

East Corridor Blueprint

Denver Region
Sustainable Communities Initiative



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Background

Sustainable Communities Initiative

In November 2011, as part of a coordinated effort with 86 partner organizations, the Denver Regional Council of Governments (DRCOG) received a \$4.5-million Regional Planning Grant. The grant was part of the Sustainable Communities Partnership, a federal collaboration of the US Department of Housing and Urban Development (HUD), Department of Transportation (DOT), and Environmental Protection Agency (EPA). With this grant, a consortium of municipalities, counties, state agencies, economic groups, housing authorities, and corporate interests joined with nonprofit, philanthropic and academic organizations to address one of the region's most pressing and exciting challenges: leveraging the planned multi-billion dollar expansion of the FasTracks transit system to meet other local and regional needs and opportunities.

The overarching goal of the Sustainable Communities Initiative (SCI) is to align investments, programs and policies to maximize the benefits that result from the region's investment in transit. SCI anticipates a region with greater access to job opportunities across the entire income spectrum, lower combined transportation and housing costs, reduced consumption of fossil fuels, reduced strain on our air and water resources, and ultimately the development of concentrated, mixed-use, pedestrian- and bicycle-friendly "urban centers" along transit lines that allow residents to easily access their daily needs without having to get into a car.

Corridor Planning

This Blueprint serves as the final report of the planning efforts conducted along the East Rail Line. It is designed to support ongoing collaborative cross-jurisdictional and inter-agency planning and development. The corridor is defined as the area within one mile of these lines.

Specifically, these efforts are intended to help increase access to employment and educational opportunities, decrease combined housing and transportation costs (particularly for low-income households), support active living and healthy aging, reinvigorate existing neighborhoods, enhance economic competitiveness, reduce pollution, and improve the efficient use of natural resources including energy and water.

Corridor Working Group Activities

1. Develop a corridor vision and identify a set of goals to achieve that vision
2. Identify a corridor-wide issue that would benefit from technical assistance funding available through the SCI grant to study potential opportunities, issues and strategies
3. Select a site-specific Catalytic Project in the corridor for pre-development planning funded by the grant to stimulate transformational changes and serve as a model for similar projects
4. Recommend specific actions based on all the activities conducted by the CWG to serve as guidance for future collaborative development efforts in the corridor and in individual communities



This work was conducted by the East Corridor Working Group (CWG) comprised of staff from jurisdictions along the corridor including those representing planning, public works, economic development, and public health departments. The CWG also included housing authorities, transportation management associations, the Regional Transportation District (RTD), and other key stakeholders.

In addition to the Corridor Working Group, SCI took steps to ensure all constituents with a stake in the outcome were engaged in the corridor planning process. The CWG received input from a broader Corridor Stakeholder Committee (CSC). The CSC provided feedback from the resident perspective at key decision points in the planning process including the vision, goals and recommendations.

For a list of East CWG and CSC members please see the Acknowledgments section at the end of this Blueprint.



East Corridor Visions and Goals

East Corridor Vision

The East Rail Line Corridor is a national model of a regional gateway, as it connects the unique, diverse neighborhoods of Denver and Aurora with the metro area and the world. The corridor stretches from downtown Denver to Denver International Airport, with the commuter rail line linking employment centers and neighborhoods with a range of housing opportunities, and diverse destinations. All stations are easy to access by multiple modes and the rail line provides access to goods and services to support sustainable transit-oriented communities.

East Corridor Goals

- Connect workers to existing and new employment centers and connect large employment centers to each other.
- Leverage market momentum to create job opportunities.
- Encourage capital improvements to promote economic development around the stations.
- Improve connectivity to the stations to provide easy multimodal access by walking, bicycling, transit and driving.
- Preserve and enhance a range of quality housing choices for new and existing residents and neighborhoods throughout the corridor.
- Provide quality housing that is affordable for people who work at large employment centers along and near the corridor, including downtown Denver, Denver International Airport and the Anschutz/Fitzsimons Medical Campus.
- Provide access to jobs and promote accessible services such as education, family and health services, healthy food options, jobs, retail, recreation and entertainment attractions, and cultural amenities, especially to areas where these community resources are missing.
- Develop regional destinations that build upon the history and culture of existing neighborhoods on the west end, while creating unique places in new neighborhoods on the east end.
- Advocate for green building to support sustainable transit-oriented communities along the corridor.



East Corridor Profile Overview

The Corridor Profile report provides a comprehensive summary of relevant information and strategies for implementing successful TOD along the East Corridor. The goal was for the CWG to use the information, analysis and recommendations contained in the report to strategically prioritize investments, funding sources, and development to benefit the corridor as a whole.

At the beginning of the corridor planning process in 2013, Reconnecting America examined all station area plans and other relevant studies along the corridor, as well as demographic, economic and real estate conditions at each station and throughout the East Corridor, to create a summary report of existing conditions, opportunities and challenges to implementing TOD. The report was updated in June 2014. It provides a “snapshot in time” or baseline; as conditions change, it must be updated.

The Corridor Profile also is intended to be a resource for:

- Internal staff and elected officials in jurisdictions along the corridor
- The development and investment community, both private and nonprofit
- RTD and its Board of Directors
- DRCOG and its Board of Directors
- Local and regional economic development agencies
- Potential government and foundation grantors
- Residents of the East Corridor communities

The full Corridor Profile can be found on www.drcog.org in the Sustainable Communities Initiative resources.

Corridor Profile Contents

- **East Corridor Overview:** A brief overview of the East Corridor and the draft Vision and Goals created by the East CWG
- **Importance of Corridor Planning:** A summary of the benefits of corridor planning and how this report can help inform decisions made on the East Corridor
- **Reconnaissance Summary:** An overview of demographics and economic characteristics of the East Corridor and a review of station area and other relevant plans along the corridor, with accompanying maps
- **Opportunities and Challenges Assessment:** A review of the opportunities and challenges to implementing TOD along the East Corridor, with information on each station area and corridor-wide opportunities and challenges
- **Corridor-wide Recommendations for Implementation:** A matrix of recommendations for implementing TOD along the East Corridor, including an initial priority list created by the East CWG to select activities to fund with SCI Technical Assistance funds



East Corridor Catalytic Project & Technical Assistance Overview

Catalytic Project

The Catalytic Project study involved detailed pre-development planning intended to encourage new development and/or redevelopment at a specific site that offers the potential for transformational change. The long-term desired outcome of Catalytic Projects is the creation of tangible, proven models for effectively and efficiently achieving economic, housing, transportation, and environmental objectives at the site-level. Based on the existing conditions, market potential, needs assessment, station area typology and associated implementation strategies, the CWG identified several sites as potential catalytic projects. The CWG then set up a process for selecting one specific catalytic project to receive grant funding, with input from the stakeholder committee. The CWG considered the following criteria when selecting catalytic projects:

- Furtherance of *Metro Vision* goals
- Addresses multiple Federal Livability Principles
- Replicability
- Potential for additional regional benefits
- Viability – technical and financial
- Inclusive grassroots resident leadership (existing or potential)
- Likelihood of spurring additional private-sector development
- Other criteria to be determined by the CWG

Upon selecting a site, the CWG developed a detailed scope of work (SOW) for specific activities at that site and determined the need for consultant support. DRCOG integrated the SOW into a request for proposals, which was reviewed by the CWG prior to being issued publicly. A representative sub-group of the CWG reviewed all proposals and selected a final set of consultants among those who responded to the Request for Proposals. The sub-group interviewed the finalists and selected a consultant to conduct the work described in the SOW. DRCOG issued and managed the contract. A Project Steering Committee comprised of representatives of the CWG provided oversight of the work. The entire CWG was briefed periodically during the project and reviewed the draft study.



East Corridor Catalytic Project: Peoria Station – Aurora Housing Authority Site

The Peoria Station Catalytic Project identified policy, project, and program-related strategies that will attempt to catalyze additional investment and make the station area more transit-oriented and transit-supportive. The plan focuses on enhancing the character of the station area, providing a critical regional and local station with appropriate connectivity and safety improvements, and promoting mixed-use development. This includes enhancing connections to the established neighborhoods in proximity to the station including Montbello and Morris Heights to provide residents with safe and reliable access to the station. The project explored several strategies including:

- Development and improvements in the Peoria Street corridor and in the vicinity of the Peoria Station including maximizing potential for remnant parcels of land;
- Pre-development planning for an Aurora Housing Authority (AHA) -owned property on Peoria Street within one-half mile of the station; and
- A parking structure feasibility study for the site and the corridor focusing on strategies for moving from surface parking to structured parking to free land for more productive use.

Key Outcomes:

- Catalyzing this station could provide economic vitality, enhanced livability, a strong sense of place, and a recognizable identity for the community.
- The project generated a development plan for 5.5 acres of AHA land within one-half mile of the station. This plan was presented to the AHA Board of Directors, which provided approval to move forward with a design-build RFP. They have adjusted their initial finance plan and incorporated modest areas of retail and community service elements that were not initially anticipated.
- Data supportive of an AHA tax credit application and creative site development plans provide benefits to the entire area.
- Numerous strategies developed through the parking strategies analysis/toolkit can help meet potential shifts in parking demand along the corridor while providing TOD opportunities, including redistributing parking in the corridor if warranted.



- The current market does not support additional residential development in the station area. The primary development is anticipated to be continued industrial and light industrial uses and new commercial with potential future adaptive redevelopment. The local market, frequency of transit service, and other factors will determine appropriate development.
- Remnant parcels are too small to be suitable for development, but an alternative use associated with the transition to adaptive redevelopment of other land adjacent to the station would be useful in catalyzing the area.
- Fully leveraging the significant increase in transit connectivity to the region will require the participation and key actions by a variety of stakeholders including the jurisdictions and RTD.



Technical Assistance

In addition to the Catalytic Project, the CWG received funds to conduct a study of corridor-wide need, opportunity, challenge, or development strategy. These studies could incorporate several topics including housing opportunity, economic development and resilience, public health and active living, and transit accessibility. The selection and contract management processes for a consultant to conduct work related to the identified technical assistance topics were identical to that described above for the Catalytic Project.

East Corridor Technical Assistance: Market Readiness Study

This project included an economic analysis of businesses and housing along the East Rail Line from 38th & Blake to Denver International Airport (DIA). The study examined market assets and identified needs and gaps, economic opportunities, infrastructure investment impacts, and vacant and underutilized land with the primary goal of creating middle-income jobs. This goal included leveraging transit to connect people to employment centers while also connecting employment centers to each other. The study included a market analysis that identified the development potential and optimal business/industry types for each station. Additionally, this project prepared an economic development strategy including policies, actions, and investments needed to remove barriers to development and increase attractiveness and competitiveness of the station areas. A marketing and branding study focusing on attracting businesses in the region and at a national level was developed to serve as a blueprint in creating an identity for the corridor based on its assets with an emphasis on the East Rail Line from downtown Denver to DIA.

Key Outcomes:

- Given the existing framework, the East Rail Line can be one of the best airport-to-downtown transit connections in the U.S., giving metro Denver increased exposure to business and tourists through positive experiences.
- The East Corridor generally lags metro Denver in key economic and socioeconomic health metrics, although some areas are changing rapidly. Gaps in community development assets and infrastructure barriers contribute to lagging economic vitality and the need for economic and community development.
- While there are expected to be corridor-wide and regional benefits with the opening of the East Rail Line, its effects on station area land use, real estate development, and economic opportunity are highly variable and station-specific given the variety of land uses and market conditions present.
- Affordable housing developers and interests are actively pursuing sites and projects along the corridor to get ahead of rising property values.



- It would be beneficial to brand and market the corridor to attract new employers and retain/expand existing businesses.

Full reports for the Catalytic and Technical Assistance Projects can be found on www.drcog.org in the Sustainable Communities Initiative resources.



East Corridor Stakeholder Profile

Corridor Stakeholder Committee

The Corridor Stakeholder Committee (CSC) was critical to achieving broader stakeholder engagement goals for the corridor planning process. Each CSC was comprised of 10-20 community members representing residential and business interests from communities in the corridor. The CSC helped design activities for a large public workshop, identified additional opportunities for public education and participation, and recruited participants. Representation and areas of interest on the CSC included:

- All ages, incomes and abilities
- Low-income communities or those at-risk of displacement
- Person(s) with limited English proficiency (LEP)
- Communities of color
- Small business ownership
- Housing (mixed-income/affordable/workforce)
- Transportation access or alternatives (multimodal--trails, cycling, walkability)
- Public health and/or safety
- Education and training
- Job creation/retention or economic development
- Arts/cultural resources

Stakeholder Engagement Goals

Stakeholder engagement is a critical component of the SCI and corridor planning process. Overarching stakeholder engagement goals include:

- Engage all of the relevant constituencies – people who have a stake in the process and who may be impacted by the outcome
- Equip all constituencies with the tools and knowledge they need to effectively participate in the planning process
- Integrate stakeholder engagement into all of the proposed planning and implementation activities, to ensure stakeholders have meaningful opportunities to influence the outcomes of these activities
- Create long-term capacity for continued engagement at the regional, corridor and catalytic project-level scales
- Effectively and meaningfully engage communities typically underrepresented in planning processes, including low-income individuals and families, people with limited English proficiency, and communities of color



Stakeholder Engagement Team

A multidisciplinary stakeholder engagement team supported DRCOG staff in achieving the goals for the corridor planning process. These organizations have significant experience in leadership development, capacity building, outreach to traditionally underrepresented communities, working with advocacy organizations, and meeting facilitation (including the effective use of innovative tools and technologies), and were indispensable to the process.

FRESC: Good Jobs Strong Communities

FRESC is a nonprofit organization with expertise in grassroots community organizing. FRESC community organizers played a pivotal role in recruiting, building capacity, and effectively and meaningfully engaging traditionally underrepresented populations. Staff organizers continually communicated with and fostered relationships with newly developed community organizers and leaders throughout the three-year process. They also assisted with the following tasks:

- Providing food, childcare, translated materials and interpretation services at stakeholder meetings and other engagement events
- Conducting door-knocking in station areas along the corridor
- Recruiting and mobilizing diverse constituents to actively participate in the planning and decision-making process
- Training grassroots leaders to advocate in advisory community meetings for relevant outcomes such as affordable housing, job standards, healthy living, and transit access
- Conducting one-on-one education and quarterly training to help people understand the links between local and regional issues impacting these populations, including housing, public health, transit, jobs, training and economic development.

The Denver Foundation

Colorado's oldest and largest community foundation, the Denver Foundation inspires people and mobilizes resources to strengthen the community. Complementing the efforts of FRESC, The Denver Foundation committed funding for small grants to emerging resident leaders and technical assistance to resident leaders in low-income areas involved in station-area or corridor-level decision-making. This funding supported the provision of food, childcare, translated materials and interpretation services at stakeholder meetings and other engagement events.

Transit Alliance

Transit Alliance is a public-advocacy organization that works to enhance communities and people's lives by supporting transit, active transportation and increased mobility to cultivate a healthy, resilient and more sustainable lifestyle. Transit Alliance modified and conducted its successful Citizens' Academy for each of corridors. The Corridor Academy provided community leaders with a fundamental working knowledge of how to engage in the process of regional transit and better communicate its benefits. The academy also sought to ignite a passion for public transit, community building around transit and fuel community interest in the overall benefits. Academy participants were encouraged to take their new knowledge and put it in action by designing an implementable personal action plan.



PlaceMatters

PlaceMatters is a Denver-based, non-profit think tank for civic engagement and process in planning whose work creates opportunities for informed, inclusive decision making in the planning of vibrant cities and communities. PlaceMatters conducted stakeholder interviews with municipal staff and community leaders who had been involved in previous planning efforts in the corridor, like station area planning. They provided recommendations, which were instrumental in designing the process, activities and tools for the stakeholder committees. PlaceMatters also helped design a large-scale interactive public forum for each corridor and synthesized feedback received. Further, they provided training to stakeholders on engagement tools like WALKscope and the Denver Regional Equity Atlas, building long-term capacity among community leaders in the corridor.

Stakeholder Feedback

While stakeholder engagement in each SCI corridor (East, Gold and Northwest) provided unique input to the planning process, some concerns were universal. First- and final-mile connectivity, in particular bicycle, pedestrian and bus modes, and access to opportunities like transit, employment and housing rose as top challenges throughout the region.

DRCOG and the Stakeholder Engagement Team conducted several activities in the corridor designed to elicit feedback from residents, business owners and other members of the community. Several common topics were identified through these activities (see text box). In addition, participants in each activity identified specific issues, needs and opportunities.

East Corridor Stakeholder Committee (CSC)

The East CSC met ten times between January 2013 and October 2014 at the Central Park Recreation Center in Stapleton. An activity to identify important issues to consider as the corridor working group and stakeholder committee explored the vision, opportunities and challenges and potential implementation strategies for the East Corridor provided the following feedback.

- Lack of stops in underserved communities
- Accessibility and connectivity – Fare affordability, circulators, last mile challenges, bicycle/pedestrian connections

East Corridor Key Themes

In the East Corridor, the most frequently identified themes and opportunities included:

- Access to opportunity
 - Jobs
 - Housing – range, affordability, displacement
 - Services – new & existing
- First/final mile challenges -- connectivity
- Access to transit
 - Bus connections & circulation
 - Fare affordability
 - Older adults, person(s) with a disability
 - Safety
 - Public education – language barriers



- The corridor should be designed to serve the residents, employees and neighborhoods along the corridor in addition to commuters (Downtown/DIA) who live outside the corridor
- Need for strategies to preserve existing neighborhoods and prevent potential negative impacts of new development such as gentrification that pushes out existing residents – Preserve live/work opportunities for artists in River North Art District (RiNO)
- Mixed use and housing for mixed incomes
- Job creation and access to jobs and education
- Opportunities for new development and redevelopment
 - New businesses, access to fresh food and shopping, increase in density
 - How to use TODs to jumpstart other development in the corridor
- Safety
 - Personal safety (especially at stations)
 - Safe accessibility (sidewalks, crossings, etc.)

FRESC Outreach

FRESC staff conducted outreach from Spring 2012 through Spring 2015 primarily in the 38th & Blake station area, Montbello, NE Denver, and NW Aurora neighborhoods closest to the Peoria Smith station. The community members were predominantly African-American or Latino, and one-half to one-third spoke Spanish as a first language or had limited English proficiency. Many residents lived in mobile home parks and Denver Housing Authority housing, though others resided in market-rate apartments or owned their homes. Most community members FRESC worked with were long-time residents, women and/or working parents with children.

Through its work in all three SCI corridors, FRESC heard common themes including the need for greater access to jobs and more affordable transit fares. Stakeholders voiced the following concerns in the East Corridor:

- Safety
 - Crime in station areas or neighborhoods (Curtis Park)
 - Children and elderly crossing train tracks
 - Lighting and truck traffic (40th and Colorado station area)
 - Sidewalks and lighting (Swansea neighborhood)
- Rising rents/displacement/affordable housing (38th & Blake station area)

Active Organizations in the East Corridor

- LiveWell Globeville-Elyria-Swansea
- Focus Points
- Together Colorado- EAST
- Tri-County Health Department
- Civic Canopy
- Boys & Girls Club (Montbello)
- Buds Warehouse
- Morris Heights Neighborhood Association
- Whittier Neighborhood Association
- Park Hill Neighborhood Association
- Five Points Business Association
- Salud Y Vida for the Latino Community
- Iglesia Cristo de Emanuel
- United Communities of Adams County
- Globeville Neighborhood Association



- Health - those who have access to transit (real physical access including sidewalks and safe neighborhoods that support the regular use of transit) have better health outcomes and lead healthier more active lifestyles
- Access to jobs (particularly Peoria station area) and job creation
- Cuts to bus routes
- Limited options for access to healthy food and medical facilities (38th & Blake)
- Housing affordability and construction impact on residents, neighborhood business and schools (particularly in Globeville/Elyria/Swansea neighborhoods)

FRESC organizers noted the challenge in engaging residents in some of the station areas, and 38th & Blake in particular, due to neighborhood transition. Many low-income households and families of color were moving out of these areas as housing costs increased, despite long histories in neighborhoods. Several individuals were unemployed and their highest priority was looking for work rather than participating in planning meetings.

Transit Alliance East Area Corridor Academy

Fourteen participants completed the East Corridor Academy four consecutive Saturdays, Sept. 7-28, 2013. Attendees expressed interest in making sure the regional transit system retains high levels of sustainability, connectivity, equity in housing and jobs, coordination with other large-scale regional projects, creating quality transit-oriented development, advancing solutions for the mobility impaired, and promoting community activism. Academy entrants also indicated they were most interested in becoming involved with issues involving planning and community development; bicycling, walking and pedestrian access; and community outreach and education. (In this order)

The following is a brief description of the participants' Individual Action Plans:

- Create a new transportation management association for the Green Valley Ranch community to address concerns over easing connectivity to the 40th and Pena Blvd Station
- Apply to FasTracks Citizens Advisory Committee and advocate for and inform neighbors about TOD opportunity at Central Park Station
- Create an online blog that centralizes information on the Central Park station for Stapleton residents
- Develop ideas for egress from Albion Street to Colorado Boulevard
- Develop and provide tools for community members to assist them in using the East Corridor daily
- Campaign and gather support for a vibrant and densely developed station area that creates daily destinations for the Park Hill station
- Bring cool ideas currently occurring in Boulder to East Corridor stations (Neighborhood Eco Pass, safe walking programs)



- Develop program to reclaim and renovate existing BNSF tracks into multi-purpose trail to serve the communities in the East Corridor
- Work to improve the walk score of Bruce Randolph Avenue by encouraging community development of residential and mixed use projects that provide for additional destinations to walk to
- Create and distribute community survey to assist increasing access and use of Eco-pass program

East Corridor Public Forum

The East Corridor Public Forum was held Oct. 17, 2013 at the Stapleton Foundation and attracted nearly 40 participants. The forum provided a mix of high- and low-tech activities encouraging both education and engagement. The forum offered a chance for residents to learn about the East Corridor and other planning and transportation projects in the region, talk with staff from the jurisdictions along the corridor and RTD and DIA and provide input on East Corridor vision, assets and challenges, and preferred amenities and services. Common themes among feedback received included:

- Public art
- Preserving open space
- The East Corridor as a regional destination
- Multi-modal connectivity (neighborhoods, work, airport)
- First- and final-mile challenges
- Need for grocery store/food desert concerns (particularly at 38th/Blake)
- Affordable housing
- Need for local businesses/services



OUR Shared Vision

DRCOG launched a civic engagement website to garner additional feedback from the community using the MindMixer platform. The site encourages idea generation and social interaction among participants. OUR Shared Vision published three topics related to the East Corridor covering corridor vision and goals. Common themes included increasing access to jobs and making investments in the corridor that would result in connections to existing and new commercial and mixed-use areas.



East Corridor Recommendations

The East Corridor Recommendations reflect the suggested priorities of the CWG based on the outcome of all activities undertaken as part of the corridor planning process including the Corridor Profile, stakeholder engagement efforts, and the outcomes of the Catalytic Project and technical assistance studies, as well as the expertise and experience of all the CWG members. The recommendations propose next steps for collaboration by the jurisdictions and other key partners in the corridor to continue work begun under the SCI grant and achieve the opportunities opened up by the build-out of the transit system.

Create an Economic Development Marketing and Branding Plan based on the outcomes of the East Corridor Market Readiness Study to implement a strong, marketable brand to generate development interest for the East Corridor.

Engage regional and jurisdictional economic development agencies to collaborate on the development and implementation of a marketing and branding plan to promote the East Corridor based on its specific assets and characteristics as identified in the East Corridor Market Readiness Study (including access to DIA and Downtown Denver, existing industry clusters, development opportunities, and training and education centers). Include the development of station area specific plans and attributes. Identify incentives and other mechanisms to provide assistance to businesses interested in locating or expanding in the East Corridor with an emphasis on the creation of middle-income jobs.



Build on existing city and RTD programs, and prepare a Multimodal Transportation Enhancement Study that focuses on the potential for multimodal infrastructure improvements that can better connect neighborhoods to transit stations.

Inventory infrastructure and amenity needs for areas adjacent to both bus and rail stations to identify connectivity and access needs. The inventory elements will include bus stop amenities (i.e. benches, trash cans, shelters, etc.) as well as infrastructure elements such as sidewalk conditions, concrete pads, access walks, accessibility needs, and proximity to safe crossing locations. Results from the inventory will be integrated into a dynamic database to help prioritize investment and implementation to the highest need areas as funding is available.

Conduct a services assessment or market study of grocery stores, daycare, medical facilities and other community amenities.



Identify gaps in resources along the East Corridor. Identify key public and private investment needed to complete local/community resources and amenities. The study should include both public resources (libraries, educational centers, community centers) and market-driven retail (grocery stores, locally serving retail, etc.). For market-driven amenities, create marketing strategies to invite private investment or incorporate provision of community resources into master plans. The needs assessment and marketing strategy should be based on the East Corridor Market Readiness Study and other sources of information, and should leverage existing and proposed efforts.

Develop a cross-jurisdictional/inter-agency parking plan to implement recommendations and outcomes of the East Corridor Parking Study.

Using the outcomes of the parking study, develop a plan for potential long-term parking strategies in station areas such as transitioning from surface parking to structured parking. The plan should include strategies for interagency cooperation on parking redistribution as demand, needs and opportunities become better known.

Conduct a Joint Development Study and Policy to promote joint development opportunities along the East Corridor where appropriate.

Identify opportunities to work with RTD on joint development along the East Corridor. This effort could include tools and strategies that can help catalyze development similar to RTD's TOD Pilot Program in which innovative financing and development concepts are being explored to leverage public/private investment.

Prepare an Affordable Housing Creation and Preservation Strategy focused on creating and preserving affordable housing and promoting diverse, mixed-income housing options at each station along the East Corridor.

Work with East CWG partners and others involved with affordable and mixed-income housing in the region to develop a more detailed plan, integrating the work already underway by the Urban Land Conservancy and Aurora Housing Authority at multiple sites along the corridor. The goal of the plan should be to promote diverse, mixed-income housing options so that transit-oriented communities along the East Corridor offer a balance of housing options. The plan should examine the transition of some existing housing stock in all station areas from private market ownership to another ownership structure that would permanently preserve affordable housing; identify targeted opportunities for additional new affordable housing production for three specific market niches: seniors, families with children, and students; and evaluate various HUD programs to demonstrate ways that they could be modified to better support affordable housing near transit by adding proximity to transit in HUD's evaluation criteria.

Continue collaboration among participants in the East Corridor Working Group.

Continue to meet at least semi-annually or as needed to monitor progress on specific activities, identify new opportunities to enhance planning and development, and seek opportunities to attract financial support for corridor-wide initiatives.



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- John Fernandez - City of Aurora, Planning and Development Services *
- David Gaspers - City & County of Denver, Planning & Development *
- Karen Good - City & County of Denver, Public Works
- Steve Gordon - City & County of Denver, Planning & Development *
- Joelle Greenland - Adams County, Community Development
- Ismael Guerrero - Denver Housing Authority
- Jenn Hillhouse - City & County of Denver, Policy & Planning *
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- Melissa Stirdvant - Aurora Housing Authority
- Jeanette Hilaire Stoufer - Denver International Airport
- Mike Turner - Regional Transportation District *
- Kevin Wegener - City of Aurora, Public Works

* East Corridor Working Group (CWG) Members



East Corridor Stakeholder Committee (CSC) Members

- Nazir Al Din Bey
- Larry Burgess
- Abel Bustillos
- Martha Carranza
- Matt Cunningham
- Tim Dolan
- Charlie Foster
- Linda Gallegos
- Stacie Gilmore
- Aaron Graybill
- Joel Noble
- Nissa Rost-Rothman
- Kelan Smith
- Savara Sullivan
- Anthony Thomas
- David Vogel

Stakeholder Engagement Team Members

- FRESC: Good Jobs/Strong Communities – Desiree Westlund, Samaria Crews
- Transit Alliance – Kathleen Osher, Abby Musfeldt
- PlaceMatters – Ken Snyder, Peter Kenney, Jocelyn Hittle, Brad Barnett, Critter Thompson, Kayla Gilbert, Marine Siohan

Denver Regional Council of Governments (DRCOG) staff

- Paul Aldretti – Sustainable Communities Coordinator
- Ashley Kaade – Outreach Specialist
- Michele Anderson – Regional Planner
- Anna Garcia – Regional Planner

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East Corridor Blueprint