.4 percent (2014)	60.0 percent	

An Efficient and Predictable Development Pattern

Each of the region's communities contributes in different ways to the region's economy, resiliency, quality of life, and sense of place. As the region continues to grow, maintaining these important distinctions will protect the ability of residents and businesses to choose the types of communities that meet their unique needs and values.

Metro Vision supports efficient and predictable development patterns by encouraging growth tailored to local communities; accommodating the needs of residents of all ages, incomes and abilities; making efficient use of available land and existing and planned infrastructure; and protecting the region's sensitive open lands and natural resources; and helping achieve other Metro Vision outcomes such as reducing vehicle miles traveled.

Achieving an efficient and predictable development pattern is dependent upon the region's ability to work together toward the following outcomes:

- The region is comprised of diverse, livable communities.
- New urban development occurs within the contiguous and designated areas identified in the Urban Growth Boundary/Area (UGB/A).
- Connected urban centers and multimodal corridors accommodate a growing share of the region's housing and employment.

Metro Vision reflects that the decisions local governments make in determining when, where and how growth will occur are determined by local circumstances and also that each community has its own view of the future. The plan anticipates many areas in the region will experience significant change during the next 10 to 20 years, while other areas are well-established and likely to remain comparatively stable. Because this theme focuses largely on regional land use and growth management issues, it places an intentional focus on specific areas within the region that have historically been identified as key components of an overall regional development pattern that contributes to local and regional aspirations. The theme further recognizes that communities across the region contribute to regional goals and priorities in ways as diverse as the region's communities themselves.

Why is this important?

Our region needs an efficient and predictable development pattern in order to:

Maximize the value of land use and transportation planning and investments. Maintaining a clear connection between land-use patterns and the region's multimodal transportation systems is integral to the Denver region's continued success. Focusing development in compact urban centers that are served by transit and other alternative modes of transportation reduces the need for vehicle trips, minimizes land consumption and ensures a variety of housing and employment options are accessible to people of all ages, abilities and income levels. Concentrating urban development within the UGB/A can help the region capitalize on available infrastructure and promote the efficient use of resources.

Create lifelong communities. By 2040 one in four residents of the region will be 60 or older. Older adults have unique needs and often require support to remain in their homes and communities. Despite this shift, many older adults are staying in the workforce longer—either by choice or out of necessity—and a growing number, whether in the workforce or not, are seeking ways to remain active and engaged in their communities. Growing evidence indicates older adults are healthier and require fewer costly services when they have affordable and accessible housing choices, are provided with the ability to age in place, remain connected to the community and its networks, and have access to long-term care when needed.

Build on a legacy of local and regional success. Communities throughout the region have a long history of cooperation, including taking advantage of opportunities for growth and investment that lead to wide-reaching success. Each community also has its own history and legacy to build on through investment and reinvestment. The Western values of cooperation and individualism are not at odds. They can bring the region together on key growth and development issues. They also recognize that the region is stronger because of the diverse local contributions to our shared future that reflect both local and regional values.

Denver International Airport and extension of RTD rail service to and from the airport facilitate travel to the region, as well as within it.

▼ What is our vision? ▼

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

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

One region, many places

"The region is diverse, and ranges from a dynamic central business district with a cosmopolitan urban atmosphere to small communities with a distinctly rural flavor and picturesque mountain towns nestled in the foothills of the Rockies."

Denver Relocation Guide, Winter/Spring 2016

Home of the best places to live

No single list of rankings can agree on the best places to live. However, across various methodologies, the communities in our region consistently rank as some of the best places to live in the country.

- Denver is No. 1 in *U.S. News and World Report*'s 2016 "Best Places to Live." Data used for this ranking considers all the communities in the metro area.
- Boulder is No. 5 in *Livability.com*'s 2016 "Best Places to Live." Longmont, Littleton, Lakewood and Lafayette round out the list's top 50.
- Boulder is also No. 5 in *The Street*'s "The 15 Best Places to Live in the United States," 2015.
- Centennial is No. 4 in *USA Today*'s 2015 "Best Cities to Live." Arvada (No. 13) and Longmont (No. 16) also made the list.
- Louisville is No. 4 in *Money*'s "Best Places to Live 2015." Erie is No. 13. The rankings also placed Denver among "The 5 Best Big Cities." Three of the region's communities made *Money*'s list in 2014: Castle Rock (No. 4), Centennial (No. 13), and Boulder (No. 23).
- Louisville is No. 7 in *Livability.com*'s 2016 "Best Small Towns."
- Wheat Ridge is No. 5 in *Livability.com*'s 2014 "Best Places to Retire."
- Denver is the No. 8 large city in AARP's "The Most Livable Places at 50-plus," 2015. AARP's livability index also ranked Boulder as one of the "30 Easiest Cities to Get Around," and Denver as one of the "30 Best Cities for Staying Healthy."
- Superior is one of *Money*'s top 5 "Best Places to Be a Kid," 2015.

Helping older adults remain healthy and independent

DRCOG's Boomer Bond initiative provides education and support to local governments through strategies and tools for supporting healthy, independent aging—allowing older adults to remain in their homes and communities for as long as they wish. Working with stakeholders around the region DRCOG developed the Boomer Bond assessment tool. Local governments can use the to evaluate how well the community's existing resources, programs and physical design serve older adult residents.

Jurisdictions regionwide have used the Boomer Bond assessment tool to help staff and policymakers determine effective ways to meet the needs of current and future older adult residents.

▼ ▼   **What improvements do we need to continue to make?**   ▼ ▼

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

Urban, suburban and rural communities support a stronger, more livable region through their individual strengths and assets. These diverse 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 Objectives:
- Encourage development patterns and community design features that meet the needs of people of all ages, incomes and abilities.
- Preserve and leverage the unique characteristics of the region's communities.
- Promote investment/reinvestment in existing communities.

▼ ▼ ▼   **What might we do to make progress?**   ▼ ▼ ▼

Strategic Initiatives—Ideas for Implementation

Voluntary Options Available to Regional Organizations	Voluntary Options Available to Local Organizations
Collaboration • Provide opportunities for local governments to learn from and adapt local approaches to livability issues as appropriate to their unique characteristics. • Foster the region's commitment to the Western values of cooperation and individualism. • Coordinate with local governments, developers and other partners to establish an online clearinghouse of potential development sites and funding opportunities, searchable by specific parameters. **Education and Assistance** • Convene forums for small or rural communities covering topics related to maintaining and improving vitality and livability. • Encourage local governments to use DRCOG's Boomer Bond assessment tool to help address the needs of the region's rapidly increasing aging population. • Provide education and technical assistance in support of local efforts to integrate land use and transportation, promote increased diversity among housing options, and meet the needs of people of all ages, incomes and abilities. • Provide data and tools that help identify opportunities for strategic regional and local investments.	**Collaboration** • Participate in forums that allow other communities to learn from local successes in advancing livability. **Policies and Regulations** • Adopt land-use policies and development regulations to support compact, mixed-use development patterns and expanded housing options where appropriate. • Adopt policies, regulations and incentives to support the implementation of universal design strategies. • Establish guidelines or standards that improve the public realm for users of all ages, incomes and abilities as appropriate to the local context (such as street design guidelines that accommodate all users). • Adopt policies, regulations and incentives to preserve and rehabilitate significant historic structures and cultural resources that contribute to a community's authenticity of place and ability to attract tourism. • Promote infill and redevelopment through zoning changes. • Encourage growth and redevelopment in and near established, rural communities; limit rural growth outside areas where basic infrastructure can be provided cost-effectively. • Foster economic development that supports the ability for rural communities to meet the current and future needs of residents in their surrounding rural trade area.

Strategic Initiatives—Ideas for Implementation

Voluntary Options Available to Regional Organizations	Voluntary Options Available to Local Organizations
• Provide information and resources to help communities identify opportunities to retrofit suburban communities with design features that meet the needs of people of all ages, incomes and abilities. **Investments** • Continue to invest in helping people live independently as long as possible in their homes and communities.	**Investments** • Consider investments in public infrastructure, public/private partnerships and catalytic projects that encourage infill, redevelopment and reinvestment in existing communities. • Target local funds to create community design features that meet the needs of people of all ages, incomes and abilities (such as creating pedestrian-friendly environments and expanding bicycle facilities).

Embracing the unique character of the region's communities provides residents and businesses choice, as well as contributes to the achievement of regional outcomes.

▼ **What is our vision?** ▼

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

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

Maintaining the Urban Growth Boundary/Area

Since Metro Vision 2020's adoption in 1997, the Urban Growth Boundary/Area has been an important policy for shaping growth and development in the region's long-range plans. An international model for cooperation, the UGB/A reflects a bottom-up approach to growth management that starts with local governments and relies heavily on voluntary collaboration among communities. Among other UGB/As nationwide, the voluntary (not legislatively mandated) nature of the Denver region's UGB/A is notable.

In contrast to top-down approaches through which regional bodies play a key role in fixing an urban growth boundary on a map, the Denver region's UGB/A has significantly more flexibility. The Denver region's UGB/A allows local governments to make and change decisions about where growth can occur as local plans and markets change. Our region's approach has continued achieve the desired increase in urban area density (residents per square mile) while ensuring local governments maintain control over their growth decisions.

Testing alternative growth scenarios

1995: The DRCOG Board considered several development alternatives, or scenarios, for the location of growth and a range of transportation system improvements through 2020. The Board identified a preferred scenario that would achieve a 10 percent increase in urban density when compared to projections based on development trends. The UGB/A approach reflected in Metro Vision 2020 was based on analysis revealing positive effects from increased density, including supporting the use of existing infrastructure, encouraging transit-accessible development, limiting growth in vehicle miles traveled per capita, encouraging the use of a variety of travel motes, and stewardship of the region's water resources.

2007: A decade later DRCOG again explored future scenarios reflecting different land-use and transportation policies, this time through 2035. Scenarios that favored compact development patterns and transit investments performed best on a variety of outcome measures including transportation system performance, infrastructure costs, accessibility and environmental effects. In contrast, scenarios that significantly expanded the region's urban footprint did not perform as well and resulted in greater strain on key regional transportation facilities. The results of the scenario analysis influenced the DRCOG Board's deliberations regarding the expansion of the region's urban growth boundary in Metro Vision 2035.

2013: To prepare for the current Metro Vision update, DRCOG explored future scenarios reflecting different development patterns, as well as various transportation system investments and policies. Several scenarios focused housing and employment growth within the existing UGB/A—specifically in urban centers and other areas well-served by transit. The scenarios with housing and employment growth within the UGB/A saw reductions in per capita vehicle miles traveled. Scenarios that concentrated population and employment growth in urban centers and areas well-served by the region's growing transit system also saw a greater share of trips to work via modes other than single-occupant vehicles, as well as the greatest decreases in per capita greenhouse gas emissions.

The Urban Growth Boundary/Area (UGB/A) helps the region consider growth within its overall urban footprint while leaving specific growth decisions to local governments.

The Denver region's UGB/A includes a wide range of places regionwide (clockwise from top left: Denver Central Business District; Highlands Ranch, Douglas County; Thornton; and Ken Caryl Valley, Jefferson County)

▼ ▼   What improvements do we need to continue to make?   ▼ ▼

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

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

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

▼ ▼ ▼   What might we do to make progress?   ▼ ▼ ▼

Strategic Initiatives—Ideas for Implementation

Voluntary Options Available to Regional Organizations	Voluntary Options Available to Local Organizations

Collaboration
 	
• Work with local governments to monitor the extent of current and future urban development patterns as determined by the Metro Vision Growth and Development Supplement.
• Coordinate with local communities and infrastructure service providers to identify urban reserve areas that should be conserved for future growth.
• Coordinate local and regional investment in datasets to improve forecasting and other analyses related to the extent of urban development patterns.
 	
Education and Assistance
 	
• Provide access to data and information that local governments can use to continue planning for future urban growth (such as the amount of land consumed by different development types outside the UGB/A; location of locally and regionally significant natural resources; and areas with commercially viable deposits of sand, gravel, quarry aggregate or other extractive resources).
• Offer data, analyses or other technical assistance that helps identify opportunities for urban development within the UGB/A (such as infill and redevelopment on overlooked vacant or underused parcels).
• Provide education, technical assistance and other tools to help local governments track, monitor and update their UGB/A.
 	
Investments
 	
• Invest in infrastructure and transportation systems within the UGB/A.
	Collaboration
	
	• Coordinate with DRCOG on local urban growth area allocation and adjustments to the location of UGB/A as needed.
	• Coordinate and establish intergovernmental agreements to address planning and service delivery issues in areas of mutual interest, such as in unincorporated portions of a community's planning area and/or areas planned for future annexation.
	• Use intergovernmental agreements to jointly identify urban reserve areas for contiguous urban development beyond 2040.
	
	Policies and Regulations
	
	• Reflect local growth aspirations through the location of UGB/A, including aligning land use, transportation and infrastructure planning to focus urban development within the UGB/A.
	• Align the UGB/A with local policies:
	   ○ To direct growth to areas with adequate facilities and services.
	   ○ That limit development in areas of locally and regionally significant natural resources;
	   ○ That limit development in or near areas with commercially viable deposits of sand, gravel, quarry aggregate or other extractive resources; and
	   ○ That seek to prevent land-use incompatibility near significant regional facilities (such as airports or solid waste disposal facilities) over the long term.

Strategic Initiatives—Ideas for Implementation

Voluntary Options Available to Regional Organizations	Voluntary Options Available to Local Organizations
	• Adopt policies and regulations that limit development outside the UGB/A. Location and service provision requirements for development outside the UGB/A should be shaped by local plans and policies.
	• Adopt policies and regulations that conserve opportunities for urban development beyond 2040 (such as urban reserve areas).
	Investments
	• Ensure development outside the Urban Growth Boundary/Area pays its own way, to the extent practical.

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

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

Urban centers: Anything but one-size-fits-all

Urban centers throughout the region vary greatly in size, context and location. According to a recent DRCOG survey, most centers are transitioning to a higher-density development pattern guided by local growth plans and aspirations. New townhomes and apartments have increased the share of the region's housing units in urban centers, while also diversifying housing options in these locations. Urban centers are also adding significant numbers of jobs, though many are lower-paying. At the time of the survey, few respondents indicated that they are actively pursuing strategies to increase affordable and attainable housing in these centers.

The Denver region currently has 104 urban centers. Examples below demonstrate the range of characteristics of each urban center and the local community's efforts to improve it. Approaches vary depending on the size of the community, transit service levels, the surrounding development context and a host of other factors.

Downtown Castle Rock

Downtown Castle Rock serves as the main street of Douglas County, a place where families and individuals can gather in an authentic Western setting. Prioritizing the pedestrian experience, reinforcing bicycle and trail access, and maintaining an architectural scale that respects the urban center's historic past has created this welcoming environment.

Highlights: Castle Rock's downtown overlay district provides zoning modifications that allow for building heights of four to six stories, mixed-use; eases parking requirements; and creates pedestrian-focused buildings. There are bicycle and pedestrian trails connecting into and throughout Downtown Castle Rock. Castle Rock improved sidewalks and streets including Americans with Disabilities Act-accessible sidewalks and ramps. These unique amenities have led to downtown Castle Rock's success in attracting desired technology firms while simultaneously preserving its Old West aesthetic.

Downtown Louisville

Downtown Louisville provides a place for people to gather in the heart of a thriving small town. Local implementation efforts have intentionally created community spaces to encourage residents and visitors to spend more time downtown.

Highlights: The city's mixed use development standards allow residential densities that exceed those historically allowed in the area and require a mix of uses including retail, office and residential. The city's downtown patios program allows businesses to lease patio spaces in parking spots. The Louisville Gateway underpass will provide continuous bicycle and pedestrian connections through the urban center, along State Highway 42, and under the BNSF railway. The city developed preliminary design concepts for the underpass through DRCOG's Urban Center / Station Area Master Plan next steps funding program.

SouthGlenn (City of Centennial)
The SouthGlenn urban center is located in the western quarter of the City of Centennial and serves as a multigenerational activity and entertainment node.

Highlights: The city's plan for the urban center aims to integrate and connect it with adjacent neighborhoods. The plan also calls for improving the pedestrian experience along major arterial roadways and intersections by introducing a street grid and smaller blocks. SouthGlenn includes a diversity of housing options, including new and existing multifamily residential choices that supplement the single-family options available in surrounding neighborhoods.

38th and Blake Transit-Oriented Development (City and County of Denver)
The 38th and Blake station is the first stop along the East Corridor commuter rail project connecting Denver Union Station to Denver International Airport. The station is located near the rapidly redeveloping River North area.

Highlights: The 38th and Blake Station Area Plan emphasizes walking and bicycling, improved traffic flow, stormwater management, and welcoming public space and private establishments. The community's vision for the area calls for future development emphasizing its industrial heritage, historic neighborhoods, emerging new residential and arts and entertainment districts that provide a mix of uses, and efforts to make non-auto travel the travel modes of choice.

Olde Town/New Town (City of Arvada)
Olde Town/New Town includes two distinct mixed-use districts in Arvada. Olde Town provides lower-density mixed use while New Town includes an existing theater, while preserving much of the area for future higher-density mixed-use redevelopment.

Highlights: Located in Arvada's historic downtown, the Olde Town Hub incorporates retail, mixed-use and cultural elements for visitors from throughout the Denver region. The Hub's structure serves as a parking garage and bus facility but also includes four plazas which offer gathering spaces and shopping experiences. Upon completion, the Hub will serve Regional Transportation District commuters as well as Olde Town visitors, and will take the place of the existing Park-n-Ride at Wadsworth Boulevard and West 56th Avenue. The Hub was funded through partnerships between the Regional Transportation District's FasTracks, the City of Arvada and the Arvada Urban Renewal Authority.

Urban centers are active, pedestrian-, bicycle- and transit-friendly places that are denser and offer more use types than surrounding areas.

Map 2. Urban Centers
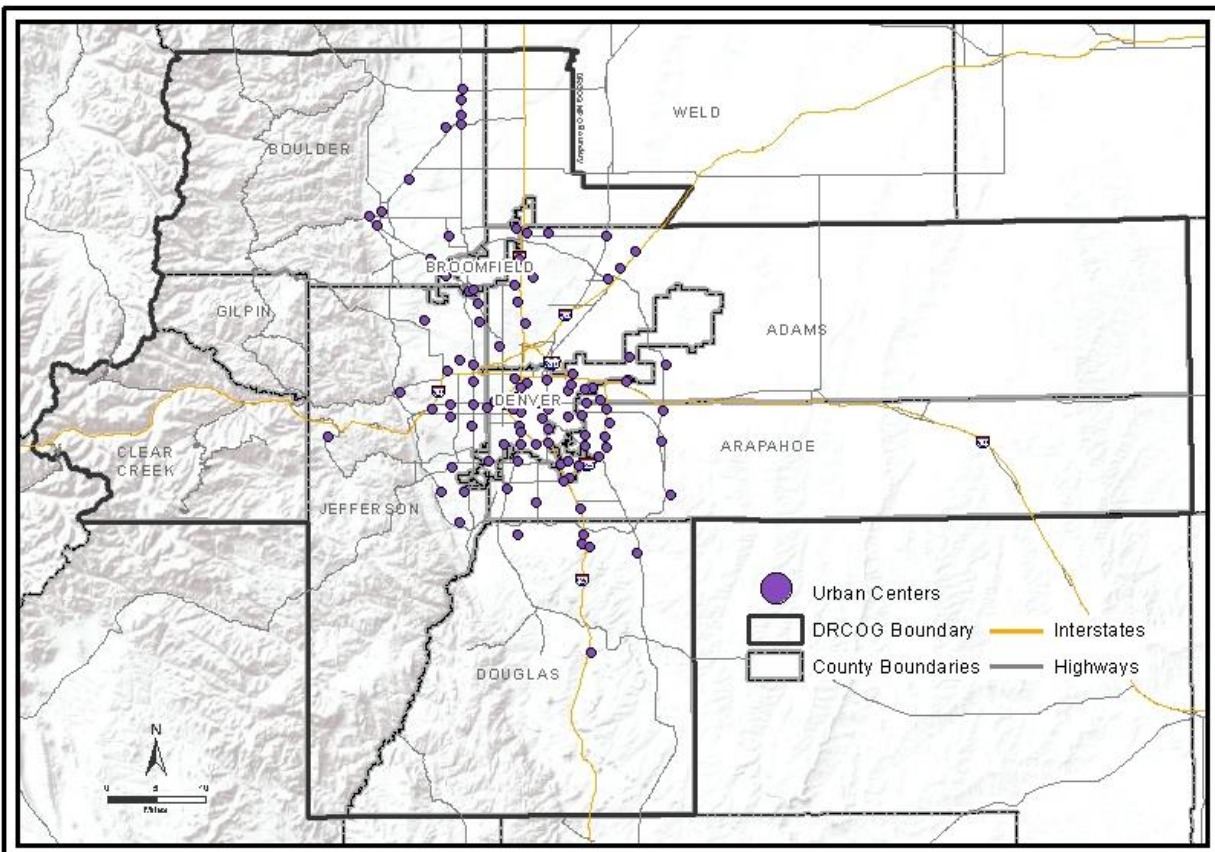
▼ ▼   What improvements do we need to continue to make?   ▼ ▼

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

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

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

▼ ▼ ▼   What might we do to make progress?   ▼ ▼ ▼

Strategic Initiatives—Ideas for Implementation

Voluntary Options Available to Regional Organizations	Voluntary Options Available to Local Organizations
Collaboration • Engage in continuous dialogue with local governments and the private development community to address challenges to and opportunities for development in urban centers. • Coordinate with local governments, developers and other partners to establish an online clearinghouse of potential development sites in urban centers. • Help coordinate a network of clear and direct multimodal connections between urban centers and major destinations within the region, especially across jurisdictional boundaries. **Education and Assistance** • Continue to support ongoing local planning for existing and future urban centers. • Encourage local governments to designate corridors as urban centers by adjusting the urban center evaluation criteria. **Investments** • Continue to allocate resources to support corridor planning efforts, infrastructure improvements and other efforts to spur further public/private investment. • Continue to allocate resources in local planning for existing and future urban centers throughout the region.	**Collaboration** • Seek opportunities for public/private partnerships to leverage resources and implement infrastructure improvements or other catalytic projects in urban centers. **Policies and Regulations** • Adopt policies and development regulations that support higher-density, mixed-use development, pedestrian activity and accessible public spaces within urban centers. • Consider a range of parking management strategies in and near urban centers, including (but not limited to) shared, unbundled, managed and priced parking. • Consider the use of regulatory tools or incentives to support development of housing in urban centers that meets the needs of people of all ages, incomes and abilities. • Adopt policies and development regulations that support multimodal enhancements and compact development or redevelopment along corridors, particularly those that connect and support urban centers. • Direct new housing and employment growth to urban centers. • Manage parking near rail stations and along corridors with frequent bus service to promote increased ridership.

Strategic Initiatives—Ideas for Implementation

Voluntary Options Available to Regional Organizations	Voluntary Options Available to Local Organizations
	Investments • Prioritize investments in first- and final-mile connections to transit. • Provide direct, multimodal connections between urban centers and surrounding neighborhoods.

A regional priority includes designing places that provide residents and workers with convenient, multimodal options for reaching home and work.

How will we know how we are doing?

Performance Measures

Performance measures are critically important in monitoring the region's progress toward Metro Vision themes and outcomes. They are used to periodically measure outcomes and results. They also generate reliable data to help member governments and partners evaluate policies, programs and initiatives. As part of its reporting on plan progress toward an efficient and predictable development pattern, DRCOG will include the performance measures outlined below.

Measure	Where are we today? (Baseline)	Where do we want to be? (2040 Target)
Share of the region's housing and employment located in urban centers	Housing: 10.0 percent (2014)	Housing: 25.0 percent
	Employment: 36.3 percent (2014)	Employment: 50.0 percent
Housing density within the Urban Growth Boundary/Area (UGB/A)	1,200 units per square mile (2014)	25.0 percent increase from 2014
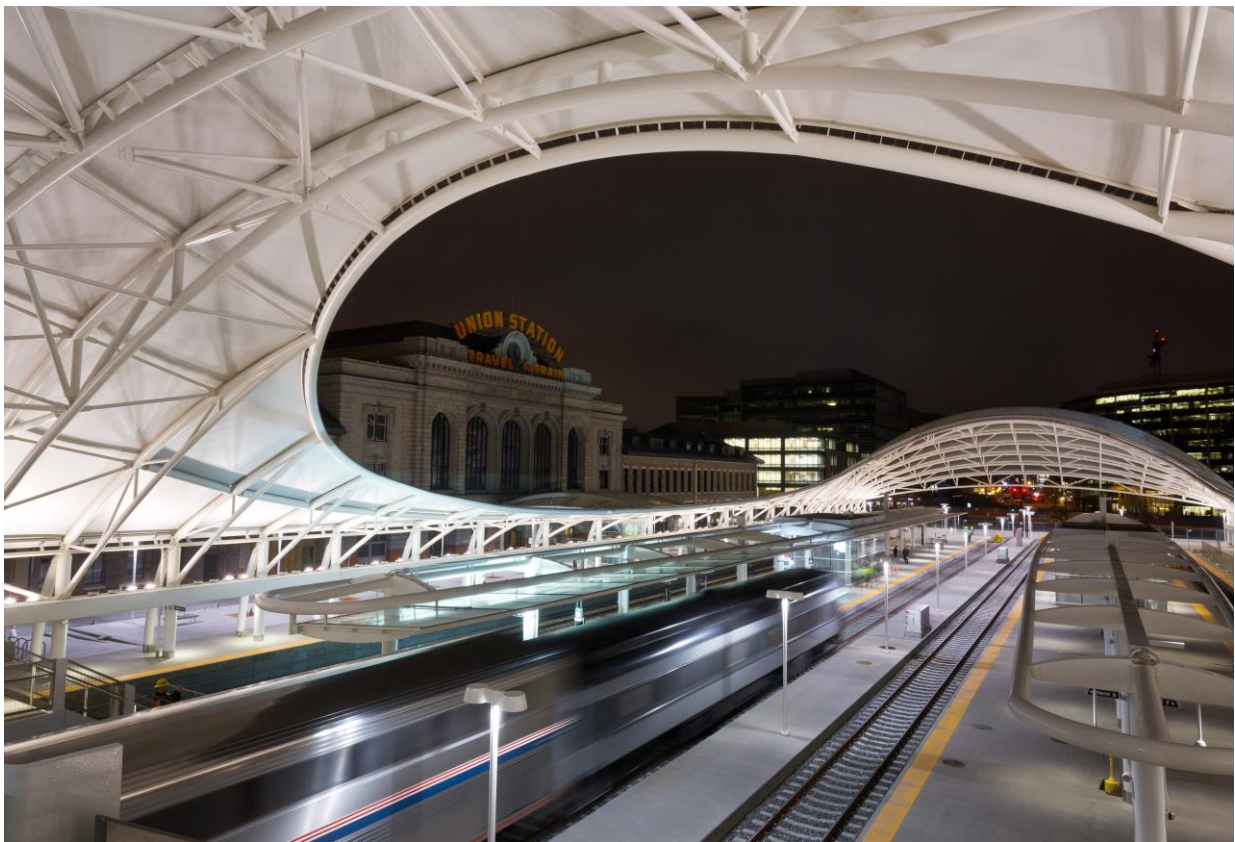
A restoration project made Denver Union Station an internationally recognized hub connecting the city and the region's outlying areas.

A Connected Multimodal Region

The Denver region aspires to have a connected multimodal transportation system that provides everyone with viable travel choices. The region will have a multimodal approach to move people and goods, with transportation facilities and services tailored to the needs and desires of individual communities. Over time, a greater share of travel will comprise public transit, bicycling, walking and carpooling. The region's transportation system will adapt quickly to major trends affecting the region, such as significant population growth, a rapidly aging population, new technology, an evolving economy and changing residential and workplace styles. Transportation and land-use planning will be integrated to improve the region's quality of life.

Current transportation needs far outweigh available funding. This necessitates difficult tradeoffs and choices, such as balancing the need for additional multimodal capacity with maintenance and system preservation needs. The region must leverage a range of funding solutions to build and maintain transportation infrastructure and services. Coordinated regional and statewide actions must be taken to increase transportation funding.

The overall vision for the region's transportation system is organized around two regional outcomes:

- The regional transportation system is well-connected and serves all modes of travel.
- The transportation system is safe, reliable and well-maintained.

These outcomes focus on building and maintaining a world-class multimodal transportation system. Supporting objectives and initiatives will help the region achieve these outcomes. The companion 2040 Metro Vision Regional Transportation Plan implements the transportation element of Metro Vision. The 2040 Metro Vision Regional Transportation Plan defines the specific transportation system the region envisions and the portions that can be funded through 2040.
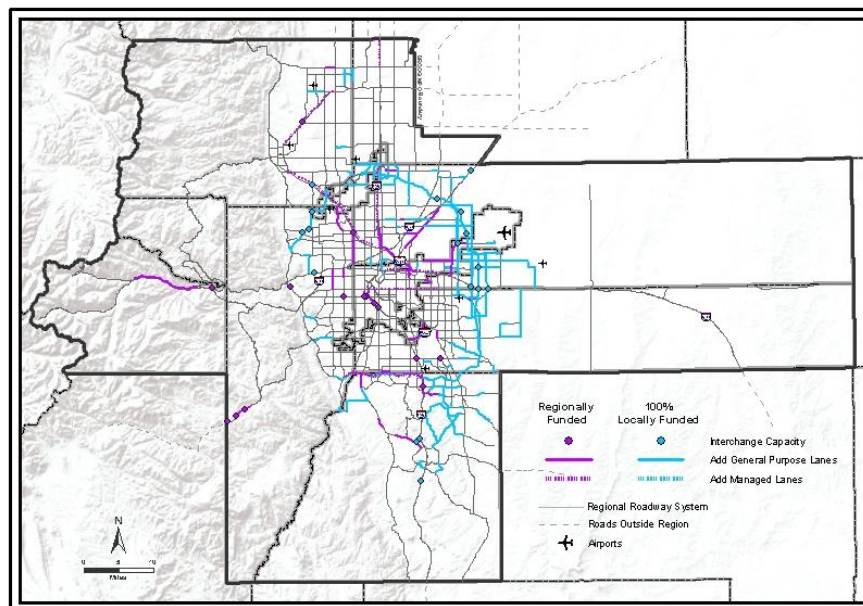
**Map 3.
2040 Fiscally Constrained Roadway System Capacity Improvements**

SOURCE: Regional Transportation Plan

Why is this important?

Our region needs a connected, multimodal transportation system in order to:

Operate, maintain and expand the system with limited funding. The region must operate and maintain our existing multimodal transportation system while accommodating more than 1 million new residents and 500,000 more jobs by 2040. However, transportation funding is limited. Our region must continue to facilitate the movement of people, goods and services to ensure the Denver region remains economically competitive. Providing a range of travel options will facilitate useful and convenient mobility for all travelers. New and reconstructed roadways must be designed to optimize movement of people and vehicles alongside system management and operations that leverage existing capacity and enable safe travel for all users.

Make connections that increase access and travel choices. Our region continues to make significant investments in transit, such as the Regional Transportation District's FasTracks rapid transit system while also envisioning future intra- and inter-regional transit connections. Although FasTracks has expanded regional mobility, such improvements cannot be fully realized without easier connections for those walking, biking, driving, sharing a ride, or riding a bus to first- or final-mile connections to transit. Our region and local jurisdictions continue to increase the viability of walking and bicycling by expanding the bicycle and pedestrian network and providing additional supportive infrastructure. Providing all of these travel choices can help reduce vehicle miles traveled, ground-level ozone and other air pollutants, which can lead to improved individual and environmental health. A transportation system that serves users of all modes of travel also helps ensure that people of all ages, income levels and abilities remain connected to their communities and have the means to access services, amenities and employment opportunities.

Embrace new technologies and innovations. Carshare, rideshare and bikeshare programs are already significant travel options within the region. Emerging transportation innovations, such as connected and driverless cars, have the potential to dramatically influence future personal mobility. Broader use of technology and other innovations (such as broadband, smartphones and trip-planning tools) has the potential to connect multimodal transportation system users to the information they need in order to manage travel, avoid and reduce congestion; optimizing available capacity.

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

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

Regional Transportation Plan

As the federally designated transportation planning agency for the Denver region, DRCOG develops the Metro Vision Regional Transportation Plan to guide the region's future multimodal transportation system. The Metro Vision Regional Transportation Plan is integrated with the Metro Vision plan to address the mobility needs of people of all ages, incomes and abilities. It identifies the desired vision for our transportation system in a scenario under which funding is unconstrained. It also defines the fiscally constrained multimodal system to be implemented by 2040 using revenues that are reasonably expected to be available. In addition to funding construction of major roadway and rapid transit projects, revenues must also be used to maintain and operate the transportation system, and for transit service, bicycle, pedestrian and other types of projects.

Denver Union Station

After a multiyear rehabilitation and restoration project, the historic Denver Union Station reopened in 2014 as a hub of multimodal transportation options for the entire region. A regional coalition including DRCOG joined forces to develop the plan to revitalize the historic structure and surrounding properties. Today bus, light rail, commuter rail, bikeshare, ride-hailing and other travel options converge at Denver Union Station—a premier example of our vision of a connected multimodal transportation system. Denver Union Station has also emerged as a primary anchor in the central business district and is a primary catalyst for hundreds of millions of dollars in private development and investment.

▼ ▼ What improvements do we need to continue to make? ▼ ▼

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 anticipated increases of 1.2 million people and half a million jobs by 2040. Transportation system investment initiatives may include expanding transit service and coverage, improving on-street and off-street bicycle and pedestrian facilities, widening and adding new roadways, and promoting travel options. The resulting transportation system will increase mobility choices within and beyond the region for people, goods and services.

Supporting Objectives:
- Improve the capacity of the multimodal regional roadway system.
- Improve the region's comprehensive transit system.
- Improve bicycle and pedestrian accessibility.
- Improve interconnections of the multimodal transportation system within and beyond the region.
- Expand travel demand management services and strategies.

▼ ▼ ▼ What might we do to make progress? ▼ ▼ ▼

Strategic Initiatives—Ideas for Implementation

Voluntary Options Available to Regional Organizations	Voluntary Options Available to Local Organizations
Collaboration • Maintain a fiscally constrained regional transportation plan that defines long-range multimodal projects, services and programs to address mobility needs. • Adopt Transportation Improvement Program project selection policies that consider all transportation users. • Coordinate with the Regional Transportation District and other transit providers to implement major projects and services. • Coordinate with Denver Regional Mobility and Access Council and transit operators to increase transportation for vulnerable populations, such as older adults, people with disabilities and low-income populations. • Facilitate coordination between jurisdictions in expanding and connecting the region's bicycle and pedestrian network. • Encourage integrated land use and transportation planning among state and regional agencies, local governments, and the development community.	**Collaboration** • Coordinate with the Regional Transportation District and other transit providers on transit facilities and infrastructure components of development projects. • Coordinate with neighboring jurisdictions to ensure a well-connected system across boundaries. • Coordinate local comprehensive plan and transportation plan updates with neighboring and affected jurisdictions. • Coordinate transportation system improvements and operations to consider issues of land-use compatibility. **Policies and Regulations** • Implement parking supply and pricing mechanisms, such as shared, unbundled, managed and priced parking in major activity centers to manage parking availability and provide incentives for walking, bicycling, carpooling and transit use.

Strategic Initiatives—Ideas for Implementation

Voluntary Options Available to Regional Organizations	Voluntary Options Available to Local Organizations
• Coordinate information and services among all transportation providers. • Work with partners to expand the regional travel demand management program consisting of outreach, promotion, trip-planning and marketing activities to shift commute choices to non-single-occupant vehicle modes, including carpools, vanpools, transit, bicycling and walking, as well as telework and alternative work schedules. Continue and expand marketing consisting of advertising campaigns such as "Stop Being an SOV" and events such as Bike to Work Day. • Conduct a regionwide evaluation of potential bus rapid transit corridors via a joint effort of the Regional Transportation District, DRCOG, the Colorado Department of Transportation, and other stakeholders. • Coordinate with local governments to balance primary park-and-ride functions with opportunities for transit-oriented development. • Collaborate with local and regional stakeholders in transportation planning activities to address the needs of mobility-limited populations • Facilitate coordinated local and regional investment in datasets to improve transportation planning and investment.	• Adopt and implement street and development standards to improve multimodal connectivity in a variety of contexts (urban, suburban and rural) while considering unique land-use settings, such as schools, parks and offices. • Adopt policies and development regulations that support transit. • Address the needs of mobility-limited populations in local transportation plans and policies. • Adopt and implement local street standards and other development codes and standards that address multimodal connectivity objectives in a variety of land-use contexts, such as cut-throughs for pedestrians and bicycles in cul-de-sacs. • Ensure Americans with Disabilities Act standards are met or exceeded in constructing or retrofitting facilities such as curb cuts and ramps. • Adopt local multimodal transportation plans that address connections within and between jurisdictions and communities. • Adopt land-use standards around airports to guide compatible long-range development. • Develop supporting infrastructure and local regulations, policies and ordinances regarding alternative fuels, fleet conversions, environmental preservation and related topics. • Reserve adequate rights-of-way in developing and redeveloping areas, as feasible, for pedestrian, bicycle, transit and roadway facilities.
Education and Assistance • Encourage and support fare structures and subsidy programs that keep transit service affordable for all users. • Provide tools, informational forums and resources to jurisdictions regarding bicycle- and pedestrian-facility design, guidance and implementation. • Conduct activities to inform and promote the use of travel demand management strategies and services by transportation management associations/organizations and local travel demand management providers, such as ride-sharing, vanpools, carpools and school carpools.	**Investments** • Fund roadway preservation, operational and expansion projects through local capital improvement programs. • Improve multimodal connectivity. • Fund projects that address multimodal connectivity through non-metropolitan planning organization programs. • Provide on-street and off-street bicycle and pedestrian infrastructure that is comfortable, safe and convenient. • Provide wayfinding signage for bicyclists, pedestrians and transit users to reach key destinations. • Provide first- and final-mile bicycle and pedestrian facilities and connections to transit such as sidewalks, bicycle facilities, bike-sharing, wayfinding, bicycle parking and shelters and car-sharing at transit stations. • Implement off-street sidewalks and multi-use paths that are comfortable for a wide array of users by providing separation from traffic.
Investments • Consider the use of managed lanes in new roadway capacity projects where feasible. • Support bicycle-sharing programs regionwide. • Include major roadway and transit capacity projects in DRCOG's fiscally constrained Regional Transportation Plan once construction funding is identified for such projects. • Invest in and manage in the region's multimodal transportation system to improve freight and goods movement within and beyond the region.	

Strategic Initiatives—Ideas for Implementation

Voluntary Options Available to Regional Organizations	Voluntary Options Available to Local Organizations
• Upgrade existing facilities (sidewalks, crosswalks, bus stops and shelters) to improve transit access for older adults and mobility-limited populations. • Fund first- and final mile bicycle and pedestrian facilities and connections to transit such as sidewalks, bicycle facilities, bike-sharing, wayfinding, bicycle parking, shelters and car-sharing at transit stations. • Continue to allocate resources to support corridor planning efforts, infrastructure improvements and other efforts to spur further public/private investment. • Provide funding, tools, informational forums, and resources to jurisdictions, transportation management associations/organizations, nonprofits, and other travel demand management stakeholders to increase travel demand management awareness and use. • Maintain and enhance airport capacity throughout the region. • Improve transportation linkages to major destinations and attractions beyond the region. • Connect populations in need of transportation service to new and improved services. • Develop transportation service options to address mobility needs of older adults and mobility-limited residents.	• Conduct local activities to inform and promote the use of travel demand management strategies and services by transportation management associations/organizations and local travel demand management providers. • Conduct educational and promotional events to encourage bicycling and walking. • Reserve adequate rights-of-way in developing and redeveloping areas, as feasible, for pedestrian, bicycle, transit and roadway facilities. • Expand mobility options within urban centers and other major activity centers. • Implement transportation improvements that enhance transit-oriented development opportunities.

The region has prioritized transportation projects that include improved bicycle and pedestrian access.

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

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

Traffic Operations

Since 1989, DRCOG has been working to reduce traffic congestion and improve air quality through its Traffic Operations program. Through the program, DRCOG, the Colorado Department of Transportation and local governments coordinate traffic signals on major roadways in the region. One of the first transportation planning agencies to conduct this type of program, DRCOG remains a national leader among agencies involved in traffic signal coordination. In 2015, the program retimed 259 signals on travel corridors in the region, reducing daily travel time for motorists along those corridors by more than 1,600,000 hours and reducing fuel consumption by 800,000 gallons. Additionally, pollutant emissions were reduced by 90 tons, while annual greenhouse gas emissions were reduced by 8,000 tons.

Congestion management process

Through its congestion management process, DRCOG works with local, state and national partners to alleviate congestion and help people and businesses avoid or adapt to it. DRCOG uses travel demand reduction and operational strategies to effectively manage transportation facilities. DRCOG has developed a toolkit for addressing congestion through construction, demand management, real-time information and operational strategies. Many of the strategies are implemented through DRCOG programs such as its travel demand management program, Way to Go, and its Traffic Signal System Improvement Program and Intelligent Transportation Systems management and operations. This process and its associated strategies enables DRCOG to monitor performance of the region's transportation system (summarized in annual reports), as well as identify, evaluate and implement strategies through the Metro Vision Regional Transportation Plan and short-range Transportation Improvement Program. The congestion management process is integral to DRCOG's performance-based planning process.

Coordination among regional partners reduces congestion. Associated strategies such as signal timing and providing commute alternatives assist in improving air quality in the region.

▼ ▼ What improvements do we need to continue to make? ▼ ▼

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 to improve reliability and optimize capacity.

Supporting Objectives:
- Maintain existing and future transportation facilities in good condition.
- Improve transportation system performance and reliability.
- Improve transportation safety and security.

▼ ▼ ▼ What might we do to make progress? ▼ ▼ ▼

Strategic Initiatives—Ideas for Implementation

Voluntary Options Available to Regional Organizations	Voluntary Options Available to Local Organizations
Collaboration - Collaborate with the Colorado Department of Transportation, the Regional Transportation District local governments and other regional stakeholders to implement and monitor asset management techniques. - Work with the Colorado Department of Transportation, the Regional Transportation District and other regional stakeholders to expand effective Transportation Systems Management and Operations projects, incident management procedures and processes, transportation demand management initiatives, and other innovative tools and techniques to safely optimize performance. - Coordinate efforts of the Colorado Department of Transportation, the Regional Transportation District, local governments and other regional stakeholders to most efficiently use the existing multimodal system while planning for future use. - Way to Go and travel demand management stakeholders continue to work with local jurisdictions and employers to distribute information about and encourage the use of technology, including multimodal real-time trip planning.	**Collaboration** - Monitor and manage transportation systems (including traffic signal systems) in collaboration with neighboring jurisdictions. - Participate in federal, state and regional initiatives related to safety and homeland security initiatives. - Partner with local law enforcement agencies and advocacy groups on education and enforcement activities related to all road users. - Accurately monitor and maintain crash and traffic safety data for all transportation modes. - Support the use of congestion pricing and other tolling techniques. **Policies and Regulations** - Develop specific plans and strategies to operate roadways more efficiently (such as traffic signal coordination and better management of traffic incidents). - Develop and implement access management principles along major streets. - Enforce traffic and ordinances as they apply to all users of the transportation system. - Implement Transportation Systems Management and Operations projects.

Strategic Initiatives—Ideas for Implementation

Voluntary Options Available to Regional Organizations	Voluntary Options Available to Local Organizations
• Collaborate with public safety stakeholders to assess threats to and vulnerabilities of the transportation system, including consideration of national and regional homeland security initiatives, and establish and implement resolution processes in response. • Coordinate with federal, state, regional and local agencies to implement applicable homeland security plans and initiatives. • Facilitate interagency coordination on safety and homeland security initiatives. **Education and Assistance** • Consider supporting alternative pricing and revenue-producing strategies that directly reflect the cost of vehicle travel to the user. **Investments** • Support cost-effective improvements to driver, passenger, pedestrian and bicyclist safety. • Maintain transportation system assets (vehicles and facilities) in a state of good repair per federal requirements.	• Implement other active demand management strategies. • Develop and implement strategies that enhance security. **Investments** • Maintain transportation facilities in good condition and implement asset management principles and techniques. • Implement access management projects to optimize the efficiency of roadways, reduce conflict points and improve safety. • Implement projects that reduce the likelihood and severity of crashes involving motor vehicles, freight and passenger trains, buses, bicycles and pedestrians.

Maintaining the existing transportation system, while also expanding it, allows for reliable and safe movement of people and goods within the region.

How will we know how we are doing?

Performance Measures

Performance measures are critically important in monitoring the region's progress toward Metro Vision themes and outcomes. They are used to obtain regular measurement of outcomes and results. They also generate reliable data to help local governments and partners evaluate policies, programs and initiatives. As part of its reporting on plan progress toward becoming a connected multimodal region DRCOG will use the performance measures outlined below.

Large urban areas such as metropolitan Denver are vibrant places offering a variety of employment, service and recreation opportunities in locations regionwide. Therefore, at some points in time, traffic congestion is inevitable. Plan performance measures related to congested travel conditions establish targets that are higher than current baseline measurements, but below currently forecasted future levels of congestion.

Measure	Where are we today? (Baseline)	Where do we want to be? (2040 Target)
Non- single occupant vehicle (Non-SOV) mode share to work	25.1 percent (2014)	35.0 percent
Daily vehicle miles traveled (VMT) per capita	25.5 daily VMT per capita (2010)	10.0 percent decrease from 2010
Average travel time variation (TTV) (peak vs. off-peak)	1.22 (2014)	Less than 1.30
Daily person delay per capita	6 minutes (2014)	Less than 10 minutes
Number of traffic fatalities	185 (2014)	Fewer than 100 annually

A Safe and Resilient Natural and Built Environment

The Denver region's unique setting and natural environment are among its greatest assets. Mountain views, an abundance of natural amenities and outdoor recreation opportunities, and a pleasant climate have helped spur steady and sustained growth in the region for decades. As the area becomes more populous, our region must maintain these assets and the quality of life enjoyed by so many.

In the nearly 20 years since Metro Vision was first adopted, the region has made great strides in its efforts to protect significant open space and agricultural lands—both at the local level and through collaborative regional efforts. Progress on the development of numerous parks and an interconnected regional trail and greenway system has also been significant, although a number of missing links remain.

One consequence of the region's growth has been the increase in the number of residents who live in areas that, while scenic, are at higher risk for natural disasters such as flooding and wildfire. As a result, the region's resiliency—or ability to respond to and recover from major events—has been tested by the significant social and economic costs associated with multiple natural disasters that have recently occurred during a relatively short period of time.

Achieving a safe and resilient built and natural environment depends on the region's ability to work together toward the following outcomes:

- The region has clean water and air, and lower greenhouse gas emissions.
- The region values, protects and connects people to its diverse natural resource areas, open space, parks and trails.
- The region's working agricultural lands and activities contribute to a strong regional food system.
- The risk and effects of natural and human-created hazards is reduced.

The region's natural environment attracts people and businesses to the region, and the outdoor activities it offers contributes to residents' quality of life.

Why is this important?

Our region needs a safe and resilient natural and built environment in order to:

Protect the quality of the region's air. Growth in the region represents significant challenges to the quality of the region's natural environment. As more residents and businesses call the region home the need for travel increases. This contributes to a persistent problem in the region: air pollution, including ozone. Ground-level ozone is formed when emissions from everyday items combine with other pollutants and "cook" in heat and sunlight. Sources of such emissions include industry; power plants; oil and gas production; gasoline-powered vehicles; and lawn equipment. At ground level, ozone is a health hazard, especially for the young, elderly and people with pre-existing respiratory conditions, such as asthma.

Notable progress has been made, but the effects of air pollution are wide-ranging, putting at risk individual health, the experience and value of our outdoor assets, and the ability of our economy to grow.

Make wise use of the region's limited water resources. Water is a particularly scarce resource in the arid Mountain West—a fact underscored by periods of drought during the past decade. An ongoing consideration is the ability of the region's finite water supply to accommodate projected growth while protecting water quality. Both water supply and quality are mandated and monitored at the state level and require close collaboration at the local, regional and state levels. The conservation and stewardship of the region's water resources is critical to maintaining the health of people, as well as the other ecological systems that support life.

Equip our communities to mitigate and bounce back from disaster. Fires and floods have been frequent in our region during the past decade. Future effects of fires and floods will be intensified if urbanization expands in areas prone to wildfires and flooding—as will costs for disaster response, management and reconstruction. Educating the public and local officials about the risks and potential costs of development in all types of hazard areas is extremely important and can result in decisions that minimize risk. Local plans and regulations are central to appropriately managing growth in these areas.

Protect and expand key economic assets. Businesses and residents alike choose to move to—and stay in—the region because of its scenic natural environment, access to outdoor recreational opportunities and numerous other quality-of-life amenities. These features have contributed to the region's success in recruiting companies and skilled employees, and attracting visitors worldwide who travel to the region to hike, bike, ski and pursue other outdoor pursuits. The ability of our region to maintain the quality and accessibility of these assets for residents and visitors is critical to continued economic health.

▼ **What is our vision?** ▼

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

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

Bottom-up approach to state water planning

"Colorado's water quantity and quality questions can no longer be thought of separately. Each impacts the other and our state water policy should address them conjunctively."

Executive Order D 2013-005, issued by Governor Hickenlooper, directing the Colorado Water Conservation Board to develop a statewide water plan

In order to create the first Colorado Water Plan, the Colorado Water Conservation Board sought input from local stakeholders in each of the state's river basins. In the Denver region, these stakeholders came together through the South Platte Basin and Metro Basin roundtables. To provide input directly to the state, each roundtable was responsible for creating a basin implementation plan that reflected local needs and preferred approaches to meeting those needs, based on its own assessment.

The Metro Roundtable is the only roundtable not designated from a direct connection to a natural hydrological river basin. It represents about half of the state's population, and has unique challenges separate from the South Platte Basin as a whole. The Metro Basin and South Platte implementation plans will be updated periodically to continue to provide the state with up-to-date input on local needs and preferences.

Regional Air Quality Council

Established in 1989, the Regional Air Quality Council serves as the lead air quality planning agency for the Denver metropolitan area. Its mission is to develop and propose effective and cost-efficient air quality planning initiatives with input from government agencies, the private sector, stakeholder groups and citizens of the metro region.

The Regional Air Quality Council prepares state implementation plans that demonstrate and ensure long-term compliance with state and federal air quality standards. DRCOG and the Regional Air Quality Council coordinate on a variety of regional air quality initiatives and projects. DRCOG provides travel model information to assist in the development of state implementation plans specifically related to forecasted emissions from the transportation sector. DRCOG also provides Congestion Mitigation and Air Quality funding to the Regional Air Quality Council for its Clean Air Fleets, Ozone Aware, and local air quality pool projects. To ensure transportation efforts align with Regional Air Quality Council initiatives, the executive director of the Regional Air Quality Council serves on the Regional Transportation Committee and is a permanent member of the Transportation Advisory Committee.

▼▼ What improvements do we need to continue to make? ▼▼

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

Local and regional initiatives will reduce ground-level ozone, greenhouse gas emissions, and other air pollutants. Collaboration with regional partners, such as the Regional Air Quality Council, the Colorado Department of Transportation and the Regional Transportation District will be integral to improving air quality through reductions in ground-level ozone concentrations, carbon monoxide, and particulate matter. Additional initiatives will raise public awareness of the direct role of individual actions in pollutant and greenhouse gas emissions.

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

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

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

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

▼▼▼ What might we do to make progress? ▼▼▼

Strategic Initiatives—Ideas for Implementation

Voluntary Options Available to Regional Organizations	Voluntary Options Available to Local Organizations
Collaboration • Facilitate communication and project implementation among state, regional and local agencies to maximize the efficiency of the transportation network. • Cooperatively develop mitigation strategies for transportation projects to address environmental effects. • Coordinate with the Colorado Water Quality Control Commission and other stakeholders to monitor land-use changes in basins with adopted water quality plans and programs.	**Collaboration** • Collaborate with adjoining communities, water districts and other providers on efforts to promote the efficient delivery and use of water and infrastructure for commercial, residential and agricultural purposes. **Policies and Regulations** • Review and modify local comprehensive plans and development regulations to improve travel choice accessibility to reduce greenhouse gas emissions. • Adopt parking management strategies that reduce idling.

Strategic Initiatives—Ideas for Implementation

Voluntary Options Available to Regional Organizations	Voluntary Options Available to Local Organizations

Voluntary Options Available to Regional Organizations

- Facilitate coordinated local and regional investment in datasets to improve forecasting and other analysis capabilities related to air quality, greenhouse gas emissions, water demand and surface water runoff.
- Collaborate with local and regional partners to increase the awareness and implementation of best management practices and incentives available to support regional water conservation efforts among all users.

Education and Assistance

- Encourage the use of alternative fuel vehicles and infrastructure.
- Support actions that reduce engine idling.
- Support the development of infrastructure and local regulations, policies and ordinances regarding alternative fuels, fleet conversions, environmental preservation and related topics.
- Continue to support programs and public awareness campaigns, such as Way to Go and others that promote behavior shifts on an individual level that improve air quality and reduce greenhouse gas emissions.
- Maintain access to data and mapping of aquifers, recharge areas, wellheads, landfills and other information, as available, to help inform local land-use decisions that may affect the region's groundwater resources.
- Support public awareness campaigns that promote individual, institutional and business behaviors that reduce pollutant runoff and opportunities for groundwater contamination.

Investments

- Fund transportation system improvements that minimize transportation-related fuel consumption, as well as air pollutant and greenhouse gas emissions.
- Support large-scale fleet conversions by local governments and shared fleets around the region.
- Provide incentives for the use of cleaner technologies, such as alternative fuel vehicles.
- Develop and invest in regional alternative fueling station infrastructure plans and projects for fuels that lead to the greatest reductions in air pollution and greenhouse gas emissions.

Voluntary Options Available to Local Organizations

- Adopt policies and procedures to reduce the potential environmental effects of roadway construction and maintenance.
- Adopt and implement grading, erosion and sediment control ordinances to minimize sediment and other pollutant runoff.
- Adopt policies and regulations for industrial uses to limit potential groundwater contamination.
- Develop regulations and infrastructure needed to support the use of alternative fuel vehicles and the use of alternative modes, such as charging stations, bicycle parking and shower facilities for employees.
- Promote water conservation through ordinance revisions and public information activities that encourage the use of low-flow plumbing devices; drought-tolerant and native vegetation for landscaping; conservation-oriented irrigation; and other low-impact site development techniques in new development and rehabilitation projects.
- Require adequate wastewater treatment systems to serve new development.
- Require adequate long-term water services to serve new development.

Investments

- Include alternative fuel infrastructure within transportation projects as appropriate
- Update business and government fleets to alternative fuel vehicles.
- Make investments that reduce water consumption and increase reuse.

▼ **What is our vision?** ▼

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

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

Outdoor amenities are a strength

The region's natural resource areas, open space, parks and trails add immeasurably to our region's quality of life and our residents are united in their support for preserving it. In 2012, DRCOG conducted a listening tour in advance of primary plan development activities to identify key planning issues, including emerging opportunities and challenges. The region's—and Colorado's—outdoor amenities were often the first strength mentioned by listening tour participants. Many participants emphasized the importance of maintaining or improving our outdoor amenities such as parks, trail systems and open space over the next 25 years. Due to significant population growth and associated development pressure, maintaining and preserving these outdoor amenities may be challenging.

A legacy of preservation

Our region is fortunate to contain significant federal, state and local lands that contribute to our inventory of natural areas and open space. For example, the Rocky Mountain Arsenal National Wildlife Refuge represents a unique effort to repurpose land and add to the region's open space portfolio.

The refuge formerly served as a weapons and agricultural chemical manufacturing facility. Today, after an extensive environmental cleanup under the oversight of federal, state and local agencies, the refuge provides a protected environment for more than 330 species of animals. It covers approximately 15,000 acres, making it one of the largest urban refuges in the country. The refuge is home to environmental education and interpretive programs, catch-and-release recreational fee fishing, 10 miles of hiking trails, wildlife viewing opportunities, public tours and a self-guided wildlife auto tour.

The Great Outdoors Colorado amendment to the state constitution gives a portion of state lottery proceeds to projects that preserve, protect and enhance Colorado's outdoors. Great Outdoors Colorado has invested in 3,400 projects statewide since its inception, resulting in more than 1.4 million acres being placed under conservation easements. In 2015, Great Outdoors Colorado announced it will commit $25 million to connect children to our state's outdoor amenities.

Dating back to the early 1970s, the Jefferson County Open Space program is the nation's first sales tax funded open space program. Since its adoption, the open space program has acquired more than 52,000 acres of land with approximately one-fifth dedicated park and recreation services offered by cities or districts. Throughout the unincorporated areas of the county, 28 open space parks provide trail-based outdoor recreation, nature and history education hubs, and conservation of scenic landscapes, natural resources, historic sites and wildlife habitat. In addition, more than 3,000 acres have been preserved through conservation easements on privately owned land.

Map 4. Open Space
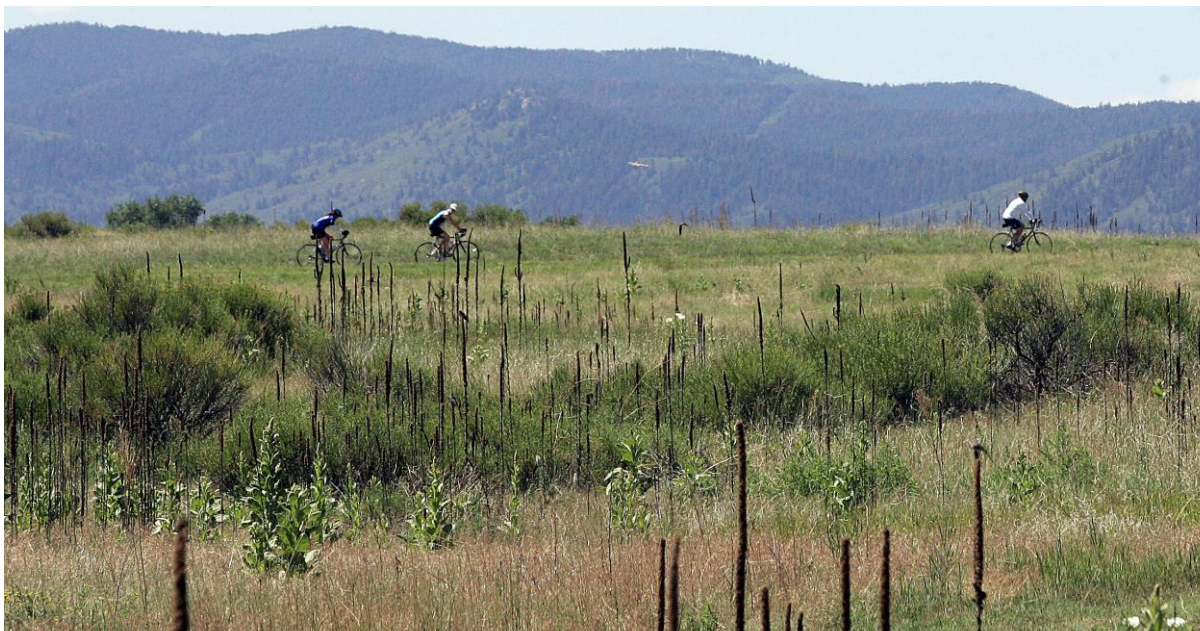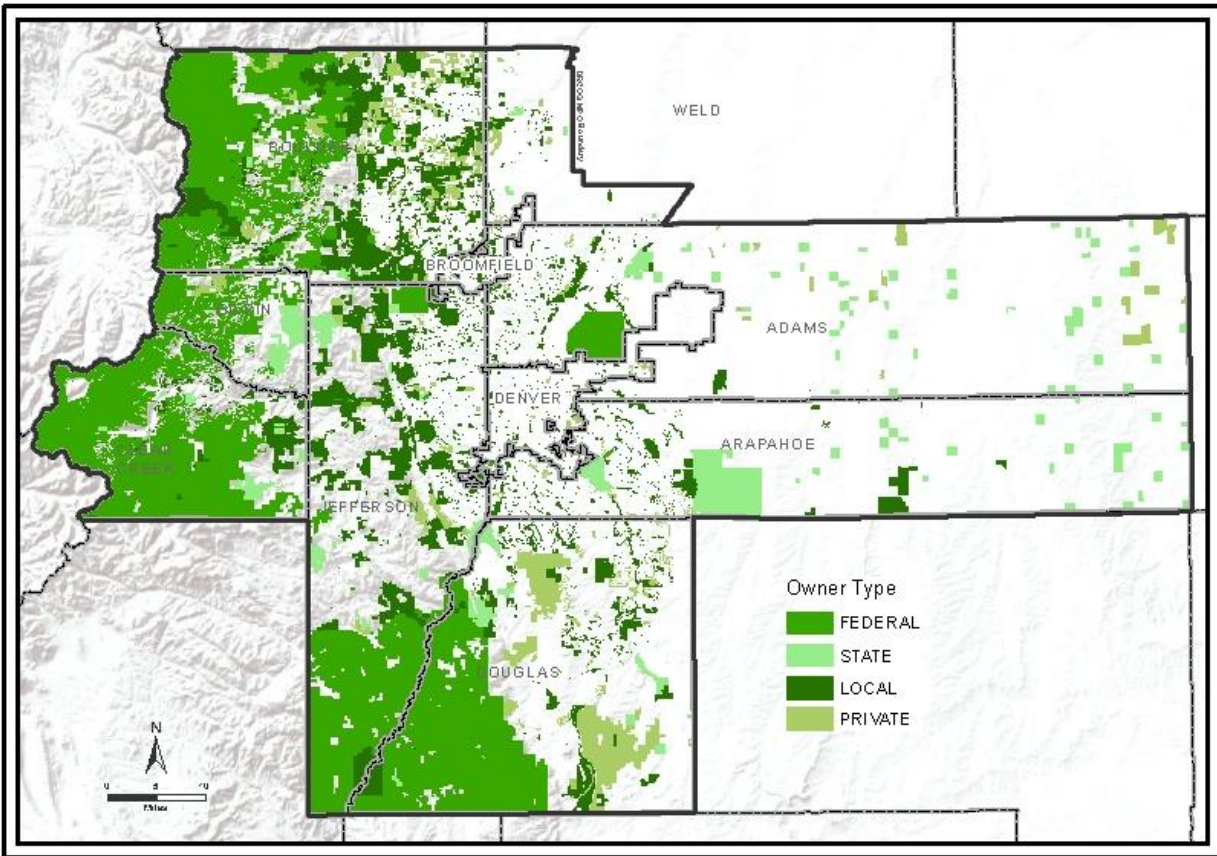
Access to open space supports individual and community health and wellness.

▼ ▼   **What improvements do we need to continue to make?** ▼ ▼

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

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

Supporting Objectives:

- Protect and restore natural resources of local and regional significance.

Regional 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 Objectives:

- Improve opportunities for recreation and access to nature.
- Improve multimodal linkages to and between the region's parks, open spaces and developed areas.

▼ ▼ ▼   **What might we do to make progress?** ▼ ▼ ▼

Strategic Initiatives—Ideas for Implementation

Voluntary Options Available to Regional Organizations	**Voluntary Options Available to Local Organizations**
Collaboration - Coordinate with local and regional partners to identify and map locally and regionally significant natural resources. - Collaborate with local governments and other regional partners on the identification and implementation of important multimodal linkages to and between the region's parks, open spaces and developed areas. **Education and Assistance** - Provide data and information that helps local and regional partners operate and plan for open space, trails and other natural resource and recreational areas.	**Collaboration** - Coordinate with adjoining communities and municipalities and other organizations, such as Great Outdoors Colorado, to leverage available funding. **Policies and Regulations** - Adopt policies that protect locally and regionally significant natural resources. - Adopt policies and establish guidelines or standards that promote the incorporation of natural features into new development and redevelopment. - Adopt open space set-aside or fee-in-lieu requirements for future development or redevelopment.

Strategic Initiatives—Ideas for Implementation

Voluntary Options Available to Regional Organizations	Voluntary Options Available to Local Organizations
- Provide data and tools that help local and regional partners connect people to open space, trails and other natural resource and recreational areas. - Help identify potential local, regional and state funding to protect and connect a variety of open spaces. - Increase awareness of the need to plan for and accommodate smaller parks, green spaces and recreational amenities in and adjacent to urban centers. - Support the integration of parks, open space and trails as part of the restoration of brownfields and other similar sites. **Investments** - Encourage the role of land trusts to facilitate open space conservation (such as the donation or purchase of conservation easements). - Increase low-impact transportation access to natural resource and recreational areas (such as transit).	- Adopt policies and regulations to enhance connections to parks and support the implementation of open space and recreational areas in urban centers. - Preserve features of scenic, historic and educational value. - Develop plans to address potential conflicts between conservation of natural resources and their public use and enjoyment. - Use open space as a tool to shape growth and development patterns. **Investments** - Support the development of parks of various sizes, hosting a variety of recreational amenities. - Complete local multimodal linkages to the region's parks and open spaces through strategic acquisition or other means. - Enhance multimodal connections to existing parks and locate new parks in neighborhoods and other areas that are accessible to residents on foot, by bicycle, or using transit, such as within or adjacent to urban centers. - Prioritize the protection or restoration of locally or regionally significant natural resources, as well as other locations that help fill missing links in the regional open space and greenway system in local plans and funding programs.

When communities prioritize open space, they help residents and workers take advantage of outdoor recreation opportunities.

Outcome 8: The region's working agricultural lands and activities contribute to a strong regional food system.

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

Producing food locally

In a recent survey of local governments in the Denver region, locally grown food, urban agriculture, and access to healthy food emerged as areas requiring further attention. Regional food systems refer food production that is geographically localized—food is grown, harvested, processed and distributed over much shorter distances when compared to national and international food systems.

Regional food systems create healthy communities by improving food security, making local and fresh food available to populations with limited access to grocery stores and creating relationships between farmers and their urban customers around a shared goal to preserve farmland. This localized approach to food systems also stimulates local economies.

Economic benefits of agriculture

Although the region's farms and ranches represent a small sector of the region's economy, the Census of Agriculture conducted by the U.S. Department of Agriculture found they sold nearly $207 million in agricultural products in 2012. The lands needed to produce agricultural products is threatened by urbanization, reducing sales of farm products over time. However, between 2007 and 2012, the number of farms in the Denver region increased from 2,335 farms to 4,172 farms.

The growth in farms is mostly driven by small farms, those operating on one to 50 acres. Further study is needed, but the increase in small farms may demonstrate a growing recognition of the importance of and desire to produce food locally. These farms may also serve as the foundation for a strong regional food system.

Boulder County: Agriculture as an open space amenity

Boulder County actively conserves natural and agricultural resources to provide public use that reflects responsible resource management and the community's values. The county protects land through direct acquisition or through conservation easements on private properties to protect open space resources. The county has acquired and protected more than 100,000 acres of land with 63,562 acres as county open space and the remainder protected private land. The county's open space program has emphasized the protection of agricultural lands; 30 percent of the open space lands are leased to local farmers and ranchers.

▼ ▼ **What improvements do we need to continue to make?** ▼ ▼

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

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

Supporting Objectives:
- Conserve significant agricultural lands.
- Increase access to healthy and local foods.
- Increase the efficiency of food distribution.

▼ ▼ ▼ **What might we do to make progress?** ▼ ▼ ▼

Strategic Initiatives—Ideas for Implementation

Voluntary Options Available to Regional Organizations	Voluntary Options Available to Local Organizations
Collaboration • Coordinate with local communities and local, regional and state conservation programs to identify and protect (through conservation easements, purchase or other means) significant agricultural resources at risk of being lost. • Examine the production, processing, distribution and consumption of food in the Denver region and consider creation of a regional food system council. • Encourage the creation of a network of regional food hubs to facilitate the processing and distribution of local food, particularly in support of farmers markets. • Promote regional coordination of institutional purchasing efforts to increase access to market for small producers. **Education and Assistance** • Monitor the quantity and distribution of the region's agricultural lands over time using resources such as those provided by the American Farmland Trust. Consider both lands that are being actively used for agricultural purposes as well as those that are zoned for agriculture, but not currently in use. • Provide information and assistance to local and regional stakeholders seeking to improve the operations of the regional food system and increase access to healthy and local foods. • Provide data and assistance for statewide and basin studies of the relationship between water supply and regional agricultural capacity.	**Collaboration** • Direct landowners or individuals interested in preserving working lands or starting a new farming operation to programs and incentives available through the American Farmland Trust, Colorado Open Lands and other organizations. **Policies and Regulations** • Establish clear policy support for agricultural lands and operations in local comprehensive plans. • Establish definitions for agricultural lands and operations at all scales in development regulations to ensure agricultural uses are allowed in appropriate areas. • Identify and remove potential regulatory barriers to agritourism and other nontraditional agricultural uses. **Investments** • Purchase significant agricultural resources or their development rights through conservation easements as a part of a local open space strategy; consider the role of such lands in shaping future growth and development.

Strategic Initiatives—Ideas for Implementation

Voluntary Options Available to Regional Organizations	Voluntary Options Available to Local Organizations

Investments

- Encourage the role of land trusts to facilitate agricultural land conservation (such as through donation or purchase of conservation easements).

The region's commitment to locally grown food benefits local producers, saves energy and results in food security for residents.

Outcome 9: The risks and effects of natural and human-created hazards are reduced.

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

Natural hazards in the Denver region

According to the 2010 Denver Regional Natural Hazard Mitigation Plan, local governments across the region face a number of natural hazards, including avalanches, drought, earthquakes, floods, hail, heatwaves, landslides, land subsidence, thunderstorms, lightning, tornadoes, severe storms, wind, winter storms, freezing, wildfires and public health hazards such as pandemic flu and West Nile virus.

Characteristics of resilient communities

Resilient communities withstand, and recover quickly from, shocks and stresses with minimal outside assistance. According to research in support of the state's resiliency planning efforts (below), resilient communities have shifted planning away from one-time events toward recognition of hazards as ongoing and routine features of environmental systems and accepting uncertainty as part of planning. Community size and geographic location; technical, administrative and financial capacity; and community goals should influence hazard and resiliency planning. Planning for resiliency is a collaborative approach between land-use planners, emergency planners, elected and appointed officials, public works staff, citizens, community advocates, business owners, developers and numerous other stakeholders.

Resiliency planning in Colorado

In May 2015, Governor Hickenlooper adopted the Colorado Resiliency Framework, establishing a vision and definition of resiliency for the state. The framework identifies guiding principles and outlines specific strategies including a resiliency plan that is developed and implemented each year.

In 2016, the Department of Local Affairs released *Planning for Hazards: Land Use Solutions for Colorado*. It provides guidance to Colorado counties and municipalities for integrating resiliency and hazard mitigation into plans, codes and standards related to land use and the built environment. The state's resiliency planning efforts provide a framework for communities in Denver region as they assess threats and refine local strategies to become more resilient.

▼ ▼   What improvements do we need to continue to make?   ▼ ▼

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

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

Supporting Objectives:

- Increase open space in high risk areas.
- Limit new development in areas susceptible to hazards.
- Increase the use of best practices in land-use planning and management to decrease risk.
- Promote integrated planning and decision-making in hazard mitigation.

Regional Objective 9b: Improve disaster response and recovery.

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 proactively prepare for disasters, including by understanding and assessing risks and vulnerabilities that may challenge recovery. When disasters occur, affected communities will overcome the physical, environmental and emotional effects in the shortest time possible relative to the severity of the disaster. Affected communities will reestablish key elements of their economic, social and cultural fabric to pre-disaster conditions and, when needed, make improvements to become more resilient.

Supporting Objectives:

- Enhance community resiliency.
- Increase interagency coordination.

▼ ▼ ▼   What might we do to make progress?   ▼ ▼ ▼

Strategic Initiatives—Ideas for Implementation

Voluntary Options Available to Regional Organizations	Voluntary Options Available to Local Organizations
Collaboration	**Collaboration**
• Coordinate with the Colorado Department of Local Affairs, the Federal Emergency Management Agency, emergency responders, and other local, state and federal stakeholders to help advance planning efforts, assemble best management practices and increase local and regional preparedness.	• Collaborate with emergency responders in the identification of critical facilities and the review of local plans, regulations and significant development projects. • Collaborate with neighboring jurisdictions to identify projects that reduce the shared risk of certain hazards and their effects.

Strategic Initiatives—Ideas for Implementation

Voluntary Options Available to Regional Organizations	Voluntary Options Available to Local Organizations
• Seek support necessary to update the Denver Regional Hazard Mitigation Plan every five years and make available to local communities all mapping and accompanying databases of county-level hazard profiles to support local planning efforts. • Encourage local and regional coordination of, and investments in, datasets to improve disaster response and recovery (such as damage assessment and evacuation). **Education and Assistance** • Help local governments affected by disasters plan for recovery • Provide data and other information to support improved hazard mitigation planning, as well as disaster response and recovery. **Investments** • Support projects that reduce the vulnerability of infrastructure to hazards.	**Policies and Regulations** • Integrate hazard mitigation considerations into local comprehensive plans and development regulations, either through an integrated plan update process, or by reviewing and updating existing policies and regulations on a more targeted basis. • Adopt a hazard mitigation plan or consider working with regional partners to develop a regional plan if creating a locally tailored plan is not feasible. • Incorporate Colorado State Forest Service guidelines into the land development and building permit approval process. • Limit new development or the expansion of existing development in areas recognized as having a high probability of being affected by hazards (such as those on a floodplain or with a high wildfire threat). • Establish guidelines for existing or future development in hazardous locations to minimize loss of life and property should a disaster occur. **Investments** • Invest in local capital improvements that reduce the risk of hazards. • Mitigate or eliminate hazards associated with brownfields, positioning them for redevelopment or restoration as natural resource areas.

The reality of natural and human-caused hazards means the region must plan and prepare for risks and vulnerabilities that may challenge recovery.

How will we know how we are doing?

Performance Measures

Performance measures are critically important in monitoring the region's progress toward Metro Vision themes and outcomes. They are used to obtain regular measurement of outcomes and results. They also generate reliable data to help local governments and partners evaluate policies, programs and initiatives. As part of its reporting on plan progress toward creating a safe and resilient built and natural environment, DRCOG will use the performance measures outlined below.

Measure	Where are we today? (Baseline)	Where do we want to be? (2040 Target)
Surface transportation-related greenhouse gas emissions per capita	26.8 pounds per capita (2010)	60 percent decrease from 2010
Protected open space	1,841 square miles (2014)	2,100 square miles
Share of the region's housing and employment in high risk areas	Housing: 1.2 percent (2014)	Less than 1.0 percent
	Employment: 2.9 percent (2014)	Less than 2.5 percent

Healthy, Inclusive, and Livable Communities

The Denver region is widely recognized as a model of livability and health. Numerous publications consistently place our communities on their lists of the best places to live (see page 12), and our residents are regularly ranked among the nation's most physically fit. However, increasing rates of chronic illnesses such as diabetes and obesity, rising health care costs, an aging population, accessibility of services, insufficient housing for low- to middle-wage workers, local food access and socio-economic disparities are just a few of the many trends and issues of concern threatening to undermine the health and quality of life of our residents, and ultimately the region's economy. To remain economically competitive, we must be more inclusive in our efforts to address these issues—considering the needs of residents of all ages, abilities, ethnicity and incomes in our planning and decision-making.

Many efforts to address these issues and concerns at the local, regional and state levels are working well. Examples include coalition building, information and awareness initiatives, grassroots efforts and the adoption of local programs, policies and regulations. However, the depth of understanding surrounding the importance of these issues at the regional level and the degree to which these issues are being integrated into local plans and policy-making across the region is uneven. There is much to be done at all levels.

Achieving success in making our communities healthy, inclusive and livable depends on the region's ability to work together toward the following outcomes:

- The built and natural environment supports healthy and active choices.
- The region's residents have expanded connections to health services.
- Diverse housing options meet the needs of residents of all ages, incomes and abilities.

Making locally grown food available to underserved populations helps families access nutritious choices, resulting in better health and quality of life.

Why is this important?

Our region needs healthy, inclusive and livable communities in order to:

Address growing health disparities. There is a widening gap between various demographic and socio-economic groups in the region in terms of health care accessibility. Higher health care costs reduce access to care for lower-income households, including older adults on fixed incomes. Higher costs not only affect overall health, but ripple through the community and region in other ways, reducing income available for other household expenses such as housing, food, transportation, and goods and services. Improving accessibility to health care through land-use and transportation planning decisions can alleviate the effects of other aspects of health care beyond the control of residents and local governments, such as the cost of care.

Keep the cost of living attainable. The cost of housing is typically the largest item in a household's budget. For lower-wage workers, housing within their means is often located further from employment and educational opportunities, meaning people spend more of their household income on and more time traveling between destinations. Long commutes can lead to higher levels of stress and increase periods of sedentary behavior, which may negatively affect a commuter's health. However, higher property values near rapid transit stations have resulted in home prices and rental rates beyond the reach of many households. As the region grows, more housing locations will maximize available infrastructure, and provide more ready access to employment opportunities and transit.

Make the healthy choice the easy choice. Eating nutritious foods, such as fruits and vegetables, supports good health, while consumption of less nutritious foods may lead to health issues such as diabetes or obesity. Access to nutritious food is influenced by food costs and the availability and proximity of grocery stores, specialty and convenience food stores, restaurants, farmer's markets, and other food outlets and distributors. Additionally, the region's extensive network of parks, trails and open spaces is recognized as a key contributor to our residents' quality of life and ability to lead active lifestyles. Improved access to these recreational opportunities, as well as a built environment that supports more physical activity opportunities, can increase healthy choices for residents.

Residents and businesses alike are attracted to the Denver region's reputation as a healthy place to live, and maintaining this expectation is essential to the region's economic vitality. Health, or lack thereof, directly affects a household's budget. Individuals experiencing poor health may struggle with affordability or access to care, which also affects their employment options and available resources for housing, transportation, education and nutrition.

▼ **What is our vision?** ▼

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

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

Public health: An impetus for urban and regional planning

Community planning in the United States is rooted in the public health challenges experienced by residents of urban areas during previous centuries. The Industrial Revolution brought factory workers into cities from rural areas or from abroad, resulting in large-scale urbanization of cities. Many workers and their families lived in crowded and poor conditions in tenement buildings with windowless rooms, no ventilation, and no place for waste. The spread of diseases such as cholera and tuberculosis was common and claimed many lives.

 Community leaders also realized their cities could not continue to grow unless they had a safe and secure source of water for drinking and industry. Community leaders addressed the issue by filtering water or by bringing distant, clean water to growing areas; and developed storm and sanitary sewers for the safe handling of unsafe water and human waste. Zoning as we know it today was created to address overcrowding and incompatible land uses, such as factories located next to housing. Cities developed zoning to identify which areas would be best for industry and commerce and prohibited incompatible land uses in those districts.

Factors affecting individual health

In 2013, the Colorado Department of Public Health developed the Colorado Health Disparities Report Card to provide baseline data on how the region's distinct populations are experiencing social and economic obstacles to health. An individual's overall health and wellness is affected by a variety of factors including individual and family demographics, economic status and other social factors. In 2013, 54 percent of white adults in the state were overweight or obese compared to 75 percent of American Indian/Alaska Native adults, 64 percent of African-American adults, and 61 percent of Hispanic/Latino adults. Overall, adults in the state are some of the leanest nationwide but the state's childhood obesity rate is one of the fastest-growing in the country. One in four Colorado children are overweight or obese. Obese children and adolescents are more likely to become obese adults.

Health impact assessments: An emerging practice

Planners and health professionals are increasingly recognizing that health and wellness have social and environmental implications. Health impact assessments are an emerging practice in many communities. The tools help planners evaluate the health effects of proposed projects, plans and policies; highlight health disparities; provide recommendations; raise awareness; make health effects more explicit; and engage and empower communities to improve the health of their residents.

In 2013, Adams County and the Tri-County Health Department conducted a health impact assessment for the Federal Boulevard corridor. The health impact assessment included a five-step process including an initial inventory and analysis of conditions as well as a stakeholder and community engagement component. Through the health impact assessment tool, the partners identified critical issues in the corridor such as traffic safety, physical activity, community safety and housing affordability.

▼ ▼ What improvements do we need to continue to make? ▼ ▼

Regional Objective 10: Increase access to amenities that support healthy, active choices.
The region will expand opportunities for residents to lead healthy and active lifestyles. The region's streets and roads will be planned, designed, operated and maintained to enable safe, convenient and comfortable travel and access for users of all ages and abilities, regardless of their mode of transportation. A mix of well-connected land uses and recreational amenities in communities throughout the region will create places that make active transportation and recreational physical activity safe and part of an everyday routine. Additionally, local and regional initiatives will increase access to healthy food options in low-income neighborhoods and areas with high levels of food insecurity.

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

▼ ▼ ▼ What might we do to make progress? ▼ ▼ ▼

Strategic Initiatives—Ideas for Implementation

Voluntary Options Available to Regional Organizations	Voluntary Options Available to Local Organizations
Collaboration • Facilitate public/private partnerships to identify and address first- and final-mile connectivity issues associated with regional transit. • Collaborate with local governments and other stakeholders to address the transportation needs of mobility-limited populations in transportation and land-use planning and decision-making at the regional and local levels. • Raise awareness around the need for green space and recreational amenities in areas where a concentration of residents or employees exists or is planned (such as urban centers or employment centers). • Collaborate with local governments to identify and implement projects in areas that have the greatest need for access to recreation and nature, as identified in the Regional Equity Atlas. • Collaborate with local governments and other regional partners to identify and implement priority portions of the regional trail network. **Education and Assistance** • Monitor the accessibility of healthy food options from transit through periodic updates to the Regional Equity Atlas.	**Collaboration** • Pursue agreements to share public properties or facilities that increase access to recreation areas or community gathering places. **Policies and Regulations** • Adopt policies and implement regulations that promote a mix of uses and active public spaces. • Adopt and implement street standards that are locally tailored to meet Complete Streets objectives in a variety of contexts (urban, suburban and rural). • Adopt and implement policies and regulations that increase opportunities for local food production and processing by allowing community gardens, keeping of fowl and small livestock, and small-scale agricultural operations. • Consider ordinances that allow residential sales of produce grown on premises. • Adopt policies and regulations to support small-scale parks, plazas and other indoor and outdoor recreational facilities. Consider providing incentives for projects that provide a range of recreational options. • Promote the development of shade canopy and/or appropriate vegetative cover to create/maintain a safe, comfortable pedestrian environment.

Strategic Initiatives—Ideas for Implementation

Voluntary Options Available to Regional Organizations	Voluntary Options Available to Local Organizations
• Monitor the quantity and distribution of community gardens, small urban farms and land that is zoned and used for agriculture over time, using regional mapping and by working with local communities and partners. • Promote awareness of the range of programs, services and other assistance available to help residents lead healthier and more active lifestyles, as well as opportunities for them to become involved in related efforts at the local and neighborhood level. • Routinely evaluate and address mobility obstacles and impairments within the built environment. • Support the integration of farmers markets and other green markets within urban centers and rural communities. **Investments** • Support projects that consider all users of roadways (such as Complete Streets objectives). • Focus resources to build safe pedestrian and bicycle connections from transit stops to neighborhoods and activity centers within communities.	**Investments** • Prioritize funding for projects that meet Complete Streets objectives through non-metropolitan planning organization sources, including local capital improvement programs. • Provide incentives for grocers who locate in urban centers and underserved areas of the community. • Complete local links in the regional trail network through strategic acquisition or other means, prioritizing linkages that enhance connectivity to or within the regional network, or to nearby communities or urban centers.

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

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

Four-year Area Plan on Aging

As the federally designated Area Agency on Aging for the region, DRCOG is required to create and implement a four-year Area Plan on Aging to establish service priority areas. Public input from nearly 500 stakeholders identified transportation as the most-needed service to help increase or sustain independence for older people in their community.

DRCOG contracts with transportation service providers using funding available under the Older Americans Act. Unfortunately, because of funding and capacity constraints, these providers must turn down hundreds of trips per month. Older adults often need transportation support in order to maintain their health and wellness—to access health care, maintain social interaction and reach community and social services. DRCOG and its partners continuously explore innovative ways to combine available funds, reduce inefficiencies and build additional transportation capacity.

Health services in rural centers

Rural centers throughout the region—whether in the mountains or on the eastern plains—serve residents and visitors well beyond their boundaries. Many of these communities seek health service providers to complement the businesses and services already based in their areas. With the changing health care landscape, these efforts can prove difficult.

For rural communities, health services provide more than simple access to care. Local health services can help seniors remain in their community of choice. When a rural community can offer health services to its residents and visitors, it is better equipped to attract economic investments, including new and expanding businesses.

Fitzsimons: A transit-accessible urban center centered on health care

The former Fitzsimons Army Medical Center is a primary development area along the Regional Transportation District's R Line in Aurora. When the facility was put on the Base Realignment and Closure list in 1995, three partners came together to transform the area: the City of Aurora, the University of Colorado Health Sciences Center and the University of Colorado Hospital.

As a result of the partners' work and investment, Fitzsimons now hosts both the University of Colorado Anschutz Medical Campus and Fitzsimons Life Science District. By the end of 2016, it will be served by two rail transit stations. Shuttle service will help complete first- and last-mile connections for destinations within Fitzsimons. The importance of such access goes beyond those seeking the center's health services to the tens of thousands of employment opportunities the medical facilities offer.

▼ ▼ What improvements do we need to continue to make? ▼ ▼

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

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

Supporting Objectives:
- Increase awareness and knowledge of community health and wellness issues and support networks.
- Increase collaboration among stakeholders at the local, regional and state levels.
- Locate health services in accessible areas.

▼ ▼ ▼ What might we do to make progress? ▼ ▼ ▼

Strategic Initiatives—Ideas for Implementation

Voluntary Options Available to Regional Organizations	Voluntary Options Available to Local Organizations
Collaboration - Convene regular meetings of regional stakeholders (health care providers, local governments, public health organizations, major hospitals, business leaders, the development community, foundations, and others) to facilitate and support health and wellness projects and regionally significant initiatives. - Collaborate with health service providers to develop new datasets and analyses of access to preventative care and other health-related services, helping local and regional partners strategically target resources to clients. - Strengthen partnerships between health and transportation providers to increase access to care, improve health outcomes and reduce healthcare costs. **Education and Assistance** - Conduct periodic updates to the Regional Equity Atlas and collaborate with local and state public health departments to conduct additional research at a neighborhood level to inform discussions surrounding areas of the greatest need. - Establish a central clearinghouse of information to support health and wellness initiatives throughout the region (such as regional health indicators, access to services, programs and best practices).	**Collaboration** - Work with local elected and appointed officials to integrate health and wellness priorities and goals into comprehensive plans. Incorporate supporting information into plan and policy development and decision-making. - Leverage existing health and wellness programs and services. **Policies and Regulations** - Adopt and implement policies and regulations that support the integration of health services into urban centers, employment campuses, retail centers, rural town centers and other activity hubs. - Consider policies and plans that encourage the location of health services in areas that are readily accessible. **Investments** - Collaborate with public health professionals, area hospitals, health and social service providers, and other regional stakeholders to implement transportation system improvements in areas with the greatest mobility needs.

Strategic Initiatives—Ideas for Implementation

Voluntary Options Available to Regional Organizations	Voluntary Options Available to Local Organizations
Investments • Coordinate investments in local and regional transportation services that improve access to health services for those with mobility obstacles or impairments.	

Facilitating transportation connections to health providers results in greater access to services and increased community health.

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

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

Metro Vision listening tour

In 2012 DRCOG conducted a listening tour in advance of primary plan development activities to identify key planning issues, including emerging opportunities and challenges. Listening tour results were informed by in-depth interviews, focus groups and an online survey. Diverse housing options emerged as a critical issue for stakeholders and residents who participated in the listening tour. Key observations include:

- The region currently has a diversity of housing choices and neighborhood types in the region, including urban, suburban, exurban, and rural settings. Although the region will become denser in the coming years, traditional suburban housing should remain a choice for community residents.
- Most affordable and accessible housing opportunities for people with disabilities are primarily offered in the urban core; more options are needed in other parts of the region.
- Opportunities for aging-in-community are perceived to be rare throughout the region. Many seniors are not moving out of their homes—homes which may not meet their accessibility needs—because there are limited housing options that meet their needs, including affordability, within their current community.

Baby boomers and millennials

How the country's two largest living generations, baby boomers and millennials, will influence future demand for housing and community attributes is unknown. Combined, these generations account for nearly 50 percent of the population in the United States, and more than 1.5 million residents in the Denver region represent these two generations. The Denver region will be dramatically affected as these generations continue to make decisions about the types of housing and communities that meet their needs.

In 2014, an American Planning Association survey found that while there are some variations in housing and community preferences among the two generations, there is also considerable alignment in preferences with a shared desire to live in walkable places in various types of communities, including urban, suburban, rural and small town locations. The survey also found that both generations will make future decisions about where to live based in large part on living expenses and the affordability of place, including housing and transportation costs.

The region's housing boom

By nearly any measure the Denver region is facing unprecedented challenges to housing affordability. According to the Case-Shiller Index the Denver region is one of a handful of regions around the country where home-resale prices are at an all-time high. Home prices and rents spiked during a prolonged period of double-digit, year-over-year increases in home prices between 2012 and 2015. The region faces numerous affordable and attainable housing challenges including preserving existing affordable housing stock (both market rate and subsidized), producing affordable housing at a rate to keep pace with growing demand and meeting the housing needs of a growing older adult population, many whom will live on fixed incomes.

▼ ▼   What improvements do we need to continue to make?   ▼ ▼

Regional Objective 12: Diversify the region's housing stock

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

Supporting Objectives:

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

▼ ▼ ▼   What might we do to make progress?   ▼ ▼ ▼

Strategic Initiatives—Ideas for Implementation

Voluntary Options Available to Regional Organizations	Voluntary Options Available to Local Organizations
Collaboration • Convene local government officials and housing experts to identify ways to expand affordable, accessible workforce and senior housing development opportunities in local communities. • Continue to support local planning that furthers the implementation of the region's transit system and urban centers. • Participate in efforts to remove barriers and reduce cost of developing housing. • Encourage transit investments where housing densities currently, or are planned to, support transit. • Collaborate with local partners, including housing authorities, to understand current and future affordable housing needs. **Education and Assistance** • Share best practices in land-use regulations, zoning and housing policies with local governments and other stakeholders. • Develop and share guidance based on best practices to aid local communities in the identification of high opportunity sites, districts or areas. • Monitor changing demands for new and different types of housing. • Monitor issues around the cost of housing, providing information for local and regional partners through the Regional Equity Atlas and the Denver Region Visual Resources website.	**Collaboration** • Develop and maintain cooperative efforts with entities focused on developing accessible and affordable workforce and senior housing. **Policies and Regulations** • Consider policies that promote a variety of housing options to meet the needs of older adults, including independent and supportive options. • Consider allowing accessory dwelling units in appropriate zoning districts. • Review local plans and regulations to ensure they encourage a mix of housing types and densities. • Plan for increased residential density in high-frequency transit and other multimodal transportation corridors. • Develop a focused strategy for preservation and rehabilitation of existing housing located near current and future transit areas. • Consider plans and policies to improve the balance of jobs and housing in employment-rich areas. • Assess current and future housing needs and programs in transit-oriented communities. **Investments** • Consider incentives to support affordable and accessible workforce and senior housing, particularly in areas that are or may be served by transit.

Strategic Initiatives—Ideas for Implementation

Voluntary Options Available to Regional Organizations	Voluntary Options Available to Local Organizations
• Elevate awareness of the catalytic role of housing in transit-oriented community strategies. **Investments** • Encourage the development and expansion of regional funds to support housing options (such as the Denver Regional Transit-Oriented Development Fund)	• Consider projects that address transit and mobility gaps near housing that is higher density, affordable and accessible or which meets the needs of low- and middle-wage earners, including seniors.

A variety of housing types provides residents the opportunity to remain in their communities throughout the stages of their lives.

▼ ▼ ▼ How will we know how we are doing? ▼ ▼ ▼

Performance Measures

Performance measures are critically important in monitoring the region's progress toward Metro Vision themes and outcomes. They are used to periodically measure outcomes and results. They also generate reliable data to help member governments and partners evaluate policies, programs and initiatives. As part of its reporting on plan progress toward creating healthy, livable and inclusive communities, DRCOG will use the performance measure outlined below.

Housing and transportation are typically the two largest components of a household budget. Researchers at the Center for Neighborhood Technology have identified 45 percent of income as a key affordability benchmark for the combined costs of housing and transportation. This plan performance measure will quantify the percentage of the region's residents living in areas that fall below that benchmark. The threshold for 45 percent of income will be tied to the median household income for the region and will account for household size and number of commuters in the typical household in the region.

Measure	Where are we today? (Baseline)	Where do we want to be? (2040 Target)
Share of the region's population living in areas with housing and transportation (H+T) costs affordable to the typical household in the region	41 percent (2013)	50 percent

A Vibrant Regional Economy

An economically sustainable region balances economic vitality, environmental quality and a high standard of living for its residents. A sustainable economy is also resilient—economic downturns are less severe and recovery is faster. The benefits of economic health, vitality and growth expand opportunities for all residents in a sustainable economy.

The underpinnings of a sustainable and resilient economy in the region include all of the region's assets: physical infrastructure and transportation, quality of life and amenities, an education system that supplies skilled labor and is accessible to all, the ability to attract and retain talented workers and innovators, a high-quality built environment, and housing options that are accessible and affordable for all ages, incomes and abilities. Maintaining a vibrant economy depends upon the region's ability to work together toward the following outcomes:

- All residents have access to a range of transportation, employment, commerce, housing, educational, cultural and recreational opportunities.
- Investments in infrastructure and amenities allow people and businesses to thrive and prosper.

The Denver region is home to an extensive network of economic development professionals engaged in business recruitment, expansion and retention efforts. Metro Vision aims to create a regional growth framework that ensures the underpinnings of a sustainable and resilient economy are considered by regional and local decision-makers. The objectives and initiatives in this section support the ongoing efforts of the many economic development organizations and local governments that promote the economic vitality of the region and reinforce essential connections between these groups.

Why is this important?

Our region needs a vibrant regional economy in order to:

Attract and retain businesses and the region's workforce. Businesses and residents increasingly expect to locate in regions with access to the full range of community services and amenities, such as employment, health and human services, job training, housing and mobility options, recreation, arts and culture, and participation in civic life. One of the region's greatest challenges is to ensure existing and future residents of all ages, abilities and income levels can take advantage of these opportunities. The ease with which people can gain access to opportunities, is critical.

Reduce reliance on importing talent. Access for residents to jobs, and for employers to qualified workers, is fundamental to the health of the regional economy. The region's well-educated labor force, major universities and ability to attract talent are among its strengths. Current education disparities across races and between lifelong Coloradans and newcomers to the state suggest that the education system is not keeping pace with the needs of the workforce. A reliance on importing talent makes the regional economy vulnerable if we cannot provide the necessary training and opportunities for existing residents or continue to attract new talent. An untrained and underused workforce will hinder the economy, resulting in increased social service demands that divert public funds from more productive uses.

Remain globally competitive. Growing jobs and economic activity is increasingly tied to leveraging regional advantages and addressing areas for improvement. Competition for business investment is rarely entirely local, community to community. Often major opportunities for economic expansion involves competition among regions nationwide, and sometimes worldwide. Our region must remain competitive on the global stage through wise investments that improve access for people and businesses while maintaining and improving the quality of life that remains our region's core strength. The region's ability to build new infrastructure is challenged by the increasing cost of maintaining existing infrastructure.

The region's global competitiveness depends on retaining and attracting a variety of industries.

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

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

Regional economic strategy

In 2011, as part of an 86-member partnership, DRCOG successfully secured a $4.5 million grant for the benefit of the region. The three-year grant from the Sustainable Communities Partnership, a federal collaboration of the U.S. Department of Housing and Urban Development, the U.S. Department of Transportation and the U.S. Environmental Protection Agency, supported regional, corridor and site-level planning and implementation activities. DRCOG's Sustainable Communities Initiative included research that explored integrating emerging issues into the Metro Vision plan, including the issue of economic vitality.

An economic vitality strategy addresses all workforce, business, and quality-of-life requirements of a strong economy in order to sustain periods of growth and prosperity, and adapt to change. Although the region has numerous strengths including a high quality of life, strong track record of attracting skilled labor and investments in world-class infrastructure, challenges remain. Key threats to the region's economic vitality include:

- A large and growing population that does not have sufficient access to quality education and job-training.
- A reliance on importing educated and skilled labor while lifelong Coloradoans have comparatively lower levels of educational attainment.
- Declining housing affordability and stability for lower-income workers affects the physical and social health of residents and employers' ability to attract and retain workers.

The strength of the Denver region's economy is its workforce. Continued economic vitality and resilience require a comprehensive approach to ensure access to opportunity for all residents. To maintain employment, workers need access to well-paying jobs, affordable housing, health care and transportation.

▼ ▼   What improvements do we need to continue to make?   ▼ ▼

Regional Objective 13: Improve access to opportunity.

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

Supporting Objectives:

- Improve the flow of people, goods, services and information within and through the region.
- Improve access for traditionally underserved populations.
- Improve access to and from the region's developed and emerging housing and employment centers.

▼ ▼ ▼   What might we do to make progress?   ▼ ▼ ▼

Strategic Initiatives—Ideas for Implementation

Voluntary Options Available to Regional Organizations	Voluntary Options Available to Local Organizations
Collaboration - Convene a technical committee to identify best practices in addressing first- and final-mile barriers. - Work with a wide range of partners to track, assess and respond to the mobility needs of major employment centers. - Facilitate data- and information-sharing in order to provide free and open regional data that for local and regional analyses. **Education and Assistance** - Identify and monitor mobility trends including commuting patterns in employment and urban centers; freight and commercial vehicle travel; technological advances; and recreation and tourism. - Identify best practices to expand and retain manufacturing and production businesses in areas served by transit. - Conduct and share analyses that help local and regional partners understand challenges and opportunities in and near the region's employment centers. - Acquire data and provide analyses that illustrate the gap between the types of jobs available in the regional economy and the requisite skills the workforce needs; use the resulting information to improve forecasting, planning and other initiatives. **Investments**	**Collaboration** - Partner with transportation management organizations, service providers, and improvement districts to determine travel needs of employees. - Work with property owners, developers, service providers and the Regional Transportation District to implement first- and final-mile strategies in employment centers. - Connect residents and visitors to local cultural, educational and natural amenities, as well as in the Denver region and statewide. - Facilitate public/private partnerships to improve first- and final-mile connections to the region's high-capacity transit services, with an emphasis on enhancing connections to major employment centers and underserved populations. **Policies and Regulations** - Develop strategies supporting employment, housing and other opportunities directly adjacent to transit stops and stations. - Preserve, protect and enable diverse employment and housing opportunities that are accessible by transit. **Investments** - Prioritize investments that will contribute to mobility enhancements for employment centers and housing options.

Strategic Initiatives—Ideas for Implementation

Voluntary Options Available to Regional Organizations	Voluntary Options Available to Local Organizations
• Fund transportation system improvements that improve the flow of people, goods and services. • Provide local and regional transportation services that improve personal mobility, housing and employment access, as well as independence and well-being, especially for those with mobility obstacles or impairments. • Ensure traditionally underserved populations receive at least a proportionate share of transportation benefits and are not disproportionately affected by transportation investments relative to the entire regional population.	
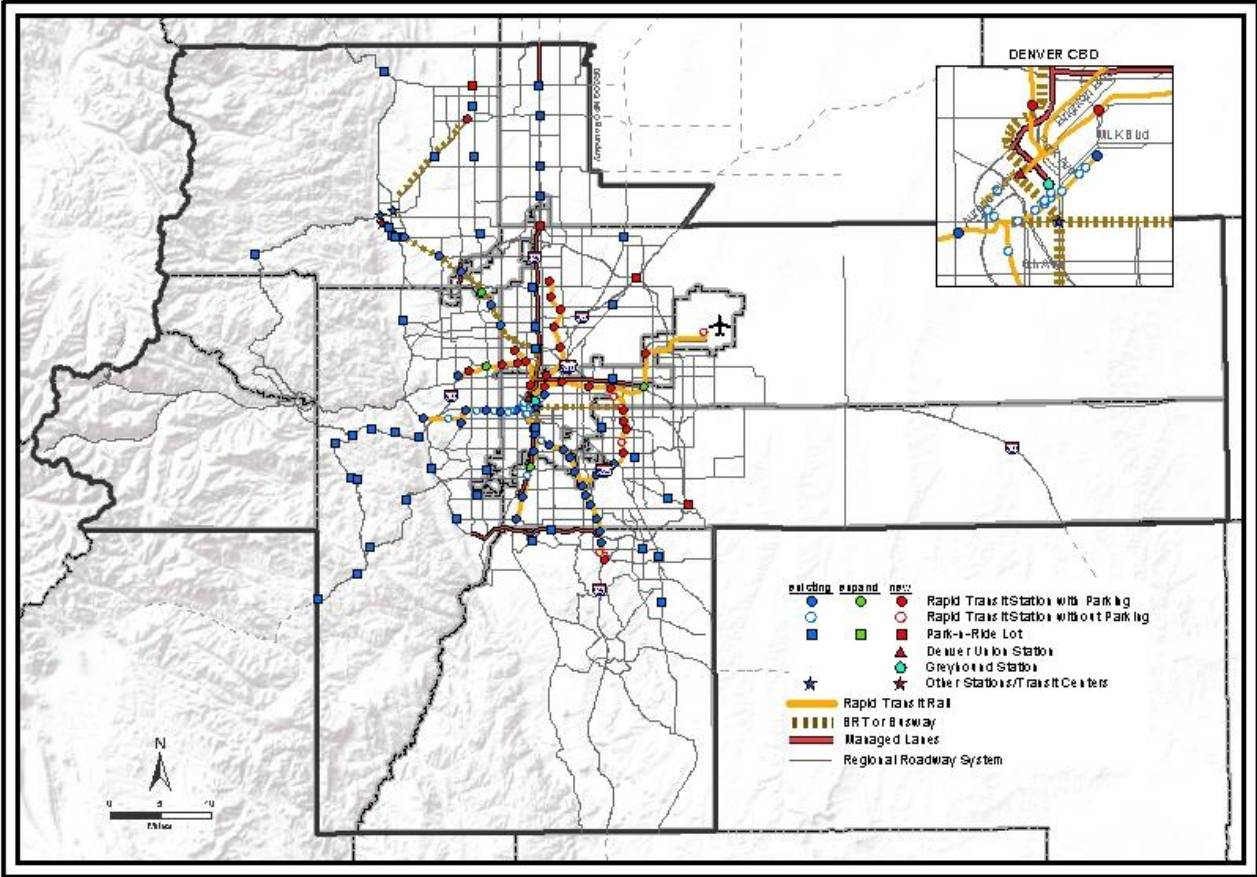
Map 5. Fiscally Constrained Rapid Transit, Park-n-Ride and Station Locations
SOURCE: Regional Transportation Plan.

▼ What is our vision? ▼

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

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

Infrastructure and economic vitality

In addition to expanding the region's mobility, the Regional Transportation District's FasTracks transit system and previous mobility investments are major economic development assets for the entire region. Communities on the Regional Transportation District's rail network consider these investments an asset that increases their ability to attract and retain employers through greater and more convenient access for existing and potential employees. Denver International Airport is also a critical economic asset for the entire region.

Airports play a critical role in fostering business growth and attracting tourists. They are significant economic engines in regions nationwide. The increasingly global nature of business means a key element in any region's success is its ability to move goods and people quickly and economically worldwide, with airports integral to this function.

While the region has created a solid foundation of mobility infrastructure, financial resources for transportation during the next 25 years are expected to be less than needed to maintain and selectively expand it. Transportation funding has not kept pace with the continued growth in travel demand or increases in transportation construction costs. Fewer than half of the capacity improvements identified for the Metro Vision transportation system can be funded during the next 25 years with reasonably expected revenues. Additional federal, state, local and private revenue sources must be identified to fully address the future transportation needs and desires of the region's residents and businesses.

Cultural facilities and amenities

In addition to traditional infrastructure investments, arts and cultural investments and amenities are emerging as foundational elements in the sustained economic health of regions. Since 1989 the Scientific and Cultural Facilities District has funded nonprofit organizations and local government agencies that provide cultural benefit to the Denver area residents. The Scientific and Cultural Facilities District spans a seven counties including Adams, Arapahoe, Boulder, Broomfield, Denver, Douglas and Jefferson. Unlike many regions where cultural organizations compete with each other, the Denver region's culture of collaboration results in offerings that work together to engage, inspire and reflect the region's diversity.

In addition to funding large museums, the Denver Zoo, the Denver Botanic Gardens and performing arts organizations, the Scientific and Cultural Facilities District also funds hundreds of local grassroot cultural organizations annually. County cultural councils are instrumental in ensuring that investments in arts, culture, and science occur in all communities for the benefit of all citizens.

The region's cultural amenities represent a collaborative legacy of providing diverse opportunities for all residents.

▼ ▼   **What improvements do we need to continue to make? ▼ ▼**

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

The region's economic vitality depends on providing a high quality of life in diverse communities. Investments in the region's infrastructure will help ensure the region remains globally competitive by establishing and maintaining the connected multimodal transportation system on which businesses depend for access to 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 contribute to the growth of the region's economic health and vitality.

Supporting Objectives:

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

▼ ▼ ▼   **What might we do to make progress? ▼ ▼ ▼**

Strategic Initiatives—Ideas for Implementation

Voluntary Options Available to Regional Organizations	Voluntary Options Available to Local Organizations
Collaboration	**Collaboration**
• Coordinate economic and community development activities to maintain the region's infrastructure and contribute to the growth of its economic health and vitality.	• Collect and share local development data and trends that inform regional analyses and modeling of economic trends.
• Coordinate local and regional investment in datasets to improve economic forecasting and analysis.	• Engage economic development and planning professionals in efforts to align community-wide goals with regional opportunities.
• Collaborate with the region's water providers to better understand and forecast the effects of water availability on growth and development.	• Participate in regional economic development activities.
• Collaborate with economic development partners to understand and forecast the role of increased diversification of economic activities on reducing the region's risk related to global shocks.	• Encourage coordination among regional governments, stakeholders and transit providers to ensure alignment of future transit investments and regional employment growth.
Education and Assistance	**Policies and Regulations**
• Provide and analyze data on the region's demographic and economic conditions.	• Develop measures and indicators to assess progress toward local policy goals.
• Create annual progress reports using measures and targets related to how regional land-use and transportation influence the region's economic vitality.	**Investments**
• Provide information on key economic trends influencing the region, such as the role of private equity investment in local commercial real estate; integrate this information into planning and forecasting processes.	• Consider incentives and other investments to attract and enable employment growth near high-frequency transit.

Strategic Initiatives—Ideas for Implementation

Voluntary Options Available to Regional Organizations	**Voluntary Options Available to Local Organizations**
• Provide analysis that links fundamental drivers of the region's economy (such as productivity, investment and trade) to infrastructure investments and improved connectivity. • Consolidate regional data, analyses and information into a one-stop shop accessible to a wide variety of audiences such as Denver Regional Visual Resources. • Develop and distribute information that highlights key trends affecting the region's ability to achieve desired outcomes. • Provide data-driven stories and infographics that illustrate the state of the region in terms of economics, transportation and demographics. • Provide data and assistance to communities seeking to develop long-run forecasts for population and employment under alternative scenarios. **Investments** • Identify and fund transportation system improvements to increase access to jobs and efficient freight and goods movement to support the region's global competitiveness.	

How will we know how we are doing?	

Performance Measures

Performance measures are critically important in monitoring the region's progress toward Metro Vision themes and outcomes. They are used to periodically measure outcomes and results. They also generate reliable data to help local governments and partners evaluate policies, programs and initiatives. As part of its reporting on plan progress toward creating a vibrant regional economy, DRCOG will toward use the performance measures outlined below.

Measure	Where are we today? (Baseline)	Where do we want to be? (2040 Target)
Regional employment	1.8 million (2014)	2.6 million (1 to 1.5 percent annual growth)
Share of the region's housing and employment near high-frequency transit	Housing: 29.7 percent (2014)	35.0 percent
	Employment: 48.4 percent (2014)	60.0 percent

Appendix A: Extent of Urban Development

Since 1997, Metro Vision has included statements describing the future extent of urban development. This is also described as the region's Urban Growth Boundary/Area (UGB/A).

The *Metro Vision 2035 Growth and Development Supplement* outlines the Board-adopted policies to help achieve several of the plan's outcomes about growth and development. This includes the process through which local governments have the opportunity to request additional allocations under the UGB/A as a part of a regular cycle to take place every four years.

In 2013, the DRCOG Board of Directors delayed the commencement of the regular cycle of UGB/A requests until after the adoption of this Metro Vision update. Member governments remain able to make emergency, off-cycle requests.

This appendix is reserved for an updated table accounting for the UGB/A allocations available to local governments. In the interim, please refer to Metro Vision 2035 (as amended).

Appendix B: Designated Urban Centers

Urban centers recognized in Metro Vision reflect a variety of community types and places including traditional downtowns, transit station areas, existing and emerging employment centers, and greenfield areas with development plans consistent with the key characteristics of urban centers outlined Outcome 3: "Connected urban centers and multimodal corridors accommodate a growing share of the region's housing and employment" (page 19). The process to designate urban centers uses the key Metro Vision characteristics, but also strongly considers local circumstances and commitments. DRCOG does not unilaterally identify and designate urban centers—all potential centers are submitted for consideration by local governments.

Any jurisdiction interested in designating an urban center should schedule an informal consultation with DRCOG staff. Through the Metro Vision Plan Assessment process, jurisdictions formally submit urban center proposals for evaluation by DRCOG staff and a panel of volunteers. The evaluation panel provides recommendations to DRCOG staff regarding urban center designations. Finally, recommended urban centers are presented to the DRCOG Board of Directors for its final consideration.

Please see the Metro Vision Growth and Development Supplement for details on the designation process.

The following table lists urban centers currently recognized in Metro Vision. The table lists centers by jurisdiction and provides information on the size of the urban center and it is served by high-capacity transit. The table also classifies urban centers as emerging, existing or planned.

- Emerging centers are expecting significant growth relative to existing conditions (more than 50 percent growth in combined jobs and housing units)
- Existing centers are substantially developed These centers are expecting less than 50 percent growth in combined jobs and housing units.
- Planned urban centers are largely undeveloped, but will become intensely developed over time. These areas currently have fewer than 100 housing units and fewer than 100 jobs.

Urban Center Name	Jurisdiction	Classification	Area (Acres)	High-Frequency Transit Stop
Olde Town/New Town	Arvada	Existing	158	X
Candelas	Arvada	Emerging	631	
Ralston Fields	Arvada	Existing	257	X
Iliff Avenue Center	Aurora	Emerging	315	X
Aurora City Center	Aurora	Emerging	868	X
Florida	Aurora	Existing	248	X
Iliff	Aurora	Existing	186	X
13th Avenue	Aurora	Emerging	179	X

Urban Center Name	Jurisdiction	Classification	Area (Acres)	High-Frequency Transit Stop
Peoria - Smith	Aurora	Emerging	266	X
Smoky Hill	Aurora	Emerging	375	X
Interstate 225/Parker Road	Aurora	Emerging	209	X
Hampden Town Center	Aurora	Emerging	105	
E-470 / Interstate 70	Aurora	Emerging	1043	
Fitzsimons	Aurora	Emerging	821	X
Jewell Avenue	Aurora	Emerging	294	
Buckingham Center	Aurora	Existing	414	X
First Avenue Center	Aurora	Existing	339	X
Colfax Avenue	Aurora	Existing	336	X
Airport Gateway	Aurora	Planned	40	X
56th Avenue	Aurora	Planned	203	
28th/30th Streets (Boulder Valley Regional Center)	Boulder	Existing	634	X
Gunbarrel Activity Center	Boulder	Existing	138	X
University Hill	Boulder	Existing	542	X
Downtown Boulder	Boulder	Existing	382	X
Adams Crossing Activity Center	Brighton	Emerging	779	
Bromley Park Activity Center	Brighton	Emerging	393	
Downtown Brighton Activity Center	Brighton	Existing	178	
Prairie Center Activity Center	Brighton	Planned	436	
Interlocken Loop Activity Center	Broomfield	Emerging	586	X
Interstate 25 & State Highway 7 Activity Center	Broomfield	Emerging	2086	
Urban Transit Village	Broomfield	Emerging	250	X
Original Broomfield Transit-Oriented Development	Broomfield	Planned	469	X
Downtown Castle Rock	Castle Rock	Existing	214	
Southglenn	Centennial	Existing	146	X
Alameda Station	Denver	Emerging	201	X
62nd and Peña Transit-Oriented Development	Denver	Emerging	161	
29th Avenue Town Center	Denver	Emerging	90	X
Broadway Station Transit-Oriented Development	Denver	Emerging	145	X
Denver Technology Center	Denver	Emerging	287	X
Southmoor Park Transit-Oriented Development	Denver	Emerging	50	X

Urban Center Name	Jurisdiction	Classification	Area (Acres)	High-Frequency Transit Stop
Central Park Transit-Oriented Development	Denver	Emerging	63	X
St. Anthony's Urban Center	Denver	Emerging	30	X
38th and Blake Transit-Oriented Development	Denver	Emerging	238	X
Colorado Station	Denver	Existing	171	X
Decatur - Federal Transit-Oriented Development	Denver	Existing	282	X
Colorado Boulevard and Smith Road	Denver	Emerging	78	X
Central Business District	Denver	Emerging	1705	X
Denargo Market	Denver	Emerging	112	X
Stapleton North Regional Center	Denver	Emerging	331	X
Belleview Station	Denver	Emerging	75	X
Sheridan Station	Denver	Emerging	168	X
Bear Valley	Denver	Existing	83	X
Colorado Boulevard Health Care District	Denver	Emerging	137	X
Federal and Evans	Denver	Existing	155	X
Tamarac and Hampden	Denver	Existing	79	X
University of Denver Campus Urban Center	Denver	Existing	204	X
Broadway	Denver	Existing	142	X
Evans Station Transit-Oriented Development	Denver	Existing	113	X
41st and Fox Transit-Oriented Development	Denver	Existing	311	X
Lowry Town Center	Denver	Existing	122	X
10th and Osage Station	Denver	Existing	171	X
East Colfax Main Street	Denver	Existing	559	X
Cherry Creek	Denver	Existing	603	X
Peña and 40th	Denver	Planned	50	X
Martin Luther King, Jr. Town Center	Denver	Planned	27	
Highlands Ranch Town Center	Douglas County	Emerging	165	X
Englewood City Center	Englewood	Emerging	62	X
Glendale City Center	Glendale	Existing	353	X
Golden Downtown	Golden	Existing	132	X
Fehringer Ranch	Jefferson County	Emerging	334	X
Colorado 470 Corridor	Jefferson County	Existing	826	X

Urban Center Name	Jurisdiction	Classification	Area (Acres)	High-Frequency Transit Stop
Bowles	Jefferson County	Existing	264	
Bergen Park	Jefferson County	Existing	149	
Southwest Plaza	Jefferson County	Existing	293	X
Denver West/Colorado Mills Center	Lakewood	Existing	546	X
Lakewood Center	Lakewood	Emerging	288	X
Union Center	Lakewood	Emerging	639	X
Wadsworth Boulevard	Lakewood	Existing	294	X
Oak Street	Lakewood	Existing	287	X
Littleton Downtown	Littleton	Emerging	220	X
RidgeGate West Village	Lone Tree	Emerging	375	
Lincoln Station Transit-Oriented Development	Lone Tree	Emerging	61	X
RidgeGate City Center	Lone Tree	Emerging	195	
State Highway 66 Mixed Use Corridor	Longmont	Emerging	159	X
Ken Pratt Extension	Longmont	Existing	158	X
Twin Peaks Activity Center	Longmont	Existing	240	
North Main Street Activity Center	Longmont	Existing	122	X
Central Business District of Longmont	Longmont	Existing	591	X
Downtown Louisville	Louisville	Existing	357	X
Interstate 25 Corridor	Multiple	Emerging	5932	X
Northglenn City Center	Northglenn	Existing	252	X
Greater Downtown District (Parker)	Parker	Existing	280	
Superior Town Center	Superior	Emerging	81	
Eastlake	Thornton	Emerging	99	
Interstate 25 / State Highway 7 Activity Center	Thornton	Emerging	502	
North End Station	Thornton	Emerging	127	
Thornton City Center	Thornton	Existing	491	X
South Westminster Activity Center	Westminster	Emerging	232	X
Westminster Center Activity Center	Westminster	Emerging	622	X
Westminster Promenade Act Center	Westminster	Emerging	538	X
North Interstate 25 Activity Center	Westminster	Emerging	561	
West 120th Avenue Activity Center	Westminster	Existing	591	X

Urban Center Name	Jurisdiction	Classification	Area (Acres)	High-Frequency Transit Stop
Wadsworth Wheat Ridge	Wheat Ridge	Existing	112	X
Northwest Transit-Oriented Development Wheat Ridge	Wheat Ridge	Existing	119	