



EQUITABLE DEVELOPMENT & COMMUNITY EMPOWERMENT TOOLKIT

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EXECUTIVE SUMMARY



Denver has experienced immense growth over the past 10 years. The City's increased popularity has led to a significant rise in property values. Unfortunately, this trend has also led to the marginalization of some of Denver's low-income residents. Catalytic development projects in the West Colfax and Sun Valley neighborhoods, such as the construction of Meow Wolf and the development sited in the recently released *Metropolitan Football Stadium Master Plan*, will further increase area residents' vulnerability to displacement. The physical intersection of these projects is the Federal Boulevard and West Colfax Avenue Interchange, commonly referred to as the Colfax Cloverleaf. The City and County of Denver (CCD) and the Colorado Department of Transportation (CDOT) are currently conducting technical analysis surrounding redesign alternatives for the Colfax Cloverleaf. If redesigned, much of the 29 acres that the Cloverleaf currently spans may be available for development. Michael Baker International, a leading provider of engineering and consulting services, including design, planning, architectural, environmental, construction and project management, is working with CDOT and CCD on this project. This firm and many local partners would like to see equity and inclusivity act as guiding principles in any Colfax Cloverleaf development.

The West Colfax and Sun Valley neighborhoods are just two of the many neighborhoods displayed in *Blueprint Denver*, the City's land use and transportation plan, as vulnerable to displacement. Given that *Blueprint Denver* and many of the City's other guiding documents emphasize equity, we sought to advance this principle by creating an Equitable Development & Community Empowerment Toolkit. This toolkit contains strategies for developers, City agencies, and nonprofit partners to promote equity and community inclusion in the catalytic development process for projects taking place in the City and County of Denver. In the final section of the Equitable Development & Community Empowerment Toolkit, we apply this toolkit to potential private and public development scenarios of the Colfax Cloverleaf.

During the background research section of this report, we review four significant plans that are relevant to any development that occurs in the West Colfax and Sun Valley neighborhoods including: *Blueprint Denver*, *Stadium District Master Plan Summary*, *Decatur-Federal Station Area Plan*, and *Housing an Inclusive Denver*. We conduct academic research on applicable lessons and trends, recently published on equitable development and mitigating residential displacement. Finally, we evaluate multiple planning-based toolkits to understand effective toolkit structure.

To fill our toolkit, we met with various stakeholders and experts to develop a comprehensive data set of policies, projects, programs, and primary institutions relevant to our work. All of our tools were additionally placed into the categories of housing, community empowerment, and land acquisition. The Equitable Development & Community Empowerment Toolkit is severable from the first three and final chapters of this report and can act as a standalone community resource for guidance in catalytic development projects. This toolkit is a guide throughout the phases of development from land acquisition to development. The intent behind each of these strategies is to promote equity, inclusion, and mitigate the displacement of existing residents. While primary actors are listed for each tool, we believe that it is imperative that the community is heavily involved in every step of the development process.



TOOL INVENTORY

POLICIES

Tool	Impact Areas	Primary Actor	Phases	Scale
Inclusionary Housing Ordinance		City and County of Denver (HOST)	2 3	CITY
Affordable Housing Preference Policy		City and County of Denver (NEST)	3	AREA
Public Benefit Incentive Zoning		City and County of Denver (CPD)	2 3	AREA
RFP Equity Requirements		City and County of Denver Developer/Landowner	1 2 3	SITE

PROGRAMS

Tool	Impact Areas	Primary Actor	Phases	Scale
Public Funding Sources		Private or Public Developer	1 2 3	SITE
Shared Equity/Shared Appreciation Homeownership		City and County of Denver (HOST)	2 3	CITY
Income-Restricted Homeownership & Rentals		City and County of Denver (HOST)	2 3	CITY
Financial Literacy/Homeownership Education		City and County of Denver (OFEP) Local Nonprofit	2 3	AREA
First-Source Hiring Agreements		Developer, Local Community, City and County of Denver (DEDO)	1 2 3	AREA

PROJECTS

Tool	Impact Areas	Primary Actor	Phases	Scale
Equity Planning		City and County of Denver (CPD)	1 2 3	CITY
Community Benefits Agreement		Private Developer Community	2 3	AREA
Limited Equity Housing Cooperative		Housing Developer	3	SITE
Land Swap		Developer/Landowner	1	SITE
Land Banking		City and County of Denver (DHA) Local Nonprofit	1	SITE

PRIMARY INSTITUTIONS

Tool	Impact Areas	Primary Actor	Phases	Scale
Community Land Trust		Local Nonprofit	1 2 3	SITE
Community Development Financial Institution		Local Nonprofit	1 2 3	AREA
Community Development Corporation		Local Nonprofit	1 2 3	AREA

HOUSING COMMUNITY EMPOWERMENT LAND ACQUISITION

1 PHASE 1: ACQUISITION 2 PHASE 2: PRE-DEVELOPMENT 3 PHASE 3: DEVELOPMENT