

DATE: May 15, 2025 (Revised December 29th)
TO: DRCOG
FROM: Taylor Burton, Mia Oscarsson, and Lee Ann Ryan ECOnorthwest
SUBJECT: Best Practices for Regional Housing Coordination

This memorandum identifies best practices for regional coordination around housing production and preservation, focusing on common practices among Metropolitan Planning Organizations (MPOs) across the United States. It reflects a broad range of tools, policies, governance approaches, and implementation mechanisms that regional entities use to address housing challenges. The memo also integrates relevant local and regional practices identified through the Environmental Scan completed by Root Policy Research, grounding national best practices in the Denver region’s existing efforts, gaps and opportunities.

The best practices presented in this memo are intended for educational and research purposes to inform the client and consultant teams as they develop the Regional Housing Strategy; not all practices identified will be suitable, feasible, or appropriate for implementation in the DRCOG region. Best practices highlighted in this memo are categorized into the five key barriers defined in the DRCOG Regional Housing Needs Assessment (RHNA) Appendix¹:

| | | | | |
|----------------------------|---------------------------------------|----------------------------|---|---|
| Land Use and Zoning | Availability of Infrastructure | Funding and Finance | Development Costs and Market Factors | Political Will and Collective Action |
|----------------------------|---------------------------------------|----------------------------|---|---|

Land Use and Zoning

Land use refers to the way in which land is utilized and managed, including how land should be allocated for various purposes, such as residential, commercial, industrial, agricultural, recreational, or conservation areas. Land use planning provides a vision for future development within neighborhoods, districts, towns, cities, counties, regions or other defined planning areas. Barriers related to land use and zoning often stem from restrictive local zoning codes, inconsistent regulations across jurisdictions, and discretionary review processes that limit or delay housing production.

Existing Regional Efforts: Land Use and Zoning

¹ Appendix D: Barriers to Housing Production

Eighteen DRCOG member jurisdictions have received DOLA HB21-1271 Innovative Affordable Housing Planning Grant Program Awards, state planning grants designed to support local governments with understanding their housing needs as well as promote and develop affordable housing.

Best Practices for Regional Land Use and Zoning Planning

Several regional entities have developed strategies to align land use and zoning plans across jurisdictions while supporting the production of more diverse and affordable housing types. These strategies include the following:

- ◆ Regional Housing Strategy Plans and Submarket Typologies
- ◆ Resources and Technical Assistance for Local Planning
- ◆ Data and Monitoring Tools to Inform Land Use Decisions
- ◆ Regional Housing Coalitions with Land Use Coordination Roles



Exhibit 1. Regional Land Use and Zoning Practices by MPO

Note: Each MPO strategy description is explained in further detail in the Appendix. Click the MPO strategy example to find the detailed Appendix description.

| Strategy | ARC (Atlanta) | MACOG (South Bend) | MARC (Kansas City) | Metropolitan Council (MN) | Miami-Dade / MHFA | MORPC (Columbus) | Portland Metro / Welcome Home | PSRC (Seattle) | WFRC (Salt Lake City) |
|---|--|--|--|---|---|---|---|---|---|
| Regional Housing Strategy Plans and Submarket Typologies | Metro Atlanta Housing Strategy Toolkit with housing submarket typology mapping tool | Regional Housing Strategy Toolkit | | | | Regional Housing Strategy with submarket typologies and Investment Allocation Portfolio | | Regional Housing Strategy with Housing Opportunities by Place | |
| Resources and Technical Assistance for Local Planning | Comp Plan Review, Technical Assistance, and CBO Roster | Comp Plan Preparation assistance and engagement support | | Housing Resource Hub, Comp Plan Review, and Tech Assistance | | Housing Resource Hub and Technical Assistance Program | | Housing Resource Hub and Comp Plan Consistency Tool | |
| Data and Monitoring Tools to Inform Land Use Decisions | Community profile data at the county and local level. Housing, population, and land mapping tool | GIS web tool and 2010 census tract population data | Housing Data Hub with census-travel level housing and demographic data | Parcel-level GIS data and Housing Performance Monitoring Data | Housing Affordability Tracker map and database of affordable housing projects | Regional Urban Model (GIS) housing market and population indicators. | Data resource center with mapping tools. Regional inventory of regulated affordable housing | Regional Housing Needs Assessment and housing, land use, population data web portal | Spatial datasets, grid-based maps, and ATO Calculator |
| Regional Housing Coalitions with Land Use Coordination Roles | Regional Housing Taskforce | Proposed Regional Housing Collaborative (land bank and housing trust fund) | Greater KC Regional Housing Partnership | | | | | | |

REGIONAL HOUSING STRATEGY PLANS AND SUBMARKET TYPOLOGIES

Regional housing strategies are coordinated, region-wide frameworks that guide how multiple jurisdictions and partners can work together to address shared housing challenges. They may attempt to align local housing policies, investments, and actions with regional goals by identifying priority needs, defining roles for regional and local actors, and recommending tools to increase housing supply, preserve affordability, and promote equitable access to housing across communities.

Regional strategies do not replace local authority over land use or housing decisions. Instead, they focus on coordination, alignment, and support, using data, incentives, technical assistance, partnerships, and accountability mechanisms to help jurisdictions collectively achieve outcomes that cannot be solved by any single community alone.

An RHS can take on many different forms. They may include zoning recommendations, model ordinances, development incentives, and land use reform templates. Some regional housing strategies include submarket typologies, which segment the region into housing submarkets or typologies that reflect local land use characteristics, market conditions, and housing needs. MPOs may provide strategies that are tailored to each submarket or neighborhood typology to reflect differences in housing demand, infrastructure capacity, and land use constraints. This enables regional housing policies to be more nuanced and place-specific, avoiding a one-size-fits-all approach while still grounding strategy in data-driven analysis.

RESOURCES AND TECHNICAL ASSISTANCE FOR LOCAL PLANNING

MPOs provide resources and tailored technical assistance to local jurisdictions to revise zoning codes, streamline permitting processes, or incorporate housing needs into land use plans. This support can include legal advice, staff time, toolkits, engagement facilitation, resource hubs, comprehensive plan preparation, and access to organization rosters for potential partnerships.

DATA AND MONITORING TOOLS TO INFORM LAND USE DECISIONS

MPOs provide dashboards, mapping tools, and performance metrics to support evidence-based planning and zoning decisions. Data dashboards and tools across each MPO included several combinations of the following information:

- ◆ **Housing Market Data:** including land availability, parcel data, development trends, housing supply and cost, shelter and supportive housing availability, cost burden rates, and/or lending data.
- ◆ **Community Demographics:** including current population, population forecast, employment, education, health, and/or income.

- ◆ **Contextual Information:** including flood maps, heat maps, and historical redlining maps.

REGIONAL HOUSING COALITIONS WITH LAND USE COORDINATION ROLES

Regional collaboratives, partnerships, or taskforces coordinate planning and land use activities to promote affordable housing development across the region. These partnerships often manage land banks or shared housing funds, pool staff or technical capacity, and align local zoning with shared goals for land use efficiency and affordability. Participating entities often include county and city representatives, non-profit organizations, housing authorities, and community foundations, with the MPO taking the lead or facilitation role.



Availability of Infrastructure

Infrastructure refers to the fundamental facilities and services that support a community's development and operation. In the context of housing, key infrastructure includes transportation networks such as roads, public transit, sidewalks, and bikeways; water and sewer systems; stormwater management systems for collecting and treating runoff; energy sources such as electricity and natural gas; and community facilities such as schools and parks.

Existing Regional Efforts: Infrastructure Availability

Common approaches to addressing infrastructure barriers are siting affordable housing production where infrastructure is already available or using the Comprehensive Planning process to drive production where it is available. In addition, as part of the state Housing Needs Assessment requirement, the Department of Local Affairs evaluates water capacity in relation to housing production forecasts.²

Best Practices for Regional Infrastructure Support

Several regional entities have developed strategies to ensure that existing infrastructure can handle increased growth and housing development. These strategies include the following:

- ◆ Integrated Transportation and Land Use Planning
- ◆ Incentivized Transit-Oriented Development
- ◆ Infrastructure Funding Tied to Housing Goals
- ◆ Utility and Water Resources Planning Aligned with Housing Needs
- ◆ Site Readiness and Pre-development Infrastructure Support
- ◆ Climate and Resilience-Oriented Infrastructure Planning

² Root Policy Research. Environmental Scan. 2025. Prepared for DRCOG Regional Housing Strategy Project Team.



Exhibit 2. Regional Infrastructure Practices by MPO

| Strategy | ARC (Atlanta) | MACOG (South Bend) | MARC (Kansas City) | Metropolitan Council (MN) | Miami-Dade / MHFA | MORPC (Columbus) | Portland Metro / Welcome Home | PSRC (Seattle) |
|---|---|--|--|--|---|---|--|---|
| Integrated Transportation and Land Use Planning | <u>Community Development Assistance Program</u> | | <u>Corridor investments in CEDS connect housing and jobs</u> | <u>Imagine 2050 integrates transportation, land use, housing</u> | | <u>Corridor Concepts Report</u> | <u>2040 Growth Concept focuses infrastructure in centers/corridors</u> | <u>VISION 2050 aligns housing with transportation investments</u> |
| Incentivized Housing and Transit-Oriented Development | <u>Livable Centers Initiative to fund zoning aligned with regional growth strategies.</u> | | | <u>LCA grants linked to zoning changes and housing near transit.</u> | <u>General funds and surtax support utility/sewer for affordable projects</u> | | <u>Planning and Development Grants, Affordable Housing Bond and 2040 Growth Concept.</u> | |
| Utility and Water Resource Planning Aligned with Housing Needs | | | | <u>Imagine 2050 Water Policy Plan; Subregional Water Supply Plans</u> | | <u>Water Quality Management Plans coordinated with growth</u> | <u>Watershed and supply planning tied to urban growth boundaries</u> | <u>Stormwater and watershed planning guidance in comp plans</u> |
| Site Readiness and Predevelopment Infrastructure Support | | <u>Strategy support: Land banking and site cleanup</u> | | | <u>Development Inflation Adjustment Fund</u> | | <u>Site Readiness Toolkit supports housing feasibility</u> | |
| Climate and Resilience-Oriented Infrastructure Planning | | | <u>Electric grid and broadband expansion for resilience and access</u> | <u>Imagine 2050 Housing and Water Plan emphasizes climate-resilient infrastructure</u> | | | <u>Planning toolkit includes green infrastructure and watershed health</u> | |

INTEGRATED TRANSPORTATION AND LAND USE PLANNING

MPOs align transportation planning and investments with housing and land use goals by using regional plans to encourage housing development and land use changes near current and planned transportation infrastructure. MPOs may also provide technical assistance or review local plans to ensure alignment with regional transportation and housing priorities.

INCENTIVIZED HOUSING AND TRANSIT-ORIENTED DEVELOPMENT (TOD)

MPOs support zoning and land use changes near high-capacity transit stations by offering funding or other incentives for transit-oriented development. This may include grants, density bonuses, and infrastructure investment focused on TOD corridors, and often targets affordable housing development in walkable, transit-accessible areas.

Some MPOs and regional partnerships offer competitive infrastructure funding for jurisdictions that adopt housing-supportive policies, such as zoning for higher densities, affordability requirements, or TOD and funding for housing development. This approach uses funding as a lever to encourage policy reform and strategic land use decisions.

UTILITY AND WATER RESOURCE PLANNING ALIGNED WITH HOUSING NEEDS

Regional agencies conduct water, sewer, and stormwater planning that is explicitly connected to land use and housing strategies. These plans guide infrastructure capacity upgrades, help manage growth sustainably, and ensure that utility constraints do not inhibit affordable or infill housing development.

SITE READINESS AND PREDEVELOPMENT INFRASTRUCTURE SUPPORT

Some MPOs recommend and support site preparation for development - such as through environmental clean-up, demolition, and utility connections - to reduce predevelopment barriers. These are especially helpful for affordable housing by lowering upfront costs and reducing risks for developers. MPOs might support local jurisdictions through site readiness toolkits or by providing funds to assist with materials costs and utility shortfalls.

CLIMATE AND RESILIENCE-ORIENTED INFRASTRUCTURE PLANNING

Some MPOs are integrating climate goals and resilience planning into infrastructure strategies, aligning sustainability goals with growth and housing strategies. This includes decarbonization of utilities, green infrastructure, and climate-resilient housing development.

Funding and Finance

The terms "funding" and "financing" are often used interchangeably, but there is an important difference between the two. Funding describes the ultimate sources of money to pay for development costs and generally comes from private developers (for-profit or nonprofit) and investors or public sector partners (whether from local revenue sources, state funds, or federal funds). For affordable housing especially, the limited amount of funding available from all sources is the primary challenge to ramping up construction and preserving the affordable housing that already exists.

Financing describes mechanisms to distribute funding, such as loans, grants, and equity investments (among others). The features and requirements of different financing tools have implications for development costs, and some tools are better suited—or restricted, as in the case tax credits—to certain kinds of development. Even jurisdictions that have limited sources of funding may be able to adjust how they finance development to better leverage funds to meet housing production needs.



Existing Regional Efforts: Funding and Finance

Of the fifty-nine DRCOG member jurisdictions, forty-two have officially committed to Proposition 123 which includes a requirement to increase existing affordable housing units by 3 percent per year and an expedited review for affordable housing. Collectively, the Prop 123 production commitments for DRCOG member governments are 12,650 affordable units annually.

Multiple public, philanthropic, and financial actors in the DRCOG region are actively supporting affordable housing. At least seven DRCOG member jurisdictions have a local funding source dedicated to housing, with more allocation of General Funds to specific affordable housing efforts. Sources of dedicated funding include sales tax, property tax, lodging tax, short term rental tax, affordable housing linkage or impact fees, and development authorities.³

Foundations that are supporting housing efforts in the Denver region include the Colorado Health Foundation, which invests in housing based on its link with health; Colorado Gives Foundation, which provides grant funding in Jefferson County and statewide nonprofits; Gates Family Foundation, which allocates endowment dollars for affordable housing site acquisition; and Gary Community Ventures, a key backer for Proposition 123 focused on youth success and family economic mobility.

Larger institutions active in the region include the Colorado Housing and Finance Authority, with programs that support homeownership and affordable rental housing; Impact Development Fund, a local community development financial institution (CDFI) providing consumer, nonprofit facility, and commercial financing; Mercy Community Capital, a national CDFI based in Denver focused on affordable development; and the Dearfield Fund for Black Wealth, which provides down-payment assistance to first-time homebuyers facing systemic barriers.

Best Practices for Regional Housing Funding and Finance

MPOs use a variety of regional funding and finance strategies to ensure housing development happens across the region, including:

- ◆ Dedicated Regional Housing Funds for Bond Programs
- ◆ Philanthropic and Private Capital Integration
- ◆ Incentivized Housing Performance Metrics for Funding Access

³ Root Policy Research. Environmental Scan. 2025. Prepared for DRCOG Regional Housing Strategy Project Team.



Exhibit 3. Regional Funding and Financing Practices by MPO

| Strategy | ARC (Atlanta) | MACOG (South Bend) | MARC (Kansas City) | Metropolitan Council (MN) | Miami-Dade / MHFA | MORPC (Columbus) | Portland Metro / Welcome Home | PSRC (Seattle) |
|---|---|--|---|--|---|---|---|----------------|
| Dedicated Regional Housing Funds or Bond Programs | | | | | <u>NOAH Grant for housing rehabilitation needs.</u> | <u>Housing Advisory Board, Franklin County Bond program; Competitive Advantage Projects</u> | <u>Several bonds passed for housing development, supportive housing</u> | |
| Philanthropic and Private Capital Integration | | <u>Regional Attainable Housing Investment Fund</u> | <u>LISC and foundations support capital and ecosystem development</u> | | | | | |
| Incentivized Housing Performance Metrics for Funding Access | <u>LCI funding for housing near transit</u> | | | <u>Housing Performance Scores (HPS) track affordable housing production for LCA grant eligibility.</u> | | | | |

DEDICATED REGIONAL HOUSING FUNDS OR BOND PROGRAMS

MPOs or regional entities establish and manage large-scale housing funds—often capitalized through public bonds, general funds, or pooled contributions from local governments. These funds offer predictable and flexible sources of gap financing for affordable housing. They are typically deployed across jurisdictions to support acquisition, new construction, and preservation.

PHILANTHROPIC AND PRIVATE CAPITAL INTEGRATION

Some MPOs and regional housing partnerships work with philanthropic organizations, CDFIs, and private lenders to fill funding gaps, de-risk early stages of development, and support smaller or community-based developers.

INCENTIVIZED HOUSING PERFORMANCE METRICS FOR FUNDING ACCESS

Some MPOs use scoring systems or eligibility requirements based on housing production, affordability levels, or alignment with regional goals to prioritize funding distribution. This links financial incentives to housing outcomes and encourages proactive local participation.



Development Costs and Market Factors

The most important factor determining whether and what kind of housing gets built in our communities is financial feasibility. Both for-profit and nonprofit developers need the expected revenues of a finished project to at least cover the cost of repaying loans, providing a return on any investor equity, and covering their staffing and operational expenses. Local policies contribute to total project costs—regulations governing the size, unit density, materials and other design factors all affect a project budget. At the same time, broader market conditions influence the basic costs of development in ways that can make housing more expensive or less likely to be built.

Existing Regional Efforts: Development Costs/Market Factors

The Denver metro region is supported by a strong network of affordable housing implementation partners, including developers, nonprofit organizations, and public housing authorities. Among DRCOG member jurisdictions responding to the environmental scan mini-survey, primary tools used to address development costs and market barriers include development incentives, land banking and land donation, and affordability requirements:

- ◆ Two-thirds of jurisdictions have an incentive program in place for affordable housing, with others offering incentives on a case-by-case basis. This may look like gap financing, reducing or waiving fees, expedited review, zoning variances, or parking reductions.
- ◆ 20 percent report formal land banking or donation programs, while another 27 percent use this tool occasionally or on a case-by-case basis.
- ◆ There are seven active inclusionary housing programs in the Denver metro, with affordability set-asides ranging from 5 to 25 percent of total units; three additional jurisdictions are currently drafting or considering affordability requirements.⁴

Lower cost construction methods and housing types are also being advanced. Modular construction can reduce development costs by 10 to 20 percent; and the state's Innovative Housing Incentive Program awarded financing to two modular housing manufacturers in the Denver metro. The City of Boulder partnered with its school district and Habitat for Humanity to open a modular factory. Manufactured housing similarly offers a cost-efficient pathway to affordability, with six resident owned manufactured

⁴ Root Policy Research. Environmental Scan. 2025. Prepared for DRCOG Regional Housing Strategy Project Team.



housing communities in the DRCOG region and another six owned by local governments or nonprofits.

Preservation initiatives focus on retaining naturally occurring affordable housing. Regional efforts include the City of Wheat Ridge receiving \$2 million in federal funding to provide grants for rental unit upgrades in exchange for affordable rents, and the City of Boulder considering a per-square-foot demolition fee as a preservation strategy to disincentivize scrapes.

In addition, several community land trusts operate in the Denver metro at neighborhood and statewide levels, including the Tierra Colectiva Land Trust, and elevation Community Land Trust. Thistle Community Housing, Habitat for Humanity, and the Urban Land Conservancy.

Best Practices for Regional Development Support

There are several common practices for supporting development that is in line with regional objectives, including:

- ◆ Development Incentives
- ◆ Public-Private Partnerships and Cost Sharing
- ◆ Leveraging Public Land and Land Banking for Affordability

Exhibit 4. Regional Development Support Practices by MPO

| Strategy | ARC (Atlanta) | MACOG (South Bend) | MARC (Kansas City) | Metropolitan Council (MN) | Miami-Dade / MHFA | MORPC (Columbus) | Portland Metro / Welcome Home | PSRC (Seattle) |
|--|--|--------------------|---|---|-------------------|--|--|----------------|
| Development Incentives Aligned with Regional Priorities | <u>Technical assistance to implement zoning incentives and reduced regulatory barriers</u> | | | <u>Incentive zoning strategies (increased site coverage, density bonuses, TOD incentives)</u> | | <u>Local Housing Action Agendas include zoning and permitting tools.</u> | <u>Development fee waivers and zoning bonuses, each of which are paired with affordability requirements.</u> | |
| Public-Private Partnerships and Cost Sharing | | | <u>LISC partnership facilitates public-private housing models</u> | <u>Joint development encouraged for TOD/LCA projects</u> | | | <u>Developer partnerships supported for bond-funded projects</u> | |



| | | | | | | | | |
|--|--|---|--|--|--|--|---|--|
| Leveraging Public Land and Land Banking for Affordability | | <u>Regional land bank and regional housing trust fund</u> | | | | | <u>Bond supports public land acquisition.</u> | |
|--|--|---|--|--|--|--|---|--|



DEVELOPMENT INCENTIVES ALIGNED WITH REGIONAL PRIORITIES

Regional organizations help structure or advise on local incentives such as density bonuses, parking reductions, expedited permitting, increased site coverage, and development fee waivers, to reduce per-unit development costs. MPOs also offer planning tools and technical assistance to local governments to assist with implementation.

PUBLIC-PRIVATE PARTNERSHIPS AND COST SHARING

MPOs facilitate or promote partnerships between public agencies and private developers to share risk, pool capital, and coordinate infrastructure delivery. Regional organizations might facilitate partnerships through a funding mechanism like a bond that supports public land acquisition, or through a program partnership with a nonprofit organization that offers grants, technical assistance, advocacy, and strategy pilot support. These partnerships often make housing development feasible in infill areas or high-cost submarkets by combining land, financing, and permitting support.

LEVERAGING PUBLIC LAND AND LAND BANKING FOR AFFORDABILITY

Regional actors identify and prioritize the use of publicly owned land or land acquired through land banks for affordable housing development. This reduces the cost of development and creates long-term affordability opportunities, especially in high-cost or high-opportunity areas.

Political Will and Collective Action

Beyond official rules, processes, and market factors, political will and collective action play crucial roles in shaping the local and regional housing landscape. Political will, or the commitment of key stakeholders and elected officials, is essential for enacting policies and allocating resources that support housing development. A lack of political will can derail even well-intended efforts to meet housing needs. Similarly, collective action by community members and advocacy groups can either push housing initiatives forward or oppose development due to concerns related to growth and change.



Existing Regional Efforts: Political Will and Collective Action

The Colorado Housing Affordability Project, an advocacy organization composed of professionals and academics in the state, outlines best practices in land use and zoning reform for housing diversity and affordability. In 2024, much of their policy platform was addressed through state legislation.⁵

An increased awareness of housing needs through state programs such as the Innovative Housing Incentive Program (IHIP), Prop 123, and Housing Needs Assessments and Action Plans have significantly increased local housing planning efforts. Forty-one of the DRCOG member jurisdictions have a dedicated housing staff member or department and twenty-eight have a recent, publicly available housing needs assessment or housing strategy in addition to the DRCOG RHNA.⁶

Regional collaboration models within the Denver metro include Boulder County Regional Housing Partnership formed in 2016; Jefferson County through its Jeffco Housing Steering Committee, Regional Housing Strategy, and Jeffco Housing Blueprint; Broomfield County which hosts monthly meetings with affordable housing implementation partners; the Tri-Cities Homelessness Policy Group which consists of Littleton, Englewood, and Sheridan; and special interest collaborations such as the Metro Denver Homeless Initiative and Neighborhood Development Collaborative.

Advocacy and education efforts in the region include Bell Policy Center research and webinars focused on issues in housing needs and policies; YIMBY (“Yes In My Backyard”) as a national organization with a local Denver chapter advocating for pro-housing efforts; the Jeffco Advocacy Network as a coalition of local residents driving engagement on affordable housing; and other grassroots efforts focused in specific neighborhoods.

Local policies and programs that preserve affordable housing and stabilize low-income households are common among DRCOG member jurisdictions, with the environmental scan mini-survey illustrating over half of respondents have a program or policy in place for short-term rental licensing or emergency financial assistance for rent, mortgage, or utility costs.

⁵ Root Policy Research. Environmental Scan. 2025. Prepared for DRCOG Regional Housing Strategy Project Team.

⁶ Root Policy Research. Environmental Scan. 2025. Prepared for DRCOG Regional Housing Strategy Project Team.



Best Practices for Political Will & Action

Regional organizations can increase political will and facilitate collective action that supports regional goals and housing objectives through a number of approaches:

- ◆ Leadership Academies and Elected Official Engagement
- ◆ Public Education and Regional Housing Forums / Training
- ◆ Public Education and Engagement Campaigns
- ◆ Accountability Mechanisms and Public Reporting



Exhibit 5. MPO Strategies to Increase Political Will and Collective Action

| Strategy | ARC (Atlanta) | MACOG (South Bend) | MARC (Kansas City) | Metropolitan Council (MN) | Miami-Dade / MHFA | MORPC (Columbus) | Portland Metro / Welcome Home | PSRC (Seattle) |
|---|--|--------------------|--|---|--|---|---|----------------|
| Leadership Academies and Elected Official Engagement | <u>Housing Leadership Academy for elected officials</u> | | | <u>Engages local governments through planning review and implementation support</u> | | | <u>Welcome Home Coalition four-session advocacy training for people with lived experience</u> | |
| Regional Housing Forums and Trainings | <u>Co-hosts Atlanta Regional Housing Forum with partners</u> | | <u>Hosts trainings and events for stakeholders</u> | | | <u>Regional Housing Strategy Speaker Series for cross-jurisdictional learning</u> | | |
| Stakeholder Committees and Regional Task Forces | <u>Regional Housing Task Force with quarterly meetings</u> | | <u>Convenes city and county governments in Missouri and Kansas</u> | <u>Nine advisory committees for each planning focus area</u> | | | | |
| Public Education Campaigns | | | | | <u>The Housing Nexus convenings and youth-led engagement</u> | | <u>Hosts summits, listening sessions, and policy briefings</u> | |
| Accountability Mechanisms and Public Reporting | | | | <u>Housing Performance Scores (HPS) and Housing Policy and Production Survey</u> | | <u>Regional Housing Resource Hub with data dashboard</u> | | |

LEADERSHIP ACADEMIES AND ELECTED OFFICIAL ENGAGEMENT

Some MPOs offer programs designed to build housing literacy and commitment among elected officials and civic leaders. These programs typically include cohort-based academies or leadership training efforts that help officials and the public understand the housing landscape, share policy solutions, and collaborate across jurisdictions.

REGIONAL HOUSING FORUMS AND TRAININGS

Regional organizations might facilitate or support recurring convenings of stakeholders—such as planners, developers, nonprofits, advocates, and community members—to exchange best practices, surface challenges, and sustain momentum on affordable housing. These forums build trust, normalize policy innovation, and generate peer support for bold action.

STAKEHOLDER COMMITTEE AND REGIONAL TASK FORCES

MPOs may include standing or ad hoc committees and task forces that convene local governments, housing agencies, and nonprofits to align strategies, share information, and make regional recommendations. These help sustain cross-jurisdictional political alignment and policy momentum.

PUBLIC EDUCATION CAMPAIGNS

Efforts to increase public understanding of housing challenges and build broad support for solutions. These campaigns use storytelling, housing data, lived experience, and values-based messaging to build trust, counter misinformation, and activate residents in support of policy change.

ACCOUNTABILITY MECHANISMS AND PUBLIC REPORTING

Some MPOs use scorecards, dashboards, or public reports to show local progress on housing goals. These tools increase transparency, encourage peer comparison, and provide advocates and elected officials with shared metrics for tracking implementation and political responsiveness.

Appendix

This appendix serves as a reference document with more detailed descriptions of each specific Metropolitan Planning Organization (MPO) strategy referenced in the matrix tables throughout the memorandum. MPOs discussed in the memorandum and appendix include the following:

- ◆ Atlanta Regional Council (ARC), Atlanta
- ◆ Michiana Area Council of Governments (MACOG), South Bend
- ◆ Mid-America Regional Council (MARC), Kansas City
- ◆ Metropolitan Council, Minneapolis
- ◆ Miami-Dade County and Miami Homes for All, South Florida
- ◆ Mid-Ohio Regional Planning Commission (MORPC), Columbus
- ◆ Portland Metro and Welcome Home Coalition, Portland
- ◆ Puget Sound Regional Council (PSRC), Seattle
- ◆ Wasatch Front Regional Council (WFRC), Salt Lake City



Land Use and Zoning

REGIONAL HOUSING STRATEGY PLANS AND SUBMARKET TYPOLOGIES

ARC (Atlanta)

The Metro Atlanta Housing Strategy Toolkit is an entirely online strategy toolkit intended to help local governments better understand their housing challenges through data and address them with actionable strategies. The six overarching strategies in the toolkit focus on increasing housing supply, preserving affordability, expanding capital resources, promoting housing stability, developing leadership/collaboration, and reducing housing/transportation cost. Each strategy area comes with a list of related resources that explore both internal documentation of what ARC is doing to support the strategy and external resources that local governments can use to guide their work.⁷

Subregional Housing Typology

The Metro Atlanta Housing Strategy Toolkit comes with a housing submarket typology mapping tool. It includes 10 housing submarkets across the region. These housing submarkets help localities tailor zoning recommendations to the character and capacity of each submarket (e.g., infill, greenfield, suburban retrofit). They also help cities understand what kinds of housing and densities are feasible and aligned with regional goals.⁸

MACOG (South Bend)

MACOG developed a Regional Housing Strategy Toolkit that municipalities and counties can use to inform housing planning, policy making, and investment activities. Most of the strategies are specifically for municipalities and counties, but there are a couple that identify MACOG as having an integral role, including taking a leadership role in developing coordinated development standards and providing a housing database.⁹

⁷ Metro Atlanta Housing Strategy Toolkit. <https://metroatlhousing.org/>

⁸ Metro Atlanta Housing Strategy Toolkit: Submarkets. <https://metroatlhousing.org/submarkets/>

⁹ MACOG Regional Housing Study Dashboard. https://housingstudy.macog.com/docs/Regional_Housing_Study_Strategy_Toolkit.pdf



MORPC (Columbus)

The MORPC Regional Housing Strategy identifies strategic focus areas for housing in the Central Ohio region and contains an implementer's toolkit that identifies what actions local leaders can take to address regional housing issues. Alongside the RHS, MORPC works with each local government in Central Ohio to co-develop Local Housing Action Agendas (LHAAs) that include specific zoning and land use changes needed to meet regional housing goals. LHAAs are informed by regional housing need/forecasts, submarket analysis, displacement risk analysis, opportunity mapping, and community engagement.¹⁰

Subregional Housing Typology

The Regional Housing Strategy toolkit includes a section that defines housing submarket typologies and assigns each community in Central Ohio to one submarket typology. Each typology definition includes a strategy recommendation and list of impacts that relevant communities should consider when drafting housing actions. The toolkit is also available via the Housing Resource Hub as a web-based tool with a map. It can be sorted by city/township, housing submarket, core housing issue, and action type.

Investment Allocation Portfolio

The Regional Housing Strategy also includes an Investment Allocation Portfolio (IAP). This IAP is designed to show how Central Ohio's current housing investments are allocated relative to regional housing needs and priorities. It summarizes existing resources, barriers impacting the effectiveness of resources, and key financing gaps.

¹⁰ MORPC. Regional Housing Strategy. 2020. <https://www.morpc.org/programs-services/regional-housing-strategy/>



PSRC (Seattle)

VISION 2050 is PSRC's multi-county regional plan for growth. Within the plan, there is a Housing Element guide, which includes strategies for local actions to preserve, improve, and expand housing stock in the region. The playbook is designed to support upcoming local comprehensive plan updates. It intends to support the Growth Management Act and VISION 2050 while recognizing the roles local jurisdictions, agencies, and partners play in preserving and expanding affordable and market-rate housing.¹¹

Subregional Housing Typology

Alongside the Regional Housing Strategy, PSRC provides Housing Opportunities by Place (HOP), which is an interactive mapping tool that connects recommended policy strategies to different jurisdictions in the region based on their typology. Users can explore each jurisdiction on the map to see which policy strategies are recommended in that area. Policy strategies cover investment opportunity, accessibility, housing choice, affordability, diversity, and access to single-family neighborhoods.¹²

RESOURCES AND TECHNICAL ASSISTANCE FOR LOCAL PLANNING

ARC (Atlanta)

Comprehensive Plan Review and Guidance

ARC staff are required by various federal and state laws and regulations to review and comment on proposed developments, comprehensive plans, and applications for federal assistance in the Atlanta region. ARC reviews and comments on these items in an effort to facilitate intergovernmental coordination and conformity to regional plans. As part of the review, ARC can provide guidance on vision and goal setting, identifying local assets, workshop and forum facilitation, and checking for comprehensive plan completeness/consistency with regional goals.¹³

Technical Assistance (Application Based)

ARC has a Community Development Assistance Program that provides planning assistance to select local governments, CIDs, and nonprofits in the metro Atlanta region that have projects or activities aligning with the goals of the ARC's regional planning initiatives. The ARC chooses projects based on staff capacity, project alignment with the program's guiding principles, and more. Among the six priority issue areas are housing affordability and creative placemaking.¹⁴

¹¹ PSRC. VISION 2050 Planning Resources: Housing Element Guide. 2023. <https://www.psrc.org/media/7224>

¹² PSRC. Housing Opportunities by Place. <https://www.psrc.org/our-work/housing-typology>

¹³ ARC. Plan Reviews. <https://atlantaregional.org/what-we-do/community-development/plan-reviews/>

¹⁴ ARC. Community Development Assistance Program. <https://atlantaregional.org/what-we-do/community-development/community-development-assistance-program/>



CBO Roster

ARC's Community Development team provides an online list of Community Business Organizations (CBOs) within the Atlanta region. The intent of the roster is to help users find partners for future proposals, projects, and community engagements. Users can filter the list by county and city.¹⁵

MACOG (South Bend)

Comprehensive Plan Preparation

MACOG prepares comprehensive plans on behalf of local governments, often with their assistance and alongside engagement with business leaders and community members. These plans help identify synergies between community programs, projects, and assets and include implementation tools surrounding land use and zoning.¹⁶

Metropolitan Council (MN)

Housing Resource Hub

PlanIt is the Metropolitan Council's effort to provide educational opportunities for the 2040 comprehensive plan update process. PlanIt includes webinars, workshops, and conferences. We are also expanding the Local Planning Handbook's online resources with a series of online tutorials and expert articles on all things related to comprehensive planning. The 2017 program will focus on topics that help you get more out of your plan. It's unclear whether this program will be updated to support planning efforts that fulfill the Imagine 2050 plan – as of now, there's no new program for Imagine 2050.¹⁷

Comprehensive Plan Review and Technical Assistance

Metropolitan Council requires cities, townships and counties in the seven-county area to prepare comprehensive plans as required by the Metropolitan Land Planning Act. Metropolitan Council staff support comprehensive plan development through a coordinated review of plans and technical assistance, including best practices recommendations and implementation guidance tied to housing performance metrics.¹⁸

¹⁵ ARC. Atlanta Metro Region Community-Based Organizations. <https://atlantaregional.org/what-we-do/community-development/community-development-assistance-program/atlanta-metro-region-community-based-organizations-cbos/>

¹⁶ MACOG. Community Development. https://www.macog.com/community_development.html

¹⁷ Metropolitan Council. PlanIt. <https://metro council.org/Handbook/PlanIt.aspx?>

¹⁸ Metropolitan Council. Comprehensive Planning. <https://metro council.org/Communities/Planning/Local-Planning-Assistance/Comprehensive-Planning.aspx>



MORPC (Columbus)

Housing Resource Hub

The housing resource hub that holds the implementers toolkit also includes a repository of recordings for the MPO's Regional Housing Speaker Series. Users can watch recordings of thought leaders discussing housing challenges and innovative solutions.¹⁹

Technical Assistance Program (Application Based)

MORPC provides assistance to eligible MORPC members for community-based planning services that help advance regional goals and strategies identified in the Metropolitan Transportation Plan. Interested members and local governments can apply for technical assistance through a competitive application process. Technical assistance could include documenting existing conditions, compiling all concurrent plans, development activities, or best practices, engaging and educating stakeholders, and identifying opportunities or recommendations.²⁰

PSRC (Seattle)

Housing Resource Hub

PSRC offers a housing resource hub via their Housing Innovations Program (HIP). The HIP is a collection of planning literature and case studies that local governments can access to inform their housing affordability and housing choice planning.²¹

Consistency Worksheet

PSRC provides a VISION 2050 Consistency Tool for cities and counties to ensure they have properly integrated Vision 2050 into their local comprehensive plans. Specifically, it provides a crosswalk between Vision 2050's multicounty planning policies and local plan policy objectives.²²

DATA AND MONITORING TOOLS TO INFORM LAND USE DECISIONS

ARC (Atlanta)

ARC provides community profile data at the county and local level, including population, employment, housing, education, health, income, and 2050 forecast data. ARC also includes mapping tools that provide population, housing demand, and land capacity information for counties and local jurisdictions.²³

¹⁹ MORPC. Core Regional Housing Issues and Priority Actions. <https://www.morpc.org/regional-housing-strategy-online-resource-hub/>

²⁰ MORPC. Technical Assistance Program. <https://www.morpc.org/programs-services/technical-assistance-program/>

²¹ PSRC. Housing Innovations Program. <https://www.psrc.org/our-work/housing-innovations-program-hip>

²² PSRC. Vision 2050 Consistency Tool for Local Comprehensive Plans. 2022.

<https://www.psrc.org/sites/default/files/2022-09/psrc-compplanconsistencytool-2022.pdf>

²³ ARC. Interactive Data and Mapping Tools. <https://atlantaregional.org/what-we-do/research-and-data/interactive-data-mapping-tools/> ; ARC Resources. <https://atlantaregional.org/resources/>



MACOG (South Bend)

MACOG hosts a GIS web tool with a property viewer for Elkhart and St. Joseph County and 2010 census tract data on population for several jurisdictions in the region.²⁴

MARC (Kansas City)

MARC provides a Housing Data Hub with census-tract level demographic and household data, housing supply, cost, cost burden, and lending data, and historical redlining maps for each involved jurisdiction. They also produce literature and reports to help understand existing challenges and opportunities across the region.²⁵

Metropolitan Council (MN)

Data

Provides GIS data for the seven-county area with development trends along transit, publicly owned parcel data, flood and heat maps, and more. Metropolitan Council also provides census data on demographic and housing trends, as well as long-range forecasts of population, household, and job growth for the county and local level all throughout the region.²⁶

Housing Performance Monitoring Data

Metropolitan Council uses a Housing Policy and Production Survey that collects data and information about a city or township's housing and affordable housing production/preservation, shelter and supportive housing, and Housing Action Plans. Cities and townships participating in the Livable Communities Act program can meet the requirements of reporting annual ALHOA spending and completion of Housing Action Plan through this survey.²⁷

²⁴ MORPC. Maps and Data. <https://maps-macog.hub.arcgis.com/>

²⁵ Greater Kansas Regional Housing Partnership. Housing Data Hub. <https://kcrhp.org/housing-data-hub/>

²⁶ Metropolitan Council. Research, Data, and Maps. <https://metrocouncil.org/Data-and-Maps.aspx>

²⁷ Metropolitan Council. Housing Policy and Production Survey. <https://metrocouncil.org/Housing/Planning/Affordable-Housing-Measures/Housing-Policy-and-Production-Survey.aspx>



Miami-Dade / MHFA

Data

Miami-Dade County provides a Housing Affordability Tracker map with data on the number of affordable units and workforce units available in the Miami-Dade County area. It shows the development status, type of construction, and other development information.²⁸

Housing Performance Monitoring Data

Miami Homes for All created and analyzed a database of affordable housing projects in Miami-Dade County's pipeline that do not have financing. They produced a report that details how much and what type of funding the pipeline of projects will need to meet the housing need in the county.²⁹

MORPC (Columbus)

MORPC's Regional Urban Model (GIS tool) can be used for scenario planning, development tracking, and zoning and land use collaboration; the tool includes indicators such as existing housing units, housing vacancy, population change/density, projected jobs created, projected daily ridership, etc.³⁰

Portland Metro / Welcome Home

Portland Metro created a Data Resource center with data, analysis, and mapping applications to support decision-making. Also provides a regional inventory of regulated affordable housing and regional population forecasts for the urban growth boundary.³¹

PSRC (Seattle)

In 2022, PSRC produced a Regional Housing Needs Assessment that provided data and analysis of housing need within the Puget Sound region. Alongside the needs assessment, PSRC offers current housing, land use, and population data through a web portal tool, with some data available by county and subareas in each county. PSRC also provides land use model called UrbanSim that provides projections of future population/employment and models scenarios of land use plan impacts cities, counties, and other geographies.³²

²⁸ Miami-Dade County. Housing Affordability Tracker. <https://www.miamidade.gov/global/housing/housing-affordability-tracker.page>

²⁹ Miami Homes for All. Accelerating Affordable Housing in Miami-Dade. <https://www.miamihomesforall.org/accelerating-affordable-housing>

³⁰ MORPC. Regional Urban Model. <https://public.morpc.hub.arcgis.com/apps/72cf70c7913f417ebb41f4b726a975de/explore>

³¹ Portland Metro. Data Resource Center. <https://www.oregonmetro.gov/what-metro-does/tools-and-data/data-resource-center>

³² PSRC. Regional Housing Needs Assessment. 2022. <https://www.psrc.org/media/3788>



WFRC (Salt Lake City)

Wasatch Front Regional Council (WFRC) provides spatial datasets to measure job and housing intensity as well as grid-based maps and an Access to Opportunities (ATO) Calculator to visualize accessibility and housing opportunities. The ATO calculator informs the MPO's Transportation Improvement scoring and Regional Transportation Plan phasing.³³

REGIONAL HOUSING COALITIONS WITH LAND USE COORDINATION ROLES

ARC (Atlanta)

ARC facilitates the Regional Housing Taskforce. This taskforce meets quarterly as a space for cities, counties, non-profit organizations, and housing authorities to discuss housing policies and best practices, and for practitioners to leverage their individual programs and capabilities regionally.³⁴

MACOG (South Bend)

MACOG plans to convene the Regional Housing Collaborative, a proposed land bank and housing trust fund, to address unmet and underserved household income segments through housing production. The MPO has not defined what entities would be involved in the RHC, but the proposal for the RHC was developed by the Community Foundations of Elkhart, St. Joseph, and Marshall Counties.³⁵

MARC (Kansas City)

MARC facilitates the Greater Kansas City Regional Housing Partnership, which is led by MARC and LISC Greater Kansas City. This partnership facilitates institutional collaboration on housing production, land use planning, and resource sharing. MARC does not provide a list of the members involved in the RHP Strategy Committee, aside from the co-chairs who represent Johnson County and the City of Kansas City.³⁶

³³ WFRC. Access to Opportunities. <https://wfrc.utah.gov/maps-data/access-to-opportunities/#:~:text=Access%20to%20opportunities%2C%20also%20referred.centers%2C%20recreation%2C%20and%20entertainment> (This webpage is currently being updated, so it is temporarily unavailable. This is the only link WFRC provides for this page).

³⁴ ARC. Regional Housing Taskforce. <https://atlantaregional.org/what-we-do/housing/regional-housing-taskforce/>

³⁵ MACOG. Regional Land Bank and Housing Trust Fund. <https://docs.google.com/document/d/1JpiwiQUxLuRoFLLq4kWWnL18oPPs9no5RODP-OGuQg/edit?tab=t.0#heading=h.jc2rvgx0oc8h>

³⁶ MARC. Housing. <https://www.marc.org/economy-housing/housing>



Availability of Infrastructure

INTEGRATED TRANSPORTATION AND LAND USE PLANNING

ARC (Atlanta)

Integrates housing and transportation via a Community Development Assistance Program (CDAP), which supports access, affordability, and multimodal infrastructure through technical planning assistance to local governments, CIDs and nonprofits.³⁷

MARC (Kansas City)

Supports the Comprehensive Economic Development Strategy, which emphasizes investment along key transportation corridors to promote housing and economic development.³⁸

Metropolitan Council (MN)

Aligns housing policy with transportation through Imagine 2050, which integrates transit, parks, and water policy plans. Local plans are reviewed to ensure alignment with regional transportation and housing priorities.³⁹

MORPC (Columbus)

In partnership with the Central Ohio Transit Authority, consultants, and several Central Ohio cities, MORPC produced a Corridor Concepts report that encourages focusing future growth around transit corridors and examines the impact of various transit investment strategies. The report will guide how the MPO invests in future transit infrastructure. Project partners and working group members identified community goals, areas in need of reinvestment, places with plans already underway or ready for near-term development, and locations with important regional connections.⁴⁰

³⁷ ARC. Community Development Assistance Program. <https://atlantaregional.org/what-we-do/community-development/community-development-assistance-program/>

³⁸ MARC. 2024-2029 Comprehensive Economic Development Strategy. <https://www.marc.org/document/2024-2029-comprehensive-economic-development-strategy-appendices>

³⁹ Metropolitan Council. Housing Policy Plan Index. <https://metrocouncil.org/Planning/Imagine-2050/Policy-Plan-Index.aspx>

⁴⁰ MORPC et al. Insight 2050: Corridor Concepts. 2019. <https://www.morpc.org/wp-content/uploads/2023/02/Corridor-Concepts-Scenario-Report-April-29-Final.pdf>



Portland Metro / Welcome Home

Portland Metro uses its 2040 Growth Concept to guide investments in designated centers and corridors, promoting housing and infrastructure co-location. They also include a goal objective within the Regional Transportation Plan to increase the number and diversity of affordable housing units near frequent transit service (though the plan does not specify how).⁴¹

PSRC (Seattle)

PSRC's Vision 2050 plans for greater amounts of growth within regional growth centers and high-capacity transit station areas. PSRC's regional growth centers are mixed-use centers that include housing, employment, retail, and entertainment uses. The plan encourages providing housing near transit that is affordable to a full range of incomes.⁴²

INCENTIVIZED TRANSIT-ORIENTED DEVELOPMENT

ARC (Atlanta)

Administers the Livable Centers Initiative (LCI), which provides planning and infrastructure funding to jurisdictions that align zoning with regional growth strategies. Jurisdictions that adopt LCI-compliant zoning (e.g., reduced parking minimums, mixed-use allowances, form-based codes) become eligible for federal transportation dollars for infrastructure upgrades. The LCI Program provides planning grants and implementation funding for communities that:

- ◆ Create walkable, mixed-use places
- ◆ Adopt zoning reforms to support higher-density and transit-oriented development (TOD)
- ◆ Promote housing near jobs and transit. ⁴³

Metropolitan Council (MN)

Offers TOD grants through its Livable Communities Act (LCA), supporting zoning changes and housing near transit.⁴⁴

⁴¹ Portland Metro. 2040 Growth Concept. <https://www.oregonmetro.gov/what-metro-does/land-use-and-development/2040-growth-concept>

⁴² PSRC Vision 2050. <https://www.psrc.org/planning-2050/vision-2050>

⁴³ ARC. Livable Centers Initiative. <https://atlantaregional.org/what-we-do/community-development/livable-centers-initiative/>

⁴⁴ Metropolitan Council. Livable Communities Grants. <https://metro council.org/Communities/Services/Livable-Communities-Grants.aspx>



Miami-Dade / MHFA

Uses surtaxes and general funds to support sewer and utility upgrades (e.g., Connect 2 Protect) to enable housing development in high-need neighborhoods.⁴⁵

Portland Metro / Welcome Home

Portland Metro's Planning and Development Grants and Affordable Housing Bond focuses investments on opportunity-rich and transit-connected locations. Moreover, Portland Metro's 2040 Growth Concept guides investments in designated centers and corridors, promoting housing and infrastructure co-location.⁴⁶

UTILITY AND WATER RESOURCES PLANNING ALIGNED WITH HOUSING NEEDS

Metropolitan Council (MN)

Implements the Imagine 2050 Water Policy Plan with tailored Subregional Water Supply Action Plans to coordinate growth with water resource management. The Water Policy Plan is embedded within the region's long-range development guide and includes policies that explicitly connect water supply planning and wastewater services with growth and development objectives across local comprehensive plans. It also guides how local plans and regional water infrastructure needs are aligned through coordination, technical support, and review of local water plans to help ensure that anticipated housing and population growth are supported by sustainable water resources and services.⁴⁷

MORPC (Columbus)

Develops Water Quality Management Plans with the Ohio EPA, guiding wastewater and utility infrastructure investment based on projected growth and land use needs.⁴⁸

Portland Metro / Welcome Home

Portland Metro includes watershed health and water supply planning in the Regional Framework Plan, connecting it to urban growth management and affordable housing strategies.⁴⁹

⁴⁵ Miami-Dade County. Building Infrastructure. <https://www.miamidade.gov/global/government/mayor/state-of-the-county/2022/building-infrastructure.page>

⁴⁶ Portland Metro. 2040 Planning and Development Grants. <https://www.oregonmetro.gov/grants/2040-planning-and-development-grants>; Portland Metro. Affordable Housing Bond. <https://www.oregonmetro.gov/what-metro-does/housing-and-homelessness/affordable-housing-bond>

⁴⁷ Metropolitan Council. Water Policy Plan. <https://metrocouncil.org/Wastewater-Water/Planning/2050-Water-Policy-Plan.aspx>

⁴⁸ MORPC. Central Ohio Water Resources Planning. <https://www.morpc.org/programs-services/central-ohio-water-resources-planning/>

⁴⁹ Portland Metro. Regional Framework Plan. <https://www.oregonmetro.gov/resources/regional-framework-plan>



PSRC (Seattle)

Provides guidance on stormwater and watershed planning through VISION 2050, including model policies and integration into local comprehensive plans. Through its role in Puget Sound Recovery, PSRC helps align regional growth and housing development with watershed health and stormwater management goals by coordinating land use planning with ecosystem recovery targets. VISION 2050 directs growth to regional growth centers and transit-served areas while emphasizing green stormwater infrastructure, low-impact development, and watershed-scale planning to reduce runoff, protect water quality, and support sustainable housing development. PSRC supports local governments by embedding these stormwater and watershed considerations into regional policy guidance and comprehensive plan frameworks.⁵⁰

SITE READINESS AND PRE-DEVELOPMENT INFRASTRUCTURE SUPPORT

MACOG (South Bend)

Recommends preparing land bank parcels with infrastructure and site cleanup to support new construction and reduce cost burdens.⁵¹

Miami-Dade / MHFA

Through its Development Inflation Adjustment Fund and infrastructure investments, the county supports projects delayed by rising material costs and utility shortfalls.⁵²

Portland Metro / Welcome Home

Portland Metro offers a Site Readiness Toolkit to help jurisdictions move underused land into active use, often targeting affordable housing development.⁵³

CLIMATE AND RESILIENCE-ORIENTED INFRASTRUCTURE PLANNING

MARC (Kansas City)

Supports electric grid and broadband investment as part of infrastructure planning, focused on housing access and economic opportunity.⁵⁴

⁵⁰ PSRC. Puget Sound Recovery. <https://www.psrc.org/our-work/puget-sound-recovery>

⁵¹ MACOG. Michiana on the Move: Transportation Plan. 2050. https://www.macog.com/docs/transportation/tp/2050_TransportationPlan.pdf

⁵² Miami-Dade County. Development Inflation Adjustment Fund Program. <https://www.miamidade.gov/housing/library/guidelines/diaf-program-complete-application.pdf>

⁵³ Portland Metro. Site Readiness Toolkits. <https://www.oregonmetro.gov/resources/site-readiness-toolkits>

⁵⁴ MARC. Broadband and Digital Needs. <https://www.marc.org/economy-housing/broadband-and-digital-needs>



Metropolitan Council (MN)

Emphasizes climate-resilient infrastructure in the Imagine 2050 Housing and Water Plans, including decarbonization of utilities and climate adaptation in multifamily housing.⁵⁵

Portland Metro / Welcome Home

Portland Metro promotes green infrastructure and watershed health as part of its planning toolkit to support both environmental and housing goals.⁵⁶

Funding and Finance

DEDICATED REGIONAL HOUSING FUNDS FOR BOND PROGRAMS

Miami-Dade / MHFA

Miami-Dade County has a NOAH (Naturally Occurring Affordable Housing) Rehabilitation Grant Program that is funded with \$9 million in general funds. Owners or developers of rental property in need of rehabilitation can apply for grant funds to make improvements.⁵⁷

MORPC (Columbus)

The Joint Columbus and Franklin County Housing Advisory Board is a Franklin County Multifamily Bond Program administered by MORPC; it issues tax exempt or taxable multifamily revenue bonds for privately owned rental developments since 1994.

MORPC provides capital funds through the Competitive Advantage Projects (CAP) initiative, which supports housing development, utility development, and transit infrastructure.⁵⁸

Portland Metro / Welcome Home

The Welcome Home Coalition successfully led advocacy for multiple ballot measures including:

⁵⁵ Metropolitan Council. 2050 Policy Plan Index. <https://metrocouncil.org/Planning/Imagine-2050/Policy-Plan-Index.aspx>

⁵⁶ Portland Metro. Regional Framework Plan. <https://www.oregonmetro.gov/resources/regional-framework-plan>

⁵⁷ Miami-Dade County. Housing Preservation through NOAH Grant Program. https://www.miamidade.gov/global/service.page?Mduid_service=ser1668009088451142

⁵⁸ MORPC. Housing Advisory Board. <https://www.morpc.org/programs-services/housing-advisory-board/>



- ◆ Measure 26-179: City of Portland Affordable Housing Bond⁵⁹
- ◆ Measure 26-199: Passed the \$652.8 million Metro Regional Affordable Housing Bond to build 3,900+ permanently affordable homes. It includes performance metrics (e.g., unit mix, income targets) and a timeline for project delivery.⁶⁰
- ◆ Measure 26-210: Voters passed Measure 26-210, a 10-year income tax to fund Supportive Housing Services. It funds services such as tenant support, emergency placement, and housing navigation in coordination with regional housing investments.⁶¹

PHILANTHROPIC AND PRIVATE CAPITAL INTEGRATION

MACOG (South Bend)

Offers a Regional Attainable Housing Investment Fund to accelerate the creation, preservation, and accessibility of attainable housing throughout the region. The “Bridge Loans and Construction Financing” portion of this fund is dedicated toward non-profit developer construction of new attainable housing developments.⁶²

MARC (Kansas City)

Partners with *LISC Greater Kansas City* and community foundations to provide capital and capacity-building. This model pairs capital access with developer training and ecosystem support.⁶³

INCENTIVIZED HOUSING PERFORMANCE METRICS FOR FUNDING ACCESS

ARC (Atlanta)

Through the Livable Centers Initiative, ARC provides planning grants and implementation funding for communities that promote housing near jobs and transit.⁶⁴

⁵⁹ Portland Metro. Affordable Housing Bond. <https://www.oregonmetro.gov/what-metro-does/housing-and-homelessness/affordable-housing-bond>

⁶⁰ Portland Metro. Supportive Housing Services: Addressing Homelessness in Greater Portland. <https://www.oregonmetro.gov/what-metro-does/housing-and-homelessness/supportive-housing-services>

⁶¹ Portland Metro. 2040 Planning and Development Grants. <https://www.oregonmetro.gov/grants/2040-planning-and-development-grants>

⁶² MACOG. Regional Housing Collaborative. <https://macog.com/regional-housing-collaborative.html>

⁶³ MARC. Housing. <https://www.marc.org/economy-housing/housing>

⁶⁴ ARC. Livable Centers Initiative. <https://atlantaregional.org/what-we-do/community-development/livable-centers-initiative/>



Metropolitan Council (MN)

Housing Performance Scores (HPS) track local production/preservation of affordable housing and influence eligibility for Livable Communities Act (LCA) funds and TOD grants. LCA funds, including the Local Housing Incentives Account (LHIA) and Transit-Oriented Development (TOD) grants are backed by federal dollars.⁶⁵

Development Costs and Market Factors

DEVELOPMENT INCENTIVES ALIGNED WITH REGIONAL PRIORITIES

ARC (Atlanta)

Supports local governments with technical assistance to implement *zoning incentives* and *reduced regulatory barriers* in alignment with housing submarket conditions.⁶⁶

Metropolitan Council (MN)

Encourages *incentive zoning strategies* as part of local comprehensive plan alignment and Housing Performance Score criteria. Tools include increased site coverage, density bonuses, and TOD-related incentives.⁶⁷

MORPC (Columbus)

Helps communities adopt *incentive zoning* and *permitting tools* via Local Housing Action Agendas (LHAAs). Also tracks implementation of incentive reforms in submarkets.⁶⁸

Portland Metro / Welcome Home

Portland Metro works with cities to calibrate incentive programs for land near transit stations and opportunity areas; incentives include development fee waivers and zoning bonuses, paired with affordability requirements.⁶⁹

⁶⁵ Metropolitan Council. Housing Performance Scores. 2015.

<https://metc2new.metctest.state.mn.us/Handbook/Files/Resources/Fact-Sheet/HOUSING/Housing-Performance-Scores.aspx>

⁶⁶ ARC. Housing Planning and Technical Assistance. <https://atlantaregional.org/what-we-do/housing/housing-planning-and-technical-assistance/>

⁶⁷ Metropolitan Council. 2050 Policy Plan Index. <https://metrocouncil.org/Planning/Imagine-2050/Policy-Plan-Index.aspx>

⁶⁸ MORPC. Regional Housing Strategy. 2020. https://www.morpc.org/wp-content/uploads/2025/09/RHS_Final_PRINT-VERSION_8_3.pdf

⁶⁹ Portland Metro. Regional Framework Plan. Chapter 1, Land Use, Section 1.3. <https://www.oregonmetro.gov/resources/regional-framework-plan>



PUBLIC-PRIVATE PARTNERSHIPS AND COST SHARING

MARC (Kansas City)

The Greater KC Regional Housing Partnership facilitates partnerships and *capital access* through LISC and local governments, supporting mixed-finance housing models. In addition to providing capacity building grants, LISC supports zoning audits, policy reviews, piloting of place-based strategies, and advocacy for state-level land use reform that aligns with regional goals.⁷⁰

Metropolitan Council (MN)

Encourages *joint development* and *public-private coordination* for projects accessing regional TOD and LCA funds. Projects that leverage private capital are favored in grant scoring.⁷¹

Portland Metro / Welcome Home

Portland Metro's Affordable Housing Bond sets aside 10% of its funds for a Site Acquisition Program that secures publicly owned land for bond projects. A range of developers can submit proposals for the project, including smaller community-based developers with limited funds for purchasing land.⁷²

LEVERAGING PUBLIC LAND AND LAND BANKING FOR AFFORDABILITY

MACOG (South Bend)

MACOG is in the process of trying to establish a land bank and regional housing trust fund. The land bank would operate regionally to leverage existing parcels/sites for housing development, while the housing trust fund would help support capacity and flexibility to use more public, private, and philanthropic funding.⁷³

Portland Metro / Welcome Home

Portland Metro bond implementation includes land acquisition, often paired with TOD investments.⁷⁴

⁷⁰ MARC. Housing. <https://www.marc.org/economy-housing/housing>

⁷¹ Metropolitan Council. Livable Communities Grants. <https://metro council.org/Communities/Services/Livable-Communities-Grants.aspx>

⁷² Portland Metro. Affordable Housing Bond Program. <https://www.oregonmetro.gov/what-metro-does/housing-and-homelessness/affordable-housing-bond>

⁷³ MACOG. Regional Land Bank and Housing Trust Fund. <https://docs.google.com/document/d/1JpiwiQUxLu-RoFLlq4kWWnL18oPPs9no5RODP-OGuOg/edit?tab=t.0#heading=h.jc2rvgx0oc8h>

⁷⁴ Portland Metro. Metro Affordable Housing Bond Program. 2024. <https://www.oregonmetro.gov/sites/default/files/2025-10/2024-metro-housing-bond-annual-report-20250501.pdf>



Political Will and Collective Action

LEADERSHIP ACADEMIES AND ELECTED OFFICIAL ENGAGEMENT

ARC (Atlanta)

Operates the *Housing Leadership Academy*, a year-long cohort of mayors and elected officials focused on regional housing challenges, cross-sector collaboration, and local implementation.⁷⁵

Metropolitan Council (MN)

Engages with local governments through planning review and provides implementation support to foster interjurisdictional learning and accountability.⁷⁶

Portland Metro / Welcome Home

The Welcome Home Coalition offers a four-session advocacy training program for cohorts of individuals with lived experience. The program offers basic education about housing policy in the region, the importance of storytelling for advocacy, and practice crafting personal stories.⁷⁷

REGIONAL HOUSING FORUMS AND TRAINING

ARC (Atlanta)

Co-hosts the *Atlanta Regional Housing Forum* with nonprofit partners, bringing together housing practitioners and stakeholders quarterly to discuss housing issues and policy developments.⁷⁸

MARC (Kansas City)

Supports *trainings and events* to educate stakeholders and share strategies around housing production, public policy, and regional collaboration.⁷⁹

⁷⁵ ARC. Housing Leadership Academy. <https://atlantaregional.org/what-we-do/housing/housing-leadership-academy/>

⁷⁶ Metropolitan Council. Imagine 2050 Implementation Support. <https://imagine2050.metrocouncil.org/reference-materials/land-use/implementation-support/>

⁷⁷ Welcome Home. Voices for Housing Justice. <https://welcomehomecoalition.org/leadership-trainings/>

⁷⁸ ARC. Atlanta Regional Housing Forum. <https://atlantaregional.org/what-we-do/housing/atlanta-regional-housing-forum/>

⁷⁹ MARC. Training and Events. <https://www.marc.org/training-and-events>



MORPC (Columbus)

Hosts a *Regional Housing Strategy Speaker Series* to facilitate idea-sharing, best practices, and solution-oriented conversations among local leaders.⁸⁰

STAKEHOLDER COMMITTEES AND REGIONAL TASK FORCES

ARC (Atlanta)

Facilitates a *Regional Housing Task Force* where local jurisdictions and housing organizations meet quarterly to discuss housing needs and strategies.⁸¹

MARC (Kansas City)

Serves as a convener and policy-aligner across city and county governments in Missouri and Kansas, promoting governance coordination and shared housing goals.

Metropolitan Council (MN)

Has 9 advisory committees that provide assistance and advice to the Metropolitan Council in different planning focus areas. Among these committees are a land use advisory committee, livable communities advisory committee, and transportation advisory board. The committee is made up of elected officials, members of the public with expertise, and representatives of partnering organizations/geographic areas.⁸²

PUBLIC EDUCATION CAMPAIGNS

Miami-Dade / MHFA

Uses convenings like *The Housing Nexus* and youth-led engagement through the *Youth Voice Action Collective* to elevate voices of lived experience and build broader support for system change.⁸³

⁸⁰ MORPC. Speaker Series. <https://www.morpc.org/speaker-series/>

⁸¹ ARC. Regional Housing Task Force. <https://atlantaregional.org/what-we-do/housing/regional-housing-taskforce/>

⁸² Metropolitan Council. Metropolitan Council Committees. <https://metrocouncil.org/Council-Meetings/Committees.aspx>

⁸³ Miami Homes for All. From Conversations to Action. <https://www.miamihomesforall.org/intersectional-event-series>



Portland Metro / Welcome Home

Portland Metro's Welcome Home Coalition coordinates *housing summits*, *community listening sessions*, and *policy briefings* to sustain public dialogue and mobilize support for housing investments and reforms.⁸⁴

ACCOUNTABILITY MECHANISMS AND PUBLIC REPORTING

Metropolitan Council (MN)

Publishes *Housing Performance Scores (HPS)* and *Housing Policy and Production Survey* results to assess local government progress and link performance to funding eligibility.⁸⁵

MORPC (Columbus)

Tracks local progress in its Regional Housing Resource Hub, including dashboards on production, affordability, and equity outcomes by jurisdiction.⁸⁶

⁸⁴ Welcome Home Coalition. 2025 Policy Priority Agenda. <https://welcomehomecoalition.org/policy-priority-agenda/>

⁸⁵ Metropolitan Council. Housing Performance Scores. 2015. <https://metc2new.metctest.state.mn.us/Handbook/Files/Resources/Fact-Sheet/HOUSING/Housing-Performance-Scores.aspx> ; Metropolitan Council. Housing Policy and Production Survey. <https://metrocouncil.org/Housing/Planning/Affordable-Housing-Measures/Housing-Policy-and-Production-Survey.aspx>

⁸⁶ MORPC. Core Regional Housing Issues and Priority Actions. <https://www.morpc.org/regional-housing-strategy-online-resource-hub/>

