

Phasing, Finance & Implementation Strategies

South Lincoln
Redevelopment Master Plan
Final Report

Finance Evaluation &
Recommendations

Phasing

Proposed Zoning
Modifications

Health Impact Assessment
Recommendations

Catalyst Actions:
South Lincoln

PHASING, FINANCE & IMPLEMENTATION STRATEGIES

FINANCE EVALUATIONS AND RECOMMENDATIONS

Overview of Engagement:

Heartland was engaged to bring a financial analysis perspective to the South Lincoln Redevelopment Master Plan project as a member of the Mithun design team. Heartland activities involved the gathering of market data needed to provide market-based direction on preliminary design alternatives and the creation of a financial model that evolved over the course of the design process as the analytical needs of the Denver Housing Authority dictated. This financial model was at the center of an iterative project development process where the design team and the Denver Housing Authority continuously refined program elements and phasing strategies.

Overview of Financial Model Structure

The financial model was designed primarily to assess funding gaps for construction sources and uses for a mixed-finance, mixed-use housing project. Key variables included the number and type of housing units, amount of non-residential uses, income levels of non-public housing units, income mix of housing units by phase, block configuration and building configuration across the 15.1-acre project area. To address the vast number of variables in such a project, the basic financial model architecture involves breaking the project down in blocks and then parcels via the use of up to 36 individual building/parcel proformas (up to 6 buildings in each of 6 blocks) that roll into one master project proforma. Each parcel can be configured and analyzed independently of one another, if needed, or the project can be configured and

analyzed as a whole. In addition, the model has a dual structure that can examine both “static” (2009 dollars) and dynamic time-based financial performance. While the latter is typically termed a “DCF,” or discounted cash flow model, the analytical needs of DHA was focused on gap analysis, so the time-based model examines how future trends in costs and revenues may affect construction sources and uses in later phases, as opposed to a project net present value from sales and operations. However, a cash flow component was developed for the model and could be further evolved by DHA in the future should it so choose.

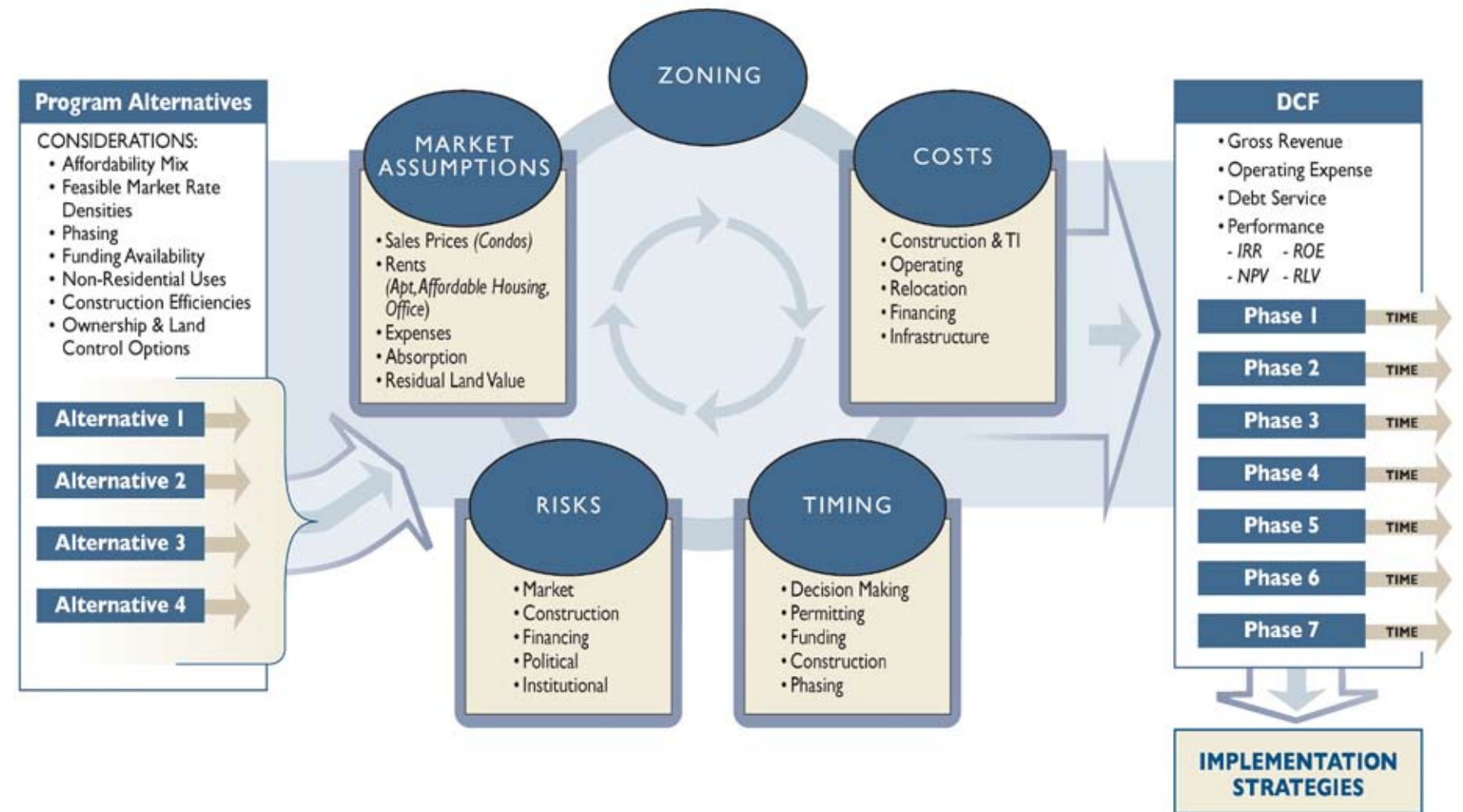
The final iteration of the financial model comprises the following elements:

- Program Input Worksheet—Includes information pertaining to block sizes, open space and building envelope information, including the amount of gross space by building product type (e.g., parking, retail, office, townhouses, mid-rise and high-rise flats).
- Unit Cost / Revenue Generator—Contains all costs and revenues assumptions, including unit construction costs by product, and rents by income segment and bedroom size.
- Financing—Contains debt financing, low-income housing tax credit, and grant funding assumptions.
- Infrastructure—Summarizes the cost of infrastructure by phase, as developed by the engineers at Vision Land.

- Timing/Phasing—Includes timing assumptions and assignment of phases for all parcels and blocks of the project.
- Static Sources and Uses—Summarizes the project’s construction sources and uses in 2009 dollars.
- Time-Based Sources and Uses— Details the project’s construction sources and uses in future dollars, based on timing/ phasing assumptions and escalation assumptions for costs, various revenue sources, and land values.

- Cash Flow—Details the projects cash flow from operations and reversionary values at sale for income property components of the project, should any such values be assumed.
- Summary Input/Output—Provides the summary-level outputs and charts

needed for efficient sensitivity analysis, and contains the input variables that are deemed most in need of testing by DHA.



Financial Analysis Framework

One of the key assumptions from the start of the project was that DHA was likely to face a financial funding shortfall for its core affordable housing, infrastructure and services programs based upon the most likely funding sources expected to be available to the project. The financial analysis process helped to identify that gap and then determine what variables could be changed by DHA to close the funding gap most effectively while supporting broader, mission-based organizational goals.

At a high level, the gap analysis involved looking at each of the major components of development, and determining the total “cost” or “benefit” of each component to DHA. After all the project components’ cost and benefits were aggregated, the resulting financial gap for the project could be assessed. Strategies were developed to mitigate costs and maximize benefits. Key project components are described below:

- Low-income affordable housing program—The replacement LIPH (Low Income Public Housing) units was assumed to be one-for-one, requiring the replacement of 254 public housing units by Project-Based Affordable Units Housing. DHA has experience with the development of mixed-income, mixed-finance development, and has found that an ideal ratio of public housing units to total units is about 1:4, but would be willing to go as high as 1:3 if needed. This ratio directly affected the number of market-rate and tax-credit units that would need to be built by DHA. Together, the replacement LIPH units

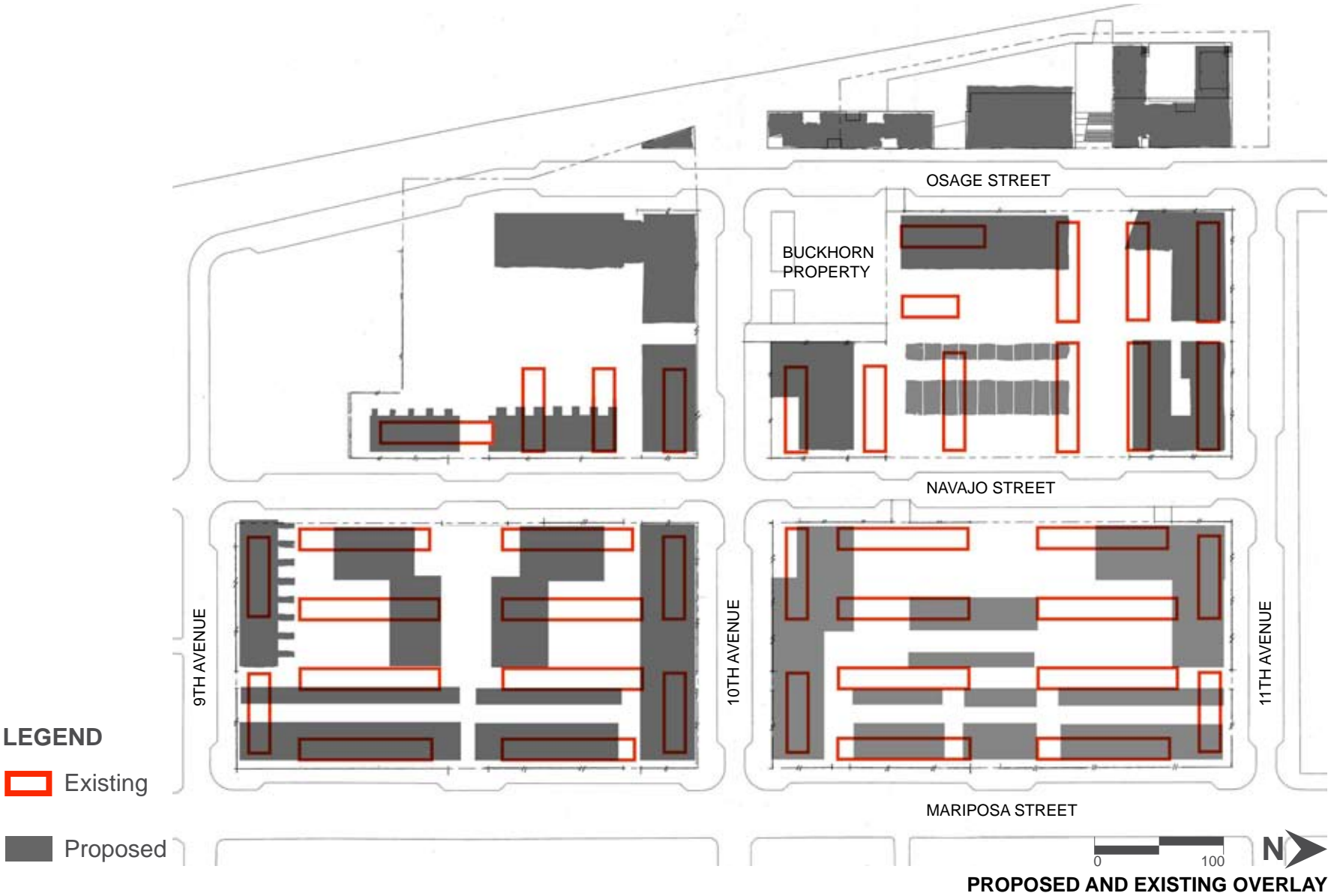
and 9% LIHTC (Low Income Housing Tax Credit) units comprised the Project-Based Affordable Units Housing program for the project. DHA looked at accommodating these units in a combination of a number of different housing types that have vastly different cost implications, including townhouses, various configurations of mid-rise flats and high-rise flats. The financial analysis included the degree to which out-of-pocket construction costs to DHA could be mitigated by choice of construction types and third-party funding sources, including tax credits, grants and, to the extent supported by income, debt.

- Infrastructure and Open Space—Largely dictated by requirements for transportation, utilities and residents’ need for open space, the financial model tested different assumptions for infrastructure costs based on inputs provided by respective project team members. The financial analysis entailed consideration of how phasing of infrastructure investments could best be matched with revenues and marketing strategies.
- Community Services—A project component with a fairly large range of cost was community services, which in many cases were assumed to occupy ground floors of mixed-use buildings. The financial model was used to test various arrangements and amounts of community services elements.
- Market Uses—Need for market uses were driven both by the social goal of providing mixed-income environments and the financial goal of deriving revenue sources

that can help fund the replacement of the Project-Based Affordable Units Housing program. Market uses, if developed by DHA, are likely to have high costs and high potential benefits. Alternatively, land could be sold by DHA and market uses could be developed by a third-party. This alternative could help achieve the mixed-income housing goal for South Lincoln but have much less financial benefit for DHA.

Proposed and Existing Overlay

The overlay below shows the footprint of the existing buildings and proposed buildings together. Locations of proposed buildings, phasing, and resident relocation decisions were made using this information.



PHASING, FINANCE & IMPLEMENTATION STRATEGIES

FINANCE EVALUATIONS AND RECOMMENDATIONS

Key Finance Evaluation Findings

Heartland worked collaboratively with other members of the design team and the Denver Housing Authority to develop an optimal financial program within the context of broader project goals, based in large part on the key criterion that construction sources of program financing should approximate projected uses of funds over the assumed 6-8 year redevelopment period. Having performed sensitivity analyses on a multitude of project configurations and program variations over the master planning period, some of the key findings from this iterative financial analysis process include the following:

- Income mix and unit location—The overriding goal of the housing program was to replace the existing low-income public housing (LIPH) units within a mix of units that function well from a social and financial perspective. Looking at the raw number of replacement units and the desired income mix, it was clear that it would be a challenge to accommodate the desired program on the site, especially given the generous amount of open space that the program anticipated on site. As such, the design team worked to develop a mix of stacked flat and townhouse units best meeting the DHA's unit mix and financial goals. For mixed-income stacked flat buildings, DHA targeted an income-mix consisting of equal numbers of Public Housing, LIHTC units, and market-rate housing, in buildings with no more than about 100 units each. For the most part, the majority of the stacked flats buildings assumed in the final program

meet this general goal. Townhouses were assumed to house the large units (3 and 4 bedrooms) and stacked flats were assumed to contain one- and two-bedroom units.

- Market-rate residential, amount and location—While Heartland did not conduct a full residential market study, market research indicates that the strongest near-term market rate housing type is for-rent and for-sale detached or for-sale attached townhouse development. However, the design team realized that fitting the desired replacement program and income mix on the site is challenged by using the ground plane necessary to provide lots for a substantial number of market-rate townhouses. Because of this, many of the assumed for-sale units are slated for stacked flats, likely to be constructed by a third-party. To mitigate the risk that the market for condominium product will not be robust in the near future, parcels with large numbers of stacked flats for-sale were assigned to later phases. Alternatively, should the market for condos at this location not materialize over the development period, DHA could allocate this land for market rate or mixed-income rentals, understanding the social (unit mix) and financial implications of varied development in locations presently planned for market-rate flats.
- Parking construction type and location—Given the amount of parking likely to be demanded and acquired on site, most of the DHA-constructed parking can be accommodated in above-grade garages

located in residential building podiums. To the extent that parking cannot be accommodated above grade, below grade garages will be required (as the ground plane is very constricted) and project costs will be higher.

- Residential construction type—The team found that accommodating the desired DHA-developed housing program in Type V, four-over-one construction is more economically viable than accommodating parts of the program in more expensive construction types, even if this requires sacrificing ground plane to do so.
- Retail amount and location—While Heartland did not conduct a full retail market study, experience and familiarity with the market indicate that the amount of DHA-constructed retail uses at South Lincoln be limited. The challenge will be how to best brand the location as a unique place absent near-term market depth for copious amounts of retail uses. Strategies examined by the team included creating flexible spaces for interim community and social services uses until a later time when retail might be more viable, or creating building pads and flexible zoning that allow third-parties to allow retail to grow into their development projects over time. Moving retail development responsibilities from DHA to third parties reduced equity gaps regardless, even if the longer term financial viability were robust.
- Phasing—The phasing was developed with a number of key goals in mind, among them minimizing resident displacement, re-branding the South Lincoln project in

the most visible manner in early phases, replacing as many units as soon as possible, minimizing construction affects upon remaining units and minimizing up-front infrastructure costs. The Steering Committee and input from the community determined that developing along 10th Avenue as early as possible is key to re-brand the area; provide space for amenities and services; develop a stronger transit-oriented node at the 10th and Osage Station; and strengthen the connection between the transit station and the Lincoln Park/La Alma neighborhood, while aiding pedestrian connectivity between the rail station and the Santa Fe Arts District. While Phase I is assumed to be located on land formerly owned by the City of Denver, in an effort to provide early replacement housing before any demolition of existing housing has occurred, Phase 2 is intended to begin a major section of redevelopment along 10th Avenue adjacent to the station and the existing Buckhorn Exchange restaurant. Phase 3 continues the development to Mariposa Street. Both of these phases, in addition to Phase 1, focus on replacement of units with mixed-income housing on a small land footprint, and therefore are all stacked-flat buildings. By Phase 4, construction of the first ground-related DHA units will be accomplished. Phase 5 continues the redevelopment adjacent to Phase 4, and is again much more focused on stacked flats. Most of the planned market-rate for-sale development units are included in Phase 6 and Phase 7, allowing the market for the product type to evolve.

- Solar and Geothermal cost—DHA assumed a capital cost premium of about 5% of residential cost for the construction of PV, solar thermal and geothermal units needed to meet standards for green energy set for the project, but did not assume any cost savings or revenues from energy production in the financial model. The financing “gap” associated with the PV cost could be substantially reduced if debt can be supported via a production agreement that takes long-term financial benefit into account.

Redevelopment of the South Lincoln Homes site is proposed to be done in 8 phases to accommodate in-neighborhood relocation and market absorption, as well as to align with potential funding streams.

- Phase I of the redevelopment is the senior building which has received AARA funding. The development provides 105 public housing units along with approximately 18,000 SF of community service functions and facilities, such as senior center, shared computer lab and the potential for a branch library kiosk. The site plan will also address the issues related to stormwater management becoming the first phase in the development of an overall district system.
- The goal is to build 10th Avenue Promenade and the community gardens early on (Phase II) to create a “heart” of the redevelopment, new amenities and set the tone and character for the new neighborhood. In addition, Osage Street will be extended to 9th Avenue in Phase II to increase street frontage and promote enhanced transit access.
- Infrastructure is to be developed on an as needed basis by phase, although stormwater will (at build-out) end act as a district system.
- Phases II - VI are sized to work in conjunction with potential funding streams (H6, tax credit) and go on to include parcels available for market development.
- The first parcel available to developers for sale is proposed in Phase III.

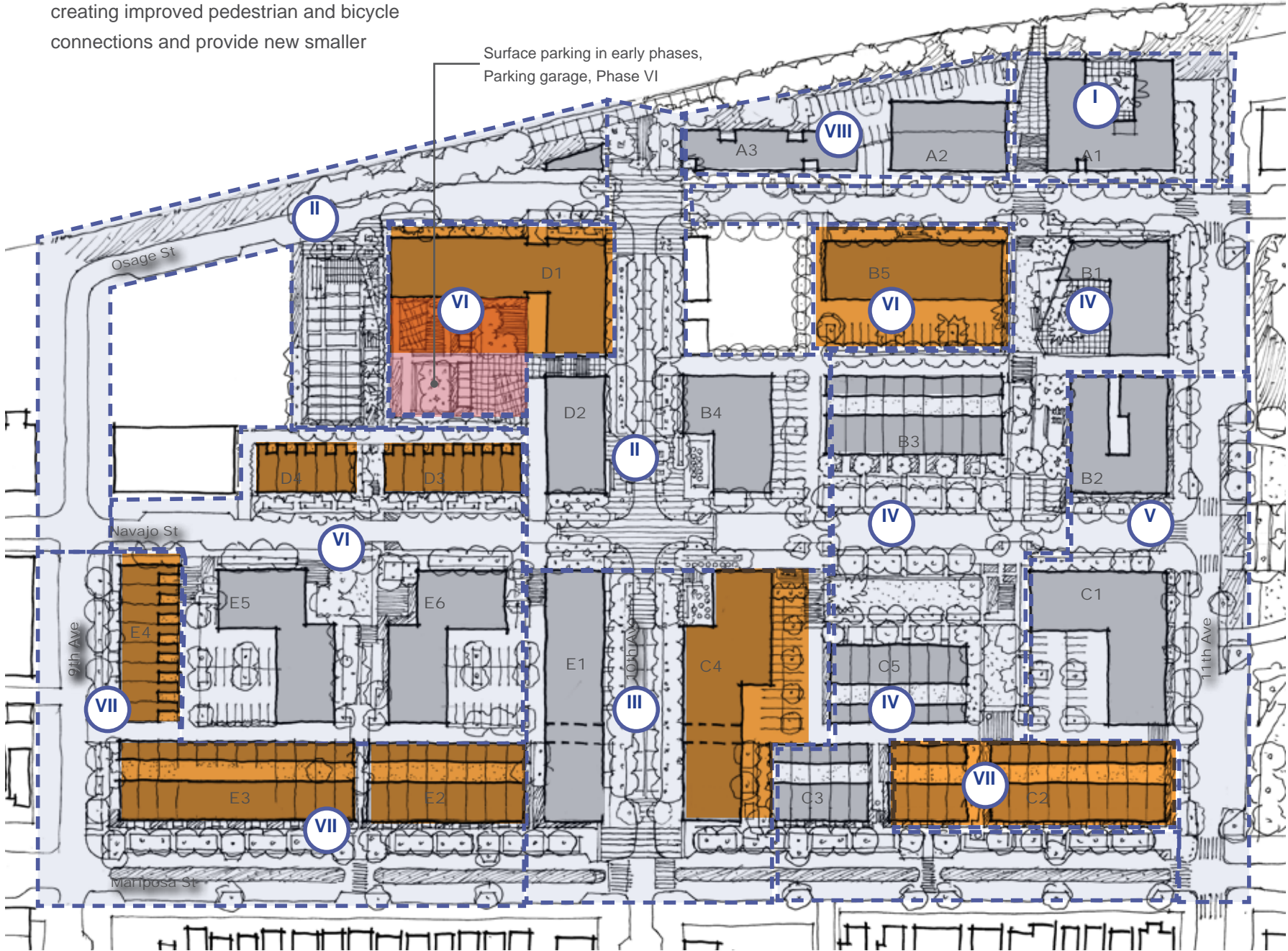
- The latter phases are designed to provide flexibility as the market/economic conditions change. Parcels A2 and A3 are initially conceived as potential new library location, shared meeting rooms, computer lab, other community service facilities and office space. However, since they are shown to be developed in the last phase, they can be modified with other appropriate uses.
- Parking during the redevelopment can be flexible and shift phase by phase to take advantage of vacant lots. Car sharing and bike facilities are to be implemented in early phases.
- In Block D, parking will initially be provided as surface parking in earlier phases, (refer to diagram). When buildings D1, D3 and D4 are constructed in Phase VI, DHA will create a parking authority and build a community parking garage in partnership with building D1 (and open to buildings D3 and D4 to join). This is the only opportunity on site for a shared garage which will provide benefit for the greater community.

- A variety of open spaces will be developed and construct with each appropriate phase. The development benefits greatly from the proximity to resources at Lincoln Park and La Alma Recreation Center. The intent of the open spaces developed is to compliment and augment the social and recreation facilities of the neighborhood by creating improved pedestrian and bicycle connections and provide new smaller

gathering spaces throughout the site. The plan includes neighborhood parks and community gathering spaces in each of the five blocks. Vegetable gardens, small parks with picnic pavilions, cooking areas and children’s play areas provide safe, communal and flexible gathering areas within the community.

LEGEND

- D1 Parcel Number
- IV Phasing Indication
- Rental Parcels
- Flex for rent or for sale

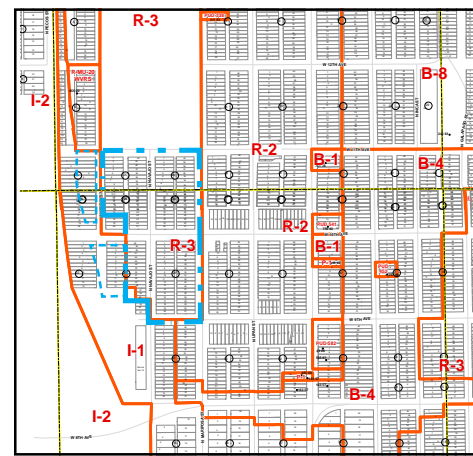


PHASING, FINANCE & IMPLEMENTATION STRATEGIES

PROPOSED ZONING MODIFICATIONS

Zoning

The City of Denver is in the process of updating and revising a 53-year-old zoning code. The New Zoning Code will put adopted citywide plans (products of extensive public input) to work to support a better city that reflects the vision and concepts in adopted plans. Denver citizens called for reform of the Zoning Code in the 1989 Comprehensive Plan and Comprehensive Plan 2000. This message was repeated in Blueprint Denver (2002) which provided the vision and initial strategy for fixing the Zoning Code. Denver needs a new zoning code that will support a growing economy, a sustainable environment, a diverse mix of housing, strong neighborhoods, and a high quality of life. DHA's South Lincoln Redevelopment Master Plan will benefit from a new city code which will more accurately reflect the vision identified in both the DHA plan and the City's La Alma/Lincoln Park Neighborhood Plan. The La Alma/Lincoln Park neighborhood plan includes a Station Area Plan for the 10th and Osage Station, incorporating South Lincoln Homes and focused on TOD strategies.



Existing Zoning Map

The new zoning code is a context-based approach organized around six different "contexts" derived from the existing and desirable characteristics of Denver's diverse neighborhoods and based on Blueprint Denver's strategy of identifying Areas of Change and Areas of Stability. The South Lincoln Redevelopment falls into the "Urban Center" context. This context-based approach provides a broader range of zoning categories than is currently available and will guide more compatible future development. The New Zoning Code also uses a form-based approach that clearly explains what can be built in terms of such things as building height and placement using visuals.

The city is in the final phase of the new zoning code process. The draft of The New Code was made available for public review at the end of May 2009 and a second draft was released August 2009. Two drafts of the zoning map have also been made available for public review. After the public review and comment period, the code will go to the Planning Board and City Council for discussion, public hearings, and adoption in spring of 2010.

Zoning Recommendations

City of Denver staff have been engaged and worked very closely with DHA and the design team. The new code recommends several form-based zones that reflect the desired basic use, heights, and form details for the South Lincoln Redevelopment. The master planning process, in consultation with City planners, identified and recommended an accessory structure form to allow carriage

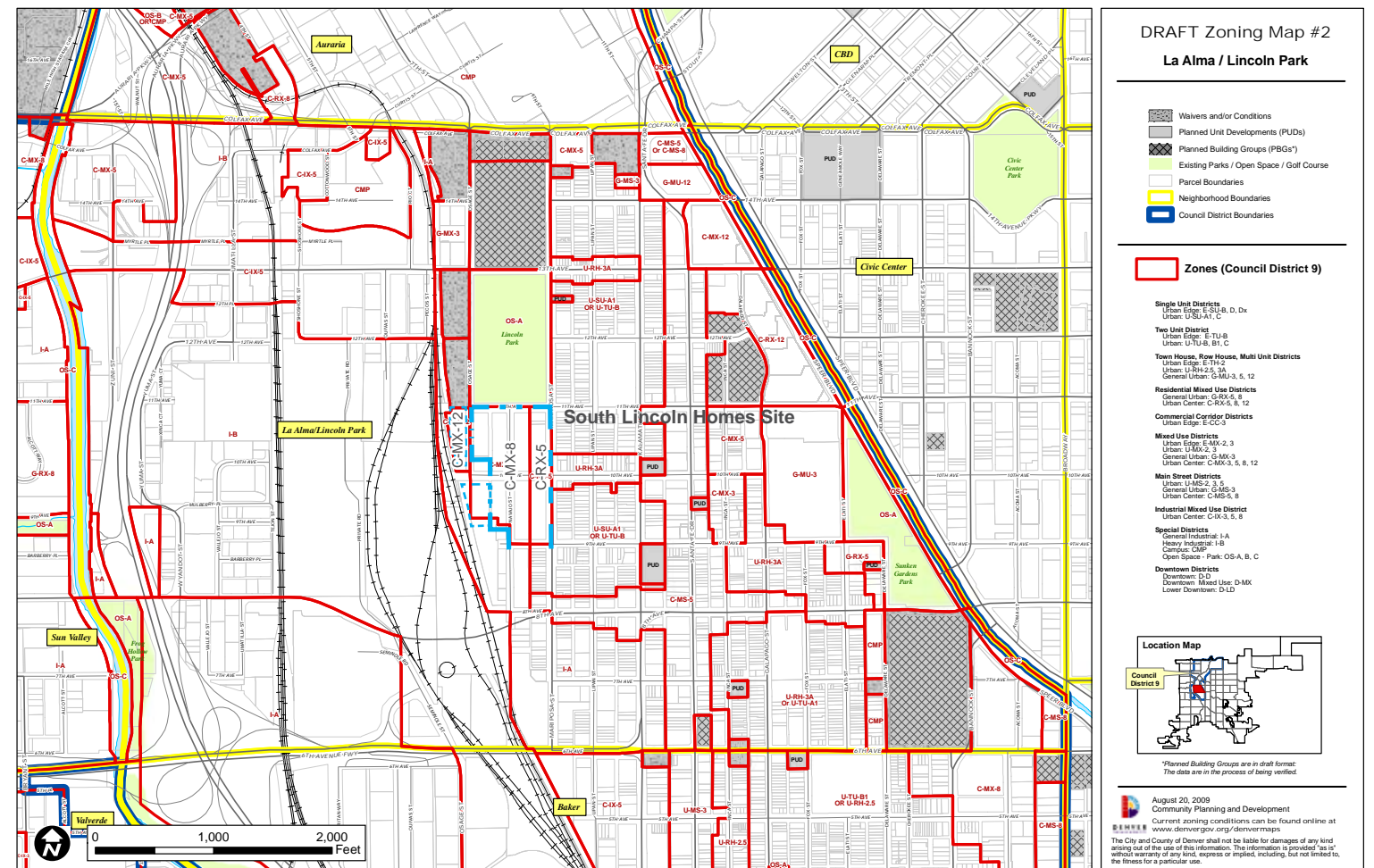
homes over detached, alley-served garages as a new form for this District. The zone recommendations are CMX-12 and CMX-8 at the core of the South Lincoln Redevelopment; multi-unit districts, allowing an additional unit above a garage (and not to be considered an ADU in terms of the form standards). Both are commercial mixed-use with heights limited to 12 and 8 stories respectively. A CRX-5 zone proposed along Mariposa Street to allow residential with mixed-uses with height limited to 5 stories. URH-3A, east of Mariposa Street and along 10th Avenue is an urban row homes designation with heights of 3 stories. This zone will connect South Lincoln and the

10th and Osage Station to the Santa Fe Arts District. South of the redevelopment site an industrial district is proposed, continuing the current light industrial uses and allowing some commercial and other appropriate uses.

Zoning Process

The new zoning code will be administered by a legislative change of the Denver City Council. This process will not require that each parcel be considered individually. Because redevelopment of the Phase 1 parcel (Senior Block) is anticipated to begin prior to the new zoning code, it will need its own rezone in advance of the bulk of the

site. The proposed legislative rezone is to RMU-30 of the existing code, and will be consistent with the designations anticipated for the overall redevelopment. It is anticipated that this legislative rezone for Phase 1 will be completed in January 2010. In the case of the South Lincoln neighborhood, the new zone districts proposed for the Master Plan area will accommodate the proposed uses and density that are included in the Plan. In addition, the neighborhood on all sides of the South Lincoln site will be rezoned to accommodate development that is consistent with and supportive of both the La Alma/Lincoln Park Neighborhood Plan and the South Lincoln Redevelopment Master Plan.



Draft Proposed Zoning Map for La Alma/ Lincoln Park neighborhood

Along with the financial and regulatory implementation strategies that will support the physical redevelopment of South Lincoln, development of human capital and improved health and wellbeing for the residents is imperative for success. To that end, a rapid Health Impact Assessment (HIA) was conducted to inform the Master Plan, and DHA also elected to customize and apply the Healthy Development Measurement Tool (HDMT) at South Lincoln. These methods incorporate public health considerations into the land use planning process with the intent to inform next steps that will seek to improve the physical, social, and mental wellbeing of the residents.

The South Lincoln Health Impact Assessment (HIA) was conducted by Karen Roof of EnviroHealth Consulting during a 4-month process that began in April 2009. The HIA identifies potential health impacts and recommends changes to optimize positive



The Auraria - Lincoln Park neighborhood used for the Piton Foundation data. This area incorporates two census tracts, and is approximately 1240 acres. The South Lincoln Homes site, just over 1% of the neighborhood area at 15 acres, is central to this neighborhood.

(and minimize negative) health consequences for the South Lincoln neighborhood. The study area of this HIA and the HDMT consists of the South Lincoln DHA property, as well as the larger Auraria - Lincoln Park neighborhood as defined by census tracts in some instances.

The HIA uses community demographic and socioeconomic information, identified potential health issues, interviews, available surveys, and limited body measurement data along with supportive evidence-based research and recommendations that informed the HIA and Master Plan design. The following HIA recommendations are based on the proposed Master Plan and also includes comments addressing community-wide best practices.

The intent of customization and application of the HDMT, a tool developed by the San Francisco Department of Public Health, is to build on the HIA, create a baseline, and set targets to guide further development of the Master Plan, as well as the actual implementation.

The HDMT is organized into 6 primary objectives: Environmental Stewardship, Sustainable and Safe Transportation, Social Cohesion, Public Infrastructure, Adequate and Healthy Housing, and Healthy Economy, and outlines a series of indicators and development targets for each. The customization of the HDMT reflects modifications to place-specific information and coordination with metrics including LEED for Neighborhood Development (LEED-ND) and the Sustainable Sites Initiative (SSI).

This adaptation and application to South Lincoln was completed over approximately 6 weeks. During the course of this process, and with assistance from a peer review team, a set of recommendations, opportunities for collaboration and partnerships, and areas of further study were identified.

Both the HIA and the baseline HDMT indicators highlight a few key health issues for the La Alma/Lincoln Park neighborhood and the South Lincoln residents. These include a lack of physical activity and pedestrian and bike opportunities, lack of healthy eating, access to health care, crime and fear of crime, and traffic safety.

The proposed redevelopment Master Plan is consistent with many of the objectives and development targets of the HDMT. However, a comprehensive HDMT review emphasizes the importance and investment of services and programming for a healthy community; therefore, while the physical realm can address many areas that promote a healthy community to meet every HDMT objectives and targets, community and support services and attention to detail during the implementation of the Master Plan are essential.

Key health objectives that were identified as issues include:

- Community Supportive Service (CSS) planning: if HOPE VI/Choice Neighborhood/other federal funds are secured, CSS planning will be required. Numerous potential partners and issues are identified in the detailed

recommendations, which will require coordination between DHA and service providers, city agencies, and potential retail and commercial tenants.

- Air quality and noise: Because of the site's location directly adjacent to the rail line, air quality and noise mitigation may be required to avoid a potential health issue. Further investigation is required to determine the impact and needed mitigation.
- Safety and security: Statistically, crime rates are significantly higher in the La Alma/Lincoln Park neighborhood than citywide. Beyond physical planning to encourage Crime Prevention Through Environmental Design (CPTED) principles, coordination with the Police Department is needed. In addition, safety of intersections for pedestrians and bicyclists can be improved through streetscape improvements and in conjunction with Public Works. This will also improve opportunities for physical activity on a daily basis.
- Healthy foods access: Access to healthy foods is very important to improve the health of residents. In addition to the proposed community garden, DHA should continue discussions with The Food Trust or other comparable entities, who would assist in attracting a fresh food market to the neighborhood. In addition, work with the City of Denver to improve physical access to the current nearby stores including safe pedestrian and bicycle routes.

- Access to education and jobs: One of the strongest and most consistent predictors of a person's morbidity and mortality is a person's socioeconomic status (SES), measured by determining education, income, occupation, or a combination of these factors. Improving access to education, from Early Childhood Education to adult education, and jobs through partnering agencies and service providers is needed to improve the SES of residents.

Because DHA has incorporated public health considerations at an early stage in the planning process, there are a wide range of paths available to pursue these goals and objectives of redevelopment at South Lincoln. Elements to incorporate in a detailed physical design of the redevelopment may include; Community and Supportive Services (CSS) items to be included in planning and implementation often working with service providers and partners; additional health assessment areas which would require seeking grant funding or partnerships; and advocate for policy modifications for improvement in the overall neighborhood.

The following pages in this Health Impact Assessment section contain specific recommendations from the HIA and HDMT. The HIA recommendations are organized into the following categories:

1. Social and Mental Wellbeing
2. Natural Environment
3. Built Environment/Transportation
4. Access
5. Safety

PHASING, FINANCE & IMPLEMENTATION STRATEGIES

HEALTH IMPACT ASSESSMENT RECOMMENDATIONS

The charts contain recommendations, a notation of their inclusion in the Master Plan, and any further actions that need to be taken during detailed design and land use approvals, implementation and construction of the redevelopment, or in Community and Supportive Services (CSS) planning that is anticipated to occur in conjunction with the physical redevelopment.

Because this study was done from a public health standpoint, it may contain some overlaps with socioeconomic status and communities services, as well as environmental performance recommendations in other sections of this report.

For example, the CSS plan, which can be found in the preceding chapter, should be considered primary and these HIA and HDMT recommendations related to community and supportive services should be considered secondary.

In a similar fashion, recommendations related to environmental performance are noted here because they have an impact on human health and wellbeing, but comprehensive recommendations are found in the *Master Plan* section of this document.

Finally, there are several near term or immediate items which have been identified that could have a positive impact on the health of the residents. These include the following key items, and area also noted in the specific recommendations that follow.

- Work with Denver Health to extend the free shuttle to the hospital past 9:00 a.m. - 3:00 p.m, each day. Post information regarding the shuttle at the on site office, and any other community locations including bus stops.
- Post information regarding WIC discount healthy food vouchers which can be used at the three closest grocery stores to the site. Women need to call 303-692-2400 to sign up for the program.
- Post information regarding the seasonal Denver Civic Center Outdoor Farmers Market (held weekly in the summer).
- Consider partnering with Operation Frontline (http://strength.org/operation_frontend/colorado/) to conduct healthy grocery shopping education and nutrition classes. Consider partnering with Cooperative Extension to provide education for low-income residents.

| 1. HEALTH FACTORS: SOCIAL AND MENTAL WELLBEING | |
|--|--|
| Health Impacts: Mental health (depression, social isolation, stress), cultural identity, equity, social capital i.e., social interaction/involvement | |
| HIA RECOMMENDATIONS | INCORPORATION IN Master Plan |
| a) Incorporate attractive and safe streetscape amenities such as benches, game tables, decorative pedestrian level lighting. | All new streetscapes in the redevelopment will include amenities such as pedestrian lighting. Additional amenities will be focused on the 10 th Avenue 'Promenade', which serves as the primary neighborhood pedestrian street. |
| b) Design and display a colorful, way-finding map at the 10 th and Osage light rail station that clearly shows community assets and amenities such as the park, as well as the Santa Fe Art District and bus routes. | Work with RTD and include during detailed design. |
| c) Childcare: Support existing and proposed childcare providers, including the Neighborhood House and DICP. | The Master Plan outreach process has started this effort. Work with partners during CSS planning and implementation. |
| d) Water fountains can be a wonderful place for naturally assembling people but must be designed and managed carefully so there is no stagnant water for mosquito breeding; filtering of water for designs where water shoots up and kids can stand over it (spray pads), and design considers water conservation measures. | If fountains are included in plaza during detailed design, incorporate recommendations. |
| e) Provide BBQ pits within South Lincoln and smaller parks for social gathering spaces. | Include during detailed design of pocket parks. |
| f) Utilize local artists to create culturally appropriate, functional art and/or architectural opportunities for the display of artwork. Incorporate art into the streetscape that also ties into the Santa Fe Arts District. Consider benches and other public realm elements as an expression of art (e.g. neighborhood artists, students of Greenlee, and/or seniors develop design). | The Redevelopment Master Plan includes art in the streetscape along the 10 th Avenue "promenade" and near the 10 th and Osage LRT station. |
| g) Provide kiosk or community bulletin board to publicize arts and community meetings or events, etc. | Include during detailed design of community and amenity spaces. |
| h) To promote physical activity within buildings, use art and lighting to highlight stairs and draw more people to use the stairs (instead of elevators). Ensure easy access and safety features during design. | Include in detailed design of buildings. |
| j) Support ongoing community organizations or associations, such as the South Lincoln Local Resident Council and Lincoln Park Neighborhood Association. | The Master Plan outreach process has started this effort. Work with partners during CSS planning and implementation. |

| 2. HEALTH FACTORS: NATURAL ENVIRONMENT | |
|---|--|
| Health Impacts: Water quality and air pollution (i.e. asthma), noise, waste | |
| HIA RECOMMENDATIONS | INCORPORATION IN Master Plan |
| a) Incorporate low impact development stormwater management techniques (e.g., grass swales, rain gardens, wetlands, designing parking lots to naturally drain into perimeter and island landscaping, permeable pavers, etc.) to improve water quality while providing an attractive natural amenity. | The Master Plan incorporates Low Impact Development (LID) stormwater approach as a guiding principle. |
| b) Increase residential and commercial/school recycling education and ease of access. | The Master Plan incorporates city standards for access via alleys and streets. During implementation, coordinate with recycling programs. |
| c) Air quality will be one of the biggest future challenges; seek to reduce automobile use and VMT in the new development. Reduce parking demand through unbundled parking (charging for parking costs separate from residential/commercial property/rental costs), making parking costs transparent and optional. Reduce parking footprint through shared parking (which is included in the design of the site plan to meet the conceptual program). | The Master Plan is focused on improving walking, bike, and transit access. During detailed design, implement strategies including: <ul style="list-style-type: none"> • Incorporating corner and mid-block curb bulb-outs to narrow crossing distances and increase pedestrian visibility. • Implementing tighter turn radii at intersections (less than the current City standard of 25') to slow turning vehicles as they cross the pedestrian realm would be a non-site specific strategy. • Installing raised crosswalks and or raised intersections to slow vehicles and reduce conflicts with crossing pedestrians. • Establishing back-in angled parking on the north side of Osage Street adjacent to Lincoln Park and other bike priority streets to improve pedestrian safety of motorists existing parked cars and entering the pedestrian realm. |
| d) Constructing noise barriers is an important consideration (e.g. wall, berm, buildings, landscaping with trees). A balance is needed about a type of barrier to block noise from rail yard and not block the mountain views. Use acoustic/noise reducing materials in buildings facing the railroad. Potentially work toward creating "quiet zone". Additionally, it is a concern with idling freight trains that expel smoke. | The Master Plan includes a green buffer and parking garage along the rail to act as noise barriers. Detailed design of buildings on Block A should include acoustic considerations. |
| e) Replace dead or dying trees and allow for additional (drought and disease-resistant) trees that will shade pedestrians and enhance air quality. Denver has initiatives that provide free trees. | The Master Plan identified existing trees to be preserved as well as new tree plantings in the streetscapes. |

| 2. HEALTH FACTORS: NATURAL ENVIRONMENT | |
|--|---|
| Health Impacts: Water quality and air pollution (i.e. asthma), noise, waste | |
| HIA RECOMMENDATIONS | INCORPORATION IN Master Plan |
| f) Ensure mitigation measures that reduce greenhouse gas emissions, i.e. vehicle miles traveled. | The Master Plan document has a description of the mitigation techniques. |
| g) Mitigate graffiti. | The Master Plan includes a graffiti art wall. During implementation and CSS planning, work with schools and art programs to facilitate education. |

| 3. HEALTH FACTORS: BUILT ENVIRONMENT AND TRANSPORTATION - OPPORTUNITIES FOR PHYSICAL ACTIVITY AND HEALTHY EATING (FOOD ACCESS AND QUALITY) | |
|--|---|
| Health Issues: inactivity, obesity, cardiovascular disease, stroke, diabetes, cancer | |
| HIA RECOMMENDATIONS | INCORPORATION IN Master Plan |
| Opportunities for Physical Activity | |
| a) Add 5' wide striped connected bike lanes. Bicycle lanes provide an environment that not only encourages physical activity but is safer. Bike lanes narrow streets to slow traffic such as Mariposa Street. For those streets not wide enough for separate bike lanes, sharrows can work within existing widths. | The Master Plan includes recommendations for enhancing the bike network. |
| b) Identify walking routes (1/2 and 1 mile) and collaborate with neighborhood artists and nearby students to develop signage markers to mark the routes and denote number of walking steps or mileage between certain destinations (transit to arts district, Park to grocery store). | The Master Plan includes a walking loop. Implement during detailed design and potentially partner with the City's Office of Cultural Affairs. |
| c) Improve biking facilities (potentially reduce availability of parking if needed), such as bicycle racks and/or secure bike lockers at housing, retail and recreational destinations. | Incorporate during detailed design. |
| d) Partner with Denver City B-Cycle program to explore a bike sharing station at the site, the park or other amenity locations. | Incorporate during detailed design and CSS planning. |

PHASING, FINANCE & IMPLEMENTATION STRATEGIES
HEALTH IMPACT ASSESSMENT RECOMMENDATIONS

| 3. HEALTH FACTORS: BUILT ENVIRONMENT AND TRANSPORTATION - OPPORTUNITIES FOR PHYSICAL ACTIVITY AND HEALTHY EATING (FOOD ACCESS AND QUALITY) | |
|--|---|
| Health Issues: inactivity, obesity, cardiovascular disease, stroke, diabetes, cancer | |
| HIA RECOMMENDATIONS | INCORPORATION IN Master Plan |
| e) Encourage a bus route included at light rail stop at the light rail stop. Work with RTD to integrate more bus stops within the community. Route new or existing fixed-route service to provide direct access to the 10 th and Osage light rail station via 9 th and 11 th Avenues. Coordinate existing or new private-sector shuttles to supplement fixed-route service (e.g., shared stops, marketing). | Continue to work with RTD and the City on enhanced transit service. |
| f) Work with Parks & Recreation to provide more activities for people at the north end of Lincoln Park and to potentially conduct usage study to gain understanding and baseline data. | During implementation and Community and Support Services (CSS) planning, work with Parks and Recreation. |
| g) Place "Share the Road" signs in key locations such as on Mariposa Street. | During implementation, work with the City. |
| h) In high pedestrian activity areas, such as 10 th Avenue, use wider sidewalks. | The Master Plan includes enhanced pedestrian realm design on 10 th Avenue. |
| Opportunities for Healthy Eating | |
| a) Improve opportunities for access to more fruits and vegetables at grocery stores (improve lighting, better crossings, etc. for clear and safe routes to the grocery store), community gardens, and farmers markets. | The Master Plan includes a community garden and space to accommodate a farmers market at the 10 th Avenue Promenade. Continue to work with The Food Trust and others to advocate for healthy food options at grocery stores. |
| b) Create large public space for community gardens, specifically, at least 25 plot community garden. Provide amenities for the garden, including a greenhouse to extend the growing season, a compost area, and watering facilities. | Please see the Master Plan for the location of the proposed community garden. During detailed design and implementation, work with Denver Urban Gardens (DUG). Utilize City or other educational resources. |
| c) Encourage a neighborhood or small grocer to expand fruit and vegetable offerings. Participate in Healthy Corner Stores Initiative that promotes efforts to bring healthier foods into corner stores in low-income and underserved communities. | During implementation and CSS planning, work with partners. |
| d) Provide information kiosk(s) at the community garden with instructions of gardening and nutrition. | Incorporate during detailed design and implementation. |

| 3. HEALTH FACTORS: BUILT ENVIRONMENT AND TRANSPORTATION - OPPORTUNITIES FOR PHYSICAL ACTIVITY AND HEALTHY EATING (FOOD ACCESS AND QUALITY) | |
|--|--|
| Health Issues: inactivity, obesity, cardiovascular disease, stroke, diabetes, cancer | |
| HIA RECOMMENDATIONS | INCORPORATION IN Master Plan |
| Opportunities for All Users | |
| a) New construction to incorporate features consistent with LEED or similar standards, as well as meet or exceed the Americans with Disabilities Act (ADA) standards and consider "visitability" construction standards. | The Master Plan recommendations include meeting Green Communities and Energy Star standards, as well as LEED for multi-family and non-residential buildings. ADA and UFAS standards will be met. |

| 4. HEALTH FACTORS: ACCESS TO AMENITIES, SERVICES AND HEALTH CARE, PROGRAMS, EDUCATION | |
|---|--|
| Health Impacts: poorer overall health, early mortality and more extensive sickness, self esteem, lack of resources | |
| HIA RECOMMENDATIONS | INCORPORATION IN Master Plan |
| a) Increase accessibility of South Lincoln residents to Denver Health. Extend Denver Health FREE shuttle past 9am-3pm everyday for nearby south Lincoln residents to be picked up and taken to the hospital (by volunteer driver). This information should be posted at community kiosk, at the onsite office location and printed on community materials. | During CSS planning and implementation, work with partners and RTD. |
| b) WIC (Women, infant and children) discount healthy food vouchers are able to be used at the three closest grocery stores. WIC information should be advertised throughout the community about signing up for program (bus stops) and use at local groceries. WIC participants are given vouchers for foods that contain selected nutrients. Typical foods are milk, cereal, eggs, cheese and infant formula. | During CSS planning and implementation, work with partners. Women can call (303) 692-2400 for more information on WIC. |
| c) Continue to partner with the Byers Library to develop and implement an awareness and education campaign that includes skills such as nutritious shopping and cooking, healthy eating out, importance of trees, environment and other determinants that impact health. Include groups such as, Operation Frontline to conduct shopping education and nutrition classes. The Cooperative Extension also provides education for low-income, diverse populations and is funded through the City. | During CSS planning and implementation, work with partners. |

| 4. HEALTH FACTORS: ACCESS TO AMENITIES, SERVICES AND HEALTH CARE, PROGRAMS, EDUCATION | |
|--|---|
| Health Impacts: poorer overall health, early mortality and more extensive sickness, self esteem, lack of resources | |
| HIA RECOMMENDATIONS | INCORPORATION IN Master Plan |
| d) Modify and enhance healthy lifestyles to achieve maximum health status and well being. | Consider seeking funds from LiveWell Colorado and other sources. |
| e) Encourage healthy food outlets and discourage unhealthy food through education and training. | Seek partnerships with the Colorado Health Foundation Healthy Living Program, The Food Trust, and others. |
| f) Collect student health data for all age groups, including Head Start, such as body mass index, and use this information over the long term to monitor progress in the health of residents and youth. | Consider seeking funds or partnerships with local schools, Denver Health, or others to monitor progress in the health of residents and youth. |
| g) Teach and implement school staff and students about safely getting to school and encourage volunteering as crossing guards. | Consider seeking funds or partnerships to accomplish pedestrian safety education and/or infrastructure improvements from Colorado Safe Routes to School, Bicycle Colorado, or others. |
| h) Encourage the development of Wellness Committees at local schools and support their actions for health promotion with their students and families, including implementation of policies and programs that support Safe Routes to School, healthy eating, active living, violence prevention, etc. | During CSS planning and implementation, work with partners. |

| 5. HEALTH FACTORS: SAFETY (PERSONAL AND TRAFFIC) | |
|--|--|
| Health Impacts: Crime, mortality, injury | |
| HIA RECOMMENDATIONS | INCORPORATION IN Master Plan |
| a) Allow for future traffic flows with single-lane traffic circles. | The Master Plan does not include circles because they are not allowed per current City regulations. Consider working with City to promote use of circles in other future developments. |
| b) Separate pedestrians from vehicles by time/space, i.e. improved crosswalks, street closures, street trees. | The Master Plan includes these in proposed street design. |
| c) Institute measures that increase the visibility of pedestrians such as exclusive pedestrian signal phasing, pedestrian refuge islands (and need to improve current island on mariposa); and increase the intensity of roadway lighting. | Incorporate in detailed design. |

| 5. HEALTH FACTORS: SAFETY (PERSONAL AND TRAFFIC) | |
|---|---|
| Health Impacts: Crime, mortality, injury | |
| HIA RECOMMENDATIONS | INCORPORATION IN Master Plan |
| d) Work with Public Works to obtain a variance on traffic calming measures such as speed humps, and speed tables. | Initial conversations have been held with Public Works. Continue throughout detailed design and entitlements. |
| e) Consider truck restrictions along roads which are more used or will be more used by pedestrians and specifically children (for example 10 th Avenue) | Work with Public Works during detailed design and entitlements. |
| f) Bike lanes along a wide road such as Mariposa Street are important to slow vehicle speeds so it can be safe for all users whether in a wheel chair, bicycling or taking a jog. | The Master Plan includes bike lane recommendations. |
| g) In the draft plan there are a good amount of “eyes” on parks, streets, schools, and open space with the design of porches, balconies, and residential space above street-level retail space. | The Master Plan includes open space design to maximize visibility from buildings and the street. |
| h) Work with the Police Department to enforce current vehicle speeds. Use mobile speed trailers (driver feedback speed signs) for periods in areas where children are likely to cross major roads to go to school and near major pedestrian crossings. | During CSS planning and implementation, work with the Police Department. |
| i) Territorial safety reinforcement such as considering the use of pavement treatments, landscaping, art, signage, screening, and fences to define ownership of property. | The Master Plan includes these recommendations. |
| j) Other principles for safety are to consider the placement and design of physical features to maximize visibility. This includes, building orientation, window, entrances and exits, parking lots, walkways, guard gates, and landscape trees and shrubs, fences or walls, signage, and any other physical obstructions | The Master Plan includes these recommendations. |
| k) Need for improved energy efficient lighting of current and future bus stops and space to sit at all bus stops. | Incorporate during detailed design, and work with RTD and the City. |
| l) Implement security measures in higher crime and less safe areas such as the future parking structure. | Incorporate during detailed design. |
| m) Provide small “store front” space for a “cop shop” to increase police presence on site. | During implementation and CSS planning, work with partners. |

PHASING, FINANCE & IMPLEMENTATION STRATEGIES

HEALTH IMPACT ASSESSMENT RECOMMENDATIONS

| 5. HEALTH FACTORS: SAFETY (PERSONAL AND TRAFFIC) | |
|--|---|
| Health Impacts: Crime, mortality, injury | |
| HIA RECOMMENDATIONS | INCORPORATION IN Master Plan |
| n) Increase lighting on streets, parking lots, routes to grocery stores, Denver Health, Greenlee, and West High and install more lighting in the park. | Work with the City to advocate for these changes. |
| o) Collaborate with and support community policing programs such as neighborhood watch, walk and watch groups and blight/graffiti elimination programs. | During implementation and CSS planning, work with partners. |
| p) Work with the City to improve crosswalks and safer routes and bike lanes for routes to Greenlee and other schools, neighborhood amenities, Santa Fe and Auraria campus. | Work with the City to advocate for these changes. |
| q) Use zebra striping and countdown meters at pedestrian crossings located at all future planned retail nodes, major intersections, and near schools. | Include during detailed design of South Lincoln. |



Pedestrian at La Alma Recreation Center in Lincoln Park

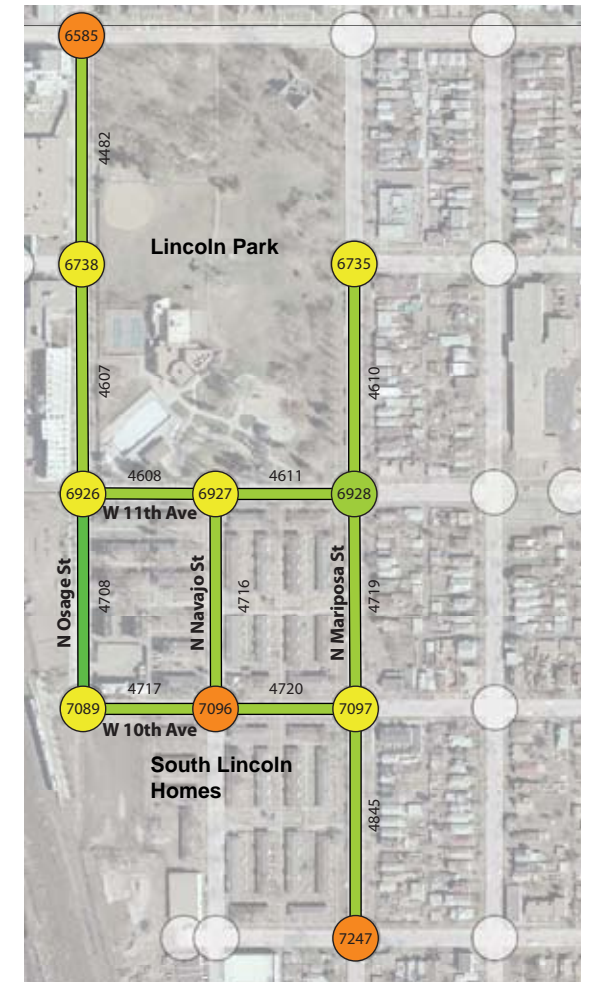


Flagstone sidewalks in the Lincoln Park neighborhood

Pedestrian Environmental Quality Index (PEQI)

The PEQI is a tool, developed by the San Francisco Department of Public Health, used to measure the pedestrian environment. During the summer of 2009, several teenagers from the La Alma Boys and Girls Club conducted a walking audit of selected street segments and intersections in the South Lincoln neighborhood. The audit is an analysis which draws on published research and work from numerous cities to assess how the physical environment impacts whether people walk in a neighborhood. It is an observational survey, based on the perspective of the user, which quantifies various factors empirically known to affect people's travel behaviors.

The survey considers intersection safety, traffic, street design, perceived safety, and land use. Each category contains indicators. Within the study area, 11 street segments (the length of one block) and 10 intersections were surveyed. The analysis determined that the street segments have reasonable or better pedestrian conditions, meaning that residents will be likely to walk; however, many of the intersections scored poor or unsuitable for pedestrians. The Master Plan includes traffic calming recommendations aimed at improving the safety of these conditions to encourage more pedestrian travel.



The intent of customization and application of the HDMT, a tool developed by the San Francisco Department of Public Health, is to build on the HIA, create a baseline, and set targets to guide further development of the Master Plan, as well as the actual implementation. The redevelopment Master Plan for South Lincoln Homes was evaluated based on the development targets established in the Denver HDMT.

The assessment and recommendations are organized by the six sections of the tool:

- Environmental Stewardship
- Sustainable and Safe Transportation
- Social Cohesion
- Public Infrastructure
- Adequate and Healthy Housing
- Healthy Economy

Recommendations are summarized below and can be found in detail in the charts on the following pages.

Environmental Stewardship (ES)

ES Redevelopment Master Plan Strengths

- The Master Plan proposes aggressive energy strategies, with a goal of 75% of energy demand covered by renewables.
- The site is near to a seasonal farmers market and proposes a community garden on site.
- The Master Plan proposes a neighborhood stormwater strategy, using right-of-way for infiltration.

ES Redevelopment Master Plan Areas for Improvement

- Because of its urban location, there is potential for stationary sources of pollution or noise to be an issue. Assessments should be conducted and mitigation strategies included in the redevelopment.

Sustainable and safe Transportation (ST)

ST Redevelopment Master Plan Strengths

- The site is served by excellent transit options, a bicycle network, and a variety of uses and amenities within walking distance.
- Transit affordability is not an issue for the broader neighborhood of La Alma/Lincoln Park (source: Center for Neighborhood Technology H+T index); however, in a resident survey, 58% indicated that transportation cost for work commute is an issue.
- There is potential to include a variety of transportation demand management strategies in the redevelopment.

ST Redevelopment Master Plan Areas for Improvement

- Most intersections in the project area do not meet basic pedestrian safety conditions per the PEQI survey that was conducted (see figure on previous page). Include traffic calming elements and signage to improve safety in detailed design and implementation.
- Historically, a high a number of bicycle accidents occur along 13th Avenue, 9th Avenue and Mariposa Street. Work with the City to improve safety through traffic calming.

Social Cohesion (SC)

SC Redevelopment Master Plan Strengths

- Community space will be provided in redevelopment; seek to coordinate use with various agencies and services.
- A variety of open spaces are provided for interaction, including the proposed 10th Avenue Plaza, seeking to link neighborhood residents, visitors and artists from the Santa Fe Arts district, and light rail passengers
- An extensive outreach effort during master planning sought participation from South Lincoln Homes residents, neighborhood residents and stakeholders.

SC Redevelopment Master Plan Areas for Improvement

- As the Master Plan evolves and Community and Supportive Services planning begins in conjunction with the HOPE VI program, continue to work with partners, service providers, and coordinate amenities to serve the needs of the residents.
- To address the crime rate and perceived security of the residents, consider working with the Police Department or other service providers to support community policing, neighborhood watch groups, and community organizing.
- Work with public agencies or partners to continue tracking demographic and indicator data during implementation and after the project is completed.

Public Infrastructure (PI)

PI Redevelopment Master Plan Strengths

- The site location in the La Alma/Lincoln Park neighborhood has excellent access to transit, key public services and retail services. It is also well located in relation to art and cultural facilities, parks, and open space.
- The Master Plan includes a variety of public spaces, open space, and enhances connectivity to neighborhood amenities.

PI Redevelopment Master Plan Areas for Improvement

- As the Master Plan moves forward into entitlement and implementation, partnerships with local service providers, agencies, and non-profits will be very important to support ongoing needs. The recommendations provide guidance to set these priorities during CSS planning.
- Although the DHA will include some community services in the redevelopment of South Lincoln Homes, it will also be important to work with City agencies such as the school district and library system to actively support coordination of those services in the overall La Alma/Lincoln Park neighborhood. As an active participant shaping the future of the neighborhood, it is important for DHA to continue their involvement and partnerships with the City.

Healthy and Adequate Housing (HH)

HH Redevelopment Master Plan Strengths

- The proposed program for redevelopment includes a mix of housing types, size, affordability levels, and tenure (scoring a high rating on the Simpson Diversity Index).

- Relocation compensation and assistance is included in the plan.

HH Redevelopment Master Plan Areas for Improvement

- Inclusion of Green Communities Criteria should be considered for design of homes and/or design guidelines.
- Coordinate a process for tracking demographics to demonstrate improvement in: Multi-group diversity index, median per-capita income, median household income, and proportion living below the poverty level.

Healthy Economy (HE)

HE Redevelopment Master Plan Strengths

- A number of major employers are located within approximately 1/2 mile of the site.
- Strong desire to incorporate green jobs and other employment opportunities

HE Redevelopment Master Plan Areas for Improvement

- More specific plans for tracking and monitoring demographic data and job training opportunities.
- Consider discussions with major employers in the area on how to improve access to jobs for the residents
- Seek partners and enhance job training and employment opportunities in the 10th and Osage Station Area to take advantage of proximity to transit and promote reduced need for private auto transport.

PHASING, FINANCE & IMPLEMENTATION STRATEGIES
HEALTH IMPACT ASSESSMENT RECOMMENDATIONS

| ES: ENVIRONMENTAL STEWARDSHIP | | | |
|---|--|---|--|
| PRIMARY OBJECTIVES AND INDICATORS | BENCHMARKS AND DEVELOPMENT TARGETS* | RECOMMENDATIONS | TIMING FOR INCORPORATION IN PLANNING PROCESS |
| <p>ES.1 Decrease consumption of energy and natural resources</p> <p>Indicators:</p> <ul style="list-style-type: none"> ES.1.a Residential per capita natural gas use ES.1.b Total residential electricity use (kWh) per capita ES.1.c Gross per capita water use ES.1.d Annual per capita waste disposal ES.1.e Proportion of solid waste recycled and composted ES.1.f Proportion LEED, Green Communities, and Energy Star Rated certified buildings and green buildings ES.1.g Percent of stormwater infiltrated onsite and/or impact on storm sewer | <p>The proposed design supports these goals: stormwater - SSI Credit 3.16 or LEED-ND Credit GIB 8, 10 Optional Criteria points in energy section of Green Communities Criteria (75% energy demand provided by renewables) and Energy Star whole house certification for townhouses, 5 Optional Credits in water section of Green Communities Criteria.</p> | <p>Divert at least 75% of construction waste, provide facilities for recycling and compost (consider community compost at the community garden).</p> <p>Pursue SSI, Green Communities, and LEED-ND credits through project development.</p> | <p>Implement during detailed design and construction.</p> <p>Include environmental metrics in agreements with private developers if some parcels are sold.</p> |
| <p>ES.2 Restore, preserve and protect healthy natural habitats</p> <p>Indicators:</p> <ul style="list-style-type: none"> ES.2.a Proportion of City land retained as natural areas ES.2.b Areas of public open space per 1,000 population ES.2.c Percentage of tree canopy coverage ES.2.d Retain and add proportionate (per capita) enhancements to existing habitat for ecosystem services and GHG sequestration value ES.2.e Provide access to outdoor spaces for mental wellbeing | <p>The site does not contain any natural resource areas. Within 1/2 mile, multiple parks provide more than 10 acres of open space per 1000 population. The project proposes continuous street trees, consistent with the Mile High Million program.</p> | <p>To retain and support habitat for ecosystem services and GHG sequestration, confirm that the proposed planting meets SSI Credit 3.6 (biomass density). Develop design of outdoor spaces to enhance mental well being per SSI Credit 4.7.</p> | <p>Both plant biomass and outdoor space qualities to enhance well being should be addressed in detailed design and implementation.</p> |

| ES: ENVIRONMENTAL STEWARDSHIP | | | |
|--|--|--|--|
| PRIMARY OBJECTIVES AND INDICATORS | BENCHMARKS AND DEVELOPMENT TARGETS* | RECOMMENDATIONS | TIMING FOR INCORPORATION IN PLANNING PROCESS |
| <p>ES.3 Promote affordable and high-quality food access and sustainable agriculture</p> <p>Indicators:</p> <ul style="list-style-type: none"> ES.3.a Proportion of households within 1 mile of a farmer's market ES.3.b Proportion of households with 1/2 mile access to a community-supported agriculture (CSA) drop-off site | <p>The Denver Civic Center Outdoor Farmers Market is held weekly in the summer and is just over 1 mile from the site. No known CSA drop-offs are in the vicinity, although there is a food bank at the Denver Inner City Parish. An on-site community garden is proposed as part of redevelopment.</p> | <p>Implement the community garden as proposed, including support space such as storage. Work with DUG where possible. Consider working with organizations to promote a CSA drop-off on site.</p> | <p>Detailed design and implementation for community garden. CSS planning for CSA drop-off.</p> |
| <p>ES.4 Preserve clean air quality</p> <p>Indicators:</p> <ul style="list-style-type: none"> ES.4.a Proportion of households living near busy roadways ES.4.b Proportion households living within 300 meters of major industrial stationary sources of air pollution | <p>The site is not within proximity of busy roadways which may cause health issues based on traffic volume; however, the immediate proximity to heavy rail may pose an air quality issue. Assessments should be done.</p> | <p>Confirm that the site is not in proximity of stationary sources of air pollution, or within 150 meters of truck routes. Mitigate if necessary.</p> | <p>Conduct assessment during design development.</p> |
| <p>ES.5 Maintain safe levels of community noise</p> <p>Indicators:</p> <ul style="list-style-type: none"> ES.5.a Average daytime and nighttime outdoor noise levels | <p>No known noise assessment has been done. Because of the proximity of the site to heavy rail, this should be conducted.</p> | <p>Perform an exterior noise assessment to determine if levels are above 65 dB Ldn, per HUD regulations and 24 CFR 51B.</p> | <p>Perform assessment to incorporate any necessary mitigation strategies in Phase 1 construction of the senior building.</p> |

*For a detailed listing of every development target, please refer to the customized Denver HDMT located in the Appendix.

| ST: SUSTAINABLE AND SAFE TRANSPORTATION | | | |
|---|---|---|--|
| PRIMARY OBJECTIVES AND INDICATORS | BENCHMARKS AND DEVELOPMENT TARGETS* | RECOMMENDATIONS | TIMING FOR INCORPORATION IN PLANNING PROCESS |
| <p>ST.1 Decrease private motor vehicles trips and miles traveled</p> <p>Indicators:</p> <ul style="list-style-type: none"> ST.1.a VMT per capita compared to citywide and other station area populations ST.1.b Intersection density per square mile, compare existing conditions to proposed | <p>Baseline VMT for South Lincoln block group is 24.4 per day per person over 18 versus citywide 33.6 per day per person over 18 (source: Nelson\Nygaard. <i>Please note the methodology used is different than that for the Denver GHG Inventory, and VMT cannot be directly compared</i>).</p> | <p>Implement Transportation Demand Management (TDM) (LEED-ND NPD Credit 8), with a benchmark of 15% reduction in per capita VMT (19.5 VMT/day/ per capita or 24.6 VMT/day/ per driver).</p> | <p>CSS planning, detailed design and implementation.</p> <p>Track commute habits and VMT after redevelopment is completed.</p> |
| <p>ST.2 Provide affordable and accessible public transportation options</p> <p>Indicators:</p> <ul style="list-style-type: none"> ST.2.a Proportion of commute trips made by public transit, biking, and/or walking ST.2.b Proportion of average income spent on transportation expenses ST.2.c Proximity of project site to transit options | <p>The Auraria-Lincoln Park neighborhood spends less than 45% AMI on transportation plus housing expenses (per CNT, meeting the benchmark). Project is within 1/2 mile of 4 bus lines and 5 LRT lines at 10th and Osage station (combined 414 weekday boardings and 283 weekend boardings available), meeting benchmarks of LEED-ND SLL Prerequisite 1 Opt. 3, Green Communities Criteria Site, Location and Neighborhood Fabric Credit 2.7, and earning 7 points in LEED-ND SLL Credit 3.</p> | <p>For transit stops, install specific shelters and racks, identify future stops, and provide info and schedules (LEED-ND NPD Credit 7).</p> <p>Coordinate with RTD and the City on proposing additional bus stops or modified routing to link the LTR station at 10th Avenue and Osage Street with bus lines.</p> <p>Promote a goal of 25% of commute trips made by walking, bicycling, or transit.</p> | <p>Include transit stops and shelters, and coordinate with RTD and the City in detailed design and implementation.</p> <p>Track commute habits through implementation.</p> |

| ST: SUSTAINABLE AND SAFE TRANSPORTATION | | | |
|--|---|---|--|
| PRIMARY OBJECTIVES AND INDICATORS | BENCHMARKS AND DEVELOPMENT TARGETS* | RECOMMENDATIONS | TIMING FOR INCORPORATION IN PLANNING PROCESS |
| <p>ST.3 Create safe, quality environments for walking and biking</p> <p>Indicators:</p> <ul style="list-style-type: none"> ST.3.a Bicycle infrastructure, including ratio of miles of bike lanes and paths to miles of road ST.3.b Pedestrian infrastructure, including ratio of miles of sidewalk to miles of road ST.3.c Number of bicycle and pedestrian collisions and fatalities ST.3.d Area score on the Pedestrian Environmental Quality Index (PEQI) ST.3.e Density and mix of uses | <p>The site is near to an extensive bike network, and proposes connected bike lanes. The proposed plan incorporates walkable streets per LEED-ND standards, including frontage on public streets and facades close to the sidewalk.</p> <p>The proposed density of approximately 65 du/acre and mix of uses within 1/4 mile support and motivate walking for daily needs, meeting LEED-ND NPD Credit 3: Mixed-Use Neighborhood Centers and NPD Prerequisite 2: Compact Development.</p> | <p>Incorporate bike racks/ storage per LEED-ND SLL Credit Include traffic calming elements and signage to improve safety of all intersections in the site.</p> <p>A high incidence of bicycle accidents has been recorded along Mariposa Street. Work with the City to improve safety through traffic calming.</p> <p>Consider ongoing tracking of pedestrian and bicycle counts, pedestrian and bicycle accidents, and PEQI score to monitor progress.</p> | <p>Include bike racks/ storage and networks in detailed design and development. Begin discussions with the City on traffic calming measures through implementation.</p> <p>Tracking of pedestrian and bicycle safety indicators should occur after redevelopment is completed.</p> |

PHASING, FINANCE & IMPLEMENTATION STRATEGIES
HEALTH IMPACT ASSESSMENT RECOMMENDATIONS

| SC: SOCIAL COHESION | | | |
|---|---|---|--|
| PRIMARY OBJECTIVES AND INDICATORS | BENCHMARKS AND DEVELOPMENT TARGETS* | RECOMMENDATIONS | TIMING FOR INCORPORATION IN PLANNING PROCESS |
| SC.1 Promote socially cohesive neighborhoods Indicators: <ul style="list-style-type: none"> SC.1.a Residential mobility SC.1.b Proportion of population within ½ mile from community center | Residential mobility (living at address for less than 1 year) in Auraria-Lincoln Park was 39.95% in 2000, compared to 28.68% in Denver (Piton Foundation). It is within walking distance of the La Alma Recreation center, the senior center, and the proposed redevelopment may include community space. | In design of open space, meet SSI Credit 4.8 to promote social interaction, and promote educational, after school, and other related opportunities for youth. Consider partnering with other agencies for these opportunities. | Detailed design, CSS planning, and implementation. |
| SC.2 Promote personal safety Indicators: <ul style="list-style-type: none"> SC.2.a Number of violent crimes SC.2.b Number of property crimes | The design promotes natural surveillance and eyes on the street through CPTED principles. | Track the number of violent and property crimes to monitor progress. Consider working with the Police Department or other service providers to support community policing, neighborhood watch groups, and community organizing. | Maintain CPTED principles through design and implementation. |
| SC.3 Increase participation in social decision-making process Indicators: <ul style="list-style-type: none"> SC.3.a Voting rates/ community space | The design includes community space which could be used for election voting station, community meetings, after school programming, tutoring/ mentoring, senior center or other social programs. | Work with service providers and agencies to coordinate use of public/ community spaces in the redevelopment. | CSS planning and implementation. |

| SC: SOCIAL COHESION | | | |
|---|--|--|--|
| PRIMARY OBJECTIVES AND INDICATORS | BENCHMARKS AND DEVELOPMENT TARGETS* | RECOMMENDATIONS | TIMING FOR INCORPORATION IN PLANNING PROCESS |
| SC.4 Assure equitable and democratic participation throughout the planning process Indicators: <ul style="list-style-type: none"> SC.4.a Community comment and outreach SC.4.b Language and cultural translation services | In total 123 small to large community meetings and interviews were coordinated and held between February and September 24th, 2009. Translation was available for Spanish, Vietnamese, and Somali speakers. Information about the project was posted on the DHA website, as well as in the project office, available to the public. | Continue to meet targets as the design and implementation process evolves. | |
| SC.5 Promote mental health for all residents | | Further study needed to coordinate indicators and benchmarks with CSS requirements. Consider addressing counseling, substance abuse, and providing space at rents affordable to nonprofit providers for recommended programming and coordinated with health clinics, providers, or related facilities | |
| SC.6 Promote community and supportive services | | Further study needed to coordinate indicators and benchmarks with CSS requirements. Consider addressing establishing eligibility of all residents, complete case management intakes and Individual Management Plans, and providing resources and space for tracking and ongoing implementation support of IDPs | |

| PI: PUBLIC INFRASTRUCTURE | | | |
|--|--|---|--|
| PRIMARY OBJECTIVES AND INDICATORS | BENCHMARKS AND DEVELOPMENT TARGETS* | RECOMMENDATIONS | TIMING FOR INCORPORATION IN PLANNING PROCESS |
| <p>PI.1 Assure affordable and high quality child care for all neighborhoods</p> <p>Indicators:</p> <ul style="list-style-type: none"> PI.1.a Maximum capacity of licensed child care facilities and proportion of 0-14-year-olds PI.1.b Number of Early Childhood Learning centers within 1/2 mile of site PI.1.c Number of highly rated preschool programs within 1/2 mile of site | <p>Four (4) ECE learning centers are located within 1/2 mile of the site. Three (3) highly rated (3 or above out of 0-4 scale from www.dpp.org) preschool programs are located within 1/2 mile of site.</p> | <p>Pursue a relationship with a non-profit childcare provider or consider including a childcare provider in commercial space on site.</p> | <p>CSS planning and implementation</p> |
| <p>PI.2 Assure accessible and high quality educational facilities</p> <p>Indicators:</p> <ul style="list-style-type: none"> PI.2.a Proportion of households within 1/2 mile of a public elementary school PI.2.b Proportion of children within 30 minute public transit access to public middle and/or high school | <p>The project site is located within 1/4 mile of Greenlee Elementary School (K-8), and within 1/2 mile of West High School and Colorado Charter High School. The schools are also accessible via public transit. Greenlee and West are not proficient in many educational categories per Piton Foundation data.</p> | | <p>CSS planning and implementation</p> |

| PI: PUBLIC INFRASTRUCTURE | | | |
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| PRIMARY OBJECTIVES AND INDICATORS | BENCHMARKS AND DEVELOPMENT TARGETS* | RECOMMENDATIONS | TIMING FOR INCORPORATION IN PLANNING PROCESS |
| <p>PI.3 Assure spaces for libraries, performing arts, theatre, museums, concerts, and festivals for personal and educational fulfillment</p> <p>Indicators:</p> <ul style="list-style-type: none"> PI.3.a City-serving art/cultural facilities within 1/2 mile of a regional transit stop PI.3.b Designated federal, state, and city funding for the arts PI.3.c Proportion of population within 1/2 mile and 1 mile of a public library PI.3.d Public art works and population density per square mile PI.3.e Local, culturally relevant art in building design/structure PI.3.f Amount of public and/or community gathering locations (libraries, churches, clubs) with established extended hours agreements and programming, including multi-use programming shared by city, schools, community and other nonprofit providers | <p>The project site is located within 1/2 mile of many art and cultural spaces. In addition, locations for public art have been identified in the Master Plan.</p> <p>Representatives from the Santa Fe arts district were included in stakeholder interviews.</p> | <p>Continue to include the art community and local artists work in the detailed design and implementation.</p> <p>Continue to support the Byers Branch Library and potential for a new Resource Library at the site.</p> <p>Work with local service providers to established extended hours agreements and programming for public and/or community gathering locations.</p> | <p>CSS planning and implementation</p> |
| <p>PI.4 Assure affordable and high quality public health facilities</p> <p>Indicators:</p> <ul style="list-style-type: none"> PI.4.a Public health facilities within 1/2 mile of a regional transit stop | <p>Denver Health is located just over 1/2 mile from the site.</p> | <p>Work with Denver Health to extend the FREE shuttle past 9am-3pm everyday for nearby South Lincoln residents. Post shuttle information at community kiosk, at the on site office location and printed on community materials.</p> | <p>Immediate items include notification of shuttle service.</p> <p>CSS planning and implementation.</p> |

PHASING, FINANCE & IMPLEMENTATION STRATEGIES
HEALTH IMPACT ASSESSMENT RECOMMENDATIONS

| PI: PUBLIC INFRASTRUCTURE | | | |
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| PRIMARY OBJECTIVES AND INDICATORS | BENCHMARKS AND DEVELOPMENT TARGETS* | RECOMMENDATIONS | TIMING FOR INCORPORATION IN PLANNING PROCESS |
| <p>PI.5 Increase park, open space and recreation facilities</p> <p>Indicators:</p> <ul style="list-style-type: none"> PI.5.a Proportion of population within 1/4 mile of a neighborhood or regional park PI.5.b Proportion of population within 1/4 mile of a recreation facility | <p>The site has proximity to Lincoln Park, Sunken Garden Park, and the Cherry Creek Trail. Although organizational changes are possible, the residents have enjoyed access to the La Alma Recreation Center (in Lincoln Park) as well as the Boys and Girls Club (8th Avenue and Inca Street) within 1/2 mile. The Master Plan also proposes new open space within the site.</p> | | |
| <p>PI.6 Increase accessibility, beauty, safety, and cleanliness of public spaces</p> <p>Indicators:</p> <ul style="list-style-type: none"> PI.6.a Distribution of public plazas in commercial business districts PI.6.b Street tree population PI.6.c Proportion of sidewalk lengths with pedestrian scale lighting PI.6.d Public plaza or parks exposed to shadow from buildings PI.6.e Location of fire stations | <p>The Master Plan proposes a new public plaza at 10th Avenue and Navajo Street, along with streetscape amenities such as street trees and pedestrian lighting.</p> | <p>Steps should be taken to ensure maintenance of these spaces.</p> | <p>Continue to include during detailed design and implementation.</p> |

| PI: PUBLIC INFRASTRUCTURE | | | |
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| PRIMARY OBJECTIVES AND INDICATORS | BENCHMARKS AND DEVELOPMENT TARGETS* | RECOMMENDATIONS | TIMING FOR INCORPORATION IN PLANNING PROCESS |
| <p>PI.7 Assure access to daily goods and service needs, including financial services and healthy foods</p> <p>Indicators:</p> <ul style="list-style-type: none"> PI.7.a Neighborhood completeness indicator for key public services PI.7.b Neighborhood completeness indicator for key retail services PI.7.c Proportion of population within 1/2 mile from bank or credit union | <p>The site location meets the benchmark for proximity to key public services, key retail services, and a bank or credit union using the “neighborhood completeness factors” (per HDMT). In addition, the Master Plan proposes a new community garden on site.</p> | <p>Work with Denver Urban Gardens (DUG) on implementation of the community garden.</p> | <p>CSS planning and implementation</p> |
| <p>PI.8 Promote affordable and high-quality food access and sustainable agriculture</p> <p>Indicators:</p> <ul style="list-style-type: none"> PI.8.a Proportion of population within 1/2 mile of a full service supermarket PI.8.b Density of fast food restaurants PI.8.c Proportion of households within 1 mile of a farmer’s market PI.8.d Proportion of households with ½ mile access to a community-supported agriculture (CSA) drop-off site PI.8.e Proportion of households with ¼ mile access to a community garden PI.8.f Density of take-out alcohol outlets | <p>The project site is within 1/2 mile of a supermarket. The Denver Civic Center Outdoor Farmers Market is held weekly in the summer and is just over 1 mile from the site.</p> <p>Additional information is needed to determine indicators including density of fast food restaurants and density of take-out alcohol outlets. <i>NOTE: See appendix for food availability and food pricing surveys completed for the rapid HIA.</i></p> | <p>Consider working with DUG or another organization to bring a CSA drop off on or near the site.</p> <p>Analyze the density of fast food restaurants and take-out alcohol outlets near to the site as compared with the City.</p> <p>Continue to work with the Food Trust to advocate for an additional grocery or market to provide a healthy food supply near to the site.</p> | <p>Coordinate on CSA drop off during CSS planning and implementation.</p> <p>Ongoing coordination with the Food Trust.</p> |

| HH: ADEQUATE & HEALTHY HOUSING | | | |
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| PRIMARY OBJECTIVES AND INDICATORS | BENCHMARKS AND DEVELOPMENT TARGETS* | RECOMMENDATIONS | TIMING FOR INCORPORATION IN PLANNING PROCESS |
| <p>HH.1 Preserve and construct housing in proportion to demand with regards to size, affordability, and tenure</p> <p>Indicators:</p> <ul style="list-style-type: none"> • HH.1.a Proportion of housing production to housing need by income category • HH.1.b Proportion of households paying greater than 50% of their income on their homes/rent • HH.1.c Proportion of renter and owner occupied housing | <p>The proposed program for redevelopment includes a mix of housing types, size, affordability levels, and tenure. It scores a 0.63 on the Simpson Diversity Index per LEED-ND NPD Credit 4. Per the Piton Foundation data, in 2000, 38.6% of renters in the La Alma/ Lincoln Park neighborhood were paying more than 30% of income on housing.</p> | <p>Continue to pursue desired housing mix of affordability and tenure throughout implementation.</p> | <p>Track demographics and indicators after construction is completed.</p> |
| <p>HH.2 Protect residents from involuntary displacement</p> <p>Indicators:</p> <ul style="list-style-type: none"> • HH.2.a Number of housing units and types prior and after development | <p>Public housing units will be replaced 1:1, and relocation compensation and assistance is planned if HOPE VI funding is secured.</p> <p>The phasing plan emphasizes allowing residents to remain in the neighborhood throughout the revitalization.</p> | <p>Pursue relocation assistance and compensation.</p> <p>Continue to coordinate phasing that allows residents to remain in the neighborhood during redevelopment.</p> <p>Further study needed to coordinate indicators and benchmarks with CSS requirements.</p> <p>Consider using the following potential indicators: proportion of "on-time" moves, and priority of timing and choice for families with school-aged children to minimize school changes and mid-year moves.</p> | <p>CSS planning and implementation.</p> |

| HH: ADEQUATE & HEALTHY HOUSING | | | |
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| PRIMARY OBJECTIVES AND INDICATORS | BENCHMARKS AND DEVELOPMENT TARGETS* | RECOMMENDATIONS | TIMING FOR INCORPORATION IN PLANNING PROCESS |
| <p>HH.3 Decrease concentrated poverty</p> <p>Indicators:</p> <ul style="list-style-type: none"> • HH.3.a Multi-group diversity index • HH.3.b Median per-capita income • HH.3.c Median household income • HH.3.d Proportion living below the poverty level | <p>Per the 2000 census data, the Auraria-Lincoln Park neighborhood Multi-group diversity index was 0.613. Median household income was \$38,480 (vs. \$55,129 citywide), and proportion of families in poverty was 37.05%. Note that the intent and proposed housing mix of the redevelopment and in-neighborhood relocation goal aims to decrease concentration of low-income housing.</p> | <p>Track demographics to demonstrate improvement in: Multi-group diversity index, median per-capita income, median household income, and proportion living below the poverty level.</p> <p>Pursue in-neighborhood relocation goals through implementation.</p> | <p>Track demographics and indicators after construction is completed.</p> |
| <p>HH.4 Assure access to healthy, quality housing</p> <p>Indicators:</p> <ul style="list-style-type: none"> • HH.4.a Number of per capita code violations for housing safety and habitability in the past year | <p>Master Plan recommends meeting Green Communities Criteria Mandatory Credits under Section 7: Healthy Living Environment</p> | <p>Include these criteria in design of homes and/or design guidelines.</p> | <p>Detailed design and implementation.</p> |

PHASING, FINANCE & IMPLEMENTATION STRATEGIES
HEALTH IMPACT ASSESSMENT RECOMMENDATIONS

| HE: HEALTHY ECONOMY | | | |
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| PRIMARY OBJECTIVES AND INDICATORS | BENCHMARKS AND DEVELOPMENT TARGETS* | RECOMMENDATIONS | TIMING FOR INCORPORATION IN PLANNING PROCESS |
| <p>HE.1 Increase high-quality employment opportunities for local residents</p> <p>Indicators:</p> <ul style="list-style-type: none"> HE.1.a Jobs paying wages greater than or equal to the self-sufficiency wage HE.1.b Proportion of jobs accessible by transit, walking or bicycle | <p>Per LEED-ND SLL Credit 5: Housing and Jobs proximity, (OPTION 2), the following major employers are within approximately 1/2 mile of the site: Denver Health, Denver Water, the Auraria Campus.</p> | <p>The majority of jobs created should meet the self-sufficiency wage for Denver County (\$19.66/hr). Note that Section 3 construction jobs will be created by the redevelopment. Seek to enhance resident access to existing jobs in the area (Denver Health, Denver Water, and Auraria).</p> | <p>Coordinate during CSS planning and construction.</p> |
| <p>HE.2 Increase jobs that provide healthy, safe, and meaningful work and increase equity in income and wealth</p> <p>Indicators:</p> <ul style="list-style-type: none"> HE.2.a Proportion of population covered by health insurance HE.2.b Jobs providing sick day benefits to employees HE.2.c Proportion of unemployed served annually by job training programs | <p>Per the Piton Foundation, in the Auraria-Lincoln Park neighborhood (2002 data), 55.38% residents held service jobs, 37.05% families were in poverty, 10.63% unemployment rate, and \$33,208 was the average annual wage.</p> | <p>Track demographics to demonstrate improvement in socioeconomic status (SES) (see benchmarks).</p> <p>100% of the jobs created should provide health insurance, sick day benefits, and 80% of the jobs created should provide retirement benefits.</p> | <p>Track demographic data after redevelopment is complete.</p> <p>Set this goal during CSS planning and attracting non-residential tenants.</p> |

| HE: HEALTHY ECONOMY | | | |
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| PRIMARY OBJECTIVES AND INDICATORS | BENCHMARKS AND DEVELOPMENT TARGETS* | RECOMMENDATIONS | TIMING FOR INCORPORATION IN PLANNING PROCESS |
| <p>HE.3 Promote economic development that protects and enhances natural resources and the environment</p> <p>Indicators:</p> <ul style="list-style-type: none"> HE.3.a Businesses meeting or exceeding city green business standards HE.3.b Proportion of locally owned business | | <p>Seek to incorporate green jobs training and green jobs. Pursue during CSS planning and implementation (specifically energy retrofits).</p> <p>Support the retention and development of locally owned businesses by giving first priority to locally owned businesses or by creating permanent lease terms favorable to locally-owned businesses as a community benefit. Include support for or prioritize businesses with green business practices.</p> <p>Enhance job training and employment opportunities in the 10th and Osage Station Area to take advantage of proximity to transit and promote reduced need for private auto transportation.</p> | <p>Set this goal during CSS planning and attracting non-residential tenants</p> |
| <p>HE.4 Promote financial literacy</p> | <p>Potential Indicators:</p> <ul style="list-style-type: none"> Credit repair and education First-time home ownership training | <p>Recommend further study to coordinate indicators and benchmarks with CSS planning and requirements. Consider the following indicators and targets: credit repair and education and first time home buyer training.</p> | <p>CSS planning and implementation.</p> |
| <p>HE.5 Promote entrepreneurship and locally owned businesses</p> | <p>Potential Indicators:</p> <ul style="list-style-type: none"> Number of resident-owned businesses Number of Section 3 contracts associated with the project Provide space and under favorable terms (e.g., % of sales rent) in the project for new and relocated locally-owned businesses | <p>Recommend further study to coordinate indicators and benchmarks with CSS planning and requirements. Consider the following indicators and targets: number of resident owned businesses, number of Section 3 contracts associated with the project, and provide space and under favorable terms (e.g., % of sales rent) in the project for new and relocated locally-owned businesses.</p> | <p>Set this goal during CSS planning and attracting non-residential tenants</p> |

The South Lincoln Redevelopment Master Plan creates the context and provides guidance for substantial, mixed-use, mixed-income redevelopment of South Lincoln Homes. The preceding sections of this chapter, Finance Evaluation & Recommendations, Phasing, Proposed Zoning Modifications, and Health Impact Assessment Recommendations describe the steps necessary for successful implementation of the Redevelopment Master Plan.

There are initial steps that can be taken to better position the community for success. The redevelopment concept would benefit from immediate or near-term actions including:

Aggressively Establish Key Partnerships for Leverage:

One way to show true leadership and deep commitment to positive change in the community is to identify new “partnership-ownership” models to stabilize and transition key community facilities into the neighborhood.

This activity would serve two purposes: First, it avoids short-term distractions and loss of community stakeholder confidence from uncertainty (arising from issues like operating budget shortfalls).

Second, such a strategy signals a new “brand of ownership” and commitment to creative leverage for re-investment in the community.

Below are examples of two very timely opportunities available to DHA to working creatively with the City of Denver and service providers in the South Lincoln neighborhood.

- Library branch: Explore the creation of a new Denver Public Library branch facility and programming to South Lincoln. Assist in long-term planning and use of the existing Byer Branch Library.
- Recreation Center: Support enhanced youth and family programming at the Rec Center. Work with the City of Denver and non-profit partners on long-range capital maintenance and replacement plans to better integrate with the South Lincoln Redevelopment Master Plan. Provide mechanisms for value recapture and re-investment from future market-rate development.

Separate from individual capital projects with ongoing, publicly-supported programming, there are other key partnerships which, if aggressively pursued in the pre-development period, can also catalyze positive momentum and broad community “buy-in” for the project. As the closest major employer, Denver Health can become such a partner with DHA in pursuit of nearby, transit accessible affordable workforce housing at South Lincoln. The first step in exploring such a partnership would be to formally approach Denver Health executive leadership, as well as its represented labor leaders, to present the breadth of opportunity and precedents of creative workforce housing partnerships that include major employers.

South Lincoln Redevelopment (physical and programming)

1. Work closely with the artistic community and businesses along Santa Fe to incorporate unique spaces that support existing artists (including both housing and work space);
2. Identify and include in this development some totally unique elements (not found elsewhere in Denver) that build off of the cultural character and artistic nature of area;
3. Continue conversations with Denver Health about potentially developing employee housing for them in the South Lincoln Redevelopment effort;
4. Employment spin-offs:
 - a. Coordinate with Office of Workforce Training to identify neighborhood businesses that could create mentor programs for residents and other skill building programs;
 - b. Develop training program for South Lincoln residents to learn weatherization skills. Coordinate with DURA to have “graduates” weatherize Non-DHA homes in South Lincoln neighborhood (coordinated through DURA’s single family rehab program).

South Lincoln Redevelopment (human capital, communication, and partnerships)

1. Coordinate with the Santa Fe Arts District “First Friday” programs and tie to 10th Avenue Promenade;
2. Continue participating in work to create Quiet Zone in Burnham yard and 13th Avenue crossing;
3. Become an active partner with Emily Griffith Opportunity School to create better linkage with residents for training that complements the South Lincoln Redevelopment;
4. Increase communications about access to existing programs and services. See the HIA recommendations for specific items.
5. Develop a marketing program for the neighborhood with the artistic community to create a common message (to attract business and residents). Start this early so that when South Lincoln is built, there is already a brand image of the area.

La Alma/Lincoln Park

1. Reach out to Metro State College about the CVA gallery newly relocated to Santa Fe Arts District and use this new physical presence of the College in the neighborhood to develop a closer linkage with the school;
2. Work with Denver Health to determine another use for the health clinic building so that the negative presence of the vacant building can be avoided.