



Park Hill Golf Course (PHGC): Community Benefits Agreement (CBA) Community Action Committee Project Plan 2022 - Phase I

Brief

Phase I - Understanding the Community's Call to Action:
01/01/2022-06/30/2022 (preliminary planning Q4 2021)

Key Players:

- Denver Metro Community Impact - Non-profit Community Backbone Organization
- Westside Investment Partners - Private co-owner of the Park Hill Golf Course and developer
- The Holleran Group - Private co-owner of the Park Hill Golf Course and developer
- Denver City and County
- Northeast/North Park Hill Community

Objectives:

1. Recruit, establish, and maintain an organized CBA Community Action Committee.
2. Provide technical assistance and skills development for the Action Committee to...
 - a. understand the current context of the PHGC and surrounding areas.
 - b. understand what a CBA is and does.
 - c. create a multi-year plan for the future.
3. Produce a Community Action report by June 30, 2022.
4. Develop a reproducible CBA process that the City and County of Denver can utilize (through DMCI) in future community development projects.

Reporting: Public Community Action Report and Rose Community Foundation Report Template

Incentives: CBA Community Action Committee members will receive quarterly stipends of \$75 for active engagement and participation.



Full Project Plan

Goal

Understand the Community's Call to Action and create a plan moving forward.

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Contract Term

01/01/2022-06/30/2022 (preliminary planning Q4 2021)

Description

Based on Community Voice (see the [PHGC 2021 report](#)), community members are seeking support from the DMCI model of Community Action in pursuit of a Community Benefits Agreement between Park Hill residents, Denver City and County, and Park Hill Golf Course Developers. As a backbone organization serving community voice, DMCI will neutrally facilitate its Community Action model through the coordination of a Community Action Committee focused on exploring a Community Benefits Agreement for the development of the Park Hill Golf Course. While there are lawsuits, voter approved ballot resolutions, and other considerations directly impacting the development of the PHGC, this program starts with the presumption of “if there is development”.

DMCI Roles and Responsibilities

Executive Director

The executive director is responsible for mobilizing resources to fund and support the program.

Director

The director is responsible for the structural operations of the organization in support of the program and oversees the program budget.



Community Action Manager

The manager is responsible for the day-to-day operations of the program and provides direct supervision over the coordinator.

Community Action Coordinator

A part-time, temporary position responsible for facilitating the Community Action model and coordinating all aspects related to the organization of the Community Action Committee.

Responsibilities include:

1. All preparatory work to hold at least one (1) meeting per month with the committee (e.g., meeting agendas provided at least 48 hours prior to meeting, meeting calendar invitations, securing meeting location, etc.).
2. Host and facilitate at least one (1) meeting per month with the committee.
3. Provide food and materials at meetings.
4. Coordinate guest presentations, data/information, and all other resources needed for meetings.
5. Disseminate information and collateral materials following the meetings.
6. Neutral facilitation of the DMCI Community Action model.
7. Coordinate all aspects concerning the skills development and technical support of the committee.
8. Collect attendance and other meeting deliverables.
9. Coordinate stipends with the Director.
10. Create written, monthly updates to the Manager.
11. Create the Community Voice report with the Manager.
12. Submit monthly invoices to the Director for completed work.

Community Action Model

1. Analyze Data to Describe the Current Context
2. Brainstorm Challenges and Identify Root Causes
3. Research Evidence-based Strategies to Eliminate Root Causes
4. Develop Action Plans to Implement Strategies
5. Set Performance Targets and Operational Benchmarks

Community Action Committee

Membership

- As a prerequisite, members must start with the presumption of “if there is development”.
- ½ of the committee must be made up of members who live, learn, work, worship, or play in the community impacted by the potential development of the Park Hill Golf Course.
- ½ of the committee must be made up of content experts. Below is a list of possible representative organizations:



- Development Attorney
- Habitat for Humanity
- Westside Investment Partners - Kenneth
- The Holleran Group
- Denver City and County
 - City Council
 - Parks and Recreation
 - Housing Authority
 - Small Area Plan - who can advise. James? CPD?
- Urban Land Conservancy
- Mental Health Center of Denver
- Elevation
- Colorado Coalition for the Homeless
- Park Hill Station
- Dell West
- Prodigy Coffee
- Park Hill Grocers
- Faith-based Organizations
- School-based Organizations
- Other Community Organizations that own property in the area and/or provide services to the area

Meetings

- At least monthly
- In-person preferred (in accordance with public health guidance)
- Located in Park Hill
- Located in a convenient space that is conducive to working sessions
- Refreshments
- Meeting supplies
- Meeting agendas and collateral
- Presentation ready
- Technology equipped

Recruitment Strategy

DMCI and lead community members will practice direct recruitment from their networks. Membership will be by invitation only. A pre-qualifying condition is the disposition of “if there is development”.

Subject Matter Experts (SMEs)

In order to provide technical support and skill development of the committee members, SMEs will be utilized. SMEs may be legal experts, government officials, developers, etc. These individuals will be



identified, selected, and scheduled in collaboration between the committee, the coordinator, the manager, and the director.

Community Benefits Agreement

A contract between community representatives and a developer that outlines how the development will provide benefits desired by the community and ensures the coalition of community representatives will support (or at least remain neutral) on the project. Because they take the form of a written agreement between the parties, CBAs are contracts which the parties can enforce.

The Park Hill Golf Course



The Park Hill Golf Course (PHGC) Area Visioning Process was an effort to explore the possibilities of what the former golf club property could be. Complicated by a hotly debated easement issue on the property, the City & County of Denver embarked on the journey to understand what the community, the city, and the environment needed. To do this, city planners desired to engage the community in new ways in hopes of promoting a more equitable process. The statistical block groups that border the golf course are deeply diverse. The Black, Latinx, and White populations each represent roughly thirty percent of the surrounding communities, along with a diversity of income levels. For equity, it was



imperative to ensure that the marginalized low-income and Black, Indigenous, and people of color (BIPOC) communities were provided platforms for input.

One of those platforms was the DMCI Community Voice - Community Navigators Program (see [PHGC 2021 report](#)). Community members had a clear ask: they asked for support from DMCI in their pursuit of a Community Benefits Agreement between Park Hill residents, Denver City and County, and Park Hill Golf Course Developers. While there are lawsuits, voter approved ballot resolutions, and other considerations directly impacting the development of the PHGC, this program starts with the presumption of “if there is development”.

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