Strategic Plan for Transit Oriented Development
REGIONAL TRANSPORTATION DISTRICT

RESOLUTION No. 11 SERIES OF 2008

(Revised Strategic Plan for Transit Oriented Development)

Whereas, the Board of Directors wishes to amend the 2006 Strategic Plan for Transit Oriented Development (TOD) to accomplish the following:

- Reflect new federal guidance for joint development improvements in the Strategic Plan for TOD;
- Revise RTD’s joint development review process in Strategic Plan for TOD based on experience since 2006; and
- Clarify TOD Policy and Strategic Plan for TOD language related to concerns raised during 2008 state legislative session.

Whereas, the Board of Directors has determined that TOD can enhance the value and effectiveness of transit in the district by increasing ridership, provide opportunities for enhanced transit infrastructure and promote regional and local goals for sustainability and;

Whereas the Board has determined that the adoption of a revised Strategic Plan for TOD will provide clarification on the framework for RTD staff, local governments, and developers to collaborate on the implementation of TODs in the district; and

Whereas, the FasTracks transit expansion program will provide TOD opportunities that will benefit from revisions to existing TOD policies that were adopted in 2006; and

Whereas, developers and local and regional agencies are increasingly seeking district support in developing TODs at existing and future transit stations; and

Whereas TODs have the potential to affect alignments and station locations, design, and schedule for implementing FasTracks; and

Whereas, RTD seeks to implement a revised Strategic Plan for TOD that recognizes the expanded interest in TOD, promotes cooperation and communication with other stakeholders, provides a flexible approach to TOD throughout the district, clarifies RTD’s and other stakeholder’s roles in the TOD process, increases ridership and enhanced passenger amenities for RTD patrons, strongly support affordable housing development in close proximity to RTD transit services, seeks to capitalize on the lessons learned from other TODs, and provides RTD with a range of participation in order to maximize TOD opportunities;

NOW THEREFORE BE IT RESOLVED that the Board of Directors adopt the attached revised Strategic Plan for TOD which shall be used as the framework to support TOD planning and development at existing and future stations throughout the district.

Passed and adopted this 16th day of September 2008.

Lee Kemp
Chair

William G. McMullen
Secretary
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1.0 INTRODUCTION

1.1 Regional Context
The Denver metropolitan area is home to more than 2.7 million people. This represents more than half the population of Colorado, which was the third-fastest growing state in the nation during the 1990s and is the eighth-fastest growing since 2000. Metro Vision 2035, the Denver Regional Council of Governments (DRCOG) 25-year plan for growth and development, projects the region to grow by more than 50 percent to a total of 4.2 million residents —along with 920,000 new jobs —by 2035.

This growth will place a tremendous strain on the region’s already congested transportation system. In 2006, DRCOG identified 360 miles of severely congested freeways and arterials. This figure is forecast to more than double by 2035.

FasTracks, the Regional Transportation District’s multi-billion dollar 12-year comprehensive transit plan, responds to the growing transportation needs of the Denver region by planning new rapid transit and expanding and improving bus service throughout its service district (see Exhibit 1-1). Passed by a 58-percent majority in 2004, FasTracks plans for 122 miles of new light-rail and commuter rail service, along with 18 miles of bus rapid transit (BRT), and 57 proposed new stations by 2017. FasTracks has the following three core goals:

1. Provide improved transportation choices and options to the citizens of the District,
2. Increase transit mode share during peak travel times, and
3. Establish a proactive plan that balances transit needs with future regional growth.

FasTracks offers an unparalleled opportunity —no other U.S. region today is making this level of commitment to invest in transit. The dividends of this investment will come in the form of an enhanced quality of life, which for decades to come will provide metropolitan Denver with a competitive advantage for economic development opportunities compared to other regions.

One key to realizing these benefits lies with the region’s ability to implement transit-oriented development (TOD). TOD is a specific approach to developing the built environment—not a style of urban design or a description of physical location. At its essence, TOD means development with a functional relationship to transit, allowing it to achieve synergies that enhance the value of both. For example, TOD can make transit systems more efficient and cost effective by increasing off-peak ridership. In addition, studies have shown that proximity to transit can yield a premium for property values. In most cases TOD requires collaboration between the parties whose interests converge at transit facilities: the transit agency, local government, private developers/property owners, and community stakeholders to be successful.

As the regional transit agency, RTD’s primary role is to develop and operate this public infrastructure system. RTD’s expansion of the regional transit system will provide more transportation choices and make public transit a more attractive travel option—the first two goals of FasTracks. But local government jurisdictions will play a key role in determining the
success of the third goal, as well as a supportive role for the first two, by using their power to regulate land use and development. Private developers will play a critical role by proposing new projects and providing their financing knowledge and construction muscle to develop real estate at and around transit facilities. Community stakeholders will prepare the canvas for this development by articulating a vision for their neighborhoods for which transit can act as a catalyst to achieve.

Exhibit 1-1: FasTracks System Map
1.2 Plan Organization

Implementing TOD requires regional collaboration across political boundaries, institutional sectors, and professional disciplines. This document provides a strategic plan for RTD to perform its role in implementing TOD in the Denver region. It establishes RTD’s TOD policy, offering the agency’s vision for TOD, articulating its goals related to TOD, and recommending strategies for how to achieve each. The plan also describes the process for how RTD plans to implement TOD, defining its role in relationship to those of other major stakeholders, as well as the timeline and milestones for TOD in relationship to the transit project development process. Finally, it describes the process and evaluation criteria for joint development proposals—those both requested by RTD and unsolicited, as well as RTD’s internal review protocols for such proposals.

As part of FasTracks, RTD is conducting a Quality of Life (QoL) study with three main objectives:

1. To identify RTD’s impacts on the region;
2. To provide required New Starts and Before-and-After information to the Federal Transit Administration (FTA); and
3. To identify, collect data for, track, and measure trends of economic activity, changes in land use, and value placed on transportation improvements to know how the FasTracks program is impacting the community.

The plan recommends data collection to measure TOD implementation and impacts as part of this study, including an analysis of where local governments have adopted station-area plans and zoning requirements that support transit usage and TOD, and a database of all proposed and constructed new development around current and planned stations.
2.0 TRANSIT ORIENTED DEVELOPMENT POLICY

2.1 Policy Adoption
The RTD Board of Directors passed and adopted the following Transit Oriented Development Policy on the 18th day of April 2006 (amended September 16, 2008) as the framework to support TOD planning and development at existing and future stations throughout the district.

2.2 Definition of TOD
While TOD can have many physical forms, it generally includes the following design principles:

- More compact and dense development within a 5- to 10-minute walk around transit facilities compared to existing development patterns in the same area;
- A mix of uses—either horizontal or vertical—usually including residential, retail, and office employment;
- High-quality, pedestrian-oriented urban design and streetscapes.

By focusing compact development around transit stations, TOD capitalizes on the value of public infrastructure investments and promotes sustainability. These development synergies promote increased transit ridership for transit agencies. In addition to increased ridership, TOD is also a successful tool for promoting local economic development, helping communities plan for sustainable growth, and increasing the overall quality of life in a region.

Exhibit 2-1: CityCenter Englewood

CityCenter Englewood replaced a declining regional shopping mall with an open-air, mixed-use development adjacent to the Englewood light-rail station. This 55-acre, public-private project focuses development on a central public place and connects the site with walkable streets, civic and cultural uses, public transit, retail and office space, and apartments. It includes 440 residential units, 330,000 square feet of retail space, 300,000 square feet of office space, 50,000 square feet of restaurant space, city offices, public library, municipal courts, and a cultural arts center.
2.3 Basis for TOD Policy

TOD’s ability to increase transit usage while achieving valuable ancillary benefits for the region means that it plays a crucial role in fulfilling RTD’s organizational mission: “To meet our constituents’ present and future public transit needs by offering safe, clean, reliable, courteous, accessible and cost-effective service throughout the district,”—as well as in accomplishing the three core goals of FasTracks, RTD’s long-range transit plan, which are to:

1. Provide improved transportation choices and options to the citizens of the District;
2. Increase transit mode share during peak travel times; and
3. Establish a proactive plan that balances transit needs with future regional growth.

RTD’s mission is to provide transit service, and RTD recognizes that other public agencies and private developers are responsible for the region’s built environment. However, RTD believes that increased coordination among public and private organizations in promoting TOD throughout the land use planning, zoning, and development process will result in higher-quality, sustainable development that meets the varying objectives of all parties.

RTD has the power of eminent domain, or condemnation, to carry out the purposes set forth in its enabling act (C.R.S. 32-9-161). Pursuant to its enabling act, RTD is authorized to operate a mass transportation system (C.R.S. 32-9-107). Therefore, RTD may exercise the power of eminent domain as necessary for the operation of its mass transportation system. RTD does not have authority to exercise its power of eminent domain for any other use, even if it serves a public purpose.

2.4 TOD Vision

RTD’s vision for TOD is to encourage compact, mixed-use, pedestrian-oriented, high-quality development at and around transit stations consistent with federal requirements, regional goals, and community objectives—including sustainable growth—in partnership with stakeholders while operating an attractive, comfortable, and convenient transit system for the residents of the district.

Since there is no one-size-fits-all approach to TOD, RTD has identified four key goals to best achieve success:

1. Promoting multi-sector, cross-jurisdictional partnerships;
2. Encouraging sustainable development that supports the transit system;
3. Ensuring a hierarchy of multimodal access; and
4. Protecting and enhancing RTD’s transit assets.
2.5 Goals and Strategies

**Goal 1:** *RTD will foster relationships with local jurisdictions, regional agencies, private developers, local residents and businesses, and other stakeholders to support transit station area planning and TOD.*

Strategies to achieve this goal include:

- Providing RTD staff expertise and resources to local jurisdictions for station area planning and zoning
- Supporting efforts to encourage TOD by the Denver Regional Council of Governments (DRCOG), which include conducting research, sharing information, and providing planning assistance to connect transit service expansion to economic and community development that supports sustainable growth consistent with the DRCOG Metro Vision Plan
- Working with trade and advocacy organizations—such as the Urban Land Institute—to promote TOD education and best practices
- Establishing guidelines for how TOD relates to the planning and design of transit projects and RTD’s project development process
- Establishing a framework for developing partnerships with private developers on joint development projects where developers acquire, use, or modify RTD property and stations

**Goal 2:** *RTD will encourage sustainable development that supports the transit system.*

Strategies to achieve this goal include:

- Collaborating with local jurisdictions on station area planning and TOD for areas within a 10-minute walk of stations
- Advocating for new development around stations which generally meet the following principles:
  - It is denser than existing development patterns in the area
  - It contains a mix of uses
  - It has a compact and attractive urban design
  - It is oriented to allow easy pedestrian access to transit facilities
- Encouraging local jurisdictions to adopt TOD supportive policies, plans and zoning for areas within a 10-minute walk of transit stations within their jurisdiction that provide a flexible framework for TOD and prevent development which does not support transit
- For joint development projects, protecting and enhancing station ridership and providing the opportunity for building or improving infrastructure to support transit should be evaluated in the context of both the function and relationship of transit stations to the surrounding community
• Encouraging TOD that serves the full diversity of the community, including low and moderate income individuals

• Promoting TOD as means to achieve RTD’s sustainability goals as well as regional and local goals for sustainability

**Goal 3: RTD supports multimodal access to the transit system by all users.**
Strategies to achieve this goal include:

• Creating a hierarchy of access which considers the following modes in order of priority: pedestrians, bus riders, bicyclists, vehicles (short-term parking), and vehicles (long-term parking)

• Considering access needs beyond RTD property in the planning and design of transit stations, including:
  - Pedestrian connections to destinations within a 5- to 10-minute walk
  - Regional bus transit and bicycle connections
  - Vehicular access for the station catchment area

• Strategically managing the use and construction of RTD parking facilities to balance vehicular access and the opportunity for TOD to maximize ridership at stations and minimize the need for single-occupancy vehicle trips by transit riders outside of their trips to stations

• Optimizing RTD parking at stations by considering: proximity to Downtown Denver (less parking closer in), local feeder bus service (less parking with higher levels of service), and pedestrian connectivity (less parking with good pedestrian connections)

**Goal 4: Protect and enhance RTD’s transit assets and investments.**
Strategies to achieve this goal include:

• Considering TOD as an opportunity to increase the transit value of RTD-owned land near stations

• Encouraging local jurisdictions to support TOD by:
  - Utilizing best practices in TOD planning and implementation around transit stations
  - Encouraging station area planning early in the transit planning process, consistent with the Federal Transit Administration’s New Starts guidelines for transit-supportive land uses

• Leveraging Federal investment in the regional transit system, recognizing that there is significant competition among regions throughout the country for Federal transit support, by:
  - Ensuring consistency of local policy with the FTA’s guidelines for transit joint development, which mandate a transit element, economic development, new or enhanced inter-modal coordination, and non-vehicular capital improvements resulting in increased transit usage
- Ensuring consistency of local policy with the Federal Highway Administration’s economic development goals stated in the Federal Transportation Infrastructure Finance Innovation Act

- Using surface parking as a future opportunity to build structured parking or other transit-related facilities

- Utilizing shared and joint-use parking when available to reduce parking costs and add ridership, including purchase of parking in private or public parking facilities on a long term lease or other means through a partnership arrangement with local governments or private developers.

- Favoring the acquisition of permanent rights that meet transit requirements to ensure satisfactory continuing control of RTD property

- Utilizing joint development as a means to protect and enhance station ridership and build or improve infrastructure needed to support transit

- Where land sales are pursued for joint development projects, ensuring that there will be continuing utilization of the land for TOD purposes

- Recognizing that RTD will only acquire property for transit purposes, if opportunities arise when those transit purposes can be met as required, and the potential for locally supported and entitled developments at or near RTD stations emerge, RTD will consider such development provided that the proposed development: (i) meets or exceeds the transit purpose for which the property was required; (ii) complies with all federal, state and local laws; and (iii) enhances transit use.
3.0 TOD PROCESS GUIDANCE

3.1 Roles in TOD Implementation
Transit-oriented development can be difficult to implement, especially in a presently auto-de- pendent region without many existing models. It takes true collaboration between the transit agency, local government, and real estate developers to overcome the sometimes substan- tial regulatory market and political hurdles. Each party plays a unique role: the transit agency as the infrastructure transit builder, local governments as the development regulator, and real estate developers as the actual builders and financiers of development. Because of the regional nature of mass transit systems, a number of regional stakeholders can play key roles as well, including the metropolitan planning organization, regional chambers of commerce, and planning and development research institutes and professional organizations. The local community plays a key role in providing input and feedback, and other stakeholders may be involved as appropriate. RTD is supportive of policy goals, such as the development of af- fordable housing near stations, as reflected by the local jurisdiction’s adopted policies. The various roles in the TOD process are defined in detail below and represented in Exhibit 3-1.

Exhibit 3-1: Roles in the TOD Process
3.1.1 RTD
Roles for RTD in the TOD process include:

- **Landowner**
  RTD owns transit stations, parking facilities, and structures that enable access to these facilities, as well as—in some cases—adjacent land on unused areas of its property. RTD’s primary responsibility is to ensure safe operations of and access to its transit facilities. RTD transit facility access and operations must adhere to local, state and federal standards, for all modes of users. While TOD principles generally enhance station access and safety, RTD will not encourage development that degrades its facilities.

- **Development Partner**
  RTD may entertain development proposals for the joint use of its transit facilities or property with an incidental (non-transit) use, including use of air rights. In the case of property not currently used for transit purposes, RTD may entertain offers to become a development partner, enter lease agreements, or sell such property outright, as long as it does not limit RTD’s access and operations if such property would be needed for future transit purposes. In cases where RTD has an active transit facility, RTD will consider joint development in situations where the resulting development maintains or improves the operations of and access to the transit facility. In either case, all parties in joint development proposals on federally funded transit corridors would have to satisfy the FTA requirements governing such agreements. Additionally, constraints imposed by U.S. Treasury regulations related to tax-exempt financing will be considered prior to RTD commitment to any such development proposals. RTD will provide infrastructure that is directly related to the transit project but cannot build or pay for infrastructure for TOD unless it is a transit related element of a joint development (e.g., shared parking facilities, shared infrastructure, signage/wayfinding). Under the environmental process for transit project development, RTD is responsible for mitigating impacts caused by the project but not for adjacent development impacts.

- **Planning Partner**
  RTD will partner with local governments to develop station area plans that support TOD in areas where such development is deemed appropriate. RTD will provide support for station area planning by sharing information about its facilities and plans, facilitating collaboration among local governments along the same transit corridors, sharing national best practices and expertise, and providing matching funds in certain instances.

- **Property Seller or Lessee**
  RTD has eminent domain powers authorized by the State of Colorado that are narrowly restricted to condemning property for only transit purposes. RTD is not authorized to use condemnation for any other purpose—such as economic development—even if it serves a public purpose. However, because of parcel size, configuration, access or common ownership issues, in some instances RTD will have excess or remnant property that is not needed for transit purposes that may be incorporated into a joint development through a sale or lease of the land.
• **Construction Facilitator**
  RTD will provide coordination between developer’s contractors and RTD’s construction contractor when transit and TOD improvements are either adjacent to each other or being jointly pursued.

• **TOD Coordination/Communication**
  RTD shares information with local jurisdictions on developer inquiries and plans for areas around stations.

### 3.1.2 Local Government

Roles for the local government in the TOD process include:

• **Facilitate Community Process**
  Since RTD facilities are located in communities that are part of local cities and counties, it is the role of local government to facilitate interaction with neighborhood-based stakeholders during the planning and development process. RTD, however, will provide any information it can to local governments to assist with community facilitation, and be a willing participant in the process.

• **Planning, Zoning, Permits**
  Only local governments are authorized by the State of Colorado to adopt plans, enact zoning codes, implement financing tools, and issue development permits. RTD cannot plan or implement other land-use guidelines for the areas adjacent to its transit facilities. But as a pivotal stakeholder in station areas, RTD is committed to collaborating with local governments during the planning process to ensure that they adopt land-use guidelines that not only foster TOD, but also discourage development that is unfriendly or incompatible to transit.

• **Realize Tax Revenue and Community and Economic Development**
  By providing mobility options that create opportunities for new living choices, public transit can enhance the overall quality of life in station areas. When supported by land-use policy, access to transit can improve community and economic development, and the enhanced land values that come with such improvements can provide fiscal benefits to local jurisdictions that support the provision of services.

• **Implementation Tools**
  In addition to adopting plans and zoning to foster TOD, local governments have other implementation tools at their disposal. For example, local governments have the ability to build infrastructure that will support TOD, create urban design guidelines, and assemble land. Local governments also have the ability to manage parking in their right of ways, for which RTD will be a willing partner although it is unable to act in an enforcement capacity. In the case of areas that have been planned for redevelopment, local jurisdictions have the ability to assemble land for economic development and utilize public financing (including tax increment financing (TIF) and metro districts) to build public infrastructure and address project feasibility shortfalls. RTD will support requests by local jurisdictions for the ability to use implementation tools when appropriate.
• **TOD Coordination/Communication**
  Local jurisdictions share information with RTD on developer inquiries and plans for areas around stations.

• **Land Owner**
  Where local governments own land adjacent to or near stations and other RTD facilities, they may be able to leverage their interest in those properties to implement TOD, either through joint development with RTD or through conveyance to private developers.

• **Affordable Housing Policy and Enforcement**
  Local governments are responsible for the establishment of policy, regulations, and enforcement related to affordable and/or workforce housing issues. At the same time, RTD is committed to strongly encouraging a diverse range of housing options, including affordable units, in close proximity to RTD transit service. With that goal in mind, RTD will work with local governments to understand the affordable housing needs of their communities, and will encourage transit oriented development and/or joint development that addresses affordable goals of local communities and the region, working within all applicable legal limitations and parameters.

### 3.1.3 Developers

The role of real estate developers in this process is to work with local government to draft and finalize a TOD site plan, obtain the necessary zoning and other approvals, secure financing for projects, complete any needed land assemblages, and manage construction and complete the final project. Ultimately developers need to be able to realize a certain level of profit on the development to maintain and grow their private business.

For joint development projects which include the use of RTD property, the developer will have a more direct relationship with RTD. Under these circumstances the developer will be responsible for:

• Integrating RTD facilities into the development – the developer will be required to work with RTD staff to determine the location of RTD facilities (transit parking, rail platforms, and bus layover facilities) and the phasing of the development so that it does not degrade the existing or future operations of RTD transit facilities.

• Infrastructure financing – the developer will provide the primary funding for infrastructure associated with the joint development. RTD will only contribute funds for the construction of RTD facilities or other infrastructure that supports RTD’s operations. In addition, the developer will be responsible for pursuing the establishment of any urban renewal district or other financing district on RTD land for purposes of gaining access to public financing including TIF.

• Zoning/entitlement approvals for RTD land – prior to the conveyance of any RTD land for joint development, the developer will be required to get all necessary entitlements in place to initiate construction including zoning changes, general development plans or other entitlement mechanisms.
3.1.4 Regional Stakeholders and TOD Resources

Roles of additional participants in the TOD process include:

- **Metro Denver Economic Development Corporation (MDEDC)**
  The Denver Metro Chamber of Commerce’s Metro Denver Economic Development Corporation affiliate is supporting implementation of TOD in the region with a funding initiative. RTD strongly encourages participation by the MDEDC in the TOD planning process for corridors and station areas. As a unified voice representing the regional business and economic development agenda, MDEDC can also play a valuable role in facilitating collaboration between local government planning efforts. In support of the MDEDC’s regional role, RTD also encourages the active participation of local and regional economic development councils at the corridor and station level.

- **Research institutes and professional organizations**
  The Urban Land Institute (ULI), the nation’s leading research institute for land use and real estate development, provides technical advice and best practices for implementing TOD. With a funded request by local partners, either the national ULI organization or its Colorado chapter will facilitate a TOD forum for a station area. RTD encourages local governments and other stakeholders to engage ULI for its TOD expertise and will consider contributing to funding such efforts. The American Planning Association (APA) and American Institute of Architects (AIA), the professional organizations respectively for urban planners and architects—as well as their state chapters—can bring additional resources to help facilitate TOD.

- **Denver Regional Council of Governments (DRCOG)**
  As the Denver region’s officially designated metropolitan planning organization, DRCOG plays an important role in facilitating TOD. The region’s long-range plan calls for the greater concentration of development around transit stations, which is consistent with TOD principles. DRCOG has provided funding support for station area planning to local jurisdictions through the authorization of federal Congestion Mitigation Air Quality (CMAQ) grants. DRCOG’s officially adopted TOD program calls for it to provide:
  - Research – identify national TOD success factors and failures; develop an inventory of best management practices; identify common issues all TOD initiatives will need to take into account.
  - Support – Make technical assistance available; collect and distribute TOD planning documents and data; convene TOD workshops.
  - Information – Develop a web site and newsletter for exchanging information and help local communities coordinate planning efforts; compile local station area plans; organize periodic meetings with other regional agencies involved in TOD planning.

- **Local community**
  The local community participates in TOD planning and zoning process by providing invaluable input about how to best integrate TOD into the surrounding community. The local community also benefits from the resulting amenities that come from TOD including expanded living, shopping and entertainment opportunities.
• **FTA**  
  FTA participates in the TOD process when there are changes to improvements that are federally funded but not addressed in the project Record of Decision (ROD), or when a proposed development would impact an existing transit facility that was built using federal funds.

• **Colorado Department of Transportation (CDOT)**  
  CDOT participates in the TOD process when there are impacts to CDOT infrastructure.

### 3.2 Station Area Planning and Implementation

Federal guidelines dictate the procedure for transit project development. The procedure for TOD planning and implementation must be viewed within the context of this timeline so that key decisions can be made in concert with the federal requirements (see Exhibit 3-2). This coordination will prevent negative impacts to RTD’s project budget and schedule. In order for TOD to be implemented, station area plans need to be created and adopted, and TOD-supportive land-use regulations need to be enabled by the local jurisdiction. It is also important for local jurisdictions to develop a plan for phasing implementation that allows TOD to develop over time and limits non-transit supportive uses in the event that the market for TOD does not materialize quickly or the building of transit is several years away.

#### Exhibit 3-2: TOD Relationship to Project Development Process

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<td><strong>T.O.D. Assessment</strong></td>
<td><strong>Implementation</strong></td>
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<td>DEIS/EA (Including Alternatives Analysis &amp; Basic Engineering)</td>
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#### 3.2.1 FTA Project Development Process

The Federal Transit Administration (FTA) is the federal agency that oversees the planning, construction and operation of public transit in the US. FTA is the regulatory agency that oversees federal transit funding for capital projects and transit operations. FTA is also the lead agency for the National Environmental Policy Act (NEPA) process on those corridors which require federal capital funding. The New Starts program is FTA’s capital funding program for new and extensions of rapid transit projects. New Starts is highly competitive and requires a rigorous application and screening process in order to qualify for federal funds.
The following describes the project development process under the New Starts program as guide or reference for how TOD should be integrated into the project development process. Not all FasTracks corridors will be required to strictly follow the New Starts process because not all corridors will be applying for New Start funds, but the New Starts process provides the best model to determine how the TOD process relates to transit project development. However, this model in no way precludes the ability of developers from working with local jurisdictions to begin land-use planning around stations areas at an earlier time.

**Phase 1—Alternatives Analysis (AA)/Basic Engineering (BE) and Draft Environmental Impact Statement (DEIS)/Environmental Assessment (EA)**

An alternatives analysis evaluates several modal and alignment options, in addition to a “no action” alternative, to address mobility needs in a given corridor. It is intended to provide local officials with information about benefits, costs, and potential impacts of alternative transportation investments so they can identify a locally preferred alternative. Funding sources for implementing each alternative are identified and studied, and information required for the FTA New Starts project evaluation criteria is developed. The alternatives analysis will include development of a draft environmental impact statement (DEIS) or an environmental assessment (EA) if federal action is involved (i.e., funding or permitting). An alternatives analysis is complete when a locally preferred alternative is selected by local and regional decision-makers and adopted by the metropolitan planning organization in its financially constrained, long range transportation plan.

Basic engineering (BE) is established during the AA process and involves the development of a minimal level of engineering design to be able to screen alternatives and determine their environmental impacts. In most situations, BE is the level of design that is completed for a DEIS or EA.

**Phase 2–Preliminary Engineering (PE) and Final Environmental Impact Statement (FEIS)/Environmental Decision Document**

During the preliminary engineering phase, the design of the project is refined to a level of detail necessary to complete the federal NEPA requirements. For New Starts, this usually includes the completion of a final environmental impact statement (FEIS). Preliminary engineering allows for more precise estimates of project costs, benefits, and impacts in which there is a much higher degree of confidence than earlier in the project development process. Preliminary engineering also allows for a refined environmental impact analysis and firm commitment to mitigation measures. Project management plans and fleet management plans are finalized and local funding sources are committed to the project, if they have not already been committed. A comprehensive preliminary engineering effort will also address the New Starts project evaluation criteria. Information on project justification and the degree of local financial commitment is updated and reported, as appropriate. As part of the preliminary engineering activities, localities are encouraged to consider policies and actions designed to enhance the benefits of the project, as well as its financial feasibility. A Full Funding Grant Agreement (FFGA) from the FTA is expected to be signed at the end of this phase for projects requesting federal funds.

**Phase 3–Final Design & Construction**

Final design and construction is the last phase of project development. Final design includes the preparation of final construction plans (including construction management plans), de-
tailed specifications, construction cost estimates, and bid documents. It is expected that there be a high level of confidence in the project’s baseline cost estimate and the sponsor has identified any risks in maintaining the project cost and schedule, as well as appropriate mitigation measures. Final design activities may also include initiation of right-of-way acquisition, utility relocation, and design of mitigation measures.

Construction is initiated following the completion of final design. The construction procurement method—design-bid-build, design-build, or construction manager/general contractor—will determine the scope and relationship between the construction contractor, RTD staff, and any final design consultants.

3.2.2 Relationship of TOD process to FTA Project Development Process
In the instance of a major assembly of privately owned land around a station it may be appropriate for the local jurisdiction to move more quickly through the land-use planning process in collaboration with that private owner. In cases where there is multiple ownership more public involvement may be appropriate.

**Step 1–Assessment of TOD Potential (to be completed by the AA/DEIS)**
As a part of the AA, RTD in partnership with local jurisdictions will identify TOD potential at each potential station area within a particular corridor. Demographics, market potential, existing land use, multi-modal access, and other elements influencing development will be identified, as well as the status of station area planning and potential adjacent new development, which will yield a range of TOD opportunities at station areas. RTD will work with local governments, DRCOG and other stakeholders during this evaluation, which will culminate in the categorization and identification of TOD potential at various station areas evaluated during the AA/DEIS process.

**Step 2–Station Area Planning (started during the AA/DEIS, completed by PE/FEIS)**
Station area planning efforts are led by local governments. These plans should include a vision for the station area’s future identifying desired future land uses, opportunity areas for redevelopment, an infrastructure framework for development (i.e., streets, pedestrian/bike connections, and other infrastructure to support development), areas desired for preservation, challenges and constraints for achieving desired changes, a transportation demand management plan, and an evaluation of available and desired implementation tools. Station area plans should be created with the collaboration of community residents and other local stakeholders. These plans should identify what future actions are needed to accomplish TOD, such as zoning changes, and need to be formally adopted by the local jurisdiction.

**Step 3–Corridor-wide TOD Workshops (undertaken between the AA/DEIS and FEIS)**
RTD will convene an intensive TOD workshop with all the local jurisdictions and other major stakeholders for each corridor. The workshop will seek to maximize both transit operations and TOD—transit designed with development in mind—by approaching the station from the perspective of how it fits in with the broader community and can act as a catalyst to achieve community goals.

The TOD workshop is integrally related to station area planning conducted by local jurisdictions. It can occur during or following station planning efforts by the local jurisdictions. The corridor-wide TOD workshop process ultimately is a tool to formalize how the transit design
can better integrate TOD. The level of effort required for the workshop process will vary based on the level of station planning completed at the time the workshop process is initiated.

The workshops will address such topics as station function, pedestrian access, parking location, and community partnerships. By working with the stakeholders in each corridor, the workshop imparts a corridor-wide perspective and leads to a corridor TOD action plan. This action plan should result in jurisdictions making changes to comprehensive and neighborhood plans and zoning codes, improving infrastructure, offering financial and regulatory incentives, and identifying private-sector partners to facilitate TOD. The level of effort identified in the action plan will be directly tied to the level of station planning completed by local jurisdictions.

**Step 4 – Implementation (started in Final Design)**

During implementation, the focus will be on implementing the recommendations from the station area planning process and the corridor-wide TOD workshop. Changes to the regulatory environment such as zoning, the development of public/private partnerships for development, supportive infrastructure improvements, as well as the design and construction of actual TOD will occur. This phase will last well after the construction of the transit line is complete and may involve revisiting the recommendations in the Steps 2 and 3 dependent upon the real estate market, the political climate and other issues impacting TOD implementation.

### 3.3 RTD Internal Review and Prioritization Process for TOD

This section establishes how RTD staff is organized to evaluate and prioritize TOD projects. The review and prioritization process is important because it establishes how RTD will address TOD internally as a transit agency whose primary mission is to operate a transit system. This context needs to be understood because in most instances there is a limited amount of staff and financial resources to address TOD.

#### 3.3.1 Staff involved and roles in process

Exhibit 3-3 highlights the different functional groups within RTD and their role in the TOD process:
### Exhibit 3-3: RTD Functional Groups’ Role in TOD Process

<table>
<thead>
<tr>
<th>Discipline</th>
<th>Role in Joint Development Process</th>
</tr>
</thead>
</table>
| Transit Oriented Development    | • Primary point of contact  
• Coordinates internal review and evaluation and screens proposals for fatal flaws and missing components  
• Determines ridership impacts based on changes to land use and density                                               |
| Property Management             | • Screens proposals for fatal flaw and missing components  
• Identifies and defines type of land transaction and access requirements  
• Determines price for any land transactions or access requirements                                                   |
| Facilities Maintenance          | • Agreement on proposed landscaping and hardscaping designs; mechanical and electrical parameters  
• Agreement on maintenance costs and responsibilities                                                                     |
| Rail Operations                 | • Agreement on solutions for any rail facility impacts                                                                |
| Bus Operations                  | • Agreement on solutions for any bus transfer facility impacts                                                        |
| Service Development             | • Agreement on site layout for pedestrian, auto, rail, bus and bicycle connections  
• Agreement on any temporary accommodations needed for construction                                                     |
| Systems Planning                | • Agreement on ridership impacts  
• Agreement on quantity of bicycle and auto parking  
• Determines need for separate bike/ped connections (e.g., paths, bridges, underpasses)                              |
| Civil Engineering/Urban Design  | • Agreement on site layout for location of transit facilities and access  
• Agreement on urban design elements including landscaping, lighting and style and manufacture of site furnishings style  
• Agreement on improvement costs & responsibilities  
• Agreement on life cycle costs and maintenance needs  
• Define separate utility needs for RTD owned and operated facilities (e.g., driver relief stations, irrigation, electrical, etc.) |
| Finance                         | • Identify and address potential implications related to tax-exempt financing, voter-approved debt authorization, overall FasTracks financial plan and state TABOR constraints |
| Legal                           | • Finalize legal documents to consummate deal                                                                            |
| Safety/Security                 | • Agreement on any safety/security issue in accordance with RTD design criteria and supporting documentation.       |

### 3.3.1.1 Transit Access Committee

The Transit Access Committee is one of several standing internal management committees for FasTracks. This committee provides multi-disciplinary review and direction on the resolution of transit access issues related to park-n-Rides and stations within RTD’s existing and planned system (See Exhibit 3-3 for a breakdown of the disciplines and their roles in the joint development review process). Specific topics addressed by the committee include the integration of transit-oriented development; planning, design and operation of bus, bicycle and pedestrian facilities; planning, design and operation of transit parking facilities; and incorporation of sustainability and urban design features impacting transit access. The committee addresses transit access issues in three areas:
- **Project specific** – resolving issues that arise during the planning, design, construction and operation of specific stations or park-n-Ride facilities.
- **RTD policy** – providing recommendations for new policies or modifications to existing policies for adoption by the RTD Board of Directors.
- **RTD design guidelines** – developing modifications to existing design guidelines impacting transit access or developing new design guidelines for transit access.

**Exhibit 3-4: Boulder Transit Village**

Boulder Transit Village is joint development project between RTD and the City of Boulder. RTD and Boulder jointly purchased an 11 acre site at 30th and Pearl Street to develop a regional bus facility integrated with a transit oriented development. RTD will be building out the bus facility in the first phase of development and the City of Boulder will be responsible for pursuing the TOD in phase 2. The graphic shown represents the preferred alternative design for the bus facility with a potential development scheme shown in the background.

### 3.3.1.2 Role of RTD Board

The RTD Board will provide guidance to RTD staff through the establishment of policies and procedures for the planning and implementation of TOD. The Board will have approval authority over TOD and joint development projects which involve any land transactions or the expenditure of RTD funds. The Board will be updated on TOD plans and projects on a regular basis through presentations and reports by staff.

### 3.3.2 RTD Prioritization Process for TOD

TOD plans and projects will be prioritized within RTD to establish how limited resources within RTD will be used to support TOD. Prioritization of TOD plans and projects will be based on two different criteria:

1. **Status of RTD project development** – this criterion relates to the stage of project development of the transit corridor where the TOD is identified. TOD planning and projects will have a higher priority the later the transit corridor is in the project development process. For example, TOD plans or projects on corridors in the early stages of an EIS will have a lower priority than projects which are in final design or construction.
2. **TOD project readiness** – this criterion relates to how ready a TOD project is to move forward from planning to implementation. The more ready a TOD project is, the higher priority it will have within RTD. This criterion addresses things such as the status of property assembly for development, developer interest and commitment, status of TOD-supportive zoning, and level of support by the local jurisdiction.

3.4 **Joint Development**

Joint development is defined as a development project that occurs in, on or adjoining an RTD transit facility (e.g., a rail or bus station, maintenance facility, other transit system infrastructure, or administrative office) that involves another public and/or private partner. Joint development may involve air rights development, ground lease arrangements, the outright sale of land or “other initiatives that may promote real estate development at or near transit stations to the mutual benefit of public and private interests.” Joint development is a subset of TOD under which RTD partners with a developer for land use, infrastructure improvements, and shared facilities in addition to coordinating development with any adjacent property owners. The purpose of RTD engaging in joint development is to increase ridership and provide an opportunity for enhanced transit infrastructure. When proposed for facilities in which the FTA has an interest (i.e., federal funding is involved with the transit facility construction), joint development must conform to federal guidelines. Additionally, consideration will be given to potential constraints imposed by applicable U.S. Treasury regulations related to tax-exempt financing. RTD will ensure that labor practices on joint development projects are consistent with its adopted responsible contracting policy.

Joint development can be approached from several different regulatory and funding perspectives depending on the development scenario, its timing relative to the development of the transit project, and the presence of federal funding. For example, a joint development project might be included as a facility in part of the overall corridor transit project prior to its opening for revenue service. In this scenario, the community and transit impacts of the joint development proposal are evaluated as part of the NEPA process. In cases where the NEPA process has been completed, consultation with FTA will be required to determine if any additional documentation and/or analysis is needed. A different joint development scenario could involve a proposal to improve or alter an existing facility after the completion of the transit project. Under this scenario, federal funds could be applied for use in the joint development project if it meets the requirements listed in the next section—although RTD’s priority for the use of federal funds is for the development of transit. If a private or public entity proposed improving or altering a transit facility after it was completed with federal funding but did not seek additional subsidy for the project it would still need to meet the FTA requirements discussed below. In cases where joint development is proposed for a facility where there is no federal interest, the project can be treated as a typical transportation project enhancement, but FTA should be informed and consulted. RTD’s interest in joint development is to enhance the quality of its transit facilities and to increase transit ridership.
3.4.1 Joint Development Guidelines and Criteria
Joint development proposals need to conform to FTA guidelines in cases where they involve facilities built with federal funding and IRS guidelines in the event tax-exempt financing is applied to the associated RTD asset. This means that RTD must receive a “fair share of revenue” from the improvements (to be used for public transportation), and the joint development partner must pay a “reasonable share of the costs” of the facility, as negotiated with RTD. FTA relies on the transit agency to determine the appropriate use and disposition of real property used in joint development improvements, and its Board of Directors to certify compliance with federal regulations. Joint development for federally funded facilities also requires that there is unimpeded access between the development and the transit facility. For more information, consult the FTA’s Joint Development Guidance.

Every development opportunity site has unique qualities that ultimately determine a range of feasible build-out scenarios. Being located at or near a transit station does not inherently make a development transit-oriented. TOD has to have a relationship to the transit facility, which is usually achieved by a pedestrian design orientation and a land-use program supportive of transit ridership. What makes TOD distinct are the following four principles:

1. It is denser than existing development patterns in the area
2. It contains a mix of uses
3. It has a compact and attractive urban design
4. It is oriented to allow convenient pedestrian access to transit facilities

When evaluating joint development projects, RTD will consider both the function and the relationship of transit stations to the surrounding community. In general, proposals should contain the TOD principles stated above. Specific topics that should be addressed by both solicited and unsolicited proposals should include how the project:

• Functionally connects to the transit facility
• Increases transit ridership
• Enhances the quality of the rider experience
• Creates a sense of place
• Functionally connects to the adjacent community
• Respects or advances the vision of the adjacent community
• Provides the opportunity for improved transit infrastructure for RTD
• Defines a financial framework for any real estate transaction(s) and/or infrastructure improvements
• Conforms with locally adopted and expressed plans
3.4.2 Joint Development Proposal Process

Joint developments may be approached either through a solicited proposal process that is initiated by RTD through a Request for Qualifications (RFQ)/Request for Proposal (RFP) or an unsolicited process that is initiated by a private developer or another public entity. Both solicited and unsolicited joint development proposals need to be closely coordinated with local jurisdictions. The overall steps in the process are discussed in detail below and are shown in Figure 3-5.

Exhibit 3-5: Joint Development Process

Solicited Proposal

RTD publishes RFP/RFQ

Evaluation of proposals

Review with RTD Board

Negotiations with selected developer

Final evaluation by RTD staff

RTD Board Approval

Local entitlement approval process

Design and Construction

Unsolicited Proposal

Formal submission of joint development concept

Initial evaluation by RTD staff

Review with RTD Board

Crafting of detailed joint development agreement

RTD Board Approval

Local entitlement approval process

Design and Construction
3.4.2.1 Solicited Joint Development Proposal Process

*Publish RFP*

The issuance of a RFQ/RFP for joint development will be initiated jointly by staff from the TOD group and the Real Property group from the RTD FasTracks team. The RTD Board of Directors will be briefed on the contents and the intent of the RFQ/RFP prior to issuance. The issuance of the RFQ/RFP will follow RTD’s standard procurement process.

Generally, the RFQ/RFP will contain a schedule for the RFQ/RFP selection process including due dates for written proposals, oral interviews and final selection; requirements for the RFQ/RFP submittal; specific proposal evaluation criteria; and required forms and other materials to be submitted with the proposal.

*Evaluation of Proposals*

RFQ/RFP proposals will be evaluated by RTD staff in coordination with others outside of RTD including staff from the local jurisdiction. Proposals will be evaluated on specific criteria that are consistent with the general evaluation topics discussed in section 3.4.1. The selection committee which evaluates the proposals will prepare a recommendation to the RTD Board. The recommendation will be reviewed by the Planning and Development Committee of the RTD Board.

*Negotiations with Selected Developer*

Once the selection of a preferred development proposal is complete RTD staff will begin negotiations with the selected developer on the joint development. The negotiation process will involve extensive discussions on the structure of the joint development deal including, at a minimum the following elements:

- preliminary design plans which provide a detailed site layout which identifies the relationship between RTD facilities and the development,
- formal assessment of transportation benefits including an analysis of the physical or functional relationship to the transit facility (i.e., distance to transit facility, access, trip generation impact),
- infrastructure financing responsibilities,
- market and financial assessment with sources and uses of funds including proformas showing initial and projected cash flows,
- details of any proposed land transactions (leases or sales of property), maintenance responsibilities,
- agreement on a cash dollar amount to secure exclusive negotiation rights for TOD on any RTD property, and
- other issues pertinent to the joint development.

For existing or future RTD facilities that involve the use of federal funds, additional requirements may be necessary. Attached in Appendix A is the joint development checklist provided by FTA in their Joint Development Guidance issued on February 7, 2007.
**RTD Board Approval**

When the joint development agreement is finalized RTD staff will develop a Board Report with the terms of agreement attached for Board approval. The report and terms will then be formally presented to the RTD Board for approval. Members of the proposer team will be asked to participate in the presentation to the Board. The Board may request changes to the terms.

**Local Entitlement Approval (if necessary)**

Zoning changes and other entitlement approvals that may be required may be completed either prior to, in conjunction with, or following negotiations with the selected developer. Not all situations may require zoning changes or other entitlement approvals by local jurisdictions. If required, the timing of the local entitlement process will be dependent upon the situation and the prior level of station area planning completed by the local jurisdiction. For situations where entitlements are required, all approvals must be completed prior to the conveyance of any RTD land to a public or private entity for joint development. In most cases the costs associated with the entitlement approval process will be the responsibility of the private developer or public entity that is partnering with RTD on the joint development.

**Design and Construction**

The final design and construction of the joint development will occur following Board approval of a joint development agreement and completion of any required entitlement changes within the local jurisdiction. In cases where the joint development project will occur on an existing RTD facility, construction phasing plans must be put in place to allow for the continued operation of the RTD facility with minimal disruption. This may include the temporary and/or permanent relocation of parking or bus operations.

### 3.4.2.2 Unsolicited Joint Development Proposal Process

In addition to RFPs, RTD is willing to entertain unsolicited joint development proposals. Since every development opportunity is unique, unsolicited proposals will be evaluated on a case-by-case basis. Consistent with RTD’s TOD goals, any proposal must clearly state the benefit to and impact on the transit facility and system. Proposals should also provide an evaluation of the trade-offs for RTD comparing what the agency would give versus what it would receive, as relevant over the short-, medium-, and long-term timeframes.

Any unsolicited joint development proposal should be consistent with the local government jurisdiction’s neighborhood, comprehensive and/or station-area plan. Like any private property owner, RTD is subject to local land-use regulation on property beyond its transportation infrastructure. Joint development does not exempt a developer from the local government development review process. RTD will not entertain proposals that are clearly inconsistent with adopted or expressed local land-use plans.

**Formal submission of joint development concept**

RTD staff will not be able to respond to a public or private joint development proposal until a formal submission of a concept is submitted, although staff will be willing to answer questions posed by potential developers. The concept should be submitted by the proposer to RTD’s TOD Manager with clear identification of a point of contact and members of the proposer’s joint development team. Formal submission should consist of a preliminary proposal.
with a conceptual level of detail similar to what is customary in a preliminary sketch plan proposed to local jurisdictions.

The concept proposal should include the following elements:

- Land-use program – the proposed type and intensity of land uses.
- Transit interface – the identification of how the transit interface is proposed to work (i.e., will the RTD facility need to be reconfigured or redesigned and how will a redesigned facility work operationally for RTD)
- Nature of use of RTD property (e.g., sale or lease)
- Support of local government – the identification of the position of the local government. Identify proposal’s consistency with local plans, need for entitlement changes, and level of support by the local jurisdiction.
- Plans for staging construction and phasing development (when necessary) – if there is going to be redesign of an existing RTD facility, identify what steps will be taken to minimize the disruption to RTD operations.
- Benefit to RTD – identify the benefit to RTD in terms of increased ridership, potential additional revenue, infrastructure improvements and advancement of local and regional community objectives.
- Control of property – the proposer’s development team must demonstrate a controlling interest in the property sought for joint development adjacent to RTD property, either through fee simple ownership, a partnership title, option on the land, development easement, or other documentation.
- Financial Framework – generally identify proposed real estate transaction structure (sale, lease, etc.) and other financial elements of deal (payment for infrastructure or other relevant elements).

**Evaluation of joint development concept by RTD staff**

RTD’s TOD and Real Property staff screen unsolicited joint development proposals for fatal flaws or missing components including consistency with locally adopted or expressed plans. Proposals that are deemed ready are then passed on to the Transit Access Committee to provide multi-disciplinary review of the conceptual design from an access perspective, which takes approximately two months to complete. Parallel to this process, the proposer should be engaged in discussion with RTD’s Real Property staff on a financial framework and deal points for a legal agreement. If the Transit Access Committee reaches consensus on access issues, and there is agreement between the parties on a financial framework and deal points, the proposal is advanced for review by RTD’s Senior Management Team. If approved by the Senior Management Team, RTD staff will provide a recommendation to the Board of Directors regarding whether to move the proposal forward and draft and execute a joint development agreement based on the agreed upon financial framework and deal points. The RTD Board will then either authorize staff to execute an agreement or stop the proposal process.

**Crafting of detailed joint development agreement**

Upon formal authorization by the RTD Board, RTD staff will initiate detailed negotiations of a formal agreement between RTD and the proposal team. The formal agreement will cover, at a minimum, the following elements:
Strategic Plan for Transit Oriented Development

- preliminary design plans which provide a detailed site layout which identifies the relationship between RTD facilities and the development,
- formal assessment of transportation benefits including an analysis of the physical or functional relationship to the transit facility (i.e., distance to transit facility, access, trip generation impact)
- infrastructure financing responsibilities,
- market and financial assessment with sources and uses of funds including pro-formas showing initial and projected cash flows
- details of any proposed land transactions (leases or sales of property), maintenance responsibilities,
- agreement on a cash dollar amount to secure exclusive negotiation rights for TOD on any RTD property, and
- other issues pertinent to the joint development.

For existing or future RTD facilities that involve the use of federal funds, additional requirements may be necessary as identified by FTA. (See FTA’s proposed joint development checklist in Appendix 5.1.)

RTD Board Approval
When the joint development agreement is finalized RTD staff will develop a Board Report with the joint development agreement attached for Board approval. The report and agreement will then be formally presented to the RTD Board for approval. Members of the proposer team will be asked to participate in the presentation to the Board.

Local Entitlement Approval (if necessary)
Zoning changes and other entitlement approvals that may be required may be completed either prior to, in conjunction with, or following negotiations with the selected developer. Not all situations may require zoning changes or other entitlement approvals by local jurisdictions. If required, the timing of the local entitlement process will be dependent upon the situation and the prior level of station area planning completed by the local jurisdiction. For situations where entitlements are required, all approvals must be completed prior to the conveyance of any RTD land to a public or private entity for joint development. In most cases the costs associated with the entitlement approval process will be the responsibility of the private developer or public entity that is partnering with RTD on the joint development.

Design and Construction
The final design and construction of the joint development will occur following Board approval of a joint development agreement and completion of any required entitlement changes within the local jurisdiction. In cases where the joint development project will occur at an existing RTD facility, construction phasing plans must be put in place to allow for the continued operation of the RTD facility with minimal disruption. This may include the temporary and/or permanent relocation of parking or bus operations.
4.0 BENCHMARKING

RTD tracks all new and proposed development within a half-mile of its existing and future transit stations. RTD’s TOD staff prepares an annual report on the status of TOD throughout the Denver metropolitan region, providing quantitative, spatial and trends analysis of development. This report is presented to the Board and made available to the public on RTD’s FasTracks website at www.rtd-fastracks.com/TOD. In partnership with RTD, DRCOG has developed a TOD Project Viewer, an interactive web-based mapping tool to allow the public to view all the information in RTD’s TOD database. Updates to this database are provided to DRCOG on a quarterly basis. More information is available on DRCOG’s TOD webpage at www.drcog.org/index.cfm?page=TransitOrientedDevelopment.

RTD is undertaking a Quality of Life (QoL) Study over the course of FasTracks and beyond to identify, track and measure how the Denver region changes as RTD’s transit corridors are planned, constructed and opened for service. The study is focused on areas that are most affected by transit improvements, including mobility, environment, economic activity, and development and land use, collecting data at the regional, corridor, and station-area levels. The QoL Study will measure more than 60 impacts including a broad array of indictors. In addition to including information on new residential and commercial development from the TOD database, the QoL Study also includes other TOD-related measures such as job creation, commercial lease rates, and median apartment rents at station areas. The QoL 2006 Baseline Report is available for download from RTD’s FasTracks website at www.rtd-fastracks.com/main_54.

Exhibit 4-1: Denver Union Station

Denver Union Station is the proposed location for a Downtown Multimodal Center, a centrally located intermodal hub for the region providing access to nearly every rapid transit corridor included in FasTracks as well as Regional, Express and Local bus service, the 16th Street Mall, Amtrak, the Ski Train, Greyhound, and the new Downtown Circulator. Located on a 19.5-acre parcel in the Central Platte Valley—which is undergoing massive redevelopment—Denver Union Station also provides an opportunity to create a dense, mixed-use TOD adjacent to the transit facility.
5.0 APPENDIX

5.1 FTA Proposed Joint Development Checklist

Exhibit 5-1: FTA Proposed Joint Development Checklist

Joint Development Checklist

<table>
<thead>
<tr>
<th>I. PROJECT DESCRIPTION</th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Project Sponsor:</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Date Submitted:</td>
<td></td>
<td></td>
</tr>
<tr>
<td>FTA Project Number (if known):</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

| Project Title:                                 |   |   |

| Project Location (Include City and Street Address): |   |   |

| Name of Project Contact:                        |   |   |
| Phone:                                          |   |   |
| E-mail Address (if available):                  |   |   |

| Type of Project:                                |   |   |
| ☐ Commercial development                        |   |   |
| ☐ Residential development                       |   |   |
| ☐ Pedestrian or bicycle access to public transportation facility |   |   |
| ☐ Construction, renovation, or improvement of intercity bus or intercity rail station or terminal |   |   |
| ☐ Renovation or improvement of historic transportation facility |   |   |
| ☐ Other                                         |   |   |

| Description of Project:                         |   |   |

| II. MATERIALS SUBMITTED                         |   |   |
| ☐ Joint Development Checklist                   |   |   |
| ☐ Joint Development Agreement                   |   |   |
| ☐ Certification of Compliance or                |   |   |
| ☐ Alternative Certification (with written explanation) |   |   |

| III. APPLICATION OF STATUTORY CRITERIA          | Description |
| Requirement                                    | Description |
| Economic Link (check (1) or (2)):              | Description |
| ☐ (1) Enhances economic development or         | Description |
| ☐ (2) Incorporates private investment          | Description |

| Public Transportation Benefit (check (3) & (4), or (5)): | Description |
| ☐ (3) Enhances the effectiveness of a public transportation project and | Description |
| ☐ (4) Relates physically or functionally or          | Description |
| ☐ (5) Establishes New or Enhanced Coordination Between Public Transportation and other Transportation | Description |

| Revenue for Public Transportation (check (6)): | Description |
| ☐ (6) Provides a Fair Share of Revenue for Public Transportation that will be Used for Public Transportation | Description |

| Reasonable Share of Costs (check (7) if applicable): | Description |
| ☐ (7) Occupants to pay a reasonable share of the costs of the facility through rental payments and other means | Description |

Rev. 1 5-1 September 16, 2008
## 5.2 List of Abbreviations

<table>
<thead>
<tr>
<th>Abbreviation</th>
<th>Description</th>
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<tbody>
<tr>
<td>AA</td>
<td>Alternatives Analysis</td>
</tr>
<tr>
<td>AIA</td>
<td>American Institute of Architects</td>
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<td>APA</td>
<td>American Planning Association</td>
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<tr>
<td>B&amp;A</td>
<td>Before &amp; After Study</td>
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<td>BE</td>
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<td>CDOT</td>
<td>Colorado Department of Transportation</td>
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<td>CMAQ</td>
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<td>Denver Regional Council of Governments</td>
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<tr>
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<td>Draft Environmental Impact Statement</td>
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<tr>
<td>FEIS</td>
<td>Final Environmental Impact Statement</td>
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<td>Full Funding Grant Agreement</td>
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<td>Federal Transit Administration</td>
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<tr>
<td>PMC</td>
<td>FasTracks Program Management Consultant</td>
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<tr>
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<td>Quality of Life</td>
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