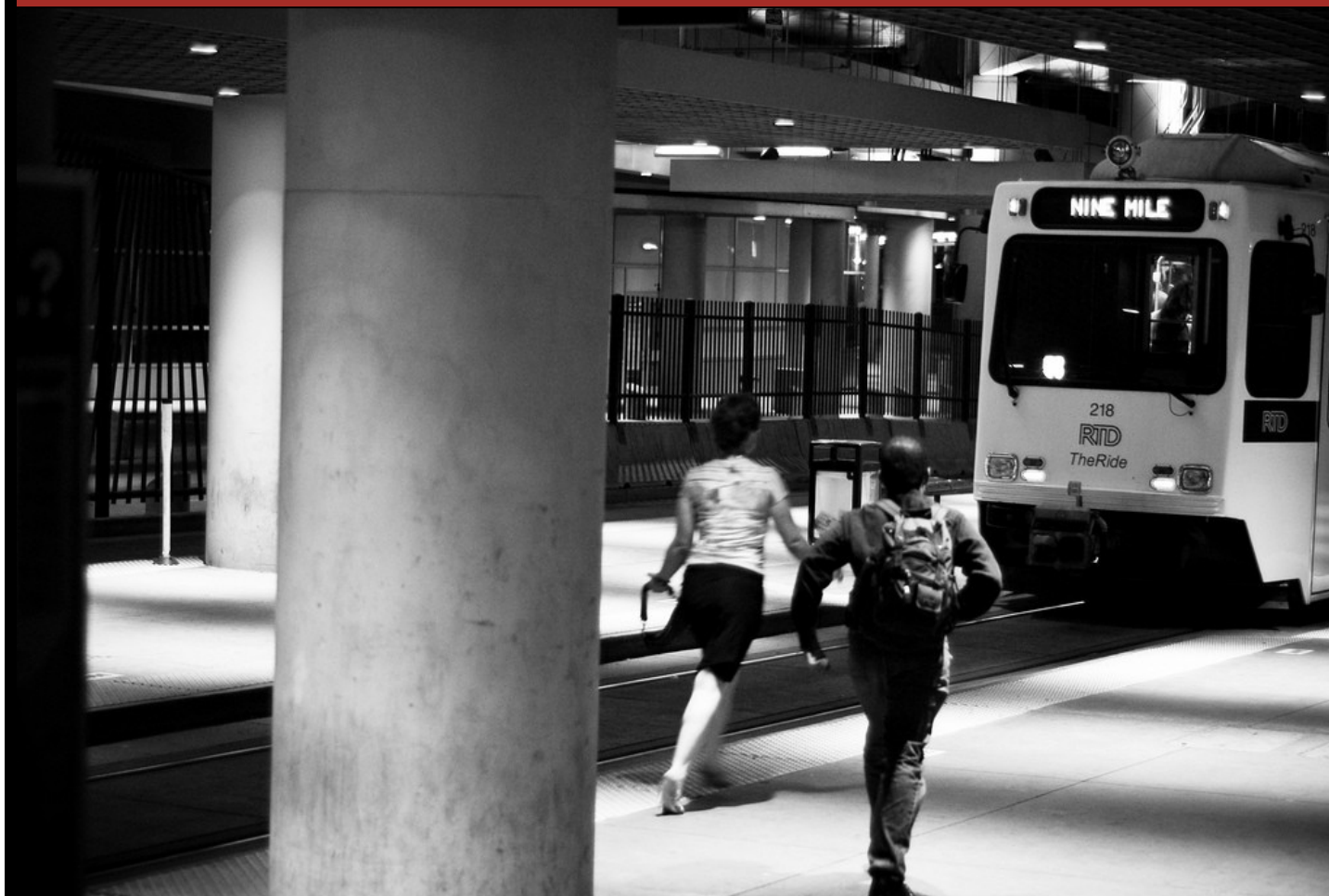


Left at the Station

A Civil Rights Perspective on Transit Justice in the Front Range



January 2014

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In April of 2013, the W Line of light rail was opened. This West Corridor expansion is a part of the FasTracks transit build out that is expanding light rail across the Front Range. The W Line runs from Downtown Denver through West Denver, Lakewood, and Golden and ends at the Federal Center.



Introduction

9to5 Colorado has been working with residents along the West Corridor through surveys, canvassing, community meetings, petition drives, and organizing campaigns in an effort to prioritize community needs and advocate for a just transit system with equally shared benefits. This report is based on the findings from our work in 2013.

9to5 Colorado began this work to ensure that the wants, needs, and concerns of low-income communities and communities of color were heard throughout the process. Despite the fact that much of the newly opened W Line runs through their communities, many residents reported that 9to5 was the first organization or agency to speak with them about the transit build out.

In the months we spent with community members, significant equity issues surfaced. Cost, safety, and service cuts to bus routes were some of the most common concerns. When community members tried to voice concerns, they experienced difficulty accessing RTD and city officials.

Community members shared 9to5's belief that an accessible and equitable transit system can provide opportunities to reach employment, education, services, and recreation. We also shared an understanding that growth and development can come at a great cost for low-income families by way of increased safety concerns, disruption to the community, and gentrification.

In the next year, 9to5 will be leading exciting organizing efforts to bring some of our recommendations into reality. We believe that a system funded through public dollars should be beneficial to all residents regardless of their economic status, and we are committed to bringing that concept into reality.

Thank you for taking the time to read this report, and please consider getting involved in our efforts to ensure that public transportation is an accessible asset for all.



Zoë Williams, Transit Organizer

When asked to think of Civil Rights and public transportation, many people will draw images of December 1, 1955, when Rosa Parks boldly participated in an act of civil disobedience protesting segregation on city buses, or the widespread bus boycotts that followed. Some may picture the dedicated protests of the 1970s and 1980s that took place in Denver to ensure riders with disabilities were able to access public transit. These crucial struggles lend context to the history of transit. They demonstrate how people directly impacted by disparities organized and worked to create the transit system that we have today. However, this concept of Civil Rights in transit cannot be solely historical; it must be an ongoing examination of how transit is built, who it is benefiting from the system, and who is being excluded.



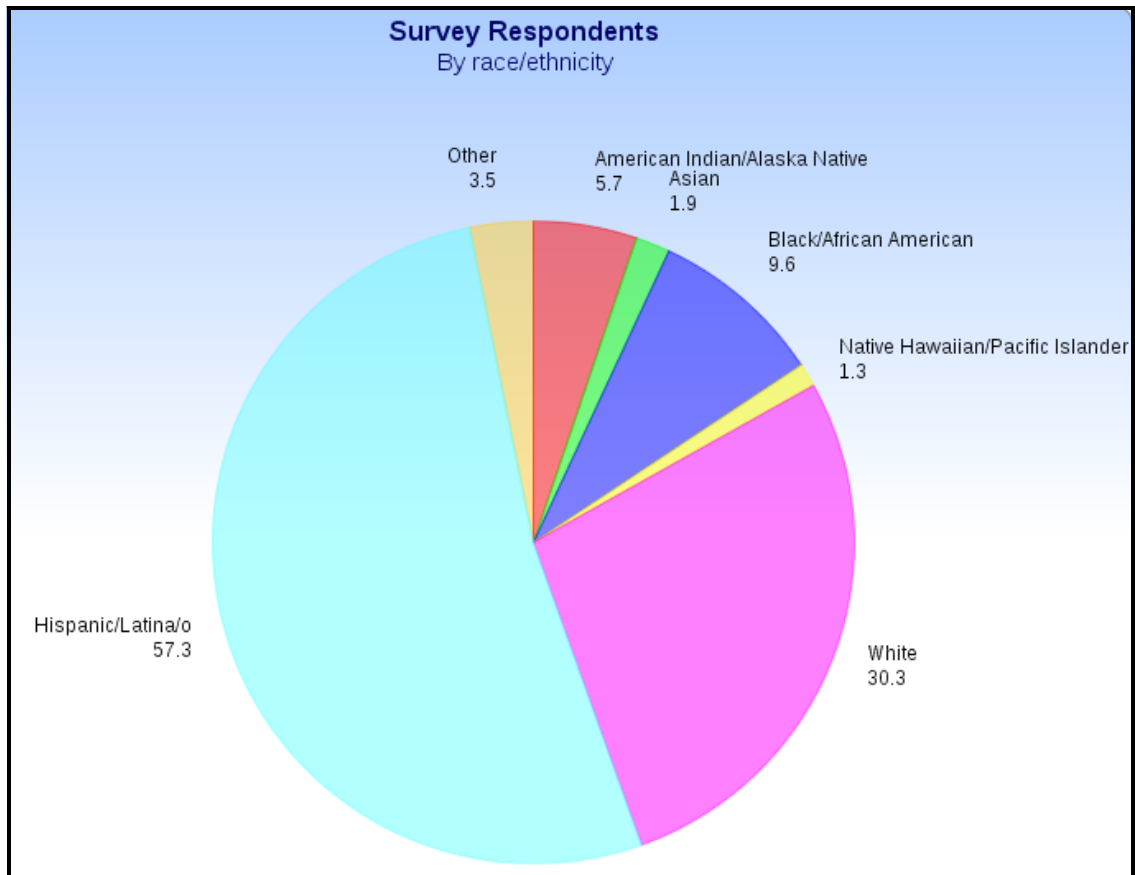
In Colorado, our public transportation system with RTD is expanding dramatically through the FasTracks program. Billions of dollars are being invested into building 122 miles of new commuter and light rail, and 18 miles of bus rapid transit, not to mention the station area redevelopments that will follow.

This massive transit project has the potential to be a key connector between low-income communities and communities of color to the jobs, schools, medical care, and services from which they have been previously isolated. It can also relieve some of the environmental impacts of driving, which are shown to disproportionately impact low-income communities and communities of color. However, if planners are not careful, transit expansion can also have a high cost on marginalized communities. Many of the light rail projects cut through low-income neighborhoods, and station redevelopments could result in displacement. FasTracks is being partly funded by a sales tax, which means that low-income families pay a higher percentage of their income for transit expansion, even though they may not be able to afford the passes allowing them to utilize the system.

This is why a Civil Rights lens must be incorporated into transit expansion. Without it, the riders that rely on public transit the most—low-income community members, people of color, families, people with disabilities—will be excluded. Additionally, it is how we ensure that the vision for expanding transit opportunities for marginalized communities comes from the communities themselves.

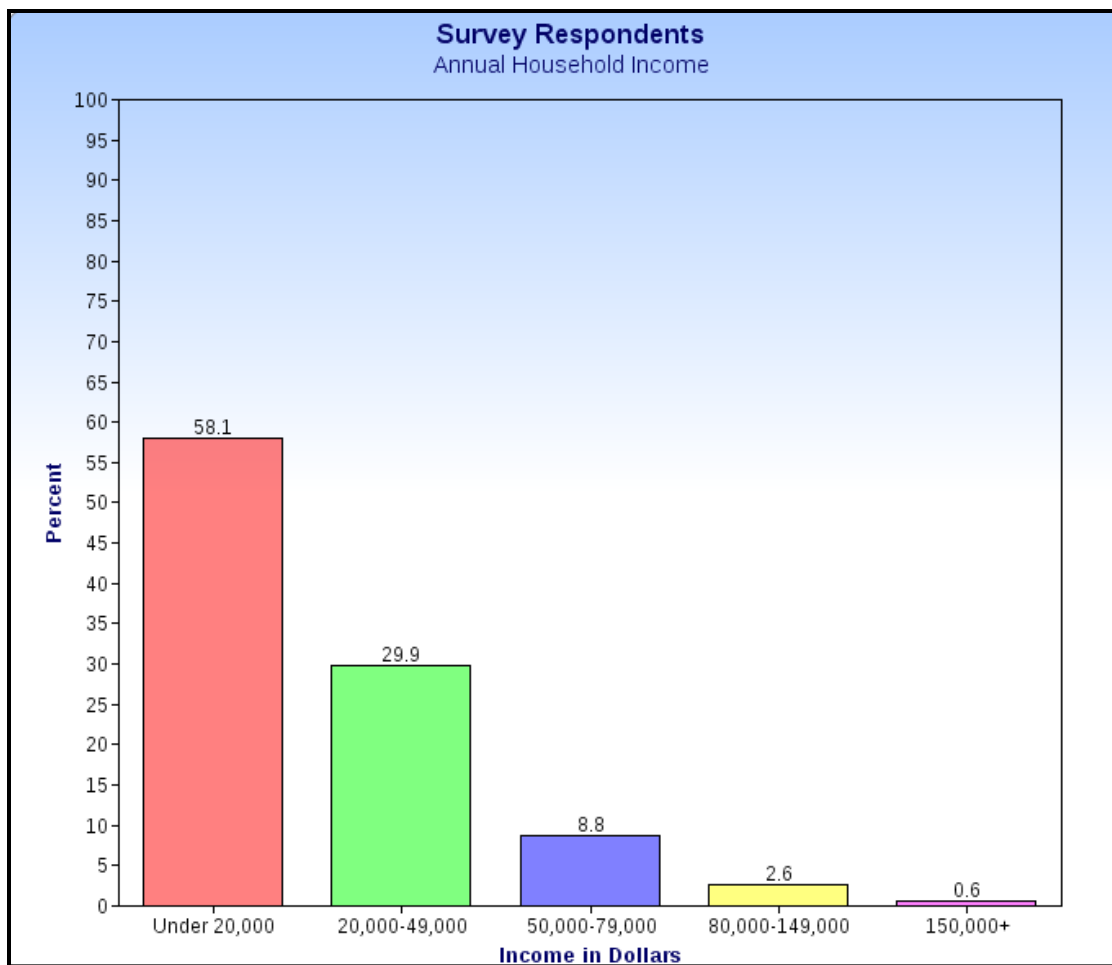
Methodology

The following data was collected in an intensive survey and canvass of neighborhoods located along the W Line. We collected 315 surveys from the Knox, Perry, Lamar, and Wadsworth Station Areas, and 221 from the Westwood neighborhood. We also engaged nearly 400 residents in conversations. Additionally, we performed follow up phone calls and held two community meetings in order to have in-depth conversations about community concerns.



With regard to gender, 66% of survey respondents identified as women, and 33% identified as men. A majority of them (58.1%) reported an annual household income under \$20,000.

29.3% of participants were employed for 32 to 40 hours a week, and 18.7% were employed at halftime. 12.2% were unemployed and currently seeking employment. The remaining responses came from participants that were students, unable to work, retired, or otherwise not seeking employment.



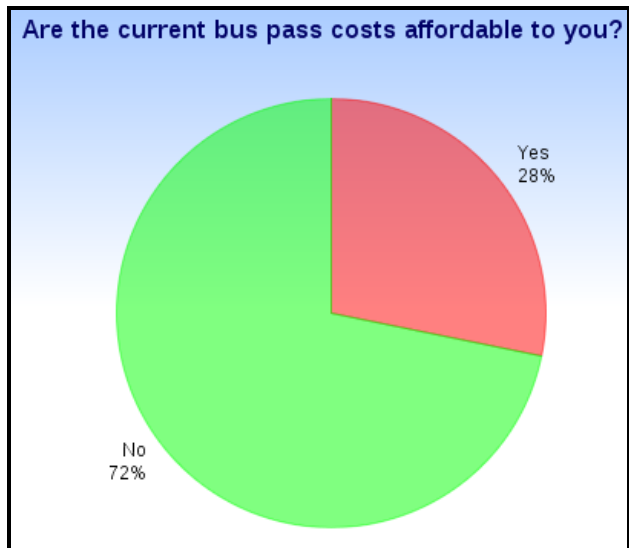
Key findings

Affordability

Rhonda lives three blocks from the newly opened Knox Station on the W Line. She works as an overnight home health aide in South Denver. Rhonda would like to attend Red Rocks Community College to earn an associate's degree so that she can receive a higher paying job with benefits. She is not able to afford the cost of a monthly transit pass. Rhonda lives closer to the light rail station where she could catch the W Line and take it directly to school and back for \$8.00 round trip. That fare cost is not affordable for her, especially because she will have to purchase additional fares for any additional travel. The same trip to the college by bus would cost \$4.50. If Rhonda was able to access a car, she would spend about \$2.56 in gas.¹

The fare structure for bus, rail, and other services within RTD is a tremendous barrier for low-income communities and communities of color. A majority (72%) of residents stated that they could not afford monthly passes.

Additionally, 80.5% of participants did not receive an EcoPass or other form of transit assistance from their employer.



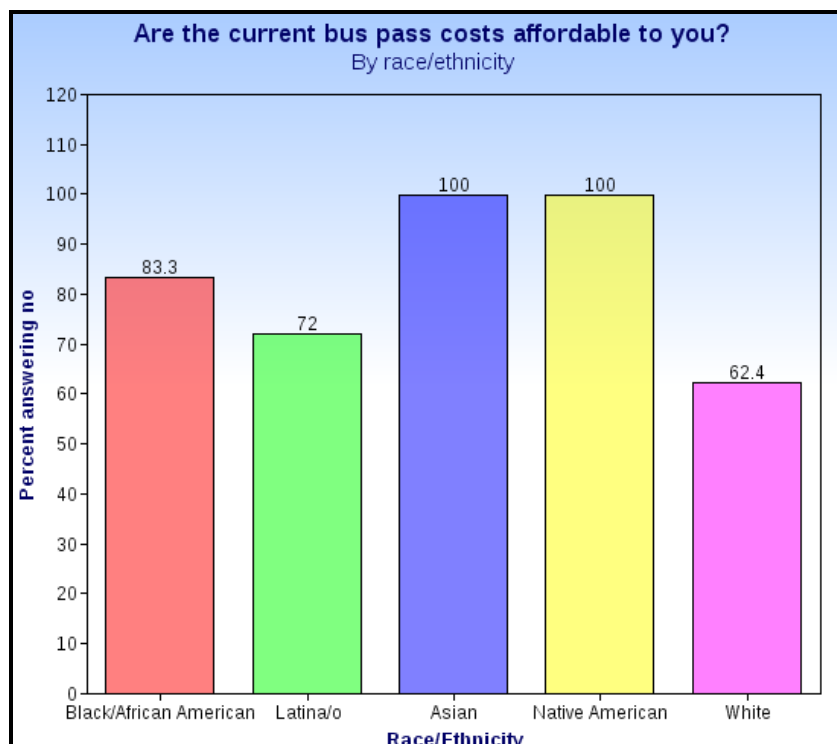
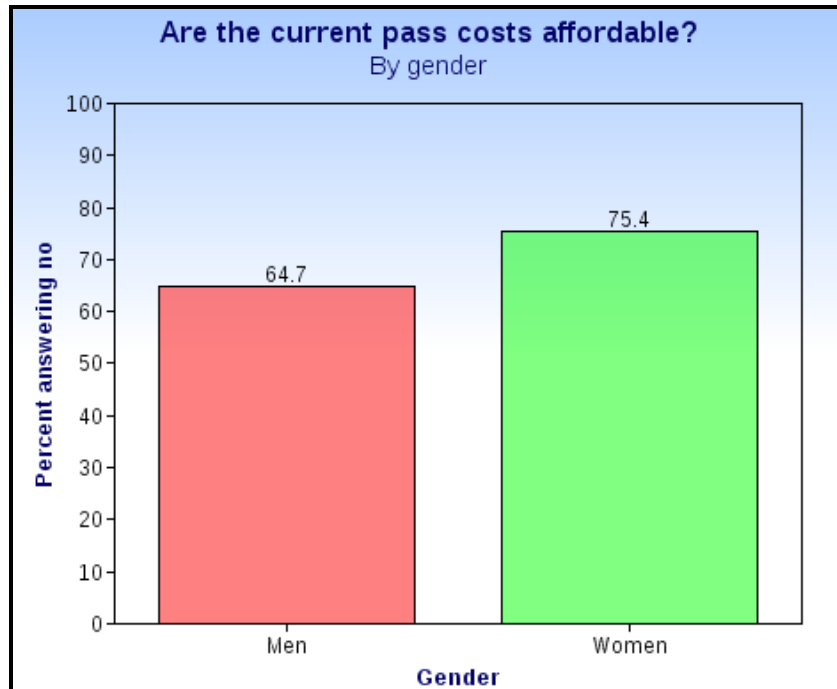
Type of Monthly Pass	Cost
Local Fare	\$79
Express Fare	\$140

¹ Calculated based on 20 miles round trip in a car getting 25 miles to the gallon with fuel costing \$3.20 a gallon

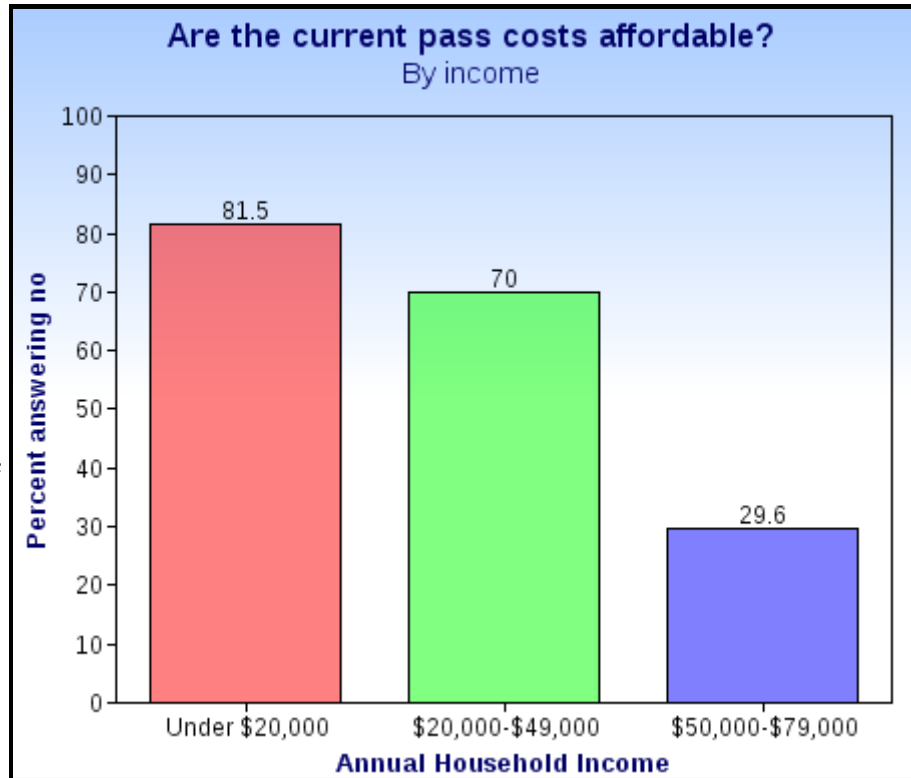
The high costs of transit disproportionately impacted women and people of color.

According to our results, residents began to feel as though transit was affordable once their total annual household income was over \$50,000 (see chart on page 9).

Since low-income riders shared that passes were not affordable for them, they are left to pay for passes per ride. A single person taking two local trips on the bus for 20 days out of the month spends \$90 on bus fares on a monthly basis. This cost estimate is low considering that many riders have to take multiple trips, particularly if they are transit dependent, in order to access the



amenities and services they require. While bulk purchase discounts are available for people buying booklets of one way fares, these discounts only benefit those able to pay for a lump sum of passes at once—again creating barriers for low-income people in accessing transit.



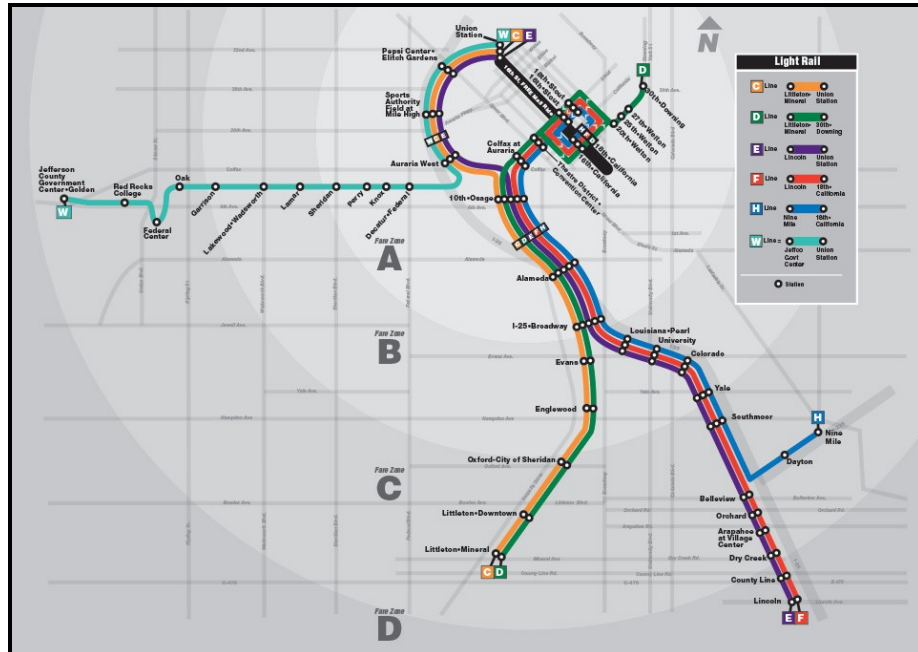
Type of One Way Fare*	Cost
Local Fare (local and limited bus service and 1-2 light rail zones)	\$2.25
Express Fare (Express bus service and 3 light rail zones)	\$4.00
Regional Fare (4 light rail zones)	\$5.00

* Fares include a 3 hour transfer window

Type of Day Pass**	Cost
Local Day Pass	\$6.75
Express Day Pass	\$11.50
Regional Day Pass	\$14.00

Light rail fares are less affordable due to the zone-based fare system, as demonstrated with Rhonda’s story at the beginning of this section. There are four zones (see image below). While a rider can travel in one direction through three zones by bus for \$2.25, they would have to pay \$4.00 to travel the same distance by light rail.

This not only costs transit dependent riders more money, it excludes large groups of low-income people—often women and people of color—from benefitting from the transit system that they help to fund with their tax dollars. Although paying



for a private car may cost more money in the long run, many families are stuck with doing that because they are able to break up the cost of gas and other expenses.

This is particularly concerning because RTD’s FasTracks expansion is partly funded by a sales tax. Because sales taxes are applied at a flat rate, low-income families are required to pay higher portions of their income toward the transit build out. This then goes to fund construction from which they are not able to benefit.

The cost of light rail has additional impacts on youth. Multiple families reported that their child had boarded a train with the incorrect fare ticket, wrong pass, or did not

“I am very excited to have the light rail running by my home. I am a single parent/single income family, and would truly benefit from an income-based bus pass fee. I hope this helps with the start of the light rail.”

—Survey participant

pay. RTD security then cited the child, but for various reasons— language barrier for parents, parents unable to get off of work, ticket was thrown away—they did not appear in court. This resulted in a bench warrant and an eventual arrest of the child. .

Fare structures within RTD have made it so that the public transportation system is inaccessible to the families and communities that would benefit from it the most. This lack of mobility comes with great consequences, as it reduces access to jobs, education, quality childcare, healthy foods, medical care, and other crucial services.



“When my bus stopped coming, I couldn’t take my daughter to the daycare she was going to anymore. I would be late to work if I tried to make all those transfers. They say the bus didn’t have enough riders. I think they could have done more to make it so we would still have a bus. Now my kid is staying with neighbors when I work, and I don’t think she’s as happy as she was in her school.”

—Maria, Westwood Resident

Bus Service

Cuts to bus routes cause great disruption in the lives of transit dependent and low-income communities. For these riders, a cut to a bus route disconnects them from their medical provider, human services, their place of employment, quality childcare, and other necessary travel.

Following the opening of the W Line, many residents in West Denver and Lakewood reported that cuts to bus service had a dramatic impact on their lives (see page 12, “The 16L”). While the opening of a new light rail added another travel option, community members felt as though their mobility was decreased. This is because low-income residents preferred bus service to light rail, even if rail stations were in closer proximity to their homes and the routes were parallel.

There were multiple reasons for this:

Bus fare costs less: Most bus travel could be covered with a \$2.25 per trip fare, while the tiered fare structure of the light rail cost between \$2.25 and \$5.00 per trip.

Buses make more stops: Light rail does not make enough stops to serve the needs of transit dependent families that need to be able to travel to work, childcare, schools, grocery stores, appointments and services.

Riders felt more comfortable on the bus: Many residents reported a general sentiment that the light rail was not built for them to use. They felt that the light rail was meant for tourists and suburban residents to have easy access to downtown Denver. Other riders expressed concerns about racial profiling by RTD security, and their lack of input on transit planning as factors that influenced this sentiment.

Low-income riders' preference for bus service is demonstrated by RTD's own studies that indicated "57% of the bus riders surveyed had annual household incomes less than \$35,000. Respondents riding light rail showed 32% having household incomes less than \$35,000." Additionally, RTD studies show that 53% of transit dependent riders state they use bus, while only 25% use light rail.¹



¹ RTD 2013 Adopted Budget "Customer Profile" as accessed at http://www.rtd-denver.com/PDF_Files/Financial_Reports/Adopted_2013.pdf

When bus routes are cut, low-income riders will feel the most impact. While there may be an assumption that riders will shift to light rail when routes are cut or changed, this is often not the case.

Additionally, the process for community input to RTD regarding service cuts is not accessible. Most information about proposed cuts or changes is only produced in English, and can only be found on buses or in stations. While translation is available for meetings, the instructions to access this service are listed in English. Meetings do not offer child-care. Additionally, these meetings are often staffed by police officers or security guards, which can be intimidating to community members. Some community members feel as though their feedback is not welcome or that they must argue with RTD staff when they attempt to share their concerns.



While RTD performs some service studies prior to cuts, the human side of these cuts are not truly examined. Subsequently, the consequences of these service changes weigh heavily on low-income communities and communities of color.

Safety

"I live on 14th & Upham St. in Lakewood, and my 7 [year] old son has to cross the light rail [tracks] to get to his school bus. I think this is very unsafe for elementary students."

—Survey Respondent

Safety concerns were a high priority for transit riders and those living near transit stations, as well as those using transit daily.

Residents reported having the greatest number of safety concerns at bus stops (55.7%) and while riding the bus (46.8%). Concerns at bus stops often included lack of lighting, lack of shelter, and poorly maintained stops. The greatest safety concern for riders was harassment (52.8%) followed by theft or robbery (53.1%), and assault (47.5%).

While light rail stations were not the highest safety concern for residents, the areas surrounding them were. 35.8% of residents expressed concern about the pedestrian walkways and crossings leading to light rail stations. Additionally, 42.3% of participants stated they had concerns about the safety of pedestrians near the stations.

“When they built the Lamar Station, they took out street lights and built a wall. It is really dark here, and I don’t think I will walk to the station. In the winter, it will be scary. There have been a lot of break-ins and a stabbing. I try to call RTD and say we need lights in the neighborhood, and they tell me ‘Call the City.’ I call Lakewood and they say they did it because of RTD.”

—Juana, Lakewood Resident

These numbers illustrate many of the issues that residents expressed in conversations. Several residents living in the immediate areas of light rail stations had concern that station created a dynamic that made neighborhoods less safe due to increased traffic—both pedestrian and vehicle—as well as the lack of lighting or other measures on the walkways and streets surrounding them.

In addition to the safety concerns that residents shared, they also expressed frustration with the process for having safety issues addressed. They had issues reporting concerns such as insufficient lighting and damaged bus stops, as it was not clear if RTD or city government was responsible. In the end, most residents who had attempted to report issues expressed that the process of reporting issues was too time consuming and that they did not feel heard by either agency.

“My family cannot take the trains because the police always come to talk to us first. The bus drivers get mad at us because my [English] is not best.”

—Survey respondent (comment originally provided in Spanish)

Additionally, residents expressed some fear about security guards used on light rail vehicles. Several reported incidents of racial profiling and being removed from trains to have their fares checked. Community members often stated that they would like to see RTD staff present at stations, but they would be satisfied if that staff person was an attendant or vehicle operator in lieu of a security guard.

Transit Oriented Development and Gentrification

The 9to5 field team spent significant time asking about potential transit oriented housing developments that could accompany the opening of light rail stations. Community members placed a high priority on small, locally-owned “mom and pop” type businesses, activities for children, and access to healthy food. They wanted to see parks, sidewalks, lighting, and for the bus stops to be improved.

“I moved to this neighborhood after the Northside got too expensive for my family. Now I see this place changing. A lot of people lost their homes here when the market was bad, and I know new people are moving in. I am sure I won’t be able to pay to live here soon enough.”

– Andreas, Knox Station

For many low-income communities and communities of color, new housing and shifts in neighborhood character means gentrification and displacement. Many expressed concern over “big box” stores, fast food, liquor stores, marijuana dispensaries and convenience stores taking over the neighborhood.

Gentrification was a significant concern among residents, particularly those living north of the Knox Station in an area with multiple Denver Housing Authority subsidized units and lower income households. Community members emphasized that their biggest priority was preserving the people, culture, history and affordability of their neighborhood, even if it meant traveling greater distances to amenities. Additionally, community members stated that they preferred options such as food trucks, farmer’s markets, and other non-permanent options for accessing food and entertainment in order to avoid changing the neighborhoods.

Following the light rail opening, several residents living near the Lamar Station reported rent increases ranging from \$75 to \$150 a month, as well as a decrease in maintenance to rental properties. Many home owners expressed that they were planning on selling properties as soon as their values peaked. Low-income residents expressed concern



that businesses opening near transit sites may not meet the needs or the budgets of their families. They wanted to see more employment opportunities for the neighborhood, but had concerns that fast food, grocery store, and coffee shop positions would continue to underpay low-income community members.

There was also concern about a lack of “anchor institutions” — nonprofit institutions such as libraries or universities that establish themselves in an area and do not move—and few public places for learning and community building, recreation sites, and open green space that would be comfortable for residents of all income levels to enjoy.

“My rent went up by \$80. This worries me. I think that the people that need the transit the most will not be able to afford living here.”

—M, Wadsworth Station

Community Campaign: The 16L

The 16 Limited is a bus that runs along West Colfax Avenue from Denver to Golden. It shares a route with the 16, though it makes fewer stops, allowing for speedier travel at a lower cost than light rail. Residents depended on the bus for travel to work, schools, grocery stores, medical appointments and offices for various human service agencies. The 16L route was cut with the opening of the W Line.



“Since the changes to the 16 bus schedule and the loss of the 16L, I’ve been late to work constantly. People on the bus are so crammed into the buses and frustrated with the schedule that they are ready to start fighting on the bus. There’s no room for people with disabilities...It’s ridiculous.”

—Emija, a daily 16L rider

16L riders did not transfer ridership to the new W Line. Light rail service is more expensive and does not make as many stops. Additionally, the W Line does not connect with some of the north or south bound light rails or key transfer stations in the downtown Denver area, requiring passengers to make two or more transfers to access the same stops as the bus route did. 16L riders shifted to the 16 local service when the bus route was cut.

“It takes us two extra hours a day to come downtown and get home and [the 16 bus] is ridiculously packed. We have a 7-month old baby and we can hardly get our stuff on the bus. We need the 16L back.”

—Meridith, mother and daily RTD rider

Within days of the cuts, 9to5 field staff began hearing reports of overcrowded buses, long delays, and safety concerns. Riders reported that they had to build hours into their commute times to

account for full buses passing them at the stops. Some riders were afraid they would lose their jobs because the unreliable bus service was making them late. Others said they were packed on to buses so tightly that entire families were sharing a row of seats built for two people. This overcrowding caused fights between passengers, unsafe riding conditions, and a lack of space for riders with small children or physical disabilities to access seats.



James Leal, president of the resident leadership council at Westridge Homes tells RTD Staff, "This is the route my community needs to get to work and care for their families."

9to5's field team began circulating petitions and meeting with leaders to hear their concerns. We collected over 400 signatures that we presented to the RTD Board at a scheduling meeting.

At this meeting, several leaders spoke to the importance of the bus route. We spoke with RTD Board members and brought them the concerns of their constituents. In the end, RTD restored the 16L to weekday service.

When 9to5 followed up with community members, they stated that the returned service was a great relief to their daily travel.

Community Focus: Westwood

9to5 Colorado spent significant time in the Westwood neighborhood located in southwest Denver. Community members we met expressed a great need for public transit and a passion to organize. The neighborhood is 81% Latina/o. 35% of Westwood residents live below the poverty line (in comparison to Denver's 14.8%), and 56% of households have incomes less than \$35,000 annually.¹



Like the rest of Denver, cost of transit is prohibitive for residents. However, the Westwood neighborhood has its own set of barriers to utilizing public transportation.

Residents in the Westwood neighborhood live less than 5 miles from the newly constructed Knox Station and 2 miles from the Alameda Station, yet many residents lack the money to pay for bus passes and adequate bus service that would allow them to connect to the light rail.

RTD Service Standards mandate that a neighborhood with the density that Westwood has should have local service on major streets accessible by pedestrians within $\frac{1}{4}$ mile. Along Morrison road in the central parts of Westwood, this is not the case.

RTD's Route 4 once ran every 45 minutes along Morrison Road during peak hours, but

¹ U.S. Census Bureau. (2010). *2009 American community survey*. Retrieved from http://www.census.gov/acs/www/data_documentation/2009_release/

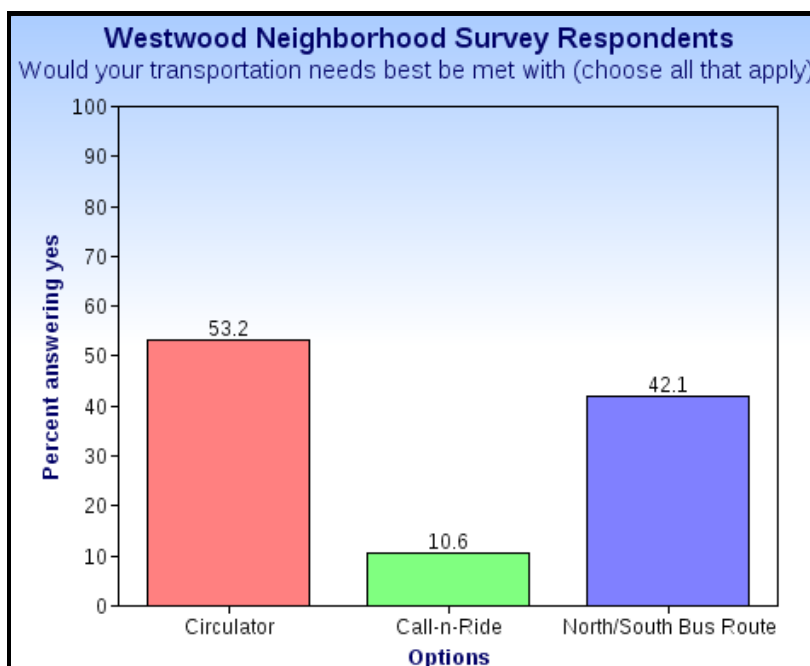
² West Side Transit Enhancement Study, February 22, 2013 http://www.denvergov.org/Portals/193/documents/DLP/WSTES/WSTES_ServicePlanAssessment_Final.pdf

was cut in January 2012. The route was not heavily used because it did not provide service that coincided with residents' transit needs—particularly service for shift and night workers. Now, the only available bus routes run the perimeter of the neighborhood, making transit access inconvenient. This is amplified by the lack of safe sidewalks, crosswalks, and lighting to make travel to bus stops accessible to pedestrians. Additionally, the nearby bus routes underwent multiple schedule and route changes to accommodate the opening of the W Line, causing Westwood residents significant disruptions to their travel.

Multiple studies have been released making recommendations for transit in this neighborhood. However, service for Westwood must not only be based on studies, but on the needs and desires of community members.

9to5 Colorado, with the help of the Westwood Unidos community organization, collected 221 surveys from the Westwood neighborhood and had conversations with community members at their homes, the Denver Indian Center, at the Southwest Improvement Council, and at community meetings to assess the community's suggestions for their neighborhood.

Many residents reported that they did not use public transportation but would like to if adequate service existed. When asked what transit services would best meet their needs, Westwood residents clearly favored a bus route running north and south on a

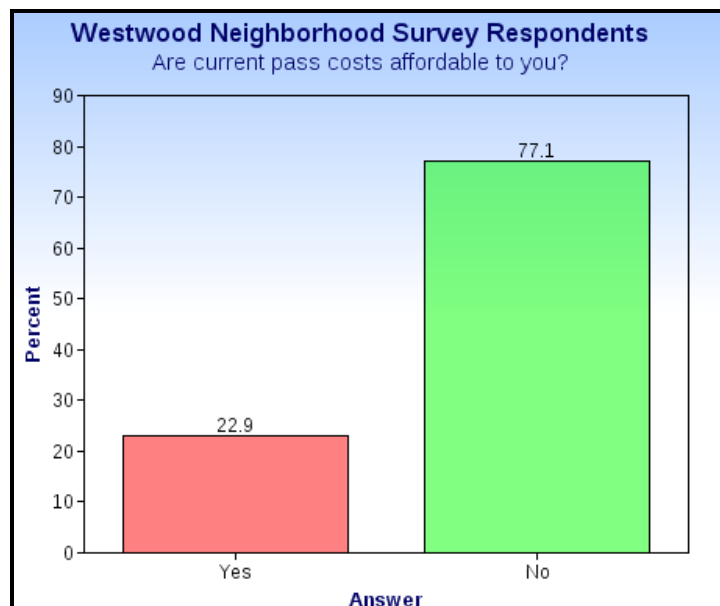


major street, such as Perry, or a circulator bus that would run through the neighborhood to the Knox Station. Call-n-Ride, a service that transports passengers with a minimum of two hours notice, was the least favored option. This is particularly important to note, as the Call-n-Ride system has been the recommendation of several studies of Westwood, such as the The West Side Transit Enhancement Study.³

However, Westwood residents expressed concern that the Call-n-Ride system was not flexible, did not provide regular service and was known to be unreliable in other service areas.

According to the 9to5 survey, residents would like to see a circulator or bus with regular service every 15 to 30 minutes. Additionally, due to the large number of shift and service workers, the community expressed a need for regular transit primarily between 6:00am and 10:00pm with some service during the late nights to ensure options for evening workers.

Westwood residents indicated that the lack of public transportation has significant impact on their lives. 48% of residents said that their ability to receive or maintain employment has been affected by their access to public transportation.



Affordability was also a key issue in Westwood. 77.1% of residents stated that they could not afford to purchase a monthly bus pass.

³ West Side Transit Enhancement Study, February 22, 2013 <http://www.denvergov.org/Portals/193/documents/DLP/WSTES/>

Recommendations

Low-income communities and communities of color pay a great deal in the name of transit expansion. Because FasTracks expansion is partly funded with a 1% sales tax, low-income families are paying a higher percentage of their income toward the program than families of higher income levels. The construction of the lines and stations, as well as the Transit Oriented Development that follows, makes neighborhoods less safe and displaces residents. The bus systems that are the most useful for these communities have been cut or reduced to make way for higher priced and less effective rail systems. In short, low-income communities and communities of color are paying for the system and not receiving the benefits.

9to5 Colorado makes the following recommendations to begin shifting this dynamic, allowing RTD to be a system that provides for the communities that need public transit the most—people with disabilities, low-income families, women, and people of color.

Income based fares

The most important issue identified by community members across the West Corridor was updating RTD's fare structure to be more affordable for everyone.

The solution to this is creating an income-based pass option. A monthly or annual pass provided at a discounted rate would greatly increase transit opportunity for low-income riders. Similar passes exist in Ontario, Canada; San Francisco, California; Tuscon, Arizona; and Madison, Wisconsin.

In order for an income-based pass to be effective and accessible, it should be structured and housed under RTD rather than through direct service agencies. These agencies already place significant resources into providing passes for their clients, and not all low-income individuals meet the guidelines for participating with these agencies.

Current RTD pass and fare structures are creating economic and racial segregation among riders, both with regard to who can ride light rail versus bus and who is able to use transit at all. This creates a significant civil rights issue within the district that must be addressed with a degree of urgency.



Make an accessible and clear fare system

After resolving this immediate access issue, RTD should look to update their system. Current fare options are confusing for riders, particularly at light rail stations where there is not a staff person to help navigate purchases. Light rail zones, transfer policies, and the different bus services are not clear to riders. The current process makes transit use intimidating and prevents riders from fully utilizing the options of the transit system.

Additionally, cost disparities between bus and rail need to be addressed, as they prevent low-income transit users from using the new rail system.

Improve and expand bus service

RTD's ridership data and 9to5's field program findings demonstrate that low-income riders depend on bus routes much more than light rail. Affordable pass options will likely expand opportunity for new riders to utilize light rail, but bus service will continue to provide more flexible and diverse service options. With that in



mind, RTD must invest in its bus routes alongside the FasTracks expansion in order to equitably share their investments across communities.

Bus routes should not be cut in anticipation of a ridership shift to rail. In the case of the 16L, RTD Service Planners assumed that riders would shift to the 16 local and W Line for service if the 16L was cut. Riders paid a heavy consequence for this cut.

These anticipatory cuts should not become routine practice with light rail openings. Instead, routes should be examined after a new rail system expands to assess if a route can be changed.

A comprehensive impact study should be completed before cutting routes in low-income communities and communities of color. RTD does perform transit dependent assessments, but does not examine other potential impacts based on demographics. This is dangerous, as cuts and changes to bus service significant impact on low-income communities and communities of color. These additional impacts must be assessed prior to a service changes.

Additionally, when deciding how to address transit deserts such as the Westwood neighborhood, RTD and planners need to take the desires of the community into consideration. Implementing systems without community support, such as the Call-n-Ride in Westwood, increases the likelihood that a neighborhood will lose service again, as the community will not use it enough to maintain it.

Create an effective process for rider feedback and participation

In order to lessen the impacts of service changes and to obtain accurate rider input, RTD's community outreach program must change.

We suggest the following:

- Provide childcare and translation services at meetings
- Have materials available in multiple languages
- Perform outreach by door-to-door visits, direct mailings, and other personal methods
- Provide facilitation that allows for community members to discuss their concerns without feeling as though they have to argue to be heard



- Do not have armed security or police at meetings unless deemed absolutely necessary. If so, do not have them at welcome tables
- Use community feedback while making decisions

Create policy that prevents displacement and gentrification

Resident displacement and gentrification are significant and complex issues to tackle. They involve many players, including RTD, city governments, and the private sector. There are many potential policy options, but the following—largely inspired by the Dukakis Institute’s report *Maintaining Diversity In America’s Transit-Rich Neighborhoods: Tools for Equitable Neighborhood Change*—are a reasonable start.

- **Community Benefits Agreements or Balanced Community Initiatives:** These policies create requirements that may require a specific number of housing units be affordable, employment opportunities are hired locally, etc. This ensures that growth benefits those already living near transit areas.
- **Finance Diverse Affordable Housing:** Home ownership is not always an option for some families, particularly those in the lowest income brackets. High quality, affordable rentals must be preserved and developed.
- **Identify and Preserve Historic Sites:** A significant part of preventing gentrification is saving the character and culture of a neighborhood. This can be done in part by preserving significant landmarks that the community feels reflects their history.
- **Engage the Community:** Development is often done with minimal outreach to the community. Engagement takes work, but it is the only way that community members will feel comfortable with redevelopment. This means reaching community members through door knocking or direct mailing, having meetings with translation and childcare so that all families may attend, and using community feedback to shape development decisions.

Overall, preventing displacement and gentrification is a project that requires site specific innovative strategies. Many of these can be identified and shaped by a well engaged community.

Results analyzed by Neha Mahajan and Zoë Williams

Translation provided by Margarita Gomez, Maggie Gomez, and Judith Marquez

Photo Credits: Maggie Gomez, Brad Gordon, Shawn Horan RTD, Jeff Ruane, and Zoë Williams

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With forty years' experience in winning justice for working women, 9to5 leads the way to create a powerful force for change on issues affecting low-wage women and their families. 9to5 organizes women to lead campaigns for family-supporting jobs with decent wages and paid sick days; stronger protections against workplace discrimination; and a strong safety net for low-income families. As one of the largest, most respected national membership organizations of working women in the U.S., we've won real changes since the hit song and movie based on 9to5 hit the charts.

**9to5 Colorado
655 Broadway, Suite 800
Denver, Colorado 80203**

www.9to5.org