

DENVER TOD STRATEGIC IMPLEMENTATION PROGRAM

PROGRAM SUMMARY

Over the next 10 years, the Regional Transportation District (RTD) will build FasTracks, a \$6.2 billion initiative originally passed by the voters in 2004 to add 119 miles of rail lines, 60 new rail stations, and a network of bus feeder routes. Since 2004, Denver has completed planning for 13 stations and is poised to capture the value of this transit investment. With the first light rail line - the "West Corridor" - now under construction, west Denver residents will have the opportunity to conveniently access education and employment centers offering 250,000 jobs by 2013. However, west Denver neighborhoods must overcome several barriers to fully take advantage of this public transit investment. Physical barriers, low quality housing stock, market realities and the lack of urban living infrastructure in these traditionally underserved neighborhoods continue to inhibit multi-modal connectivity and deter private investment. Transit alone will not provide west Denver neighborhoods with access to regional opportunities.

There is hope. Regional and citywide plans recommend targeting growth and infrastructure investments toward transit-rich neighborhoods. Denver's new form-based zoning code creates regulatory tools to shape urban, pedestrian-friendly development patterns. A partnership between Denver, Urban Land Conservancy (ULC) and Enterprise Community Partners (Enterprise) and private investors resulted in the creation of a \$15 million **TOD Fund** for affordable housing land banking. The Denver Housing Authority (DHA) is dedicated to transforming its 62 acres of property along the West Corridor into transit-oriented sustainable communities. West Denver residents and business owners embrace the opportunity light rail brings and request better infrastructure and bus service to improve their access to their neighborhood stations. The City and County of Denver can help turn these hopes into reality by engaging in west Denver neighborhoods comprehensively using three strategies to focus investment where it is needed most right now –

- (1) Create a Housing Development Assistance Fund to provide additional support for affordable housing land banking and predevelopment planning within one-half mile of transit stations and high frequency bus corridors;
- (2) Implement adopted plans through "next steps" planning, design and studies as supported by adopted land use plans; and
- (3) Build upon existing partnerships with DHA, ULC, national TOD and equity planning experts and community organizations to engage in knowledge-sharing, capacity building and meaningful public outreach.

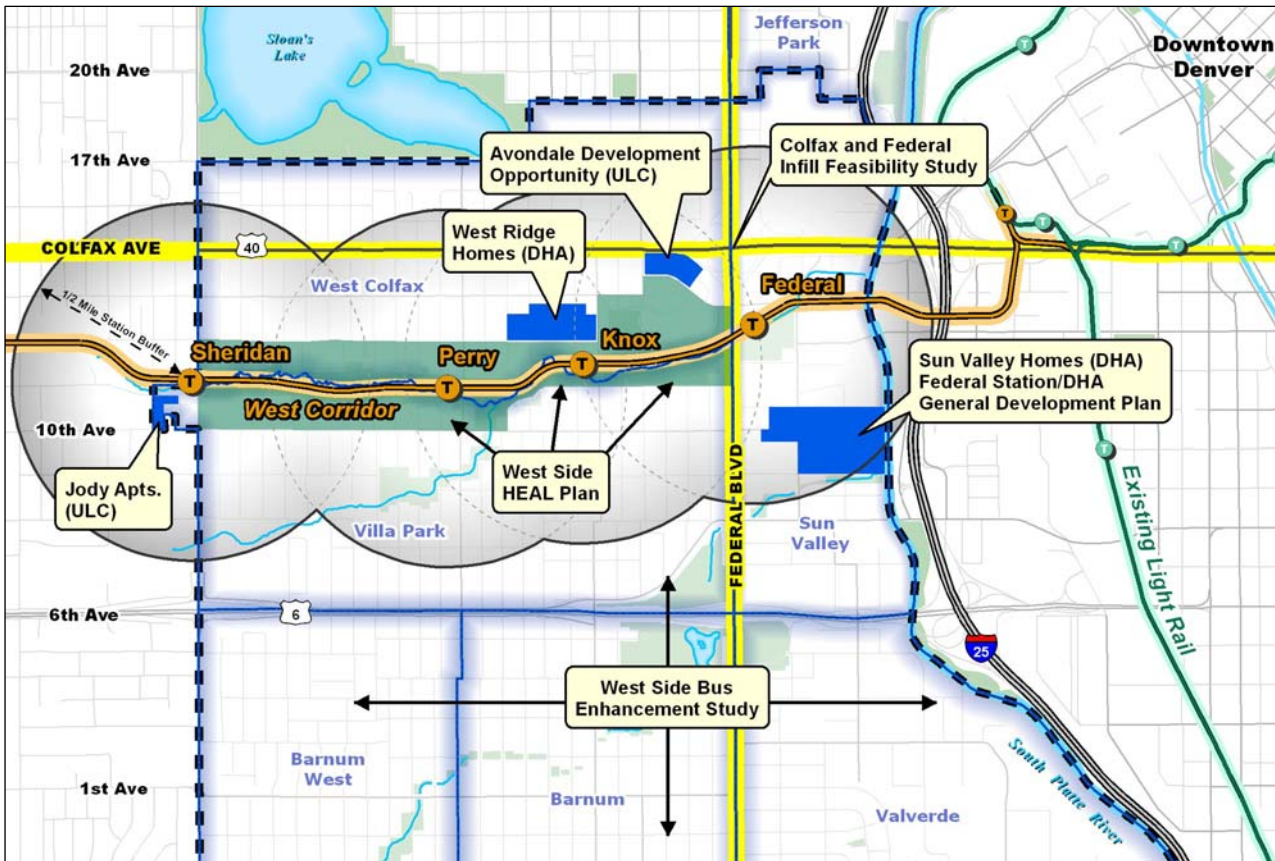
Denver's **TOD Strategic Implementation Program** will use these strategies and leverage partnerships to transform Denver's west side into livable, transit-oriented neighborhoods. Refer to the map on page 2 for affordable housing opportunity sites and proposed activity locations. The Community Challenge and TIGER II Planning Grants offer Denver the opportunity to directly support affordable housing and TOD in a way that is both transformative and serves as a model for how to best meet the Sustainable Communities Livability Principles.

Eligibility

This application meets all eligibility requirements of the combined HUD Community Challenge Planning/DOT TIGER II Planning Grant Notice of Funding Availability (NOFA). The **applicant** is the City and County of Denver (CCD), Colorado, a general purpose unit of government, with the city's Office of Economic Development (OED) as the directly responsible recipient and the Department of

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Community Planning and Development (CPD) responsible for Programmatic Oversight. Under the **Fair Housing Act**, Denver has no systemic violations, cause determinations, findings, or outstanding civil rights matters that need to be resolved from HUD or a state or local fair housing agency. Certification of this is available upon request. In terms of **leveraging**, the TOD Strategic Implementation Program Partners are providing a total of 73% match (as a percentage of total project costs) in leveraged resources, including public and private monies, in-kind and cash. All proposed **activities** within this application are unique to this effort, have not been submitted by any other entity and are eligible under Section III of the NOFA.



TOD Strategic Implementation Program Focus Area

FACTOR 1. PURPOSE AND OUTCOMES

The purpose of the TOD Strategic Implementation Program is to expand permanent affordable housing and better multi-modal connectivity along Metro Denver’s transit corridors. The need is illustrated by the anticipated demand for housing within one-half mile of a light rail station region wide growing from 45,000 households today to 155,000 households in 2030, a 344% increase.¹ Forty percent of this growth is projected to come from low income households, at or below 80% AMI (\$60,720 for a family of four²). Basic infrastructure, such as curb and gutter and sidewalks, is also in demand due to the fact that FasTracks passenger rail largely follows freight corridors through industrial areas and enters through the “back doors” of neighborhoods.

¹ Enterprise Community Partners, Inc. (2007)

² Colorado Housing and Finance Authority (CHFA) 2010 Rent and Income Limits.

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Denver's west side has a large market for affordable housing and a need for better quality housing stock and for multi-modal improvements to fully gain the value of light rail at its doorstep. This area trails the City and County of Denver with respect to median income (see table below). The west side is characterized by high minority populations and non-English speaking adults. Housing costs are higher as a percentage of household income than the overall Denver median. The Center for Neighborhood Technology's estimate of housing plus transportation costs in these neighborhoods ranges from 38% to 45%.³

Neighborhood	Median Household Income	% Households w/ Income < Denver Median	% Renters paying more than 30% Income on Hsg	% Adults Non-English Speaking
Athmar Park	\$47,932	52.5%	41.3%	20.7%
Barnum	\$41,185	57.6%	42.2%	20.7%
Barnum West	\$39,116	55.9%	40.3%	17.2%
Sun Valley	\$12,434	98.7%	36.9%	13.3%
Valverde	\$35,918	64.2%	45.6%	26.0%
Villa Park	\$40,468	62.5%	42.5%	24.7%
West Colfax	\$34,930	68.8%	42.9%	22.1%
Westwood	\$37,961	64.4%	45.1%	25.1%
Denver	\$55,129	49.9%	38.6%	9.2%
Region	\$51,191			

Source: U.S. Census

With its proximity to downtown and the Auraria Higher Education Campus (41,000 students), the construction of the West Corridor underway, and a tremendous opportunity to leverage existing partnerships with DHA and ULC, the west side is ripe for TOD implementation through strategic support of affordable housing projects and additional planning and design that will yield near-term results.

Consistent with Regional and Citywide Plans

Regional (*MetroVision*) and local (e.g. *Blueprint Denver*, *TOD Strategic Plan*) plans encourage taking advantage of this historic opportunity to place housing and jobs near new transit lines coming on line in the next three to ten years. *MetroVision*, the Denver Regional Council of Government's (DRCOG's) regional plan, specifically encourages high-density mixed-use, transit and pedestrian-oriented development in **urban centers** throughout the Denver region. Denver's four station areas on the West Corridor are identified as urban centers.

Furthering the Livability Principles and Achieving Outcomes

The TOD Strategic Implementation Program aligns completely with the Partnership's Livability Principles and five desired outcomes, as described below, with outcomes mentioned in **bold** type. *Specific information for each activity, including more detailed performance measures and benchmarks are explained in the Work Plan in Factor 2 beginning on page 4.*

A. Provide More Transportation Choices: By creating more housing options near transit and by improving multi-modal connections to light rail stations along the West Corridor, the TOD Strategic Implementation Program will expand access to multi-modal transportation. With anywhere from 65% to

³ In reality the H+T costs for west side neighborhoods are higher, since CNT used the regional median income for their calculation, which is higher than west side neighborhoods.

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92% of west side residents commuting by automobile, this **travel behavior will change** to include more walk, bike and transit trips as a result of the TOD Strategic Implementation Program.

B. Promote Equitable, Affordable Housing: The TOD Strategic Implementation Program, through the Housing Development Assistance Fund, will fund land banking and predevelopment costs for affordable housing projects within one-half mile of a transit station or high frequency bus service. The Program will also support planning activities for DHA's Sun Valley Homes redevelopment. This will **enable an increase in the supply of affordable units** near west side transit stations from 1,400 to 3,000 units.

C. Enhance Economic Competitiveness: Planning activities proposed as part of the TOD Strategic Implementation Program will include the identification of new infill development potential along the West Corridor, and especially at the Federal Station where, for example, both the Colfax/Federal cloverleaf and the Xcel Energy power plant offer much infill potential. By 2013, planning and zoning will be in place to **enable the creation of 55 acres of new infill development** potential within the Federal station area and adjacent to two major bus corridors.

D. Support Existing Communities: Planning activities through the TOD Strategic Implementation Program will identify opportunities to create urban living infrastructure within existing west side neighborhoods and to better link existing neighborhoods to a region of opportunities. Public outreach methods will **creatively engage 2,000 plan stakeholders** including low income and non-English speaking residents.

E. Coordinate Policies and Leverage Investment: Denver will build upon existing relationships with recognized national TOD and equity experts to help expand knowledge and perform cross-cutting policy research within Denver and among other cities. Through these efforts, including nine knowledge-sharing and capacity building events over three years, Denver will help **build capacity of local, state and regional public and private organizations.**

F. Value Communities and Neighborhoods: The TOD Strategic Implementation Program leverages Denver's investment in transit to enhance existing neighborhoods and improve access to jobs, education and urban living infrastructure. The Program will **enable the preservation, creation or improvement of open space**, including five acres of parks within one-half mile of transit.

FACTOR 2. WORK PLAN

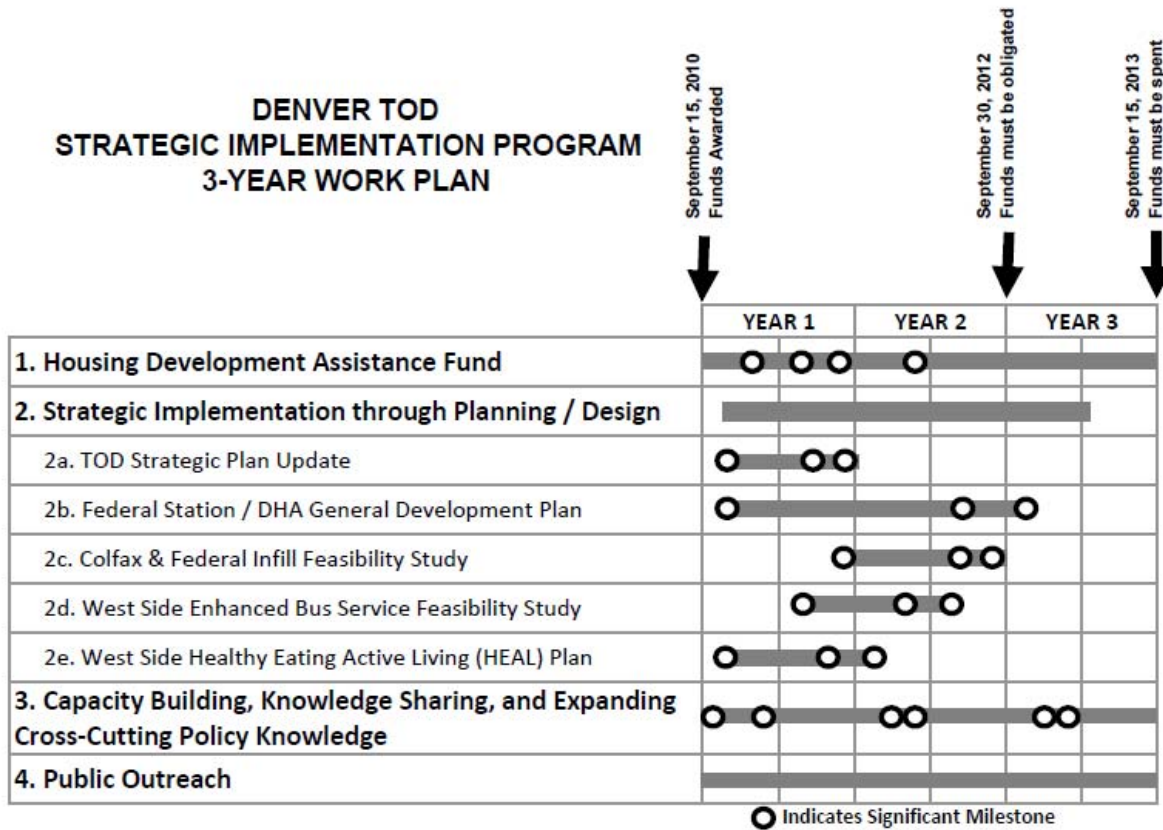
Three-Year Work Plan Overview

The Denver TOD Strategic Implementation Program's three main strategies - (1) Affordable Housing Assistance, (2) TOD Planning and Design, (3) Partnerships for Capacity Building & Knowledge Sharing - will comprehensively transform Denver's west side. The summary chart below provides an overview of specific, critical milestones for each major activity. More details, including all items requested in the NOFA related to program activities, are provided in the individual activity descriptions, budget description and performance measures on Pages 5-11.

The public participation process for all program activities will include creative outreach to increase the involvement of populations historically marginalized or underrepresented in planning processes, in-

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cluding persons with limited English proficiency, minority populations and low-income populations. Public Outreach Strategies will vary according to Program Activities. Some activities will target specific stakeholder groups while others will target a larger audience. Some planning processes will require public meetings and/or public hearings before Denver Planning Board. Non-profit organizations with extensive stakeholder groups and outreach experience such as LiveWell Westwood, Strengthening Neighborhoods and the Federal Boulevard Partnership will be brought to the table when appropriate to help facilitate community partnership. A portion of each activity budget will be dedicated to appropriate outreach, with extra budget made available via “Activity 4. Public Outreach” to cover additional needs.



Proposed Activities and Outcomes

Activity 1: Housing Development Assistance Fund

Activity Description and Specific Deliverables: Denver’s Housing Development Assistance Fund (HDAF) will help preserve and create affordable housing within one-half mile of transit stations and high frequency bus routes. This program will leverage investments in several affordable and mixed-income housing projects along Denver’s West light rail corridor, including redevelopment of Sun Valley Homes by DHA and purchase of the Avondale Shopping Center by ULC using the pre-established TOD Fund for affordable housing land acquisition. The HDAF will add flexibility and help ensure success and affordability of projects initiated through the TOD Fund. It will be made available as sub-grants to the ULC and to DHA of up to \$750,000 each in order to support a variety of eligible activities as defined in a Memorandum of Understanding (see Attachment 1). This additional assistance will ensure that predevelopment and holding costs do not get passed through to the renter/owner, thereby making units more affordable.

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<p>Use of Funds/Budget: HUD/DOT Grant Funded = \$1,500,000 Cash Leveraged = \$5,000,000 In-Kind = (see personnel in budget)</p>	<p>Plan that Recommends this Activity: Comprehensive Plan 2000, TOD Strategic Plan, Denver Consolidated Plan</p>
<p>Project Completion Schedule and Milestones: Fund Created: March 1, 2011 Contracts Signed with ULC & DHA: June 1, 2011 Funds Obligated: September 1, 2011 All Funds Spent: September 15, 2013</p>	<p>Lead Agency: DHA & ULC (oversight by OED) Key Activity Partners: OED, CPD, DHA, Enterprise, ULC</p>
<p>Livability Principles: A, B, C, D, E, F</p>	

<p>Activity 2a: TOD Strategic Plan Update</p>	
<p>Activity Description and Specific Deliverables: Update Denver's 2006 TOD Strategic Plan. Develop station implementation typologies and identify typology-specific, market-based strategies for implementation of transit-oriented development at the city, corridor and station level. The update will include a qualitative market assessment to identify actions that would remove impediments to affordable and mixed-income housing and other transit-supportive uses. These will provide the framework for future station area plans as well as investments and implementation of existing plans.</p>	
<p>Use of Funds/Budget: HUD/DOT Grant Funded = \$100,000 Cash Leveraged = \$0 In-Kind = (see personnel in budget)</p>	<p>Plan that Recommends this Activity: TOD Strategic Plan Lead Agency: CPD</p>
<p>Project Completion Schedule and Milestones: Hire Consultant: January 2011 Draft Typologies: June 2011 Final Typologies: August 2011</p>	<p>Key Activity Partners: DPW, OED, RTD, recognized private and non-profit TOD and equity experts</p>
<p>Livability Principles: A, B, C, D, E, F</p>	

<p>Activity 2b: Federal Station/DHA General Development Plan (GDP)</p>	
<p>Activity Description and Specific Deliverables: A GDP will be created for the redevelopment of DHA's Sun Valley Homes and surrounding area to implement the Federal Station Area Plan. The GDP is the next step of implementation after adoption of the station area plan, and it provides the background for future site-level master planning, including more than 30 acres owned by DHA for preserving and creating new affordable housing units. This GDP would be jointly led by DHA and CPD, building upon lessons learned in planning for redevelopment of DHA's South Lincoln Park Homes near the 10th & Osage station. Through a detailed, technical review, the plan would include identification of utilities improvements, resolution of stormwater and urban drainage issues, open space planning, identification of future street grid/connectivity, general land use concepts and may be supplemented by urban design standards. Under the Denver Zoning Code, Denver GDPs are collaborative processes resulting in plan approval by CPD, Denver Public Works (DPW) and Denver Parks and Recreation (DPR).</p>	
<p>Use of Funds/Budget: HUD/DOT Grant Funded = \$500,000 Cash Leveraged = \$2,025,000 In-Kind = (see personnel in budget)</p>	<p>Plan that Recommends this Activity: Blueprint Denver, Federal Station Area Plan Lead Agency: CPD and DHA (jointly)</p>

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Project Completion Schedule and Milestones: Hire Consultant: February 2011 Draft GDP: June 2012 Final GDP: January 2013	Key Activity Partners: DPW, Development Services, DPR, Denver Water, Xcel Energy
Livability Principles: A, B, C, D, F	

Activity 2c: Colfax & Federal Infill Feasibility Study	
<p>The Colfax Avenue (U.S. 40) - Federal Boulevard (U.S. 287 and SH-88) interchange in the Federal light rail station area has a 1950s-era grade-separated cloverleaf configuration with design and multi-modal functionality constraints that are out of context with its urban setting. DPW has conceptually studied how to redesign the interchange into a more pedestrian- and bicycle-friendly configuration that best accommodates TOD and multi-modal connectivity in adjacent neighborhoods. In anticipation of a future re-design, we will undertake a feasibility study to understand the market potential for reclaiming infill land that could be realized if the interchange is reconfigured. This opportunity not only creates infill transit-oriented development potential but also makes surrounding properties more accessible and desirable.</p>	
Use of Funds/Budget: HUD/DOT Grant Funded = \$150,000 Cash Leveraged = \$0 In-Kind = (see personnel in budget)	Plan that Recommends this Activity: West Colfax Plan, Federal Station Area Plan Lead Agency: CPD
Project Completion Schedule and Milestones: Hire Consultant: September 2011 Complete Draft Plan: June 2012 Complete Final Plan: September 2012	Key Activity Partners: DPW, OED, Colorado Department of Transportation, ULC, Stadium District, Federal Boulevard Partnership, West Colfax BID, DHA
Livability Principle: B, C, D, F	

Activity 2d: West Side Enhanced Bus Service Feasibility Study	
<p>Study the feasibility of creating multi-modal connections from west side neighborhoods to the West Corridor light rail stations, scheduled to open in 2013. The study will focus on the feasibility of improved/enhanced bus service, including the possibility of a circulator, as supported by a 2008 RTD Shuttle & Circulator Services Study, with the goal of connecting transit-dependent populations to light rail stations and therefore to the region. The study will also consider pedestrian and bicycle improvements to improve access to transit stations and bus stops.</p>	
Use of Funds/Budget: HUD/DOT Grant Funded = \$100,000 Cash Leveraged = \$0 In-Kind = (see personnel in budget)	Plan that Recommends this Activity: TOD Strategic Plan, RTD Shuttle & Circulator Services Review and Evaluation Lead Agency: DPW
Project Completion Schedule and Milestones: Hire Consultant: June 2011 Complete Draft Study: March 2012 Complete Final Study: July 2012	Key Activity Partners: RTD, LiveWell Colorado, University of Colorado Denver – Colorado Center for Community Development, CPD, DHA
Livability Principle: A, B, C, D, E, F	

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Activity 2e: West Side Healthy Eating Active Living (HEAL) Plan	
Some of the highest rates of poverty, childhood obesity and chronic heart disease in the state of Colorado characterize Denver's west side neighborhoods. Organizations like LiveWell Colorado have been very active in trying to create a better environment for Healthy Eating and Active Living (HEAL) in these neighborhoods. This activity will support implementation of HEAL goals as recommended in previous plans to promote livability and sustainability in west Denver neighborhoods. Specific activities may include identifying opportunities for creation of urban gardens, sponsoring "connectivity tours", where the Program teaches west neighborhood residents how to reach light rail stations by foot, bike or bus, healthy foods outreach and education (e.g. a community tour of Westwood's 40 backyard gardens and other HEAL "best practice" locations), or supporting activities that increase the availability of healthy foods for sale at locations reachable by transit, foot or bicycle.	
Use of Funds/Budget: HUD/DOT Grant Funded = \$40,000 Cash Leveraged = \$0 In-Kind = (see personnel in budget)	Plan that Recommends this Activity: Comprehensive Plan 2000 Lead Agency: DPH
Project Completion Schedule and Milestones: Hire Consultant: January 2011 Draft Plan: July 2011 Final Plan: October 2011	Key Activity Partners: Denver Public Health, University of Colorado at Denver, CPD, DHA, ULC, LiveWell Colorado, Denver Parks and Recreation
Livability Principles: D, F	

Activity 3: Capacity Building, Knowledge Sharing, & Expanding Cross-Cutting Policy Knowledge	
With help from our program partners we will strengthen the capacity of Denver agencies, partners and the public – both locally and nationally – to advance the objectives of HUD, DOT, EPA and the Sustainable Communities Initiative. We will emulate the federal HUD/DOT/EPA partnership at a local level. Activities include: (1) strengthening the skills of program partners to manage federal awards, provide solid financial management and perform program performance assessment through a series of in-service cross-trainings, and (2) encouraging cross-programmatic coordination through regular partnership meetings and best practices knowledge sharing. Credible policy researchers with national and local expertise in TOD will be hired to assist with analyzing outcomes and disseminating policy lessons learned during the program to a diverse audience including community-based organizations. The program will also engage and educate the public on Livability Principles and best practices through creation of a Citizens Academy.	
Use of Funds/Budget: HUD/DOT Grant Funded = \$50,000 Cash Leveraged = \$0 In-Kind = \$5,000 (also, see personnel in budget)	Plan that Recommends this Activity: Comprehensive Plan 2000 Lead Agency: CPD Key Activity Partners: OED, DPW, DPR, recognized private and non-profit TOD and equity experts
Project Completion Schedule and Milestones: Establish Regular Oversight Committee Meetings: October 2010 Finalize Scope of Work and Contract with TOD experts: January 2011 In-Service Trainings for Partners: March 2011, March 2012, March 2013 Publish Policy Documents: January 2013 Kickoff Citizen's Academy: January 2013	
Livability Principle: E	

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Activity 4: Public Outreach	
<p>These efforts are program-wide to support both the Housing Development Assistance Fund and Strategic Implementation Through Planning and Design. Public outreach will be led by CPD's experienced, award-winning team with the help of program partners and community-based organizations like Strengthening Neighborhoods in order to increase participation in the program by populations traditionally marginalized. Strategies include: (1) Targeting key stakeholder groups, including and community and neighborhood leaders, elected officials, private sector leaders, property owners, business owners and community activists; (2) Creating multi-lingual outreach materials and providing translators at meetings (historically including Spanish, Somali, and Vietnamese); (3) Distributing flyers through schools, churches, and other community resources; (4) Attending neighborhood meetings; (5) Offering food and childcare at public meetings; and (6) Creating a blog and other social media for public input and comment.</p>	
<p>Use of Funds/Budget: HUD/DOT Grant Funded = \$45,000 Cash Leveraged = \$0 In-Kind = \$20,000 (also, see personnel in budget)</p>	<p>Plan that Recommends this Activity: Comprehensive Plan 2000 Lead Agency: CPD</p>
<p>Project Completion Schedule and Milestones: Ongoing. Milestones defined for each activity above.</p>	<p>Key Activity Partners: Strengthening Neighborhoods, OED, DHA, DPW</p>
<p>Livability Principles: A, B, C, D, E, F</p>	

Uses of Funds/Budget

PROGRAM BUDGET	TOTAL, Grant Funded	Total, In-Kind Leveraged	Total, Cash Leveraged	Total Project Costs
Major Activities				
1. Housing Development Assistance Fund	\$1,500,000	Included in Personnel	\$5,000,000	\$6,500,000
2. Strategic Implementation through Planning / Design	\$890,000	Included in Personnel	\$2,025,000	\$2,915,000
3. Capacity Building, Knowledge Sharing, Cross-Cutting Policy Knowledge	\$50,000	\$5,000	\$0	\$55,000
4. Public Outreach	\$45,000	\$20,000	\$0	\$65,000
Personnel - Planning and Technical	\$195,000	\$644,677	\$0	\$839,677
Fringe	\$101,573	\$130,535	\$0	\$232,108
Supplies	\$0	\$4,500	\$0	\$4,500
Total Direct Costs	\$2,781,573	\$804,712	\$7,025,000	\$10,611,285
Indirect Costs	\$28,222	\$85,527	\$0	\$113,748
Grant Administrative Costs	\$143,578	\$3,900	\$0	\$147,478
TOTAL	\$2,953,372	\$894,139	\$7,025,000	\$10,872,511

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The Program Budget estimates all applicable costs (direct, indirect, and administrative)⁴ presented clearly in the summary table above on Page 9.⁵ The lead agency, as identified in Activity Descriptions above, is responsible for the use of activity funds. OED will be responsible for administration of grant funds and ensuring funds are used for eligible activities under the NOFA and OMB eligible costs. Denver will implement the program with the highest standards of efficiency, effectiveness, transparency, and accountability. Leverage for the TOD Strategic Plan Implementation Program is provided both in cash and in-kind from grant partners. Most of the cash leverage is associated with the existing Denver TOD Fund managed by the ULC, Enterprise Community Partners, Inc., and CCD. Leveraged resources are further described in Factor 3 on Page 11.

Performance Measures

Below is a list of TOD Strategic Implementation Program desired Outcomes, including Performance Measures and Benchmarks. These include the six outcomes mentioned in the NOFA plus two additional outcomes based on HUD Strategic Plan goals. Performance measure data will be obtained through several sources, including GIS data, interviews with private and non-profit developers, sign-in sheets at meetings and trainings, fieldwork, stakeholder surveys, monitoring of website, U.S. Census American Community Survey, annual Denver Capital Improvement Program lists, real estate databases, travel counts and aerial imagery. Data collection will occur as opportunities arise, for instance when new data sets become available from outside sources, or as meetings or stakeholder interviews take place. Data will be documented in several formats, including Microsoft Word documents (such as meeting summaries), Excel spreadsheets and GIS databases. Data will be reported to program partners, to HUD and to the public annually or as needed via user-friendly documents, presentations and maps via the internet, stakeholder emails and in hard copy at meetings when appropriate. Raw data will be available upon request.

#	Outcomes	Performance Measures	Benchmarks	Activities
A	Travel changes, such as changes in mode share or vehicle miles traveled per capita.	A.1. Change in mode share in west side neighborhoods	By 2013, identify opportunities for 5,000 new households to reduce vehicle miles traveled and increase transit/bike/ped trips	2a, 2b, 2c
B	Impact on affordability and accessibility, including the supply of affordable housing units, household transportation costs, or proportion of low- and very-low income households within a 30-minute transit commute of major employment centers.	B.1. # of affordable units preserved or created within one-half mile of transit	Enable the preservation and development of 3,000 affordable west side units within one-half mile of transit by 2013.	1, 2a, 2b
		B.2. Decrease in median H+T costs in west side households	Enable west Denver residents to decrease their H+T costs as percentage of median household income by 2 % points by 2013.	2b, 2c, 2d

⁴ Indirect costs are calculated using the 15.12% rate approved by the State of Colorado for the City and County of Denver on March 16, 2010, in accordance with an OMB Circular A-87 Cost Allocation Plan. CPD's and DPW's indirect costs will be borne in-kind. Staff in-kind contributions are based on the applicant's and partners' salary schedules, which are based on and comparable to the local market value of staff skills. Fringe benefits use the City's budget projection rate of 30% of total salaries.

⁵ Detailed budget tables available upon request.

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C	Economic development, including infill development or recycled parcels of land or private sector investment along a project or corridor.	C.1. # of acres infill land developed within one-half mile of transit in west Denver	Appropriate planning and zoning in place to enable development of 55 acres of west Denver infill sites within one-half mile of transit by 2013	2a, 2b,2c
D	Improvement to the state of repair of infrastructure.	D.1. Linear feet of bike/ped complete street improvements	Funding for 2 miles of west side bike/ped infrastructure projects on capital improvement program lists by 2013.	2b, 2c
E	Environmental benefits, such as greenhouse gas or criteria pollutants emissions, oil consumption and recreational areas / open space preserved.	E.1. # of acres of parks and open space preserved or created	Enable the preservation, creation or improvement of 5 acres of parks within ½ mile of transit	2b
F	Increased participation and decision-making...by populations traditionally marginalized in public planning processes.	F.1. # of plan participants representing West-side focus neighborhoods	2,000 plan stakeholders representing west side neighborhoods and interests will be reached by 2013	1, 2 (all), 3, 4
G	Improve access to healthy food, consistent with HUD FY 2010-2015 Strategic Plan Subgoal 4A: Catalyze economic development and job creation while enhancing and preserving community assets.	G.1. # of west side households that have access to healthy foods within one-half mile	Identify opportunities to improve access to healthy foods for 3,000 households by 2013	2e
H	Local emulation of the federal partnership consistent with HUD FY 2010-2015 Strategic Plan Subgoal 4E: Build capacity of local, state, and regional public and private organizations	H.1. # Plans and Studies completed in Denver's west side with multi-agency cooperation	Five plans and/or studies will be completed in west Denver with multi-agency cooperation by Sept. 2013	1, 2(all)
		H.2. Consistent attendance of TOD Implementation Program Oversight Committee meetings	Regular 80% attendance rate of quarterly Oversight Committee meetings through 2013	1, 2(all), 3
		H.3. # of knowledge-sharing events completed	9 Knowledge Sharing and Capacity Building events related to Sustainable Communities by 2013	3,4

FACTOR 3. LEVERAGING AND COLLABORATION

Established Working Partnerships

Successful implementation of TOD in Denver will require extensive collaboration between CCD and its partners. Working partnerships related specifically to TOD have been in place for over a decade and have solidified since 2006, when the City completed its TOD Strategic Plan and kicked off a series of station area plans and TOD-related activity. TOD Strategic Implementation partners have common goals, diverse and extensive experience and dedication to working collaboratively together to achieve outcomes. Key examples of success in these partnerships include:

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- CCD, with the help of recognized national TOD and equity experts, completed the Denver TOD Strategic Plan (2006)
- CCD, ULC, Enterprise and several private investors, including a grant from the Macarthur Foundation, established a \$15 million fund to acquire land for affordable housing near transit in Denver (2009 – 2010).
- DHA and CCD have collaborated over the past several years on planning and redevelopment of South Lincoln Park Homes at the 10th and Osage light rail station (2007 – 2010).

Two key partners – Urban Land Conservancy and Denver Housing Authority - are also sub-grantees, given their proven dedication to sustainable, equitable, transit-oriented development in Denver and their unique ability to successfully and expeditiously accomplish TOD Strategic Implementation outcomes. The commitment to DHA and ULC as sub-grantees is described in a Memorandum of Understanding (Attachment 1) signed by authorized signatories of all parties. Contingent upon receiving an award from HUD/DOT, CCD will establish contracts with DHA and ULC dictating the use of the sub-grant funds. This unique and powerful public-private collaboration is more fully described in the “Factor 4. Capacity” section.

Leveraging Commitment and Partner Support

The City of Denver and partner agencies have developed a significant pool of financial resources to leverage HUD/DOT funding, all of which meet HUD & DOT leveraging criteria. **The leverage ratio for the TOD Strategic Implementation Program is 73%, well above the 20% requirement.** Evidence of firm commitment for each resource has been documented in writing (Attachment 2). Letters of commitment include the organization name, the proposed level of commitment and the organization’s responsibilities as they relate to the proposed project. In-kind contributions have been given a monetary value based on the local market value of promised goods/services. Cash leveraging includes \$2 million from the Better Denver Bond Program being spent on infrastructure improvements in the Federal Station area and \$5 million from the TOD Fund being spent on affordable housing land banking. Additional support for the Denver TOD Strategic Implementation Program by local, state and community organizations has been documented in letters of support, also listed in the table below. These letters are not included as an attachment due to page limit restrictions, but are available upon request.

Organization	Commitment	Financial Commitment Type	Letter of Support (LS) or Commitment (LC)
City and County of Denver (includes commitments by CPD and DPW)	\$680,679 + \$2,000,000	In-Kind + Cash	LC
Urban Land Conservancy (ULC)	\$100,000	In-kind	LC
Denver Housing Authority (DHA)	\$100,000 + \$25,000	In-Kind + Cash	LC
Enterprise Community Partners, Inc.	\$5,000,000	Cash	LC
Denver Public Health	\$9,000	In-kind	LC
Regional Transportation District	\$4,460	In-kind	LC
Denver Regional Council of Governments (DRCOG)	Program Support	--	LS
Denver Foundation – Strengthening Neighborhoods	Program Support	--	LS
Federal Boulevard Partnership	Program Support	--	LS

PROPOSAL FOR THE U.S. DEPARTMENT OF HOUSING AND URBAN DEVELOPMENT'S COMMUNITY CHALLENGE PLANNING GRANTS AND THE U.S. DEPARTMENT OF TRANSPORTATION'S TIGER II PLANNING GRANTS

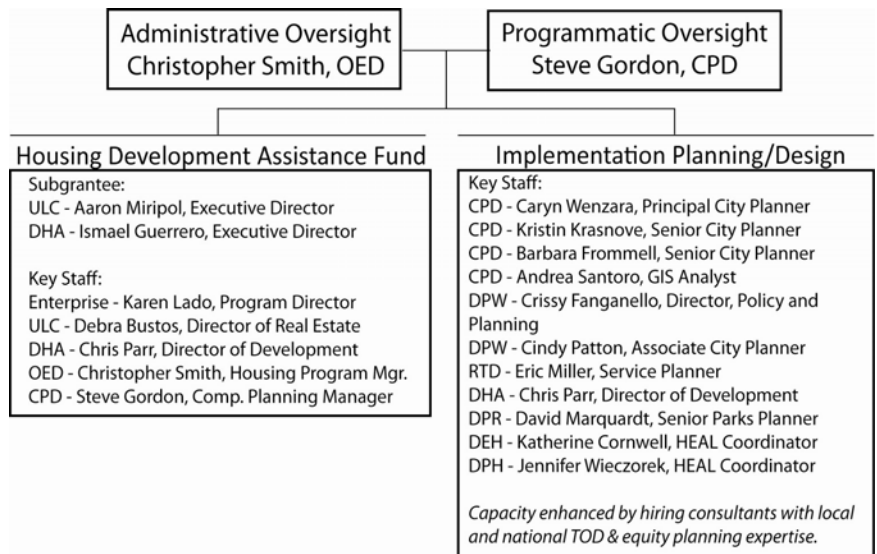
LiveWell Westwood / University of Colorado	Program Support	--	LS
Denver City Council President and Council District 7	Program Support	--	LS
Denver Council District 1	Program Support	--	LS
Denver Council District 3	Program Support	--	LS
Denver Council District 9	Program Support	--	LS
Denver Council At-Large Member	Program Support	--	LS
Denver Council At-Large Member	Program Support	--	LS
TOTAL Leveraging Commitment	\$7,919,139		

Through this extensive and proven partnership, the TOD Strategic Implementation Program will facilitate redevelopment in a way that complements the region's significant investment in passenger rail and revitalizes the economically disadvantaged neighborhoods in west Denver. As a result of this proven partnership and HUD's investment into Denver's west side neighborhoods, west side residents will ultimately experience lower housing + transportation costs and a higher quality of life.

FACTOR 4. CAPACITY

Programmatic Capability and Past Performance: The City and County of Denver and its partners are poised to successfully implement the proposed activities and achieve the described outcomes. Experience with similar programs and projects such as the TOD Fund for Affordable Housing, Denver's TOD Initiative, master planning for the Lincoln Park Homes redevelopment and the New Zoning Code have prepared us for this very collaborative effort required on Denver's west side. All city agencies and partners mentioned in this application have the capacity to begin working on program activities within 120 days of award with existing, qualified staff, who have been working on TOD in Denver collectively for over 30 years. The City and County of Denver's Community Planning and Development Department is the applicant for Community Challenge Planning Grant/Tiger II funding. CPD will have responsibility for programmatic oversight, with assistance from OED in administering the Housing Development Assistance Fund. CPD oversees city planning, TOD planning and implementation, the

zoning code, urban design, development review, the building code and neighborhood inspections. This includes Denver's TOD planning initiative – funded in 2007 for over \$1 million in Federal Transit Administration CMAQ grants and partner funds. These funds were used to create and adopt 13 station area plans, with several more underway. OED is the entity in the City which successfully administers CDBG, HOME, HOPWA, NSP and other federal funds. OED has been a recipient of both CDBG



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and HOME funds since the programs began, and was recently awarded nearly \$19 million in NSP2 funds. Our key partners and subgrantees – ULC and DHA – were chosen due to our existing working relationships and because these organizations have great track records of successfully completing projects similar to the ones proposed in this application.

Procedures for allocating resources: The budget summarizes how the funds will be allocated by activity. The Housing Development Assistance Funds from the grant will be available for use up to \$750,000 each by the Denver Housing Authority and the Urban Land Conservancy to be used on eligible activities. Expenditures over \$50,000 must be presented to an Oversight Committee and approved by the City. Provisions are included in the MOU (Attachment 1) and will be included in the contracts to move funds among these entities if needed. CPD and DPW will be in charge of engaging TOD planning experts as consultants to conduct needed aspects of the planning and design work. CPD and DPW, together with partnering agencies, will determine scopes of work for individual activities as well as the amount of funds allocated to the prime contractor and any sub-contractors.

Affirmatively Furthering Fair Housing: Denver is committed to the goal of adequate housing for all its citizens and to affirmatively furthering fair housing opportunities. The City has developed written material explaining its programs for dissemination and will inform the public, owners, and potential tenants about Federal fair housing laws. These materials will display the “equal housing opportunity” slogan and logo. The City will continue to implement its Fair Housing Action Plan as recommended by the Analysis of Impediments to Fair Housing Choice.

Previous Experience and Similar Projects

Activity 1. Housing Development Assistance Fund

Experience with Similar Projects: Denver’s OED oversees distribution of \$64 million of NSP funds as well as other federal funds, and is set up to oversee sub-grants to DHA and ULC. ULC has invested over \$22 million in Denver real estate with its nonprofit partners, serving over 8,000 low and moderate income people annually. DHA provides affordable housing to more than 25,000 very low, low, and middle income individuals representing approximately 10,000 families in Denver. DHA’s recent development activity has introduced mixed-income, mixed-use product strategically implemented to revitalize key Denver neighborhoods. This fund will augment and add flexibility to Denver’s existing \$15 million TOD Fund, which is managed by Enterprise.

Applicant Staff Capacity: OED has a housing and grant administration staff of four who are available to provide input and administer the grant. The staff from OED and CPD that established the TOD Fund will work on the Housing Development Assistance Fund as well.

Partners Capacity: Enterprise Community Partners has two staff in Denver that worked extensively to establish the TOD Fund. ULC has an existing staff of six with extensive experience in real estate and affordable housing development. DHA has four staff in their development section.

Activity 2. Strategic Implementation through Planning and Design

Experience with Similar Projects: Denver’s strong history of collaborative, comprehensive planning creates a broad foundation for success with this TOD Strategic Implementation Program. Approximately 7 citywide planning efforts have taken place since Denver’s Comprehensive Plan was last updated in 2000, all of which lend support to HUD’s Six Livability Principles. *Blueprint Denver* (2002) and the TOD Strategic Plan (2006) create a base for TOD implementation. A total of 10 Station Area Plans have been adopted since 2007 with several more underway – each of which was developed with

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collaboration among CPD, DPW, DPR and OED. All station area plans identify opportunities for infill development and transit access improvements, which are clear goals of the planning activities proposed in this Program. General Development Plans similar to the one proposed for DHA's Sun Valley Homes in the Federal Station area have already been completed for Colorado Center Station and the Alameda Station. DHA also recently completed a Master Plan for the redevelopment of S. Lincoln Park Homes adjacent to the 10th and Osage Station. RTD has undertaken seven service enhancement studies, similar to the one proposed on the west side, in the last five years. The City has established partnerships with Denver Public Health and LiveWell Colorado to help bring Healthy Eating/Active Living education and recommendations into our planning processes.

Applicant Staff Capacity: CPD has 11 planners on staff responsible for overseeing the creation, adoption and implantation of plans. DPW has six planners on staff responsible for transportation and infrastructure policy and planning. DPR has one planner on staff responsible for parks planning in west Denver.

Partners Capacity: RTD has one service planner responsible for west side bus service and three staff members responsible for TOD Planning. DHA has a staff of four in their development section with experience in the S. Lincoln Homes Master Plan. DEH, DPH and LiveWell Westwood each have one staff member devoted to HEAL planning in west Denver.

Activity: 3. Capacity Building, Knowledge Sharing, and Cross-Cutting Policy Knowledge

Experience with Similar Projects: Denver has extensive experience in collaborative efforts and maintaining cross-trained coalitions, from its TOD Fund with multiple City departments and non-profit organizations to the city's own Office of Strategic Partnerships.

Applicant Staff Capacity: CPD has been collecting, analyzing and sharing data and lessons learned regarding TOD for four years. This includes participation in local, regional and national knowledge-sharing opportunities such as ULI and Railvolution, as well as support and dissemination of the AIA documentary, *Transit-Oriented Development: Reshaping the Great American City*.

Partners Capacity: Denver, DHA and ULC will build upon relationships with nationally recognized TOD and equity experts to help provide both the public and private sectors with an impartial, fact-based perspective on development-oriented transit and transit-oriented development.

Activity: 4. Public Outreach

Experience with Similar Projects: CPD, DPW, OED, and DHA always include extensive public outreach in plans and projects. As an example, for the 10th and Osage and Federal Station Area Plans, an extraordinary effort was made to include neighborhood residents and residents of the two public housing projects. This public involvement process also included language translation and help with meeting transportation. In April 2010, the Denver Regional Council of Governments awarded the City & County of Denver with its highest award for Community Outreach and Public Education, for its exceptional and creative efforts to inform and involve the public in educational campaigns about local government projects and issues.

Applicant Staff Capacity: CPD and DPW have staff (see above for numbers) highly experienced with public outreach.

Partners Capacity: DHA existing staff (see above for numbers) were involved in the 10th and Osage station area planning, 10th and Osage master planning, and Federal Station area planning and will be involved in the projects associated with this grant.