

RESEARCH METHODOLOGY

Background Research

- Met with Focus Neighborhood Initiative and Enterprise Community staff to review lessons learned and hear recommendations
- Met with foundations and other city agencies to learn about their work in Denver communities
- Convened bilingual focus groups with Focus Neighborhood Initiative and Enterprise Community residents to hear about their experiences with neighborhood revitalization programs and discuss community issues, opportunities and needs

Literature Review

- Researched best practices - reviewed 100+ studies about trends in neighborhood revitalization and strategies used in other cities

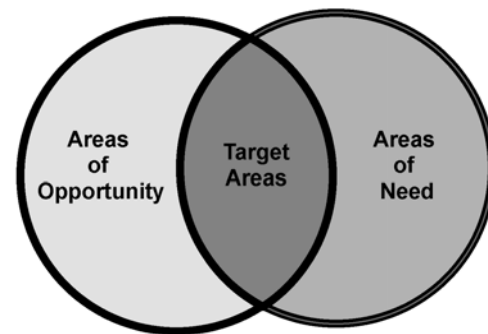
Spatial Analysis

- Using criteria selected by Office of Economic Development division directors and Focus Neighborhood Development staff, analyzed the spatial concentrations of opportunity and need indicators in Denver
- Supplemented quantitative analysis with qualitative information via neighborhood tour and discussions with staff

TARGET AREA SELECTION

Target Area Selection Process

- Identify *areas of opportunity* using criteria
- Identify *areas of need* using criteria
- Look at where *areas of opportunity* and *areas of need* overlap
- Supplement quantitative analysis with neighborhood tour and discussions
- Recommend target areas



Areas of Opportunity Criteria

Community Target Areas

Piton Foundation, Making Connections
Stapleton Foundation
Denver Foundation
Denver Focus Neighborhoods Initiative

Economic Development Target Areas:

Revolving Loan Fund
Neighborhood Business Revitalization Corridors
Enterprise Zones
New Markets Tax Credit Areas
Historically Underutilized Business Zones

Growth Areas

Projected population growth, 2000-2015
Projected employment growth, 2000-2015
Density of new residential construction

Change Areas

Transit Oriented Development Areas (within half-mile of FasTracks station)
Blueprint Denver Areas of Change
Proximity to high priority economic development projects (within half-mile of project)
Proximity to potential economic development projects (within quarter-mile of project)
Underutilized parcels (ratio of improvement value to land value is less than one)
Brownfields parcels

Areas of Need Criteria

Education

Mill Levy elementary school districts
Projected percent of population over 25 years old with less than 9th grade education in 2004 by Census block group

Disinvestment

Projected population loss between 2000 and 2015 by Transportation Analysis Zone
Projected employment loss between 2000 and 2015 by Transportation Analysis Zone
Proximity to vacant buildings (within one-quarter mile)

Poverty

Projected percent of population below poverty level in 2004 by Census block group
Projected percent unemployment in 2004 by Census block group
Projected percent of population with effective buying power below \$15,000 in 2004 by Census block group

Risks

Crime (all types) in 2002 by neighborhood
Crime (all types) in 2003 by neighborhood
Proximity to check cashing or payday loan location (within one-quarter mile)

Denver Neighborhood Revitalization Strategy

Policy Recommendations □ February 2006

Since March of 2005, the Policy Group of the Denver Office of Economic Development has been conducting research and analyses in order to develop a new neighborhood revitalization strategy for Denver. This strategy will build on the successes of previous neighborhood and community development initiatives in Denver, while also taking advantage of new opportunities and innovative methods for improving quality of life in urban neighborhoods and increasing opportunities for residents.

Based on this research, the Office of Economic Development recommends that the Mayor's Office support a neighborhood revitalization policy that strives to create mixed income neighborhoods by using an asset-based framework to build wealth for individuals, businesses and communities. The revitalization program would target areas where opportunity and need overlap, thus building on underutilized assets in communities with demonstrated need. The revitalization program will provide a roadmap to guide public, private, non-profit and philanthropic investments. The successful implementation of this program will require collaboration among city agencies, quasi-governmental entities, non-profit organizations and neighborhood residents.

KEY FINDINGS

The new model for neighborhood revitalization should:

Focus on deconcentrating poverty

The concentration of poverty in inner cities and first-ring suburbs is linked to a higher incidence of crime, unemployment, dilapidated housing, poor schools, poor health outcomes and lack of opportunity. To the greatest extent possible, Denver should create mixed-income neighborhoods while minimizing displacement and increasing housing choices.

Use an asset-based strategy

The best approach to neighborhood revitalization is an asset-based approach: build on the assets of the neighborhood, instead of the deficiencies, and strengthen both neighborhood and family assets.

Target areas where opportunity and need intersect

To maximize limited resources, we believe in finding areas where opportunity and need intersect.

Be used as a vehicle to accelerate OED integration and collaboration among city agencies

The recommended comprehensive approach to neighborhood revitalization provides a vehicle for the Office of Economic Development's divisions - and other City agencies - to work more collaboratively to serve their customers.

Involve other partners

The City can't do this alone; we must build partnerships with other public entities, the private sector, non-profits and foundations.

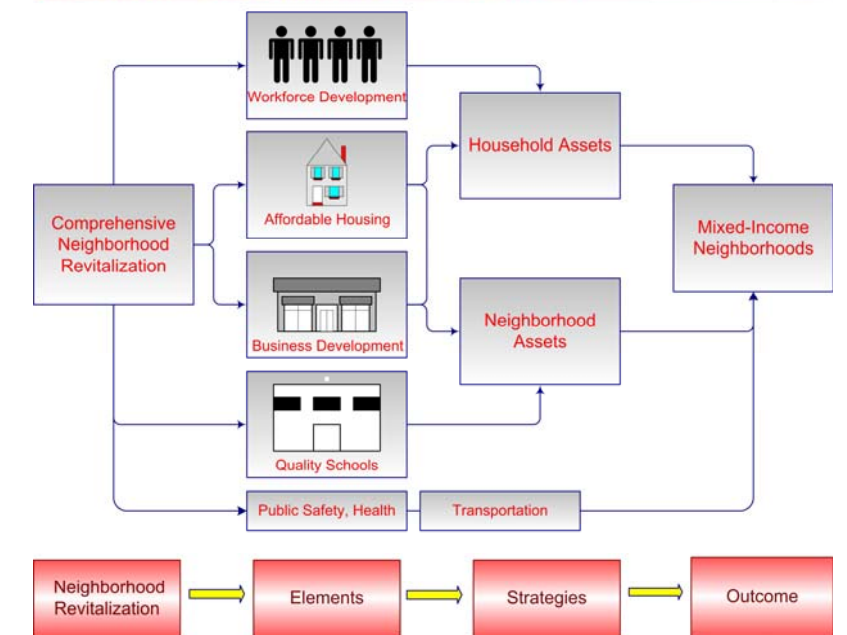
Be clear about what will be measured

Outcome measures should be established early in order to track and evaluate progress.

Have an exit strategy

Help communities become self-sufficient and establish a process for graduating target areas with improved outcomes.

Framework for Neighborhood Revitalization



Building mixed income communities is the most efficient way to revitalize low-income neighborhoods.

PLAN ELEMENTS

The framework for Denver's neighborhood revitalization strategy contains four core asset-based elements and two supplemental elements:

Element 1	<u>Affordable Housing</u>
Element 2	<u>Workforce & Human Capital Development</u>
Element 3	<u>Business Development</u>
Element 4	<u>Quality Schools</u>
Element 5	Transportation, Mobility and Access
Element 6	Public Safety, Health and Environment

RECOMMENDED STRATEGIES

The overall vision of this revitalization initiative is to create healthy, vibrant, mixed-income neighborhoods of choice that attract and retain households of diverse income, racial, and ethnic backgrounds. The following four elements and accompanying strategies provide a means for achieving that outcome.

Element 1 AFFORDABLE HOUSING

Outcome Expanded housing options and a safe home for every resident.

- Strategy 1A: Establish coalitions and provide resources necessary to create mixed-income neighborhoods.
- Strategy 1B: Target and leverage the City's housing resources to provide stimulus in targeted geographic areas.
- Strategy 1C: Provide leadership and create an incentive system to reward and recognize excellence in developments that integrate schools and affordable housing.
- Strategy 1D: Develop and promote housing programs that increase the value of family and neighborhood assets.
- Strategy 1E: Collaborate with pertinent City agencies to inventory and assemble vacant city parcels that could be used to develop workforce housing.

Element 2 WORKFORCE AND HUMAN CAPITAL DEVELOPMENT

Outcome A trained and skilled workforce for 21st Century jobs

- Strategy 2A: Ensure that neighborhood residents are aware of job opportunities and have the right skills to benefit from the jobs that become available through business expansion and creation.
- Strategy 2B: Link low-wage workers to health care and basic supportive services as they train for jobs and become attached to the workforce.
- Strategy 2C: Work with non-profits, foundations, and neighborhood organizations to build community capacity and create awareness among residents of issues that affect them.
- Strategy 2D: Ensure that low-income residents are not disproportionately affected by the negative effects that might occur from the revitalization, such as higher property taxes, rent increases and displacement.
- Strategy 2E: Develop or expand programs to help build family asset in target areas.
- Strategy 2F: Work closely with City agencies, foundations and non-profits to provide emergency services to families in need.
- Strategy 2G: Help connect faith-based organizations with human services providers to increase collaboration and outreach that will benefit communities

Element 3 BUSINESS DEVELOPMENT

Outcome An economic and regulatory environment that encourages entrepreneurship, strengthens existing businesses and helps build synergistic network

- Strategy 3A: Help local businesses grow and prosper and link them to the regional economy.
- Strategy 3B: Identify potentially related neighborhood businesses and help them connect to one another and to larger regional businesses.
- Strategy 3C: Reduce the transaction costs for businesses and/or targeted areas of opportunity by promoting the concept of 'economic gardening' and using information to enable business transactions.
- Strategy 3D: Create a climate that spurs innovation and entrepreneurship within the neighborhood.
- Strategy 3E: Expand outreach and funding mechanisms for the development of neighborhood businesses.

Element 4 QUALITY SCHOOLS

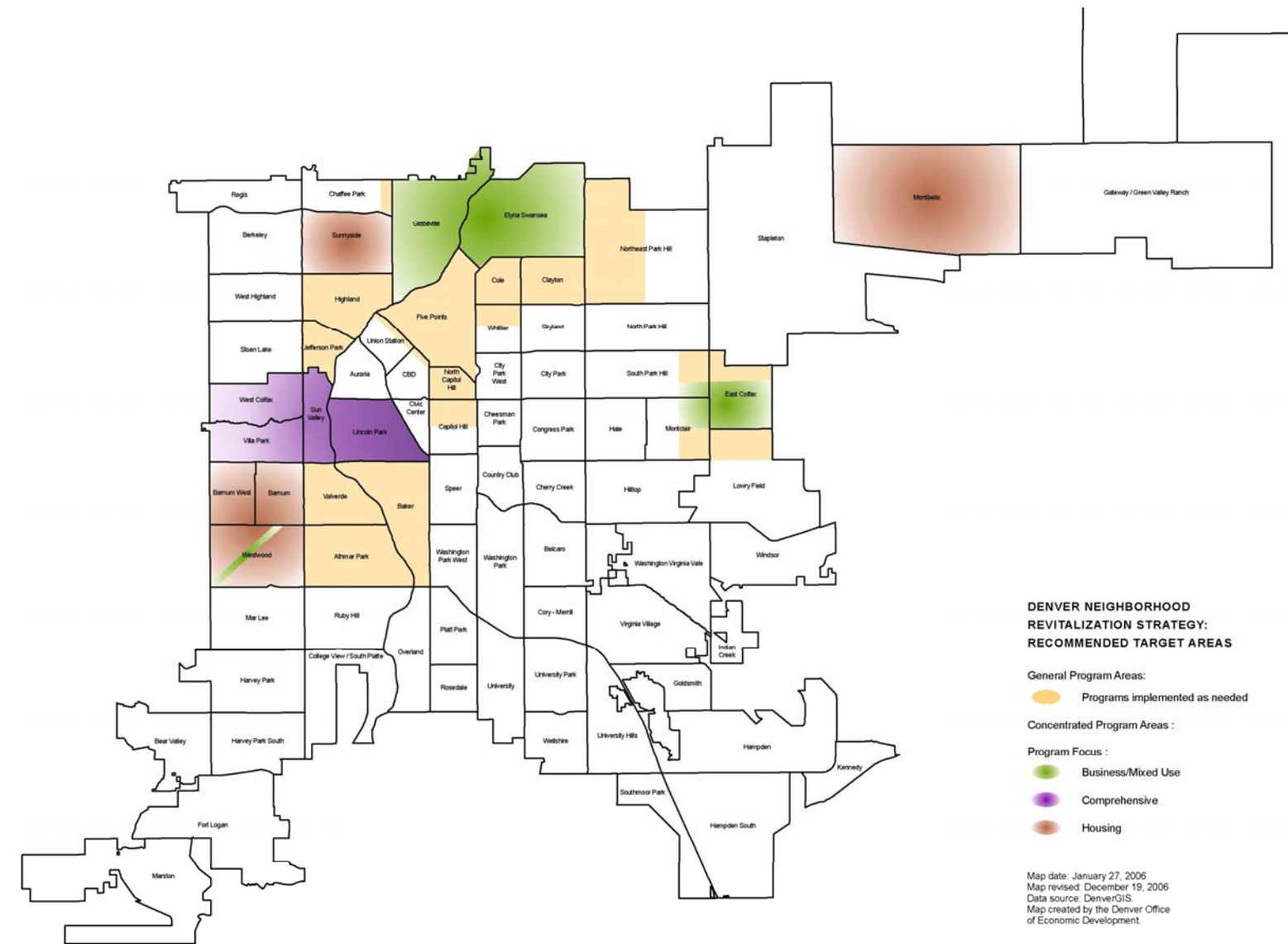
Outcome High performing schools as the centers of revitalized neighborhoods

- Strategy 4A: Work with the Denver Office of Education and Children and with other city agencies to promote early childhood initiatives and the intellectual and physical growth of infants and young children.
- Strategy 4B: Position neighborhood schools as centers of community.
- Strategy 4C: Promote and emphasize the link between great schools and healthy neighborhoods.
- Strategy 4D: Establish coalitions and strategic alliances to support communication and interaction between the schools and neighborhoods.
- Strategy 4E: Explore and recommend options to fund school programs and improve educational infrastructure.
- Strategy 4F: Support Denver Public Schools' school reform efforts and encourage participation by neighborhood residents.

RECOMMENDED TARGET AREAS

We recommend a geographic approach that targets areas where opportunity and need overlap (see page 4 for information on target area selection methodology). The recommended target areas consist of general revitalization target areas and smaller concentrated program areas. In the general revitalization target areas, all elements of the recommended neighborhood revitalization strategy are implemented as appropriate and as defined by work with residents. In the concentrated program areas, all revitalization strategy elements are implemented as needed. In addition, resources are directed towards particular issues that have been identified as important to these specific areas.

The recommended general neighborhood revitalization target areas are displayed in orange on the map below. For concentrated program areas, we recommend that resources be targeted towards affordable housing in Barnum, Barnum West, Westwood and Sunnyside, and business and mixed use development in Globeville, Elyria/Swansea and the East Colfax corridor. Because of the high levels of both opportunity and need, we recommend that a comprehensive revitalization effort be initiated for the Lincoln Park/Sun Valley/West Corridor area.



IMPLEMENTATION

An implementation framework has been developed that incorporates the results of research, analysis and discussions with community practitioners. The framework calls for the identification of a high level leadership entity that will champion the revitalization strategy, guide program implementation, and facilitate cooperation among partners. The Division of Housing and Neighborhood Development in the Office of Economic Development will have a key role in working with community residents, city agencies and other partners to implement programs. The recommended comprehensive approach to neighborhood revitalization provides a vehicle for the Office of Economic Development's divisions to integrate programmatic functions and work more collaboratively to serve its customers. It is recommended that a team approach be used to facilitate inter-agency collaboration around the four key elements of the neighborhood revitalization program.