



P.O. Box 140387, Edgewater, CO 80214

www.csicolorado.org

303-668-2534

community**strategiesinstitute**

Denver Office of Economic Development

Community Needs Assessment

**for the Neighborhoods of, Elyria-Swansea, Five Points, Globeville,
Northeast Park Hill, Montbello and Westwood**

Prepared by:

Community Strategies Institute
P.O. Box 140387
Edgewater, CO 80214

Prepared For:

City of Denver
Office of Economic Development
Neighborhood Development
201 W. Colfax Avenue, Dept 204
Denver, CO 80202

September, 2014

The Community Strategies Institute was formed in 2003 to provide fiscal and economic analysis, education and training to individuals and groups wishing to better understand and improve the economic and social factors influencing affordable housing development, housing conditions and community infrastructure as those elements influence the economic mobility of low-income populations. The Institute Directors and Members have diverse backgrounds in housing development, finance, management, policy and research. The Institute can be your partner in designing research, programs, and investments for expanding opportunities for individuals to become economically stable members of caring communities.

For more information contact:

Jennie Rodgers
303.668.2534

jennie@csicolorado.org

Tom Hart
303.902.9028

tomhart@csicolorado.org

Visit our website:

www.csicolorado.org

Table of Contents

| | |
|--|----|
| Assessment Background | 6 |
| OED Impact on Neighborhoods | 6 |
| City-wide Issues | 8 |
| Improving Neighborhood Economies | 9 |
| Mental Health | 9 |
| Healthy Food Access | 10 |
| Access to Basic Human Services | 10 |
| Transportation | 10 |
| Neighborhood Profiles | 11 |
| The Purpose and Use of Indicators | 11 |
| Best Practices Research | 12 |
| Data and Maps and their Use | 12 |
| Neighborhood Profiles | 14 |
| Elyria/Swansea Neighborhood Profile | 14 |
| Neighborhood Demographics | 14 |
| Demographic Profile | 15 |
| Identified Needs by Priority Area | 15 |
| Service delivery system analysis | 15 |
| Gaps in the service delivery system based on underserved needs | 16 |
| Recommendations | 17 |
| Indicators for tracking improvement within the Neighborhood | 18 |
| Priority Needs Crosswalk Matrix Key | 19 |
| Five Points Neighborhood Profile | 21 |
| Neighborhood Demographics | 21 |
| Demographic Profile | 22 |
| Identified Needs by Priority Area | 22 |
| Service delivery system analysis | 23 |
| Gaps in the service delivery system based on underserved needs | 25 |
| Recommendations | 25 |
| Indicators for tracking improvement within the Neighborhood | 26 |
| Priority Needs Crosswalk Matrix Key | 27 |
| Globeville Neighborhood Profile | 29 |
| Neighborhood Demographics | 29 |
| Demographic Profile | 30 |
| Identified Needs by Priority Area | 30 |
| Service delivery system analysis | 30 |
| Gaps in the service delivery system based on underserved needs | 31 |
| Recommendations | 32 |
| Indicators for tracking improvement within the Neighborhood | 33 |
| Priority Needs Crosswalk Matrix Key | 34 |
| Montbello Neighborhood Profile | 36 |

| | |
|--|-----|
| Neighborhood Demographics..... | 36 |
| Demographic Profile | 37 |
| Identified Needs by Priority Area | 37 |
| Service delivery system analysis..... | 38 |
| Gaps in the service delivery system based on underserved needs | 39 |
| Recommendations..... | 39 |
| Indicators for tracking improvement with the Neighborhood | 40 |
| Priority Needs Crosswalk Matrix Key..... | 42 |
| Northeast Park Hill Neighborhood Profile | 44 |
| Neighborhood Demographics..... | 44 |
| Demographic Profile | 45 |
| Identified Needs by Priority Area | 45 |
| Service delivery system analysis..... | 45 |
| Gaps in the service delivery system based on underserved needs | 46 |
| Recommendations..... | 46 |
| Indicators for tracking improvement within the Neighborhood..... | 47 |
| Priority Needs Crosswalk Matrix Key..... | 48 |
| Westwood Neighborhood Profile | 50 |
| Neighborhood Demographics..... | 50 |
| Demographic Profile | 51 |
| Identified Needs by Priority Area | 51 |
| Service Delivery System Analysis..... | 52 |
| Gaps in the service delivery system based on underserved needs | 53 |
| Recommendations..... | 54 |
| Indicators for tracking improvement within the Neighborhood..... | 55 |
| Priority Needs Crosswalk Matrix Key..... | 57 |
| Neighborhood Data | 59 |
| Data Maps..... | 61 |
| Current Providers..... | 92 |
| Jobs/Employment Providers..... | 92 |
| Youth After School Program Providers..... | 94 |
| Safety Net/Basic Human Needs Providers (does not include food banks which are included on a Map) | 102 |
| Best Practices..... | 104 |
| Micro-Lending: Women Entrepreneurs..... | 105 |
| Job Training and Micro Lending for Refugee and Immigrant Residents..... | 106 |
| Education and Employment for Very Low Income Persons with Multiple Issues | 107 |
| Job and Career Development for Low Income Low Skilled Adults | 108 |
| Workforce Development in Targeted Industries | 108 |
| Employment Training to Provide After School Programming | 110 |
| Employment Training and Development for Immigrant/ Refugee Population | 111 |
| Employment Training for Residents with Multiple Barriers | 112 |
| Workforce Development and Homeless Agency Partnerships..... | 112 |
| Mental Health and Employment Services for TANF Recipients..... | 114 |

| | |
|--|-----|
| Women in Manufacturing Job Training and Placement | 115 |
| Summer Youth Employment and Training in Transportation Technical Skills..... | 116 |
| School Readiness: Increased Enrollment in Preschool for Latino Children – Los Angeles Universal Preschool... | 117 |
| Early Childhood Obesity Prevention | 118 |
| Kids/Bullying Prevention – Steps to Respect Anti-Bullying Program..... | 118 |
| Engaging Youth in Urban Agriculture | 119 |
| Mental Health Early Intervention – Head Start Trauma Smart | 121 |
| STEM After School Programs – 4-H Tech Wizards | 122 |
| Summer Academic Program for Low Income Middle School Children..... | 123 |
| Low Income and Underserved Girls..... | 123 |
| High School Dropout Prevention: Apprenticeships | 125 |
| Youth Aging out of Foster Care Community Collaborations..... | 125 |
| Workforce Development for Opportunity Youth: Year Up..... | 127 |
| Integration of Behavioral Health in Pediatrics..... | 127 |
| SOAR Mental Health Outreach | 129 |
| SNAPS – Healthy Food Access to Locally Grown Food and Farmers Markets | 130 |
| Community Collaboration..... | 131 |
| Healthy Food & Nutrition for Families..... | 132 |
| Health and Behavioral Health Promotion in Low Income and Non-English Speaking Communities | 133 |
| Reducing Transportation Costs for Low Income Populations..... | 134 |
| Denver Community Needs Assessment Survey Results | 135 |
| Integrating Neighborhood Indicators with Performance Measures | 140 |
| Denver Plans and Reports Reviewed for the Community Needs Assessment | 145 |

Assessment Background

In May of 2014 the Office of Economic Development engaged the Community Strategies Institute to provide a community needs assessment for neighborhoods that were listed as priority areas in the OED Strategic Plan, Jump Start 2014. The community assessment was to address the high priority non-housing community development needs in the OED Strategic Plan that related to Mayoral priorities for Jobs, Kids and the Safety Net.

The community needs assessment plan called for completing the following tasks in the first phase of the project:

- ✓ reviewing local plans, data, reports that pertain to community needs in the targeted neighborhoods; CSI completed the review of over 50 local documents for this task;
- ✓ CSI performed key informant interviews of people who work in or are active in the target communities; CSI obtained information on the neighborhoods and city needs from over 85 interviewees;
- ✓ CSI conducted best practices research using information obtained from key informants and from an extensive review of the literature discussing programs and plans to address the targeted areas of jobs, youth, and the safety net. CSI has included 30 Best Practices write ups as part of this report.
- ✓ CSI conducted an online provider/partner survey. The responses were not numerous even though direct invitations were e-mailed to 73 provider agencies. The results of the survey are included in this report.
- ✓ CSI is including a range of charts and documents which provide background information and data which has been used to guide the findings of this report.

The second phase of the project involved a number of tasks. CSI has completed neighborhood profiles for each selected neighborhood. The profiles for each neighborhood include a geographic description, a statistical profile highlighting important economic, demographic, and locational data. CSI identified needs in the three Jump Start priority areas: Jobs, Youth, and the Safety Net. CSI completed a neighborhood level analysis of the delivery system that specifies what services are currently available in the individual neighborhood. The service delivery analysis is provided both in narrative and a matrix format. A listing of the perceived gaps in the delivery system based on underserved needs is included.

The neighborhood profile includes recommendations for improvement that highlight areas where there are not services or not adequate service coverage. Based on the information presented for each neighborhood, CSI has developed neighborhood specific indicators that may be used in order to track improvement. CSI will solicit input from OED staff on which indicators to incorporate in the strategies and Logic Model referenced in the Third Phase of the project. The second phase of the project is completed by a Crosswalk Matrix that graphically portrays the relationship of existing needs, programs, gaps and partners within the geographic areas.

The third phase of the project entails creating a process model that will assist OED in aligning OED goals and objectives with inputs and outcomes. The model will be a tool that OED can use to evaluate investment opportunities as well as to have a consistent method of comparing potential investments and their impact on the indicators used to measure progress in the neighborhoods. The process model will have an interactive component that will allow OED staff and funding applicants, to target specific outcomes and their impact on the more general indicators chosen for that neighborhood. CSI will be soliciting OED input on this model which will be based on the indicators adopted for the neighborhood conditions.

OED Impact on Neighborhoods

OED is the lead community development agency for Denver Government. The agency has a long history of partnering with other agencies, businesses and neighborhoods to create many premier programs and community development projects. In the current environment, where resources are shrinking at the Federal level, the pressure on staff and resources becomes more severe. In many of the key informant interviews, particularly with informants that operate at the neighborhood level, there is a perception that OED staff are not visible enough in the neighborhoods at meetings and gatherings where needs are discussed or plans are vetted for new projects.

Within the human resource limitations that OED faces, it would be advisable to implement some regular process which would provide an opportunity for neighborhood residents and service providers to meet and discuss neighborhood needs with OED staff. This could be as simple as setting regular listening sessions in community or recreation centers or at non-profit offices in which OED staff could receive updates on neighborhood activities and projects. Perhaps a monthly listening session could be scheduled in each of the targeted neighborhoods. Once the routine became established, hopefully there would be enough participation to justify the expenditure of time by OED staff. It would be more useful if OED representatives of economic development, workforce investment, neighborhood services and housing could attend to exchange information about their specialties.

These neighborhood meetings could also enhance OED's role as the convener of other city agencies and private corporations that are involved with delivering services to Denver neighborhoods. Most key informants placed a high value on greater collaboration and coordination among all the entities that provide services for kids, the safety net and employment. As OED becomes a more visible partner in the neighborhoods, the agency will have the credibility and knowledge of neighborhood needs to bring the right players to the table and improve coordination and cooperation among all the players.

There are future possibilities of more partnering with the Department of Human Services. Their SNAP into Health Program which provides mobile assistance intake to Denver neighborhoods is making it more convenient for residents facing the burdens of poverty, to access government programs that provide food assistance, childcare, basic financial support and medical insurance. The Department of Human Services is developing a kiosk intake system that would install internet based kiosks in public buildings as well as in non-profit service providers' offices. OED could partner once again with this best practice approach in expanding the availability of assistance into neighborhoods.

The research conducted for this community survey project has shown that Denver is highly engaged in numerous initiatives and efforts to address needs in the Jump Start priority areas. There are literally hundreds of groups, agencies, non-profit corporations and ad hoc neighborhood committees which are devoting their energies to neighborhood improvement. OED serves as the lead agency in coordinating and supporting the many non-housing community development efforts going on in the City. Because there are so many players involved, it is difficult to coordinate and bring the many players in a neighborhood into a unified menu of services and actions that each entity might perform. Many of the Jumpstart neighborhoods are underserved by the non-profit sector. Spotty service delivery is attributable to many factors. Lack of resources including physical space is one substantial barrier. Another critical barrier is lack of coordination among the many players.

OED has two important agencies that it can use to maximize resources and achieve better coordination. The Denver Office of Strategic Partnerships (DOSP) is engaged in working with the broad spectrum of non-profit organizations to enhance better communication and coordination among those agencies. As OED addresses the unmet needs in the neighborhoods covered in this report, DOSP can be helpful in bringing the non-profits together to facilitate discussions about expansion of neighborhood services and how to formulate cooperative agreements among agencies which may be performing similar services in adjoining areas. The Funding and Contracting Efficiency (FACE) initiative will be a useful tool for OED and other City agencies as they move to more clearly focus their procurement decisions to make effective investments in targeted outcomes.

The other important support agency that will be useful in addressing neighborhood needs is the Denver Shared Spaces organization. This agency is working with a variety of building owners (both for profit and charitable), non-profits and neighborhood organizations to develop facilities for use by the non-profit sector. In several of the Jump Start neighborhoods, key informants indicated that there was a lack of suitable space for delivery of services and other activities such as social gatherings, meetings, etc. As OED addresses some of those neighborhood

facility needs, the Shared Spaces organization along with the DOSP can assist in bringing agencies together to form cooperative agreements that will address facility shortfalls in a more efficient manner.

City-wide Issues

While the focus of this report is on the Jump Start targeted neighborhoods, the research revealed some needs and gaps that are common to most or all of the targeted neighborhoods. It is likely that some other neighborhoods face issues in the need areas as well. It does appear that the neighborhoods with lower incomes compared to the City, as a whole, have more challenges in meeting basic infrastructure and human service needs. As OED considers actions to address needs in the target neighborhoods, the solutions chosen can probably be applied in other neighborhoods with similar challenges.

Each Neighborhood is Unique

Residents and those who work and provide services in the neighborhoods, have a keen sense of the unique physical and social characteristics of their neighborhood. They want to preserve and enhance the assets their neighborhood possesses. They also see the challenges their neighborhood faces, as being more difficult than those found in other neighborhoods. There is a keen sensitivity to the idea that the City will force cookie cutter approaches to problems on the neighborhood. Some neighborhoods have the perception that their needs have been forgotten by City Government and that the more affluent, mobile neighborhoods receive more attention and resources from policy makers. The challenge for City leaders is to establish a level of support and engagement that is comparable from neighborhood to neighborhood, while at the same time tailoring those efforts to the unique social and physical realities of the individual neighborhood.

A facet of this challenge concerns the mission driven non-profit agencies which deliver services city-wide. Many of the non-profits focus on their mission, whether it be children, employment training, or the safety net. They don't necessarily embrace the unique characteristics of each neighborhood they serve. As OED is able to build stronger connections to each neighborhood, OED will be more effective in engaging service providers to deliver services within the specific context of unique conditions in that neighborhood. If OED adopts a neighborhood indicator based assessment system for new or expanded services, the mission driven agencies will have a blueprint for better integrating their efforts in the neighborhood.

Another overarching theme to neighborhood character has to do with the pace of change taking place in many of the targeted neighborhoods. Five Points residents are concerned about gentrification and how the influx of new residents impacts the historic and cultural roots of the area. However, a review of the demographic and economic profile of Five Points indicates that the ethnic and household composition of Five Points has already changed significantly from previous decades. In some cases, the infrastructure and human service needs of Five Points are not as great as they were in the past.

While Northeast Park Hill has many pressing needs, home sales and commercial activity is showing greater robustness than in the past. Many Denverites who have been priced out of some more expensive Denver neighborhoods, are taking advantage of the good quality homes which are still affordable compared to other areas. As the planned infrastructure projects for light rail and I-70 improvements become shovel ready, the market for housing with good transit access will continue to improve in Northeast Park Hill.

Montbello, during the recent recession had one of the highest foreclosure rates in the Metro area. The City and housing partners dealt with the foreclosure crisis using HUD Neighborhood Stabilization Program (NSP) funds. As DIA continues to be a major job generator, more DIA workers are moving to Montbello because of its proximity to the airport and adjacent jobs. This influx has resulted in stabilized and appreciating housing prices. Once the commuter rail line offers access to Montbello residents, economic activity and home prices in the neighborhood will continue to escalate.

The City has developed an aggressive improvement plan for Westwood. As those public investments become realities, the demographic composition will likely change as well. The last thirty years of Denver history have shown that when the City and its local, State and Federal partners, make heavy infrastructure investments, the impacted area shows increased real estate values and economic activity. The Lower Downtown neighborhood is a prime example of what can happen if comprehensive public investment redefines the physical conditions of the neighborhood. The lower Highlands neighborhood has seen a similar resurgence due primarily to the installation of the pedestrian bridge linking Highlands with the Central Business District. Residents of Highlands can be at their job, Downtown, in a matter of minutes without having to get in their cars. As a result of City infrastructure and public facility investments in LoDo and Highlands, those neighborhoods reflect some the higher real estate values in the City.

OED is the lead Community Development Agency. A fundamental purpose of the agency is the elimination and de-concentration of poverty in Denver. OED has led and supported many successful efforts that have improved the economic and social conditions of residents. An ongoing challenge will be the ability to alter programs and investment plans to reflect the changed and improved conditions in neighborhoods. Because of the impacts of ongoing neighborhood change, it will be important to collect current data and track progress on priority needs. This community assessment is a step to begin the process of monitoring neighborhood progress and targeting investments to critical current needs even as those needs change at the neighborhood level.

Improving Neighborhood Economies

The burden poverty places on households is a major barrier for residents who don't have convenient access to government and charitable resources to meet their basic human needs. It is difficult to maintain a healthy living environment and stable life if one has to worry about not having enough food or access to medicine when one becomes sick. While various social programs offer a lifeline to those most in need, the best antidote to poverty is a good paying job. Continuing to attract better paying jobs in Denver needs to be a city-wide priority. While the Jump Start neighborhoods reflect some of the highest poverty rates in the City, there are other neighborhoods that also have pockets of very low income residents. The challenge is to improve the employment skills of those poverty level households while at the same time, continuing to pursue policies which stimulate businesses to create more jobs that pay a livable wage.

Mental Health

CSI heard from neighborhood representatives and service providers that there is a dearth of mental health services available to City residents. Based on the research of services available at the neighborhood level, there does not appear to be an adequate number of facilities within easy access to neighborhood residents. The need cuts across all age groups. Youth program providers stated there was a deficiency for young children and school aged children. Mental health support was listed as a critical deficiency for adults, particularly those with various emotional and substance abuse challenges. With a high percentage of Spanish speakers present in some of the target neighborhoods, service providers and those involved with programs for school children and pre-schoolers, indicated that those groups had limited access to bilingual mental health services.

While OED is not the City mental health policy making body, there are likely opportunities for OED to partner with mental health agencies and providers to invest in the physical platform that could provide offices and facilities for those who directly provide mental health services. In 2014, the Health Alliance of Denver Planning Group was formed. The primary effort for this group is to perform a complete assessment of the primary care needs and behavioral health needs of Denver residents. This organization is moving rapidly to gather the necessary resources to complete that assessment. The assessment will be a primary source for identifying gaps in the mental health delivery system. OED and other City agencies could contribute resources to complete the assessment of the mental health service delivery system. Once the assessment is in hand, OED could be instrumental in creating the needed facility space in neighborhoods which are deemed to lack adequate services.

Healthy Food Access

There are many efforts and initiatives working to fill the void for healthy food access. Across the City including the Jump Start neighborhoods, there are areas which do not have a year round outlet for a range of food that supports a healthy diet. There have been some studies done by various groups on the financial feasibility of operating a full service grocery in the food desert areas. Those studies have basically concluded that in neighborhoods with lower incomes and which are isolated from high traffic thoroughfares, grocery chains won't open new stores. A coop or non-profit business model might prove to be more flexible in meeting some neighborhood needs than the corporate model. OED was instrumental in the production of an ambitious study to lay the ground work for a "Food Hub" in West Denver. The City Kitchen report identified a number of actions and models that could be utilized to bring healthy living and healthy food to neighborhoods which lack those ingredients for living. The economic analysis laid out the projected costs for various options. While some major cities have created multi-purpose food hub systems, the concept may be too complex and costly to replicate in multiple Denver neighborhoods. However, OED could use the City Kitchen vision and bring all the participating organizations and neighborhood groups together to focus on development of a scaled down project that could provide the physical space for food distribution and sales resembling a public market. As the market gained traction, it might become more feasible to expand the operation and include greenhouses and food processing facilities such as a commercial kitchen.

A few groups involved with the healthy food initiative are looking at the possibility of opening coop stores. Revision in Westwood, has received funding for acquisition and construction of a Food Hub. As Revision begins the process of putting the legal and financial structure together for a co-op store, OED could link other neighborhood groups engaged on the food issue with Revision so they could share their learning with the other groups. If OED could invest resources in developing the operational blueprint for neighborhood coops based on the Westwood experience, other neighborhoods may progress faster. Since Westwood will likely be the first neighborhood with a functioning co-op, it may make sense to create a Westwood based umbrella organizational structure and then work with neighborhoods to organize a neighborhood location that could be somewhat independent but still receive the benefits in purchasing power and distribution logistics that an umbrella organization could provide.

Access to Basic Human Services

Many of the Jump Start neighborhoods' residents have challenges in fulfilling basic human needs. There is a sense of isolation and the idea of traveling out of their neighborhood to a Human Services office away from home is a barrier to their ability to obtain assistance. The Internet and computerized assistance applications make it possible for the benefit system to become highly decentralized. Creating online access to benefit programs in neighborhood service provider offices would be an enhancement to the city-wide delivery system.

There are neighborhoods which don't have walkable access to various assistance types including homeless prevention and family support services. There are several successful agencies operating in some of the neighborhoods and as the opportunity presents itself, OED could partner with those agencies to provide more physical space and staffing to expand their service area or to add service locations in neighborhoods without an office. For Instance Focus Points operates an effective array of programs for families in Elyria Swansea but they don't have a physical location in all of the northern corridor neighborhoods they serve.

Transportation

The expansion of light rail has benefitted some Jump Start neighborhoods. Some neighborhoods are not served by an existing rail station. More lines and stations are on the way. However, the affordability of public transit was a recurrent problem voiced by many key informants. OED does not operate the public transit system in Denver but there may be options to impact the escalating cost of a bus or a light rail pass. OED could convene interested stakeholders in a discussion with the Regional Transit District to determine if there is not a way to provide a deeply reduced bus pass for income deprived households. There are several different approaches to solving the affordability problem of public transit. OED could provide a certain amount to a lead service agency that would

purchase bulk tokens and passes from RTD. Then other qualified agencies in the neighborhoods could request the tokens and passes from the lead agency to provide to their neighborhood clients. Mile High Connects is working to create more affordable transportation solutions throughout the Metro Denver area. Mile High Connects is a partner agency that could help OED plan for the provision of more affordable transportation for low income and vulnerable populations.

Another less costly option for OED, would be to negotiate an agreement with RTD to provide passes and tokens to a preapproved list of agencies at a reduced rate. Those agencies would purchase the passes directly from RTD and OED would subsidize the difference from the published RTD fare to the reduced level agreed upon by OED and RTD. For example the current one way fare is \$2.25. OED could negotiate a price with RTD below that rate and the non-profit agencies who want to participate could then provide the passes at the reduced rate. RTD has a non-profit agency pass discount program. However, it appears that the subsidies don't reach deep enough to entirely solve the problem for those with little income. Some key informants reported to CSI that, even though some neighborhood residents wanted to participate in Workforce Investment Centers, they lacked the finances to pay the bus fare to go to the job center and sign up even though the job centers have resources to help with transportation costs for those participating in their programs. Transportation expense barriers could be overcome with a more aggressive approach between the RTD, OED and service providers.

Neighborhood Profiles

In order to provide specific data and recommendations for the Jump Start neighborhoods, CSI has organized this information into a series of neighborhood profiles for the target neighborhoods. The profiles provide basic information about each neighborhood. This information shows that there are differences in the neighborhoods. The profiles also show that there are patterns that cross over from one neighborhood to another. The profiles describe the service delivery system for a variety of services at a high level. Within the scope of this project it was not feasible to drill down into each agency's capacity and performance to determine if each dollar invested by OED is creating maximum outcomes.

The extensive interaction with service agencies, neighborhood efforts, and key informants has produced an accurate picture of where things stand now. The research of best practices provides a compendium of ideas that could be applied to some of the needs and gaps identified in the report. As preference dictates, OED could engage some of its ongoing subgrantees, to introduce ideas and programs from other areas of the country.

The profiles provide a current picture of the service delivery system and the gaps in fulfilling the needs of residents. They highlight the deficiencies in what is provided presently. There is no fiscal analysis of what it might cost to bring all service and infrastructure needs up to a level of other more affluent neighborhoods. However, the City has planned major investments to provide new amenities to those neighborhoods which will include more employment opportunities, better infrastructure, improved circulation and better transit options.

The Purpose and Use of Indicators

A key aspect of this report is that it has identified unmet needs and also looks forward to providing a method for measuring progress in addressing those needs. The indicator concept has been utilized by a variety of communities. The first wide scale application of the measurement approach was developed by the Oregon Progress Board. The State of Oregon created a system for measuring progress on the state's efforts to meet community needs. Numerous communities throughout the country have adopted local versions of the basic process of tracking investments applied to improving communities.

Denver has some experience with this approach for determining community priorities and assessing progress to meet those needs. There have been a few pioneering Denver based agencies that have taken the measurement approach to describing Denver neighborhoods and developing profiles based upon the metrics chosen. The Piton Foundation and the Mile High United Way have compiled indicators to use in describing neighborhood needs. Piton is in the process of updating and expanding this service, which will be useful to OED in tracking changes at

the neighborhood level in basic demographic data. The problem with using indicators or any measurement system is that the baseline data has to be updated on a regular basis. If OED decides to use indicators to track current conditions, the indicators will have to be updated on a regular basis, preferably annually. In forming neighborhood indicators, CSI has sought out indicators that currently are being tracked in some form. OED does not have the resources or commitment to create a research project that develops new data sets to use in measuring progress. There are probably adequate sources already, unless there is an important indicator that demands a new data collection effort.

CSI is designing a decision making tool that will incorporate the neighborhood indicators into an assessment and evaluation system to be used in conjunction with the application review process. As part of the request to OED for assistance, neighborhood agencies will be able to review the indicators and determine which ones are relevant to the activities they perform. The potential applicant will then be able to identify the outcomes and the output measurements they will use in reporting on their progress in providing neighborhood improvements based on the relevant indicators. Since OED funding resources largely come from Federal HUD funds, the neighborhood indicators and output measurements will be integrated with the goals and objectives used in the Strategic Plan and Annual Plan sections of the Consolidated Plan.

Best Practices Research

After examining needs in each target neighborhood and reviewing the current delivery system, CSI conducted research into programs nationwide which are meeting the challenges faced by residents in target neighborhoods. Best Practices have been profiled for each of the priority areas (jobs, youth, safety net), and are presented within this report according to those categories. The best practices that were chosen were those that had applicability to a need within the neighborhoods, and had the potential to be emulated in Denver. Many cross between the three categories of need. For instance, some show collaboration to serve youth with employment opportunities. CSI has provided a summary of each best practice; its applicability to the target neighborhoods, examples of similar programs in other cities or states, and links where City staff can find more information.

This best practice research should help OED staff and grantees plan for expansion or improvement of the current delivery system. Many of the best practices involve the local or state government creating new policy, designing programs, or bringing together collaborations of providers and funders that better serve hard to serve populations in their communities. Others are innovations designed by nonprofit agencies or coalitions improving upon delivery of one specific type of service. Some have been used in a variety of communities. CSI has chosen service delivery models that could be replicated in Denver through OED and local or city-wide provider partnerships. OED can review these best practices in conjunction with staff from other City departments and offices, and with community partners. OED will have to determine what changes need to be made to implement similar best practices in Denver, and who the best partners are to do this.

Data and Maps and their Use

CSI has provided data related to needs, gaps in the delivery system, and location of services and amenities in a variety of ways. Each neighborhood profile has a demographics section that includes data related to that specific neighborhood and the City as a whole. A short written demographic profile follows these charts.

CSI has also provided an expanded list of data that was collected to show needs in each neighborhood by the priority (jobs, youth, safety net) areas. Data variables were chosen that related to these topics, show need, show variations between the neighborhoods, which were available for all six neighborhoods, and which can be tracked over time. OED can track each variable over time using the sources listed in the chart. Some data that would be helpful to indicate need could not be tabulated at the neighborhood level and had to be excluded.

CSI also undertook a comprehensive review of Denver departmental plans, research reports, data analysis and other documents during the course of this project. These documents were prepared by a variety of City agencies, including Children's Affairs, OED, Strategic Partnerships, Community Planning and Development, and others. OED

leaders stressed the importance of using existing data and resources to undertake this analysis, to reduce duplication of effort and avoid conflicting analysis. This report provides a series of maps taken from a variety of documents and reports which present data related to need, gaps in service, and existing service provision. CSI has also created maps related to needs, gaps, and existing services when one did not exist. A summary chart of maps is provided by topic area and which provides the source of information provided on each map.

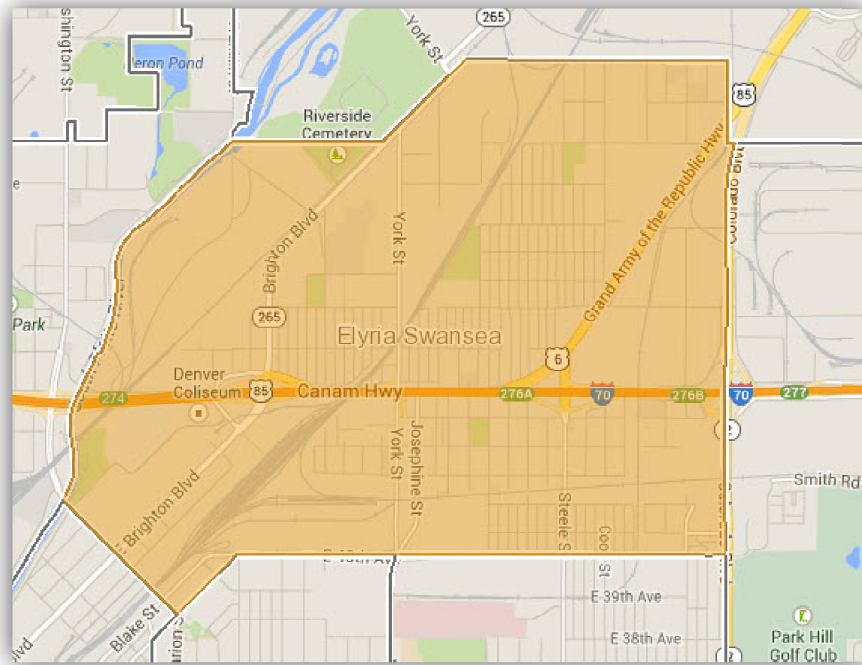
Reviewed together, the Data Chart, Maps, and Neighborhood Profiles describe the challenges faced in each neighborhood and differences between the neighborhoods and their populations. OED staff and partners can use this information to track changes in the neighborhoods over time, plan funding priorities targeted to specific neighborhoods, and explain prioritization to residents of Denver and providers. The data can also be shared with current providers and grantees to assist in planning for new programs or changes to programs and to analyze where efforts should be undertaken.

CSI has also prepared a directory of agencies, providers and programs serving the City at large and in each neighborhood related to the issues of jobs, youth, and the safety net. CSI gathered these lists using information found in current reports, interviews, the online survey, City staff, Denver 2-1-1, and other internet research. While every effort was made to ensure the lists are complete, it was difficult to ensure that all providers are included. The lists are not meant to rate the effectiveness of any local agency or program, only to provide information on the current delivery system.

An Appendix is also provided of local documents that were reviewed during the research phase of the assessment.

Neighborhood Profiles

Elyria/Swansea Neighborhood Profile



Geographic Description. Elyria Swansea is a neighborhood in the north-central area of the City. It is bounded on the East by Steele Street, on the South by East 44th Avenue, on the West by the Platte River and on the North by Riverside Cemetery.

Neighborhood Demographics

| | Elyria-Swansea | Denver | Source |
|---|----------------|---------|-------------------------------------|
| Total Population | 6,448 | 578,087 | ACS 2006-2010 |
| Households | 1,810 | 254,181 | ACS 2006-2010 |
| Basic Age Ranges (% over certain ages) | | | |
| Percent under age 18 | 33.9% | 21.6% | ACS 2006-2010 |
| Percent aged 65 and over | 9.9% | 10.5% | ACS 2006-2010 |
| DPS Enrollment | 1,863 | 87,398 | 2013 Oct 1 Enrollment, DPS |
| Race/Ethnicity | | | |
| Percent Hispanic/Latino (any race) | 78.8% | 32.1% | ACS 2006-2010 |
| Percent race other than White | 88.7% | 27.1% | ACS 2006-2010 |
| Percent African American/Black | 7.8% | 10.0% | |
| Homeownership Rate | 50.5% | 47.5% | ACS 2006-2010 |
| Percent in Poverty | 38.8% | 19.2% | ACS 2006-2010 |
| Percent of Adults Graduated from High School | 47.1% | 84.0% | ACS 2006-2010 (Adults aged 25+) |
| Percent Foreign Born | 31.7% | 16.6% | ACS 2006-2010 |
| Percent below 80% AMI | 85.5% | 70.7% | ACS 2006-2010 and CSI |
| Unemployment Rate | 15.8% | 7.8% | ACS 2006-2010; tract aggregation |
| Crime Rate per 1,000 Persons | 99.4 | 81.6 | Five year average DPD/ACS 2006-2010 |
| Percent in Early Childhood Education | 61.2 | 58.4 | ACS 2006-2010; tract aggregation |
| H+T Index | 40.43% | 42.30% | Center for Neighborhood Technology |
| Walkability Index | 53 | 56 | WalkScore.com |