What We Are
The Mile High Transit Opportunity Collaborative is an emerging collaborative of nonprofit and philanthropic organizations working together to ensure that the Metro Denver regional transit system helps to foster communities that offer all residents the opportunity for a high quality of life.

Who We Are
The Mile High Transit Opportunity Collaborative is comprised of the following partners:

Anschutz Family Foundation
The Colorado Health Foundation
The Denver Foundation
Enterprise Community Partners
Ford Foundation
FRESC: Good Jobs, Strong Communities
Gates Family Foundation
J.P. Morgan Chase Foundation
Housing and Homelessness Funders’ Collaborative
Kaiser Permanente
Key Bank
Linda D. Campbell Fund
L.P. Brown Foundation
Piton Foundation
Reconnecting America
Rose Community Foundation
Urban Land Conservancy
U.S. Bank
Wells Fargo Bank

As the Collaborative evolves we will continue to build partnerships with private and public sector entities as well as other nonprofit and philanthropic organizations.

What We Do
Our primary goal is to ensure that the creation of FasTracks improves accessibility to affordable housing, good-paying jobs, essential services, educational opportunities, improved health, and other elements of a high quality of life for all of Metro Denver’s residents, especially those with lower-incomes. To do this, we are:

✓ Providing a vision and roadmap for how FasTracks and the development around FasTracks stations can help improve opportunities for all communities, including low-income communities in the region

✓ Working across city and county lines to create a shared vision and build a movement for people across the eight-county Metro Denver area to improve the quality of life across the region

✓ Convening private, public, and nonprofit leaders and community groups that have a stake in the build-out of the FasTracks system to ensure all communities, including low-income communities, benefit from its construction

✓ Investing in various projects around the region that are designed to ensure equitable outcomes in the FasTracks build-out process

Who Supports Us
Our work is made possible by the generous contributions of our members and by a contribution from the Ford Foundation’s Metropolitan Opportunity initiative.

How to Contact Us
Contact the following individuals for more information, contact Melinda Pollack, Enterprise Community Partners, 303.376.5404, or Patrick Horvath, The Denver Foundation, 303.300.1790
Appendix B – Biographies of Key Personnel

**Denver Regional Council of Governments (DRCOG) – Key Personnel**

**Teri Whitmore** is the Director of Regional Planning and Operations at DRCOG where she oversees the long-range planning team, socio-economic team, and the region-wide travel modeling team. Teri has over eighteen years of planning and management experience. Relevant experience includes her time as Acting Economic and Community Development Director in Hamilton, Ohio, along with nine years of oversight responsibility for the department’s Housing and Urban Development entitlement program.

**Jill Locantore** is a Senior Regional Planner at DRCOG where she oversees a team of planners responsible for developing and implementing Metro Vision, DRCOG’s long-range plan for the growth and development of the Denver region. Her team works to inform and facilitate regional collaboration among local governments and other stakeholder groups, and provides planning assistance to local governments, to help them synergistically achieve Metro Vision goals.

**Brad Calvert** is a Senior Planner with DRCOG. In addition to supporting efforts to develop and implement Metro Vision, he also serves as a liaison between DRCOG’s planning staff and the Area Agency on Aging (AAA). He has fourteen years of professional planning experience with a variety of organizations including regional planning agencies, environmental non-profits, a local government and a university.

**Key Staff Leading Proposed Activities**

**Catherine Cox Blair** is a Program Director with Reconnecting America. Catherine works with local governments, metropolitan planning organizations, transit agencies and other partners across the country to provide a range of tools to strengthen their roles in creating successful transit-oriented development (TOD). Catherine oversees the capacity building program and works with a diversity of stakeholders around the country to support the planning and implementation of TOD.

**Wesley Marshall, Ph.D.** is an assistant professor of Civil Engineering at the University of Colorado Denver, co-director of the Active Communities/Transportation (ACT) research group, and an affiliated faculty member of the UCD Center for Sustainable Infrastructure Systems (CSIS). His research is dedicated to building a more sustainable infrastructure, particularly in terms of improving road safety, active transportation, and transit-oriented communities. Recent research topics involve: congestion pricing, urban design, parking policies, and street networks. He has worked on issues related to sustainable transportation for 12 years in a variety of professional settings.

**Desiree Westlund**, Program Director at FRESC, has spent her professional career working with immigrant workers and working-class families. She applies both her labor and community organizing experience to campaigns that strengthen the middle class in Denver. She has led campaigns for equity in the budgeting practices of Denver Public Schools, improved transportation options for public school children, and in-state tuition for undocumented immigrant youth.
Appendix B – Biographies of Key Personnel

Ken Snyder, CEO and President of PlaceMatters, is a nationally recognized expert on a broad range of technical and non-technical tools for community design and decision-making. He previously headed the Orton Family Foundation’s Planning Tools Program, worked for the U.S. Department of Energy as a Community Development Program Specialist, served as co-chair of a committee on information and tools for the White House’s Livability Council, and in 2001 was selected as a German Marshall Fund Environmental Fellow.

Kathleen Osher, Executive Director of the Transit Alliance, has served the Alliance in this position for over five years. In her role as Executive Director, Kathleen is responsible for the day-to-day operations and management of the Transit Alliance, transit policy and advocacy efforts, fundraising, and oversight of all special programs. Prior to joining Transit Alliance Kathleen served as Transportation Manager for the Southeast Business Partnership (SEBP) and focused her attention on building awareness of transportation options for commuters and preparing businesses and their employees for the opening of the Southeast Light Rail along I-25 in Denver.

Other Key Partners
Kim Burnett, provides consultant support to the Mile High Transit Opportunity Collaborative. Kim is a non-resident fellow with the Brookings Institution’s Metropolitan Policy Program. She brings national experience and content expertise working on regional planning, sustainability, TOD, equitable development and the integration of economic development and regional planning.

Melinda Pollack is vice president of Enterprise’s national initiatives dedicated to providing affordable, green and service-enriched housing for seniors and formerly homeless populations. She develops and implements Enterprise’s comprehensive senior housing program that focuses on improving the lives of low-income seniors in publicly and privately owned affordable housing, and helping seniors age in place in independent living settings. Additionally, she focuses on TOD financing solutions and policy efforts for the Denver region.

Tom Clark is Executive Vice President of the Metro Denver Economic Development Corporation and the Denver Metro Chamber of Commerce. He has over 30 years of economic development experience at the state, regional, county and city levels. Tom’s career spans four decades from Director of Commercial and Industrial Development for the Illinois Department of Commerce and Community Affairs, through positions with the Fort Collins Chamber of Commerce, the Greater Denver Corporation, the Boulder Chamber of Commerce, the Jefferson Economic Council, and the Denver Metro Chamber of Commerce.

Patrick Horvath is the Director of the Strengthening Neighborhoods Program (SN) at The Denver Foundation. He came to The Denver Foundation in February 2000 after nearly thirteen years at the Urban Justice Center (UJC), a non-profit legal services agency in New York City, where he was Associate Director and worked as an attorney providing civil legal services to homeless adults.
Appendix B – Biographies of Key Personnel

Aaron Miripol, President and CEO of the Urban Land Conservancy (ULC), has over 20 years of experience running community development and affordable housing companies. He has overseen more than $100 million in economic development, including 1,300 permanently affordable homes. Since 2007, Aaron has led ULC in the strategic acquisition of land and preservation of buildings to create sustainable benefits in underserved communities. To date, ULC has partnered in 14 real estate investments totaling over $40,000,000 including vacant lots, non-profit office space, affordable housing and properties acquired through Denver’s TOD Fund.

Ismael Guerrero has served as the Executive Director of the Denver Housing Authority (DHA) since June 2007. DHA is a quasi-municipal corporation with a portfolio of over 11,000 units and housing choice vouchers, providing affordable housing to more than 26,000 very low-, low- and middle-income individuals representing over 10,000 families. Under Ismael’s leadership, DHA has undertaken an ambitious plan to transform public housing in Denver, creating vibrant, sustainable, mixed-income communities of choice. Prior to joining DHA, Ismael was Vice President and Business Development Officer for U.S. Bank Community Development Corporation.

Steve Gordon is the Comprehensive Planning Manager for the City and County of Denver. Steve has over thirty years of experience in planning and has worked extensively in the fields of housing, land use and transportation. He managed Denver’s multi-family and single family bond programs and was involved in issuing hundreds of millions of dollars of bonds creating affordable housing for renters and creating opportunities for households throughout the Denver region to purchase their first home. Steve was the co-manager for the development of Denver’s groundbreaking land use and transportation plan, Blueprint Denver. This set the stage for Denver’s extensive planning efforts including for a dozen station areas and several corridors in which he had extensive involvement.

Alexander Dane is a Project Leader at the National Renewable Energy Laboratory. Alex’s work focuses on strategic energy planning at the local level. He is the lead organizer for the Department of Energy’s Community Energy Strategic Planning Academy. The Academy is assisting forty cities and counties nationwide to develop their local energy plans and EE/RE programs. Alex also works with local and state entities to create long term sustainability plans. As part of these efforts, he focuses on the nexus of land use planning and clean energy implementation, including transit-oriented-development energy opportunities and civic engagement in the energy planning process.

Jesse Silverstein is a founder and Executive Director of the Colorado Brownfields Foundation. Jesse’s experience includes preparing economic development strategies, real estate financial analyses, and economic/fiscal impact analyses for a variety of public and private projects and has been working with brownfield sites since 1995. His experience includes positions as partner with Development Research Partners economic consulting, Director at Equitable Real Estate Investment Management, Chief Appraiser for the Resolution Trust Corporation (FDIC) in Washington, D.C., and he is past President of the Denver Association of Business Economists.
Appendix D – Corridor Planning Scope of Work

The following is an initial scope for corridor planning in the three priority transit corridors (East, Gold, Northwest rail/US36 BRT) identified by the Consortium. The template builds on the scope of work for the West Corridor TOD Implementation Strategy developed by Reconnecting America and its partners in the Center for Transit-Oriented Development (CTOD), as well as recent national experience in transit-corridor planning.

In the first six months of the grant period each corridor will tailor an approach that fits the unique character, context, and stakeholders of the corridor. The initial steps to identify corridor-specific issues and activities began during the grant application phase. Corridor planning will involve multiple steps that will ultimately result in strategies for action that prioritize stations and investments. Technical analysis will inform corridor planning activities and the selection of catalytic sites that will receive additional grant-funded support to develop site-specific activities that engender transformational change along the corridor.

Task 1. Establish a Corridor Working Group
- Identify key stakeholders on the corridor and identify working group steering committee
- Establish a broader stakeholder committee of other stakeholders along the corridor (including grassroots leaders and constituents recruited and trained by community outreach specialists)
- Identify a project manager, facilitator, and technical expertise needed to support and guide the process

Task 2. Develop a Vision, Goals and Objectives for the Corridor Plan
- 2A. Corridor Working Group Process
  - Craft a working vision and/or mission statement for corridor working group
  - Identify a community outreach and engagement strategy
- 2B. Public Outreach and Engagement Process
  - Work with Stakeholder Group to identify corridor-specific strategies to engage a broad spectrum of stakeholders, including underrepresented populations

Task 3. Conduct an Existing Conditions Analysis of the Corridor
- 3A. Review Land Use & Station Area Planning Efforts
  - Review existing station area plans and other plans to identify common themes, development scenarios and corridor-wide infrastructure needs
  - Consult existing economic development plans for information on jobs and workforce development along the corridor
- 3B. Conduct a Demographic Analysis
  - Analyze existing population, household and employment characteristics
  - Analyze employment-housing balance within the corridor including existing, future, and planned condition
  - Consult Regional Equity Atlas to identify regional disparities (e.g. income, health, mobility, etc.) present in the corridor
- 3C. Perform a Real Estate Market Assessment
  - Collect and analyze data on existing housing and business characteristics and review existing plans future development, including proposed developments
  - Conduct a parcel analysis—underutilized parcels, infill vs. large scale, etc.
  - Interview developers with knowledge about the corridor
  - Perform a reality check market assessment against proposed development scenarios in station area plans
Appendix D – Corridor Planning Scope of Work

- **3D. Conduct an Economic Development Assessment:**
  - Assess economic development opportunities along the corridor
  - Collaborate with regional partners to create corridor-level approach to creating transit-oriented opportunities

- **3E. Conduct a Needs Assessment:**
  - Identify all infrastructure needs, existing and planned
  - Assess primary equity indicators and community resources
  - Identify critical gaps in physical and social infrastructure

- **3F. Conduct a Policy Analysis**
  - Identify land use regulations, zoning codes, and other local policies that may foster or hinder transit-oriented development
  - Develop corridor-wide assessment of policy needs based on national best practices and corridor-specific scenario and visualization tools developed by the Stakeholder Group

- **3G. Identify Implementation Tools**
  - Identify all existing tools and potential new tools needed for implementation

**Task 4. Develop a Strategy for Implementation**

- **4A. Classify Station Areas by Type and Develop an Implementation Typology**
  - Create a typology that addresses the implementation needs for the diversity of stations in the corridor

- **4B. Develop Implementation Strategies**
  - Develop strategies for the corridor overall, each type of station and for individual stations

- **4C. Identify Catalytic Project for the Corridor**
  - Based on stakeholder input, existing conditions, market potential, needs assessment, and implementation typology, identify potential catalytic projects
  - Corridor Working Group selects catalytic project

**Task 5. Specify Next Steps for the Corridor**

- **5A. Corridor Working Group**
  - Identify key activities and the explicit role and responsibility of each partner that will move the corridor plan to implementation
  - Explore the formation of a formal governance structure for the corridor working group

- **5B. Community Outreach and Engagement**
  - Identify outreach strategies as the Corridor Working Group moves from planning to implementation
  - Train and equip stakeholders to use evaluation tools developed by the Outcomes Assessment and Knowledge Sharing (OAKS) group.
Appendix E - Sheridan Station Area Catalytic Project
Project Budget and Cost-Benefit Analysis

Overall Project Description:
The Sheridan Station Area catalytic project would focus on the development of a sustainable transit-oriented development (TOD) community as a cooperative effort between the City of Lakewood, City and County of Denver, Denver Housing Authority (DHA), Metro West Housing Solutions, the Regional Transportation District (RTD), Urban Land Conservancy (ULC) and other local and regional partners. The project will focus on a 150-acre area including, and surrounding the Sheridan light-rail station. The West Line is scheduled to be completed in January 2013 and open for service in May 2013.

Key Opportunities/Challenges in Project Area
- DHA and other affordable housing developers have sites and resident programs in the vicinity
- 38% of area residents earn less than $25,000
- 62-unit Jody apartments acquired by local non-profits – property will be redeveloped into mixed-income housing and commercial space
- Vacant industrial and underutilized residential properties in the project area
- Need for improved pedestrian and bicycle connectivity to the new light rail station
- Rocky Mountain College of Art and Design campus
- 40 West Arts District

Project Tasks and Budget
The catalytic project will integrate housing, land use, economic and workforce development, transportation, and infrastructure investments by addressing the following components:

Task 1: SUPPORT EXISTING COMMUNITIES
A. Assess underutilized sites and create land assemblage strategies
   - Identify opportunities and tools to help promote the development and redevelopment of underutilized infill sites
   - Inventory privately held parcels that are critical for redevelopment purposes
   - Create a land banking plan where vacant properties would be identified, acquired, and deposited into the land bank by an authority for the clearing of title and liens
   - Develop process to sell assembled properties to non-profit and for-profit developers that have significant experience in transit-oriented redevelopment projects
   - Budget: $40,000

B. Infrastructure assessment
   - Determine current infrastructure capacity and identify deficiencies that need to be addressed in order to accommodate future TOD projects
   - Identify innovative funding mechanisms to address any deficiencies
   - Budget: $30,000
TASK 2: COMMUNITIES AND NEIGHBORHOODS
A. Create strategies to develop a “20-minute neighborhood”
   ● Develop recommendations for creating a “20-minute neighborhood” – where one can walk/bike to essential services and amenities within 20 minutes
   ● Identify existing neighborhood serving businesses and opportunities to increase the number and accessibility of these types of businesses within the study area
   ● Explore viability and operating structure for farmers/arts market
   
   Budget: $50,000

B. Create opportunities for local residents to access employment opportunities
   ● Partner with local community colleges and workforce centers to develop a comprehensive Resident Employment Opportunity program that prepares and places people with employers
   
   Budget: $35,000

TASK 3: AFFORDABLE HOUSING
A. Create new affordable housing options at Sheridan Station
   ● Complete planning, design and engineering predevelopment activities for the redevelopment of the Jody Apartments (located less than 300 feet from Sheridan station)
   ● Finalize negotiations with RTD related to land assemblage, surplus land, and access/easement issues
   
   Budget: $200,000

B. Identify tools to ensure housing affordability
   ● Consider and develop tools and policies to ensure a permanent mix of housing affordability in the area
   
   Budget: $30,000

TASK 4: TRANSPORTATION CHOICES
   ● Circulation and connectivity analysis between neighborhoods and transit stops to determine strategies to mitigate impact of existing auto-oriented infrastructure
   ● Explore other opportunities to lower transportation costs (e.g. bike and/or car share programs)
   ● Identify funding mechanisms to address existing deficiencies
   
   Budget: $45,000

Task 5: ENVIRONMENT
   ● Identify recommendations for ways to encourage energy-efficient and sustainable building practices in other developments in the area (Metro West Housing Solutions and ULC/NEWSED will incorporate sustainable building practices into their housing developments within the study area)
   ● Refine suggestions for cleanup and reuse of brownfield sites near the station (An EPA grant identified sites near the Lamar transit station – immediately next to Sheridan station)
   
   Budget: $40,000
Cost-Benefit Analysis of Redevelopment of Jody Apartments
Sheridan Station Area Catalytic Project

Recently the Home Builders Association of Metro Denver (HBA), in partnership with ULC, commissioned a study of the economic impact of affordable housing along transit corridors in the Denver region. The study applied a proven model that captures the effect of the affordable housing construction activity, the ripple impact that occurs when income earned from construction activity is spent and recycles in the local economy, and the ongoing impact that results from new homes becoming occupied by residents who pay taxes and buy locally produced goods and services.

Based on this model the redevelopment of the Jody Apartments site would have the following one-year economic impact (conservative estimate based on current development scenario):
- $14,048,780 in local income
- $1,219,512 in taxes and other revenue for local governments
- 180 local jobs

The above are local impacts, representing income and jobs for residents of the Denver MSA, and taxes (and other sources of revenue, including permit fees) for all local jurisdictions within the metro area. They include both the direct and indirect impact of the construction activity itself, and the impact of local residents who earn money from the construction activity spending part of it within the local area. Local jobs are measured in full time equivalents, i.e. one reported job represents enough work to keep one worker employed full-time for a year, based on average hours worked per week by full-time employees in the industry.

Upon completion the redevelopment of the Jody Apartments will have annual recurring impacts as outlined below (conservative estimate based on current development scenario):
- $4,073,170 in local income
- $560,975 in taxes and other revenue for local governments, and
- 75 local jobs when including the commercial space

These are ongoing, annual local impacts that result from the new tax credit apartments being occupied and the residents paying taxes and otherwise participating in the local economy year after year. The ongoing impacts also include the effect of increased property taxes, based on the difference between the value of raw land and the value of the completed housing project on a finished lot, assuming that raw land would be taxed at the same rate as the completed project.

The above economic benefits are for a single redevelopment project within the catalytic project area. Consortium members involved in the Sheridan Station Area Catalytic Project have identified two potential land assemblage opportunities that would have equal or greater impact. All catalytic project activities will contribute to regional goals aimed at increasing regional density, increasing the share of housing and employment in urban centers, reducing per capita VMT, trips made to work via SOV and GHG emissions from the transportation sector.