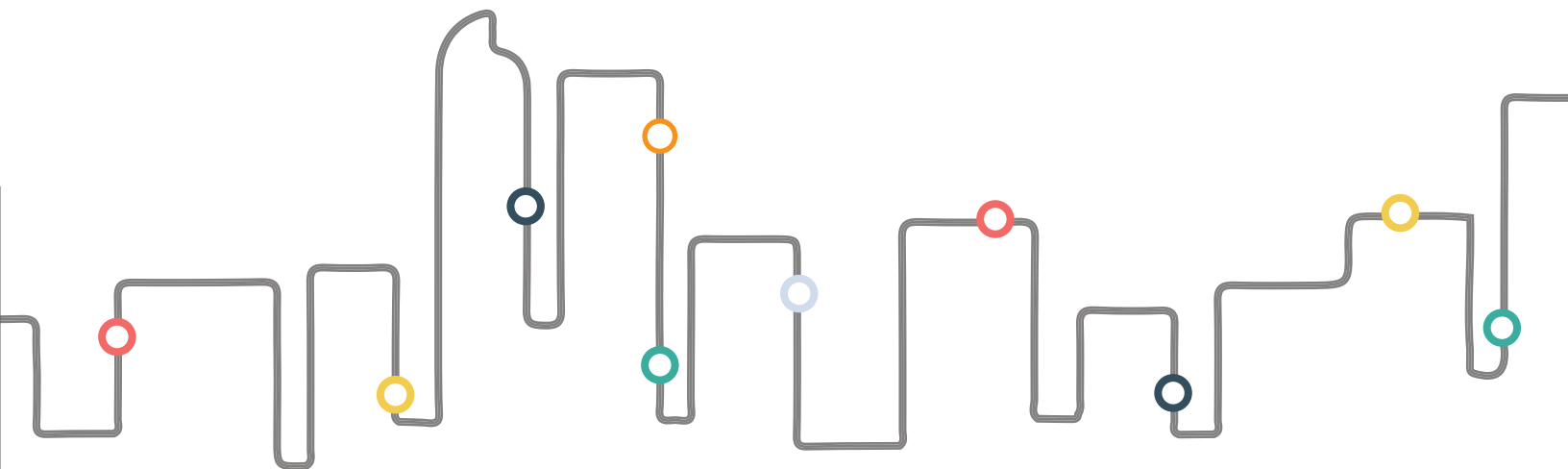


TRANSIT ORIENTED DENVER

TRANSIT ORIENTED DEVELOPMENT STRATEGIC PLAN • 2014



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WHY A STRATEGIC PLAN?



The Transit Oriented Development (TOD) Strategic plan is intended to guide the critical City-led actions needed for successful TOD in Denver. Since the 2006 TOD Strategic Plan, multiple stations have been planned and needed infrastructure improvements have been

identified. Multiple city departments and agencies have policies, goals, and strategies that broadly and specifically address TOD. This strategic plan does not revise station area plans or alter long-standing TOD policies; rather, it focuses these multiple efforts into a concise work program for the City.

Strategic Planning is an important step to successful TOD implementation for several reasons:

- Station area plans have identified needed, but unfunded, investments
- Barriers to TOD implementation exist at multiple stations
- Stations are at varying levels of market and development readiness for TOD
- The City has limited resources to implement TOD
- Alignment of City departments' approaches to TOD improves implementation efficiency
- Some station areas best suited for near-term TOD may require focused financing strategies for needed investments

HOW TO USE THE TOD STRATEGIC PLAN

Denver's TOD Strategic Plan provides a foundation to guide public and private investment at rail stations. Residents, business owners, builders, and public employees can use this strategic framework to eliminate or reduce barriers to TOD, create realistic financing plans, and direct growth and investment to rail stations with the best opportunity for development in the next 5 to 6 years.

The TOD Strategic Plan contains both city-wide, high-level policy recommendations and on the ground, station-level action items with the intent to foster implementation of TOD at rail stations and support the development of transit communities in Denver. As a strategic plan, this document is intended to facilitate the implementation of existing recommendations and projects identified in adopted city plans, including Comprehensive Plan 2000, Blueprint Denver, neighborhood plans, and station area plans.

2000 Denver Comprehensive Plan
BluePrint Denver
Station Area Planning
Neighborhood Planning

TRANSIT ORIENTED DENVER

AND
YOU

IF YOU ARE

A RESIDENT OR BUSINESS OWNER IN A STATION AREA

AND MAY WANT TO:

- Expand, start, or relocate a business
- Purchase real estate
- Renovate an existing home or building
- Improve the streetscape
- Verify whether your proposed project fits within adopted neighborhood and city goals and objectives

Residents and business owners in Denver can use the TOD Strategic Plan as a guide for making real estate decisions, renovating property, or opening a store. The vision for individual station areas can be found in the appropriate adopted station area plan with the strategic plan containing additional information regarding city-led investments and implementation activity.

IF YOU ARE

A DEVELOPER OR BUILDER IN A STATION AREA

AND MAY WANT TO:

- Purchase real estate
- Reuse an existing building
- Construct a new building
- Identify where public investment may be directed
- Identify likely hot spots for new development
- Understand the City's development focus areas
- Align your design/development ideas with neighborhood and city goals and objectives

Developers or builders in Denver can use the TOD Strategic Plan to get information on the City's TOD focus areas, identify properties for new development, and take advantage of city investments in station areas. Developers and builders take on the critical responsibility of constructing office, retail, and a mix of housing options within station areas necessary to increase the walkable, urban nature of the city and reconnect all of Denver's neighborhoods together.

IF YOU ARE

A PUBLIC EMPLOYEE

AND MAY WANT TO:

- Remove barriers to TOD
- Direct public funds efficiently
- Determine projects that result in the maximum return on city investment
- Pursue local and federal funding for TOD infrastructure and implementation of projects

Public employees should use the TOD Strategic Plan to establish a city-wide TOD implementation work program, direct city funds efficiently to the most opportunistic areas, determine the projects that offer the maximum return on public investment, and pursue funding for key infrastructure projects. City plans provide the vision for station areas, while the TOD Strategic Plan is intended to assist in implementing that vision.



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INTRODUCTION



When Denver's TOD strategic plan was produced in 2006, the idea of having a more systematic approach to transit oriented development was a new, uncharted, and unproven idea. Since 2006, many regions have embarked on their own strategic planning for development around stations. Denver's strategic plan for transit-oriented development is different than many other TOD Strategic plans. This plan outlines the city's approach to implement TOD over the next six years; it is not a vision-setting document for station areas nor is it a region-wide policy document produced by a metropolitan planning organization to promote TOD.

2006 TOD STRATEGIC PLAN

The 2006 plan has proved invaluable for guiding TOD related policies in the city, fostering external partnerships, and setting a work program of TOD planning and investment. Over half of Denver's stations have received neighborhood and stakeholder led planning efforts (small area and general development plans), infrastructure analysis has occurred, and investment has taken place. The City transitioned to a form-based, context-sensitive zoning code in 2010 and

many stations now have transit and TOD supportive zoning. And TOD has happened in Denver, whether it is the Denver Housing Authority's Mariposa project at 10th and Osage or the booming development around Denver Union Station, development has often followed public investment at stations.

MOVING TOWARDS IMPLEMENTATION

All of this has informed the City on what TOD is to Denver and what it can be in the future. Development around rail stations is part of Denver striving to become a world-class city. To be competitive with the best and brightest regions of the world, Denver needs an exceptional transit system with great stations that connect to walkable communities. The City needs to tackle affordable housing issues, broaden transportation choices, and meet the demands of changing demographics. With this in mind, The City of Denver has evolved the definition of TOD to an idea of developing transit communities that are walkable, livable places that provide citizens with access to most of their daily needs. Six TOD principles now outline what makes a great transit community, and the typology has been altered to better reflect what

ACCOMPLISHMENTS OF THE 2006 TOD STRATEGIC PLAN

- Long-range planning for 21 station areas
- Established or strengthened external partnerships
- Implemented TOD Typology through new form-based, context-sensitive zoning
- TOD Fund established to create and preserve affordable housing at station areas
- Millions of dollars spent on infrastructure in TOD areas
- Collaborated with Denver Urban Renewal Authority on TIF opportunities at multiple stations
- Reduced parking requirements in TOD areas
- Bike sharing stations at multiple stations



Denver knows about development around stations while meshing with the neighborhood context that has been established in the Denver Zoning Code.

For Denver to succeed in establishing more walkable places through transit communities, the action items need to be prioritized and realistic funding strategies must be considered. This document lays out the foundation of an implementation action plan through research and analysis of the existing state of transit-oriented development, provides city-wide and station specific recommendations, and establishes a system to track and monitor Denver's success so the City can continue to refine and improve its strategic moves in the future.

DEFINING TOD IN DENVER

How TOD is defined in Denver ties closely with the understanding of its existing walkable urban places. These walkable places provide access to daily amenities without the use of the automobile and are typically some of our most desirable neighborhoods. The characteristics and benefits of these neighborhoods are key to understanding the most important principles of

good transit-oriented development. The pedestrian-friendly design, the mix of uses, variety of housing and mobility choices, healthy lifestyle options, and abundance of destinations add up to make a livable, vibrant place. But the reality of TOD in Denver is that many rail stations are not located in existing walkable neighborhoods, but instead, are located in areas that act as barriers to connecting all of Denver's neighborhoods together. How development occurs around these stations is critical to Denver becoming a world-class transit community, delivering a more complete network of walkable urban places.

The definition of transit oriented development in Denver is more than just development in station areas; it is part of building transit communities around rail stations that mend the urban fabric more tightly together, growing Denver into a more seamless, walkable, and vibrant community.

TOD PRINCIPLES

The following TOD principles establish a base line for Denver neighborhoods to envision and plan for great transit communities.

DEFINITIONS

TRANSIT COMMUNITY

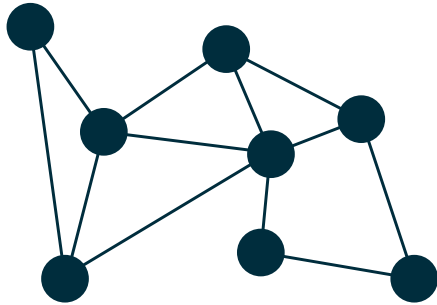
Denver's transit communities are walkable places that provide destinations like shopping, dining, jobs, parks, and schools — most of ones daily activities — easily accessed from home by foot, bicycle, and transit. These communities tend to have a variety of housing types, provide the opportunity for a healthy lifestyle, and are designed to maximize resident access to public transportation by focusing activities on a major transit stop.

TRANSIT-ORIENTED DEVELOPMENT

Transit-oriented development in Denver generally describes a development in an existing or planned transit community that adds to the walkable, vibrant, mixed-use environment and is oriented towards frequent, high-quality transit service that connects the community to the rest of the region.

TOD PRINCIPLES

connect



Achieve a high level of connectivity at station areas. The more walkable and bikeable a station area is, the greater amount of access is granted to the most people. This is true in both stations that are located in areas with a strong market development potential, as well as stations that simply need to serve existing neighborhoods. As each station increases its reach into the larger community, access to the region's economy is improved.

Entry Point – access to the regional economy

First/Last Mile – walk, bike, bus to the station

Access to All – connect to new and existing neighborhoods

innovate



Innovation drives Denver to take its place in the global economy, leading the Rocky Mountain region in building healthy, sustainable, and equitable communities. Transit communities have proven to be more environmentally, socially, and economically sustainable than areas dependent on one mode of transportation. Seeking innovative thinking around TOD in Denver can foster sustained, responsible, economic growth.

Sustainable – economic, social, environmental

Equitable – opportunities for all

Global Economy – compete on the world stage

efficient



Be an intrinsically efficient place to live, play, and do business. By consciously placing homes, jobs, civic uses, shopping, entertainment, parks and other daily necessities close to transit stations, cities make possible short, walkable trips and reduce long, inefficient travel. A greater percentage of jobs and housing placed close together at rail stations throughout the region can lead to better use of infrastructure dollars.

Location – one place to live, work, and play decreases need for regional trips

Shared Resources – reduce cost of infrastructure per household

Balance – jobs and homes nearby reduce travel times and long commutes



place



Make places not just to travel through, but rather to stop, linger, converse, and generally live life. These activities happen in the public realm – the streets and open space – between buildings. Great public spaces with easy access encourage people to come outdoors, promoting a feeling of safety and visual interest for pedestrians. An activated public place becomes a destination, strengthening the livability of the community.

Active – promote safety and visual interest

Vibrant – bring together people and activities

Destination – public life happens in the streets and open space



mix



Provide a balanced mix of complementary uses and activities within close proximity, increasing the chances that people can reach a majority of their daily needs by foot, bicycle, or transit. A strong mix of uses keeps streets active and safe while making many daily trips walkable. Transit communities' balanced mix of uses and activities provides residents a true choice of lifestyles, leading to a more resilient place to live, work, and play.

Choice – housing, jobs, shopping, transit options

Diversity – mix of incomes and age groups

Resilient – stands up through changing economic conditions



shift

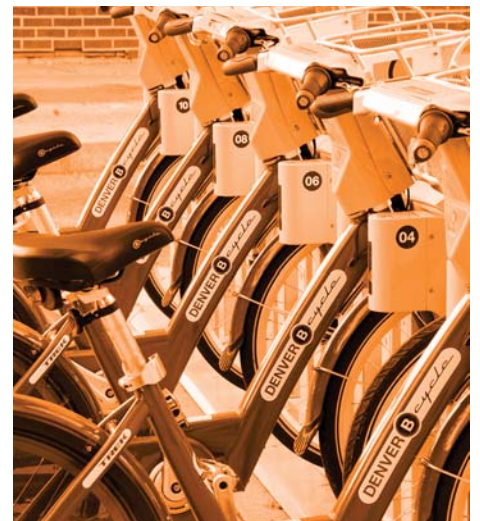


Lead the region's effort to shift into a new way of thinking about personal mobility. The shift from being a car-dependent city to a multi-modal city is taking place all over the world. A true multi-modal city goes beyond needed transit improvements. A complete network needs high-ease-of-use bike and pedestrian facilities, car sharing, bike sharing, and other new ways to make getting around without the use of a car a reality.

Car Free/Car Lite – becoming non-/less car dependent for most trips

Public Space – more room for pedestrians and bikes, less for cars

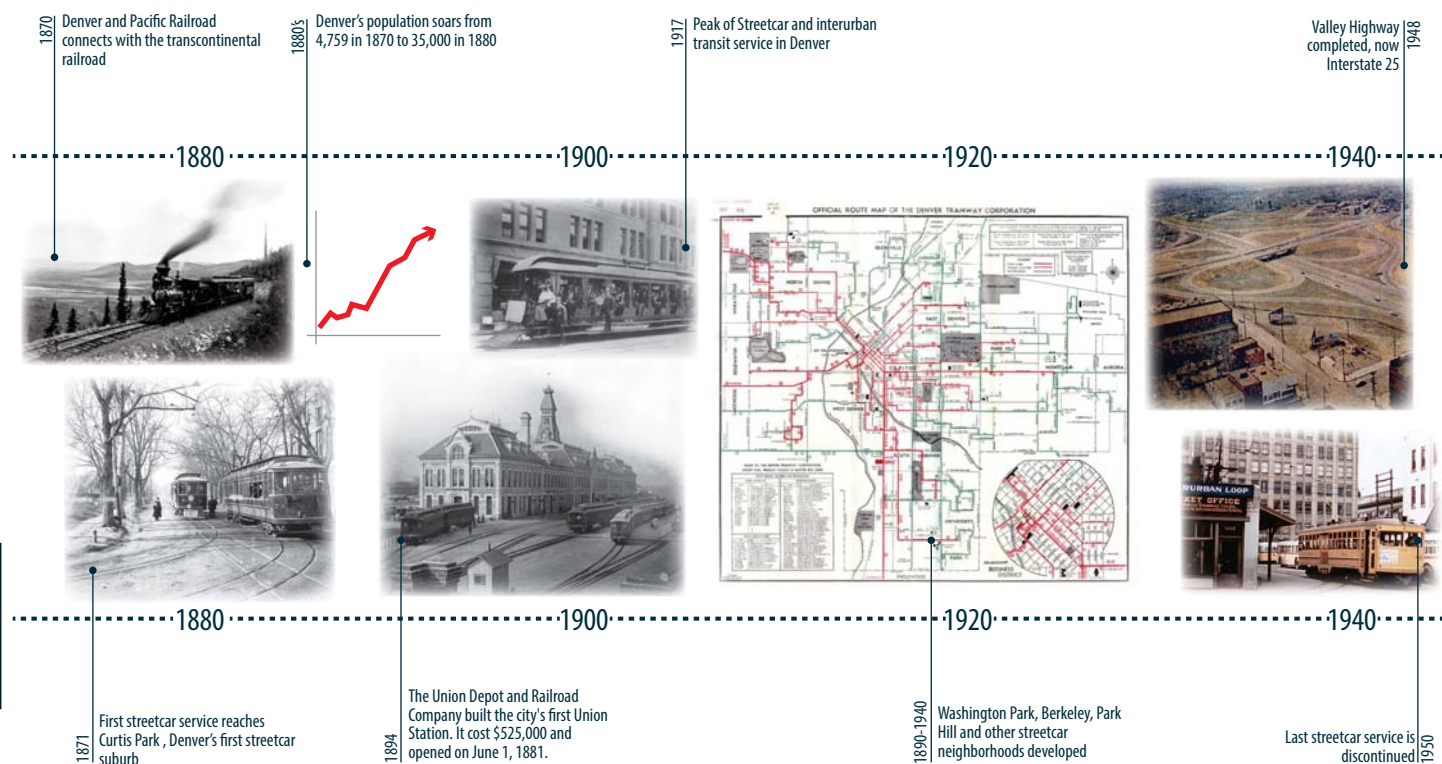
Reduce and Energize – carbon emissions go down, healthy living goes up



CONTEXT FOR TOD

Cities have unique attributes that set them apart from their peers. Denver is no different – the mountains, glorious sunny days, a vibrant downtown, and great neighborhoods are some of Denver's great characteristics. The mountains and sunshine may be fortunate acts of nature, but downtown and our neighborhoods are acts of foresight, hard work, and timely investments. Many of Denver's neighborhoods are well connected to each other and to downtown, forming an urban fabric and community that is the envy of many cities in the United States. These neighborhoods grew up at a time when development patterns followed the prominent transportation system of the early 1900's, the streetcar, and the subsequent system that provided access to downtown from the

were followed by periods of economic stagnation. Today, Denver has diversified its growing economy to soften cyclical economic patterns, becoming a favorite home of startup tech companies, innovative industrial manufacturing firms and businesses that embrace a unique corporate culture. This diversification has allowed Denver to weather the most recent economic downturn better than most, especially within the Rocky Mountain West. Denver has strengthened its downtown into a vibrant walkable urban center of jobs, housing, cultural destinations, parks, and entertainment. Denver is consistently ranked as one of the fastest growing cities in the country and is a desired destination of highly-educated workers, driving construction of more office, retail and housing choices in the next five years.



close-in suburbs. Not all neighborhoods however are well connected to the rest of Denver – they may have their own strong characteristics – but whether it is a geographic barrier such as the South Platte River, or more likely the man-made barriers of a freeway or freight railroad corridors, they lack the seamless connections that would bring all of Denver together.

CENTER OF THE ROCKY MOUNTAIN WEST

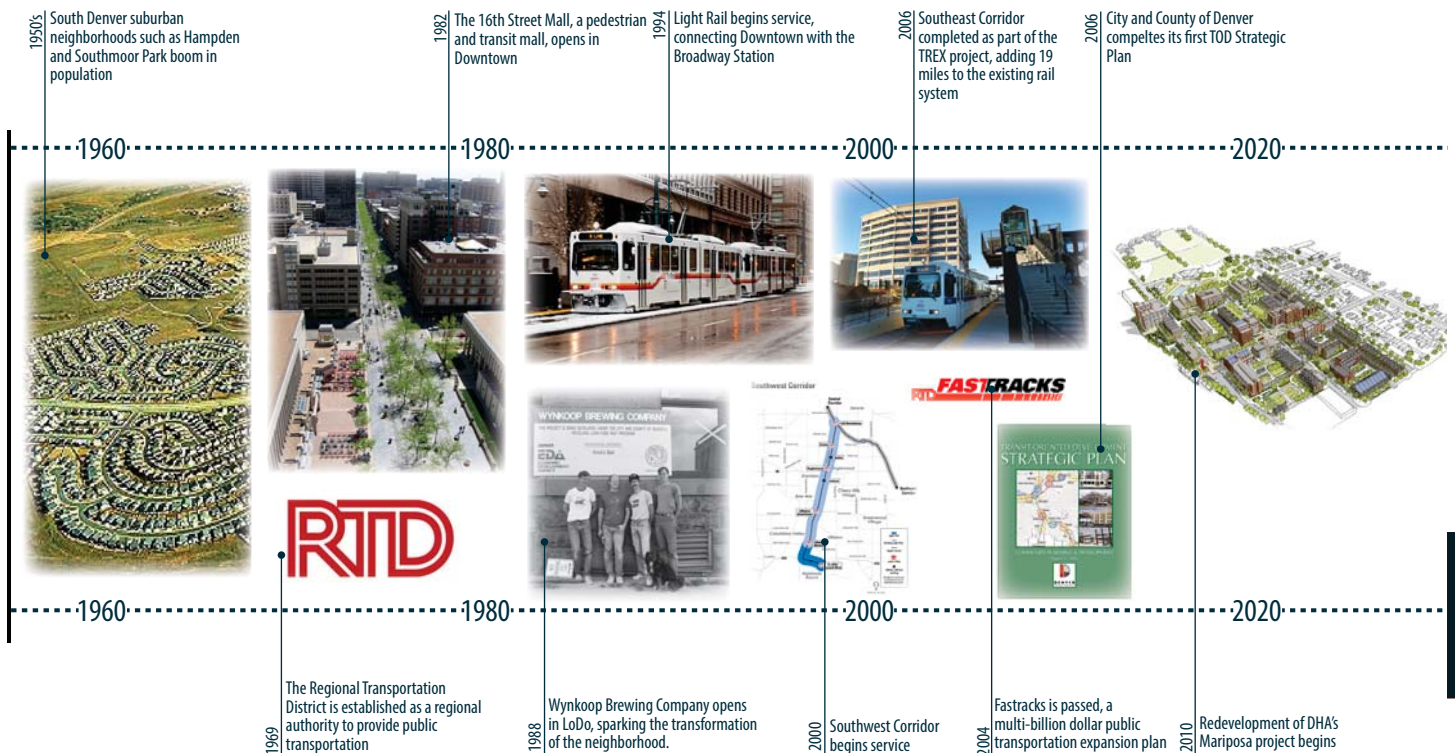
As Denver has evolved over the last 150 years as the center of the Rocky Mountain West, growth and development has historically followed a boom or bust cycle. Booms such as the gold rush of 1859 and the oil and telecom booms of the late 1970's and 1980's

A PROVEN TRACK RECORD

Denver has a long history of tackling transformative transportation projects that set the stage for successful and sustainable future growth, essentially leading its own way to prosperity. A consistency in Denver's urban evolution is that development patterns follow the construction of these transportation projects – railroads towns, streetcar suburbs, and freeway bedroom communities – are all products of the access given by a new transportation investment. Within Denver's first decade as a city, the railroads bypassed the city in favor of Cheyenne as part of the first transcontinental railroad. Civic leaders founded the Denver Pacific

Railroad to connect to the Union Pacific line in Wyoming, allowing a “one-seat ride” from coast to coast through Denver and ensuring long-term growth for the region. Starting in the 1880’s through the 1920’s, the Denver Tramway Company expanded streetcar and interurban service throughout the city, opening up development opportunities in neighborhoods like Berkeley and Washington Park. More recently, billions have been spent on key transportation investments with the T-REX project and RTD FasTracks program that is now changing the way residents connect to homes, jobs, shopping, and entertainment destinations. These strategic moves have positioned Denver to benefit from the rapidly occurring shift of the millennial and baby boomer generations looking for a more livable, walkable place to call home.

those man-made barriers that have separated some of our most disconnected neighborhoods. Other stations may have a superior market location or stronger connectivity, but still lack essential planning, entitlements, or infrastructure to promote development. Removing barriers to transit-oriented development and improving multi-modal first and last mile connections around rail stations can fill in the missing urban fabric between Denver’s new rail transit system, established neighborhoods, and emerging areas. By doing so, Denver can grow into a more seamless, walkable community that provides its citizens with great access to daily needs, whether that is a place to work, to study, to shop or run in the park.



Now Denver can build upon its strong economy, vibrant downtown and growing transportation infrastructure to lead its own way again.

CHALLENGE AND OPPORTUNITY

The challenge and the opportunity that is transit oriented development in Denver is the concept of building transit communities around rail stations in order to weave the urban fabric more tightly together. In other words, more closely connect the suburban and urban neighborhoods to Denver’s urban centers and Downtown. Many of the passenger rail stations located on the expanding rail system are placed outside of Denver’s existing walkable places, near

SEAMLESS CONNECTIONS

Denver strives to be a world-class city where everyone can be part of the community. World-class cities have exceptional transit and great station areas that seamlessly connect to walkable neighborhoods. To accomplish that, Denver is taking a system wide approach to implement not just TOD, but transit communities for all of Denver’s citizens.

READINESS FOR TOD



Over the last several years, Denver has collectively begun to re-imagine the city's perception of itself. Is Denver a car-centric city or a burgeoning transit city? Is the ideal a single-family home with a two-car garage or a townhouse in a cool neighborhood? Are people moving to Denver because of the mountains or the urbanism?

Even though cars are still a prevalent mode of transportation for some, riding a bike to work is no longer unusual and living in more efficient, infill locations is often a top request of homebuyers. Denver is one of the fastest growing big cities in the country, attracting some of the brightest minds and most innovative businesses. Thousands of housing units are being built in Downtown and nearby neighborhoods, as millennials and baby boomers both look for how a neighborhood feels more than simply their home's square footage. The national trend towards people looking to live in more mixed use communities that are walkable and have great transit access indicates a significant shift away from the prevalent land use and transportation choices of the last 70 years. Denver is ready to handle the expected growing demand for more walkable, livable communities.

Denver can build upon the energy that Downtown and its strong neighborhoods have fostered by expanding the size and amount of walkable places and reconnecting neighborhoods. As some of the fastest growing neighborhoods, such as Union Station and the Lower Highlands, begin to fill in, investors will look to find the next "hot" location. Many of the close-in rail stations in Denver — areas with redevelopment promise, improving market conditions, and great connectivity to the energy of Downtown Denver — provide a unique opportunity for the next wave of urban infill development. These stations can extend the walkable nature of Denver neighborhoods, provide new job opportunities, and increase housing choices to people looking to make Denver home.

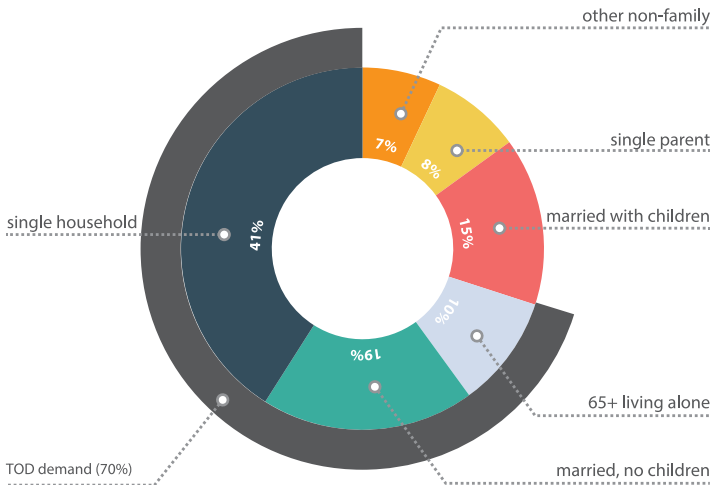
What specific trends can be identified that indicate a strong readiness for TOD in Denver?

Here are a few:

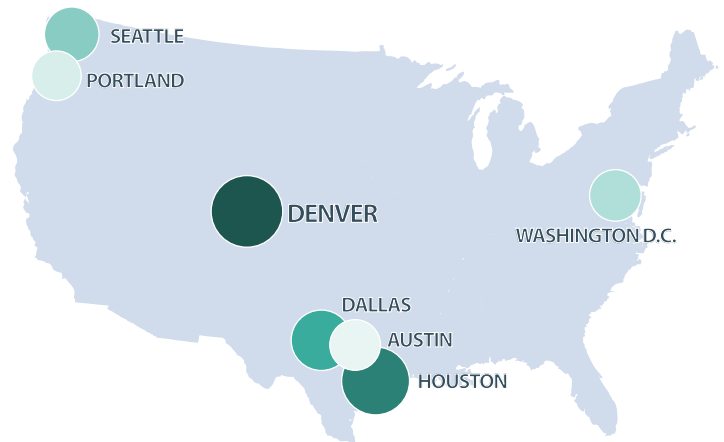


READINESS FORTOD

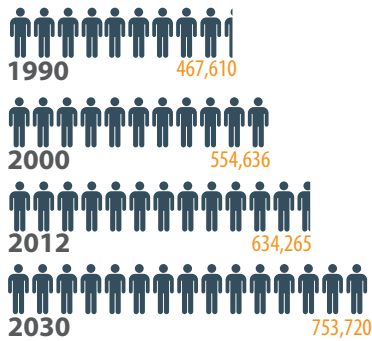
70% OF HOUSEHOLDS = MARKET FOR TOD DENVER HOUSEHOLDS BY TYPE



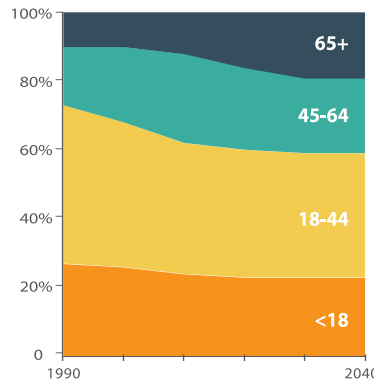
DENVER IS THE #1 CITY FOR MILLENNIALS TOP 7 GAINERS OF POPULATION AGED 25-34 FROM 2000-2010



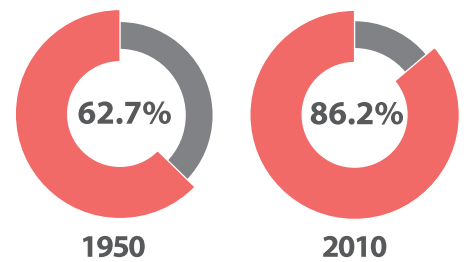
DENVER IS GROWING TOTAL POPULATION



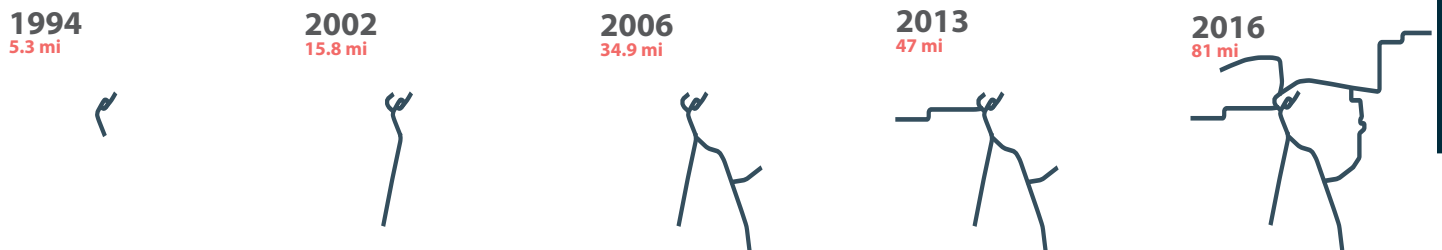
THE POPULATION IS AGING COLORADO HOUSEHOLDS BY TYPE



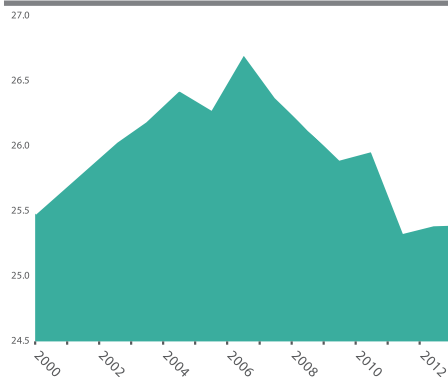
COLORADO IS DENSIFYING COLORADO URBAN POPULATION



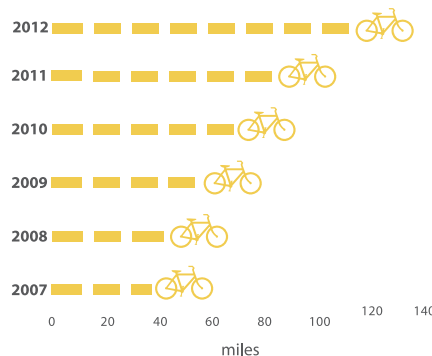
REGIONAL RAIL TRANSIT IS EXPANDING REGIONAL RAIL TRANSIT SYSTEM SIZE



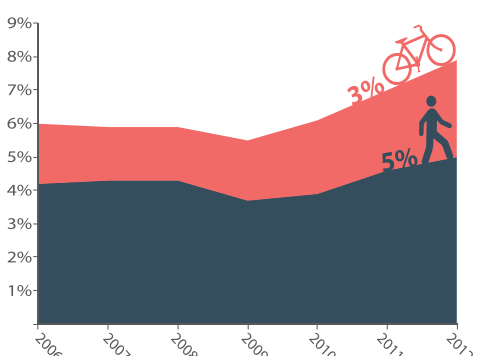
PEOPLE ARE DRIVING LESS DENVER REGION PER CAPITA VMT



BIKE INFRASTRUCTURE IS GROWING MILES OF BIKE LANES IN DENVER

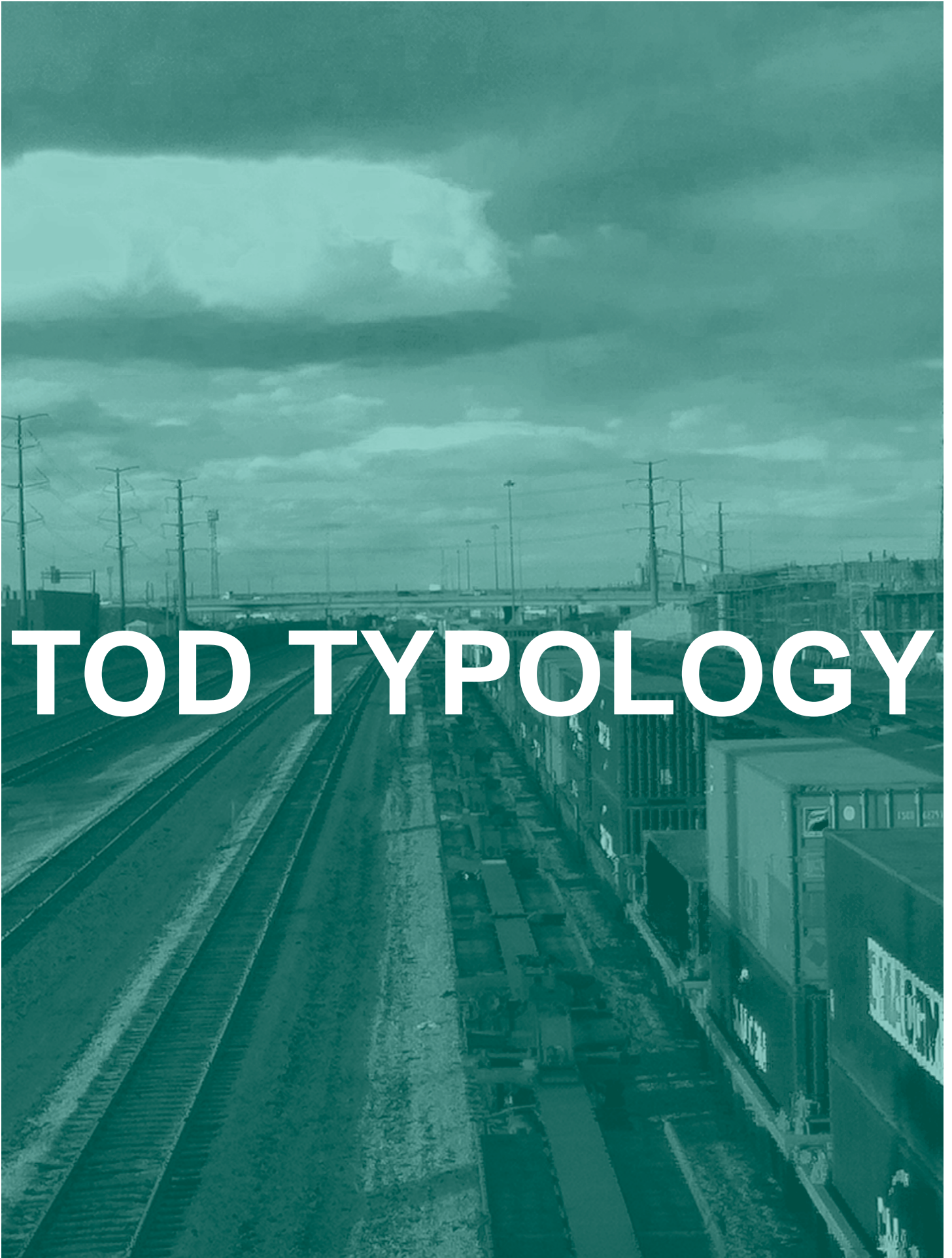


BIKING & WALKING IS INCREASING DENVER MODE SHARE



Sources: US Census, DRCOG, RTD, City and County of Denver

TOD TYPOLOGY



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WHAT IS A TYPOLOGY?



One of the most valuable planning outcomes of Denver's 2006 TOD Strategic Plan was the establishment of a typology of station types that helped set expectations for station development. At the time, many stations lacked a plan to provide guidance, and the typology provided a launching point for planning activity within 21 station areas. These plans establish the vision for individual station areas and provide recommendations to achieve implementation.

In 2010, the City adopted a new city-wide form- and context-based zoning code. The new zoning code is a valuable tool to better implement the vision in the station area plans, set clear expectations for development, and provides predictability for property owners. The zoning code's neighborhood contexts set expectations similar to the typology established in 2006 for station areas. This update builds upon the existing typology, with revisions to mesh with the neighborhood context established in the Denver zoning code, reflect the vision established in the various station area plans, and acknowledge other neighborhood interests or development activity around the stations.

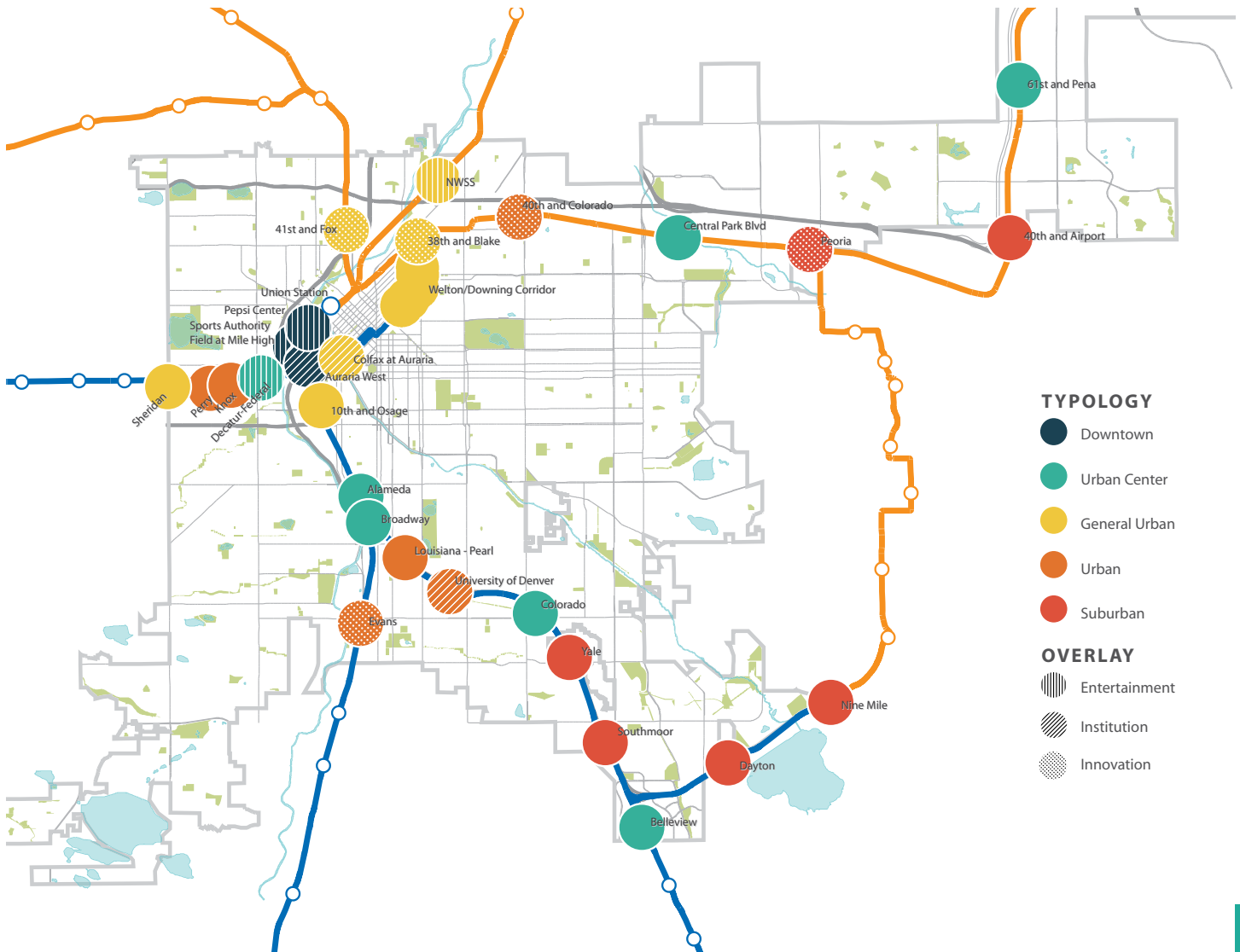
Denver's Station Typology classifies each station area into one of five context types based on characteristics commonly found in places served by rail transit. These characteristics group into five categories:

- Land use mix
- Street and block pattern
- Building placement and location
- Building heights
- Mobility

In addition, some stations receive a functional overlay designation that establishes a key functional aspect to the station area context and their associated expectations. The purpose of the station typology is three-fold:

- Provide a snapshot of aspirational character
- Set expectations for development
- Establish a level of magnitude for possible investments

CITYWIDE TYPOLOGY



STATION TYPOLOGY

- **Downtown** – Mixed use, highest density, tallest buildings, high pedestrian activity, transit hub, and historic areas
- **Urban Center** – Mixed use, high density, grid and alley block pattern, high pedestrian activity, and multi-modal
- **General Urban** – Multi-family residential, grid and alley block pattern, main streets, corner stores, and multi-modal
- **Urban** – Grid and alley block pattern, predominantly single family residential, main streets, corner stores, and multi-modal
- **Suburban** – Town centers, community open spaces and residential neighborhoods

Functional Overlays:

- **Innovation** – Allowing a wide range and diversity of TOD land uses, activities and building forms to accommodate new types of development such as advanced manufacturing, research and development, creative design studios, and more.
- **Institutional** – Academic campuses, medical and government centers with a significant amount of jobs
- **Entertainment** – Major destinations – typically evenings and weekends

downtown

Mixed use, highest density, tallest buildings, high pedestrian activity, transit hub, historic areas



Downtown rail stations are unique as they are located in the most intensely used land in the region, with civic, institutional and entertainment uses sharing the same spaces as high density residential, office and commercial uses. Buildings are mostly mid- to high-rise structures located in a consistent pattern of small blocks and linear streets. Downtown stations have the highest level of use due to downtown being the center of the regional transit

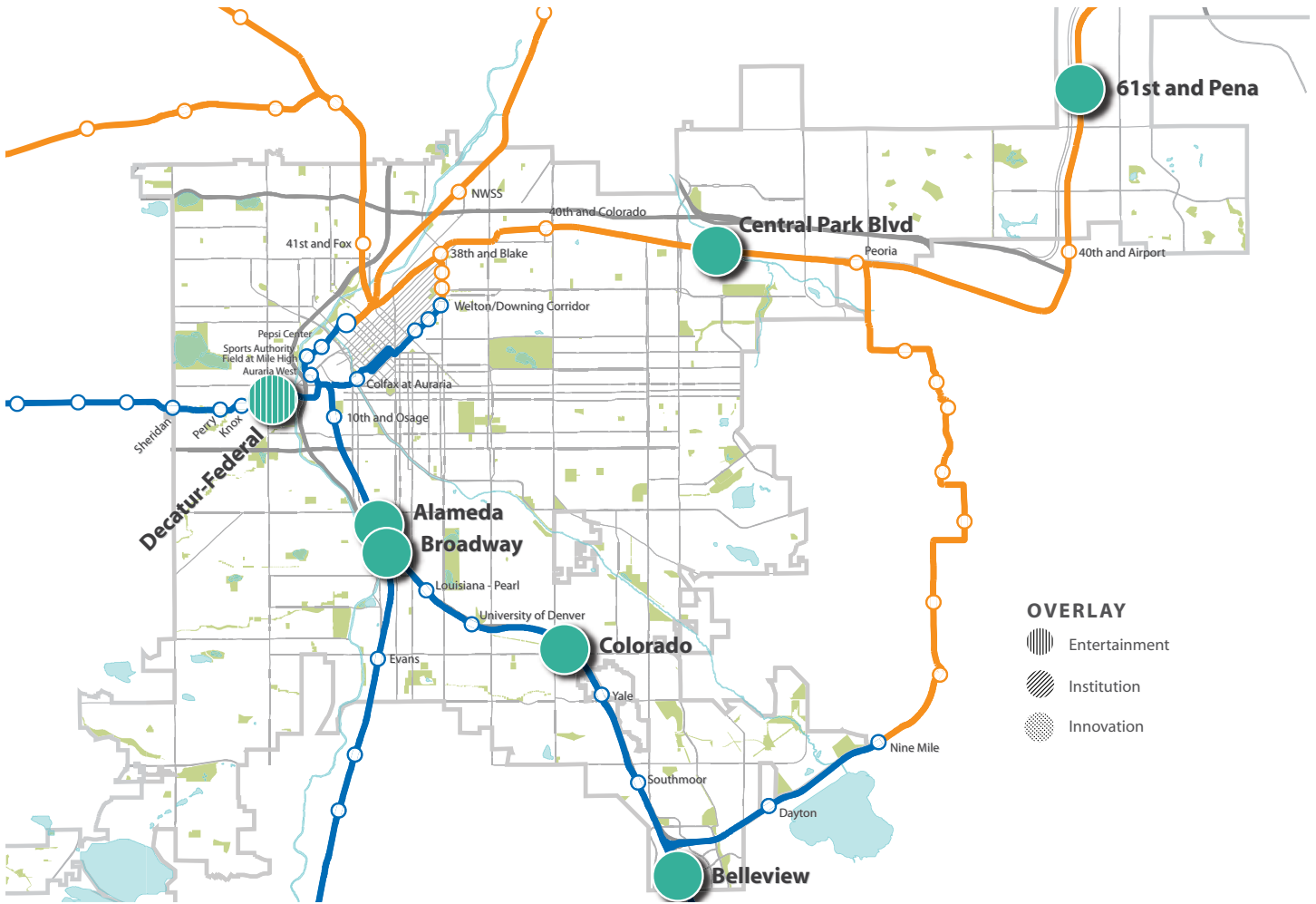
system. Downtown streets have the most pedestrian activity and extensive set of bicycle facilities of all station types. All downtown rail stations are walk-up stations, but a few stations have specific functions – Pepsi Center and Mile High Station serve as entertainment stations, and Auraria West Station serves as an institutional station.

Land Use Mix	Street and Block Pattern	Building Placement	Building Height	Mobility
Strong mix of uses	Regular, smaller blocks	Buildings built-to sidewalks	Context-sensitive heights in historic districts	Highest priority to pedestrian
Mid to high-rise buildings with a mix of multi-family, commercial, office, civic, institutional and entertainment uses	Regular pattern of pedestrian/vehicle connections	Continuous street wall	Consistent mid to high-rise in other districts	High level of bicycle facilities
	Unique triangular blocks where grids meet	Consistent orientation		Center of multi-modal transit system
	Linear streets	Parking at rear/side or structured		
	Consistent alleys			



urban center

mixed use, high density, grid & alley block pattern, high pedestrian activity, multi-modal



Urban Center rail stations typically serve or are planned to serve as a destination for surrounding neighborhoods with strong transit use and a high level of pedestrian and bicycle activity. Urban Centers have a mix of uses, with mid- to high-rise multi-family residential integrated with mixed-use commercial buildings. The intended high

intensity nature of urban centers positions these stations as regional employment hubs. Buildings front sidewalks with consistent pedestrian entrances and are located within a pattern of regular, smaller blocks and linear streets. Many urban center stations have one or more major land owners.

Land Use Mix

Strong mix of uses
Mid-high rise
Multi-family
Mixed-use commercial
Destination for surrounding neighborhoods
Potential job center

Street and Block Pattern

Regular, smaller blocks
Regular pattern of ped/vehicle connections
Linear streets
Mostly alleys

Building Placement

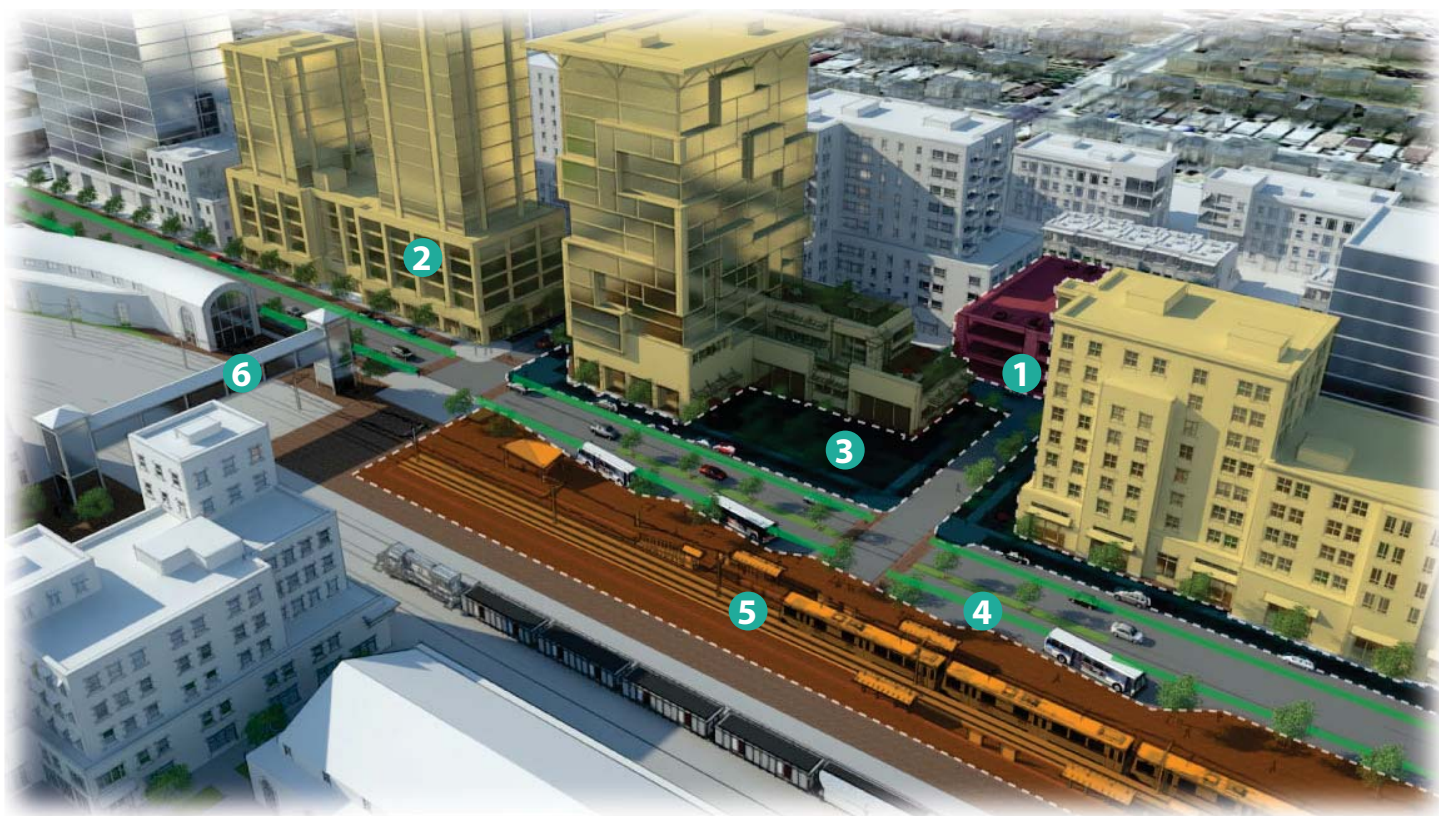
Buildings built to sidewalk or very shallow setbacks
Consistent orientation
Parking at rear/side or structured

Building Height

Consistent mid- to high-rise residential, mixed-use, and commercial structures;
Maximum height at the core is typically 20 stories with transitions

Mobility

Strong transit use
High level of ped/bike use



1 SHARED STRUCTURED PARKING

A majority of parking is typically structured due to the intensity of development and high land values. Urban Centers have a strong mix of complementary uses, which present opportunities to utilize parking management strategies such as shared and joint parking agreements.

2 EMPLOYMENT FOCUS

Urban Centers may be regional employment hubs where companies, looking for urban amenities and frequent transit service, locate. As a result, high density multi-family residential and hotel uses are also found in urban center stations.

3 SMALLER PROGRAMMED PLAZAS & OPEN SPACES

High quality urban open space is key to making urban center stations desirable places to live, work, and play. Activating public open spaces helps make TOD areas become a focal point and destination for the community.

4 HIGHER EASE-OF-USE BICYCLE INFRASTRUCTURE

The high intensity nature of Urban Centers creates the possibility of using high ease of use bicycle infrastructure such as protected bike lanes and cycle tracks to reduce conflicts between multiple modes of travel.

5 HIGH FREQUENCY TRANSIT

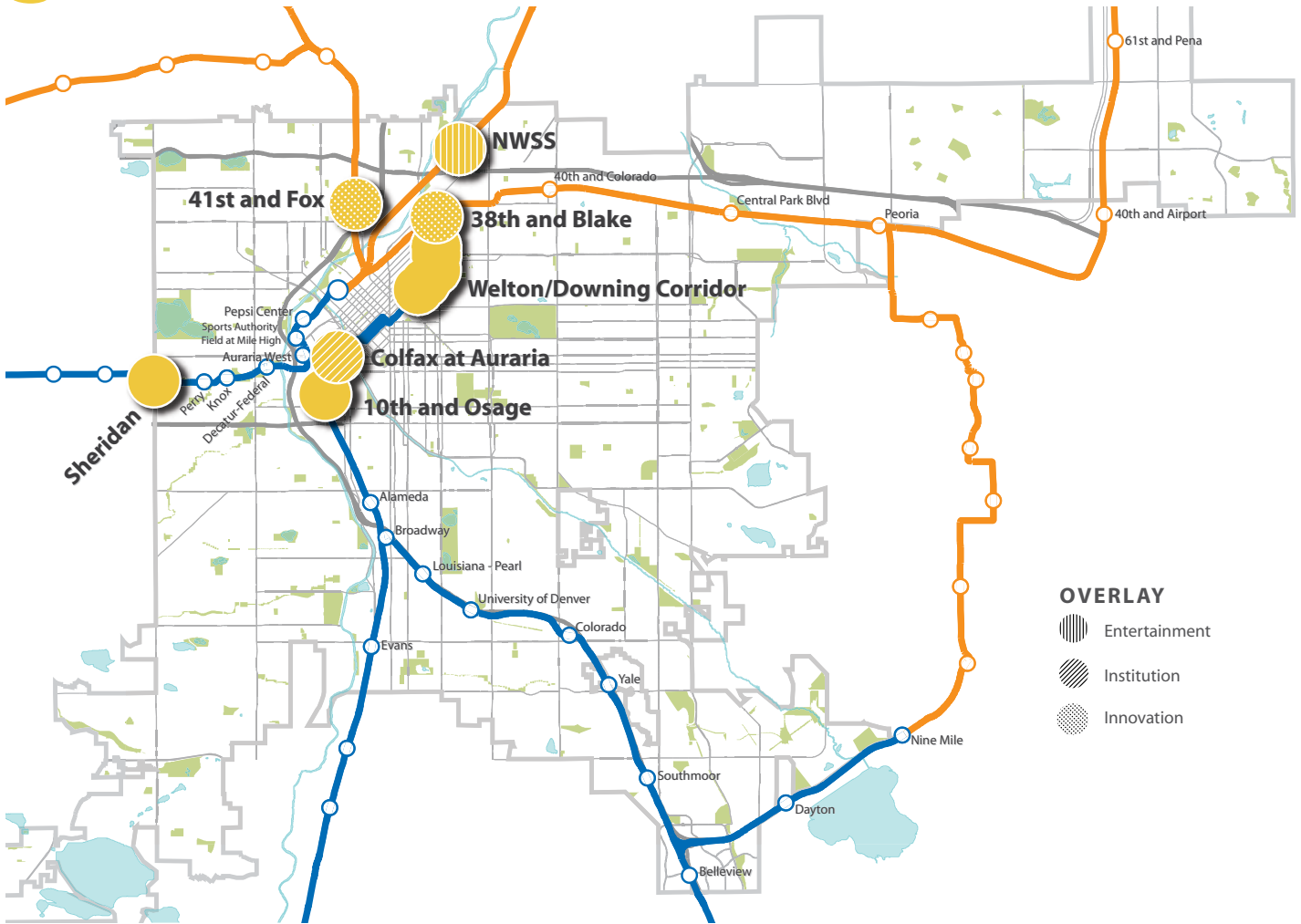
Key to facilitating a dense development pattern where one can move about without an automobile is the availability of transit throughout the day. Urban Centers not only have high frequency rail service, but are typically transfer points for multiple high frequency bus lines.

6 PEDESTRIAN INFRASTRUCTURE

Strong pedestrian access to rail stations from all directions increases the density and activity levels of urban center stations. Infrastructure such as pedestrian bridges that cross over the rail line is typical at urban center stations.

general urban

multi-family residential, grid & alley block pattern, main streets, corner stores, and multi-modal



General Urban rail stations are characterized by their significant amount of mid to high-density multifamily residential areas. These areas have a variety of building forms, such as urban houses, rowhouses, and mid to high-rise apartment and/or condominium buildings, as well as some limited single family and two family residential uses. Commercial areas, generally consisting of low to mid rise structures, are both embedded in the neighborhood and located along busier, mixed-use

arterials. Buildings have shallow or moderate setbacks, with consistent pedestrian orientation and parking located behind or to the side. Areas around general urban stations have a regular, smaller block pattern with linear streets and alleys. Due to the higher residential densities, transit use is strong, especially along high capacity transit corridors. There is a general balance of pedestrian, bicycle and vehicle travel modes.

Land Use Mix

Mix of uses with heavy emphasis on higher density multi-family residential areas with rowhouses and apartment buildings

Commercial uses located on key mixed-use and main streets

Street and Block Pattern

Regular, smaller blocks

Regular pattern of pedestrian/vehicle connections

Linear streets

Mostly alleys

Building Placement

Consistent shallow to moderate setbacks

Consistent entrance orientation to the street

Parking accessed from the alley or side yard

Building Height

Mid- to high-rise residential structures

Low- to mid-rise commercial structures at appropriate locations

Mobility

Strong transit use, especially along high capacity transit corridors

Balance of ped/bike/vehicle use



1 ADAPTIVE REUSE OPPORTUNITIES

General Urban stations are found in existing urban areas of the City, many with strong opportunities to reuse existing buildings for new uses. These opportunities range from small main street storefronts to outdated manufacturing facilities and warehouses.

2 WIDE ARRAY OF RESIDENTIAL TYPES

The variety of mid to high-density multifamily residential areas is a signature characteristic of General Urban stations. The mix of housing types and significant densities creates a vibrant, active community.

3 EMBEDDED COMMERCIAL

Commercial uses are typically service oriented and located in low to mid-rise structures embedded within the residential areas of the community.

4 BALANCE OF ALL MODES

General Urban stations typically have a strong multi-modal transportation network. Pedestrian and bicycle access is balanced with vehicular travel throughout the station area.

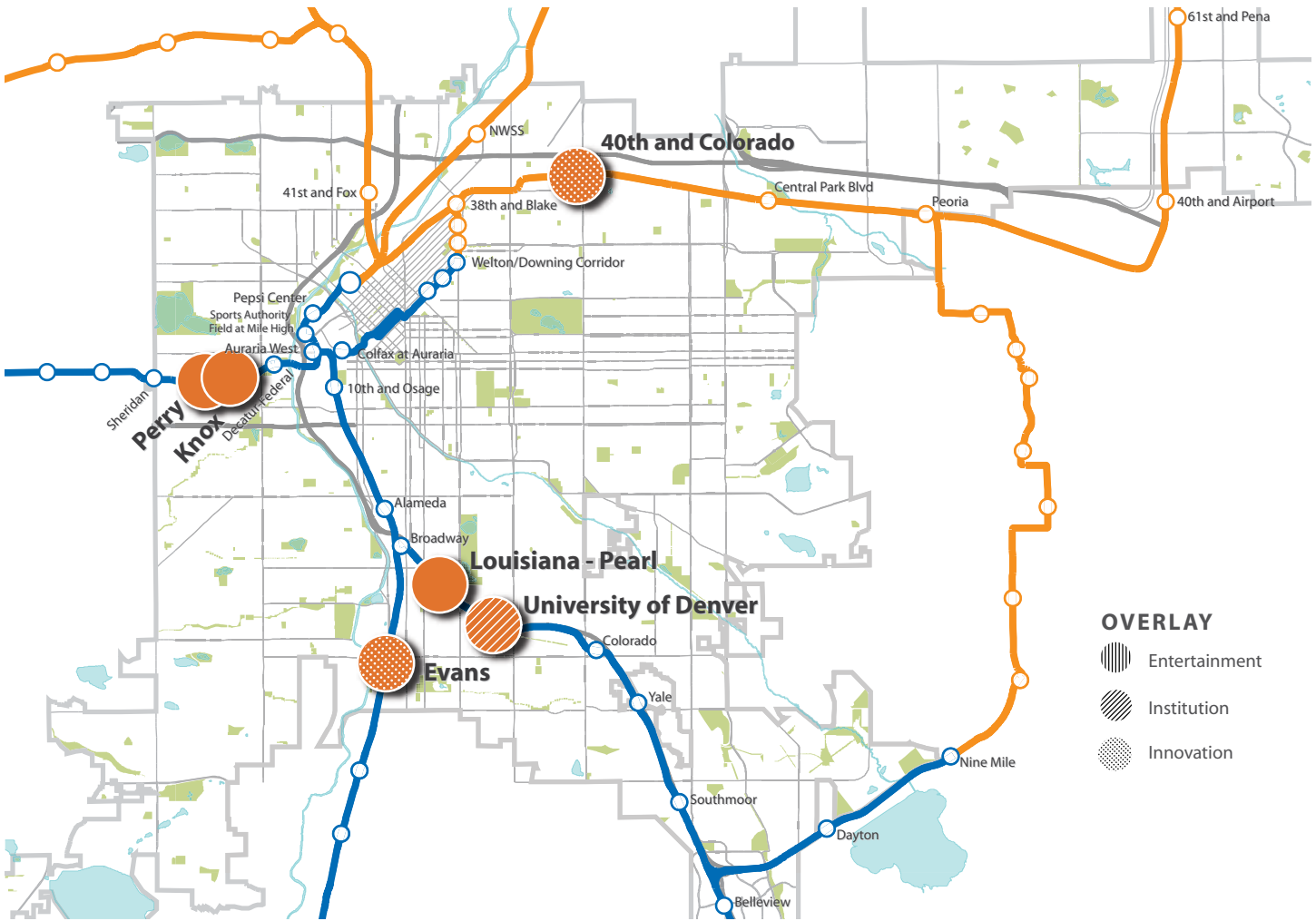
5 SOME HIGHER EASE-OF-USE BIKE FACILITIES

Although less intense than an urban center station, some higher ease of use bicycle facilities, such as a protected bike lane may be found in General Urban stations.

6 RTD PARKING

Commuter parking lots or structures can be found at some General Urban stations. This parking demand should be balanced between the need to provide current vehicular access to the station and future development opportunities.

urban multi-family residential, grid & alley block pattern, main streets, corner stores, and multi-modal



Urban rail stations are lower-scale “walk-up” stations, providing transit access to existing neighborhoods primarily characterized by single-unit and two-unit residential uses, small-scale multi-unit residential uses and embedded commercial areas. Buildings have shallow or moderate setbacks, with consistent pedestrian orientation and parking located behind or to the side.

Areas around urban stations have a regular, smaller block pattern with linear streets and alleys. Due to the lower residential densities but strong street grid, transit use is moderate, with higher use along high capacity transit corridors during peak commuting periods. There is a general balance of pedestrian, bicycle and vehicle travel modes.

Land Use Mix

Primary single-unit and two-unit residential uses on small lots

Small-scale multi-family residential such as rowhouses and garden court apartments

Embedded commercial

Street and Block Pattern

Regular, smaller blocks

Linear streets

Mostly alleys

Building Placement

Consistent, moderate setbacks

Consistent entrance orientation to the street

Parking from the alley or side yard

Building Height

Low-scale structures

Some mid-rise at nodes or along arterials

Mobility

Moderate transit use, greater along high capacity transit corridors and peak hour commuting times

Balance of pedestrian/bike/vehicle use



1 LOWER SCALE RESIDENTIAL

Single family and small-scale multifamily residential areas are found in Urban stations, resulting in a lower residential density and less-intense environment compared to most other stations.

2 EMBEDDED LOW SCALE COMMERCIAL

Urban stations tend to have neighborhood serving commercial uses tucked into the predominantly residential nature of the area.

3 MODERATE TRANSIT USE

Transit use in Urban stations is generally moderate due to lower residential densities. Higher transit use may be found along high capacity corridors during peak commuting periods.

4 BALANCE OF ALL MODES

Urban stations typically have a strong multi-modal transportation network. Pedestrian and bicycle access is balanced with vehicular travel throughout the station area.

5 WALK UP STATION

Existing neighborhoods typically are adjacent to the rail platforms at Urban stations, with limited or no commuter parking available.

6 PEDESTRIAN ORIENTED

Even though Urban stations are less dense, a human scale to the neighborhood is apparent. A strong street and alley block pattern is still prevalent. Buildings front the street, with vehicular parking located behind.

suburban

town centers, community open spaces and residential neighborhoods



Suburban rail stations are characterized by their higher level of transit service and pedestrian orientation than the surrounding, auto-oriented context. These stations may take on the qualities of a town center, having a mix of uses with some mid-to-high-rise buildings oriented towards the transit station, but with significant amounts of surface or structured parking for commuters. A public plaza or open space serving as a community gathering place is a desired amenity. Residential neighborhoods consisting of single-unit and two-unit residential uses

and small-scale multi-unit residential uses are found further from the station. Other commercial uses are found along major arterial streets. Block sizes and street types vary greatly, but smaller blocks and pedestrian friendly streets are found near the station, with larger blocks that provide development flexibility further away. Buildings with shallow setbacks are placed in front of parking lots near the station, with deeper setbacks on arterials and parking in front of buildings further from the station.

Land Use Mix

Mixed of uses oriented to the station

Public plaza or open space as central gathering place

Primarily 1-unit, 2-unit, and small-scale mf residential further from station

Commercial uses along arterials

Street and Block Pattern

Mix of block sizes, smaller blocks and pedestrian streets near station, larger blocks further from station

Best connectivity near the station

Large blocks have mid-block pedestrian passages

Building Placement

Deep setbacks

Parking in front of building

Building Height

Low-rise structures

Some mid/high-rise structures

Auto-oriented

Regional bike trails



1 REGIONAL PARK AND RIDE

Suburban stations have large parking reservoirs for the influx of commuters accessing the station during the work week. These park-n-ride facilities typically have an associated bus transfer center.

2 LARGE SCALE DEVELOPMENT

Parcels may become assembled by one or more major property owners for the purpose of large scale development at the station, possibly in the form of a town center. These developments create opportunities for a greater mix of uses and higher degree of walkability compared to surrounding auto-oriented neighborhoods.

3 REGIONAL BIKE INFRASTRUCTURE

Commuters must travel longer distances to reach Suburban stations. Regional trail systems increase the bicycle commuting shed to neighborhoods otherwise requiring an automobile to reach the station.

4 LARGER OPEN SPACES AND PLAZAS

A centralized open space that serves as a community gathering place is a desired amenity in Suburban stations. These spaces can become a destination for surrounding neighborhoods if activated with markets, concerts, and other opportunities to walk, look, and linger.

5 HIGH AMOUNT OF RETAIL AND PARKING

Suburban stations with new development may become a retail destination for nearby auto-oriented neighborhoods. Retail uses in Suburban stations typically require a higher parking ratio to meet demand than other station areas.

6 MORE WALKABLE THAN SURROUNDING AREAS

Suburban stations, although not having the same residential densities or intensity of uses of any of the urban type stations, still are considerably more walkable than surrounding, auto-oriented neighborhoods and commercial centers.

FUNCTIONAL OVERLAYS

These designations are applied to stations that have a key functional aspect on top of their context type that provides additional context and clarifies future expectations.

INNOVATION



River North

INSTITUTIONAL



Auraria Campus

ENTERTAINMENT



Sports Authority Field



Granville Island, Vancouver



Houston, TX



LA Live, Los Angeles

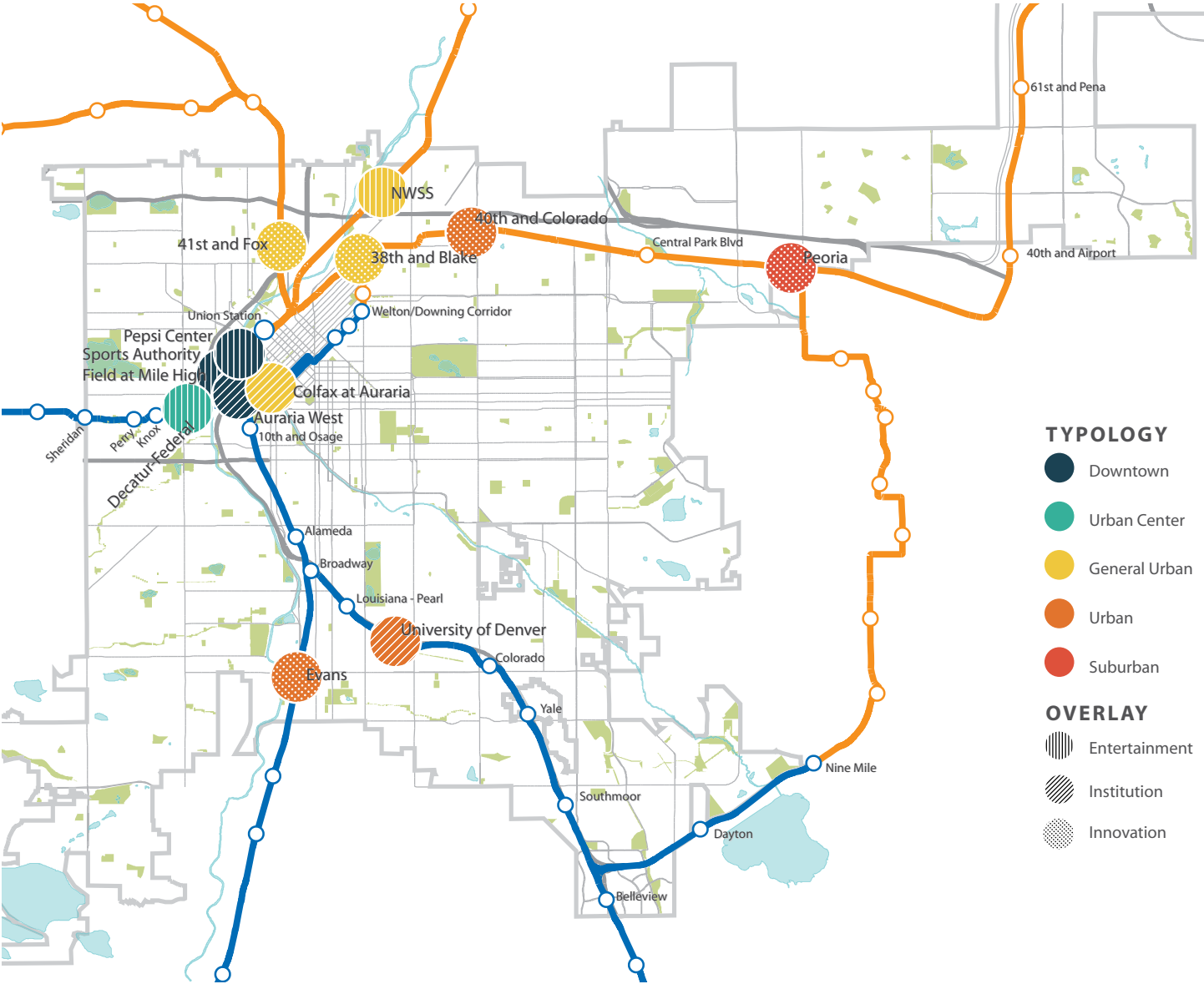
Innovation stations are characterized by their high degree of mixed use, adaptive reuse of existing structures, and creative approach to business. These stations typically are found in existing industrial areas, but may have experienced new housing and retail arriving with the rail station.

Under-utilized warehouses are being reused by young companies looking for space, often seeking synergy and cooperation with other like-minded companies. Many of these businesses have corporate cultures that emphasize sustainable building design, green technology, and high-quality of life employee amenities like transit passes, car-sharing, and bicycle parking. Businesses may include advanced manufacturing, research and development, and creative design studios.

Institutional stations have specific uses that bring unique attributes to station areas. This overlay typically applies to stations with one or more large land owners that have multiple buildings located in a campus setting. Universities, government centers, and medical campuses are typical uses. Stations have a large concentration of jobs and a significant amount of daily visitors, resulting in a high level of transit ridership and internal trip capture via walking and biking.

Entertainment stations are designed for accommodating major events when a large amount of passengers arrive and depart during a limited period of time. Ample surface parking is typically located at these sites to serve non-transit users. As the region continues to grow, market demand for reuse of this surface parking into commercial and residential development may present itself.

FUNCTIONAL OVERLAY STATIONS





ACTION PLAN

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INTRODUCTION



Rail stations in Denver have experienced varied and sporadic development activity over the last decade. TOD has occurred as expected at some stations but failed to materialize at others. This may not be surprising once one begins to examine the wide array of stations in Denver, all with different market conditions, infrastructure needs and existing land use patterns while also having very different existing and aspirational TOD characteristics. Since Denver stations do not fit into a one-size fits all category, this plan sets out to establish a stronger understanding of the variables currently impacting station areas and to formulate an updated TOD action plan.

The project team developed a methodology to evaluate TOD readiness which helped categorize stations into three logical groupings with similar challenges and opportunities for TOD. Much of the TOD evaluation utilized a 10-minute walkshed instead of the standard half-mile radius to create a more accurate snapshot of each station area. Even though each station in the

evaluation lands in a specific group, the status of each station is not considered static, instead, each station should be perceived to be on a TOD development continuum. Each group of stations has a tool kit to guide planning, policy, and infrastructure decisions and each station receives specific action items to advance development at stations. The intention of each set of station recommendations is to be actively moving the station forward on the continuum.

This action plan lays out a strategic approach to implementing TOD in Denver over the next six years. As with most communities, Denver is dealing with limited resources to implement public improvements to help attract development around rail stations. The grouping of stations in a logical order assists in identifying key action items for each station, including the most realistic and efficient opportunities to provide city resources at stations with the greatest opportunity for near-term development.

TOD CONTINUUM CATEGORIES

The TOD continuum is a tool that provides a quick snapshot of the current potential for development at stations and monitor outcomes of future action items. The stations are grouped, based on the station evaluation results, into the three continuum categories – Strategize, Catalyze, Energize – each with a specialized tool kit to guide planning, policy, and infrastructure decisions. Each station has more specific action items with the intention to remove barriers to development and strengthen the station area’s market potential.

STRATEGIZE

Stations that are still in pre-development planning phases either because the rail line is not complete or due to market or development factors that make TOD unlikely in the near term. Station areas with low market potential in the near term and current conditions

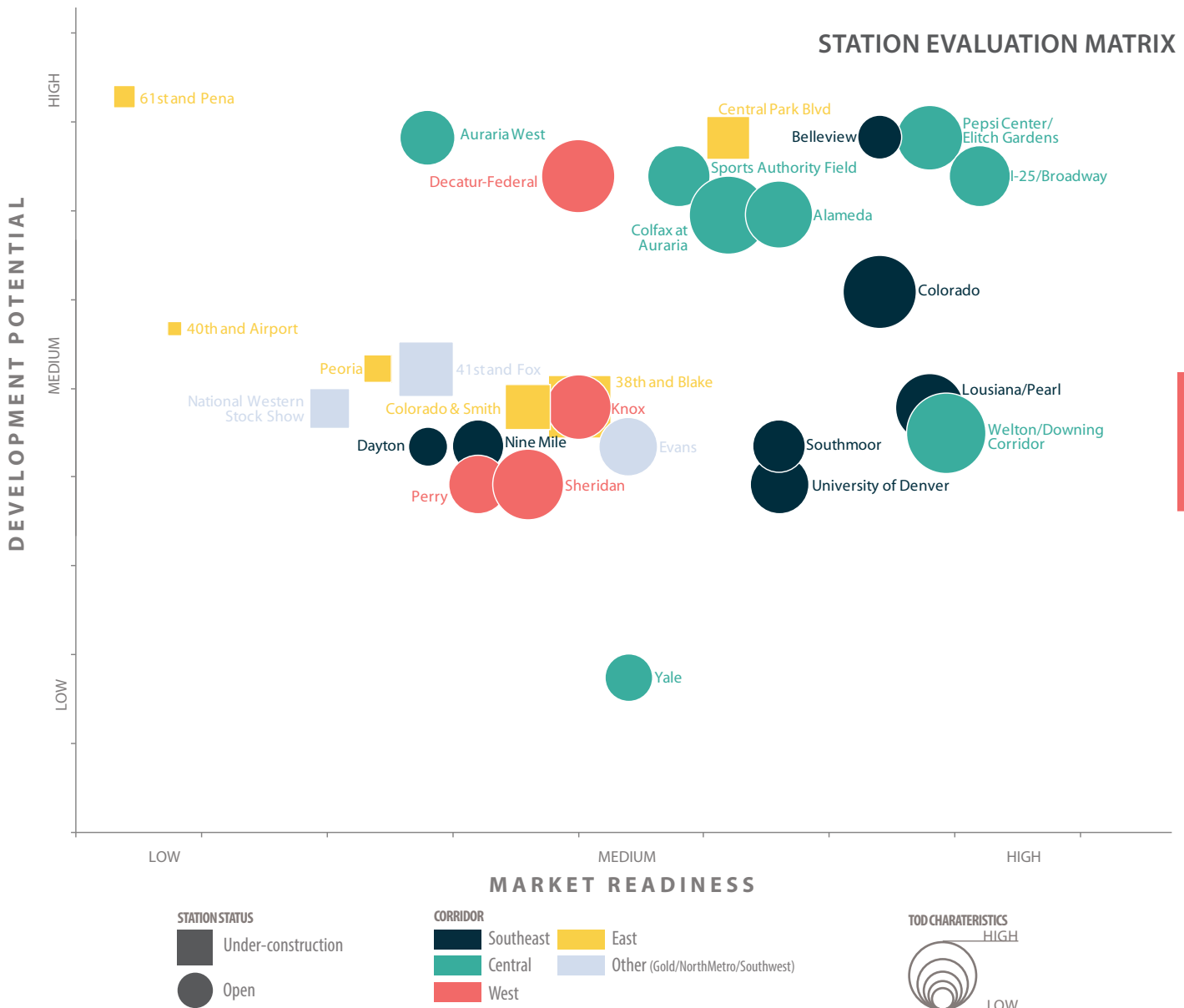
indicate low development readiness. Planning is needed to guide future investment and infrastructure projects in these stations.

CATALYZE

Station areas with above average market conditions for TOD, but with a need for specific infrastructure or amenity improvements to achieve the desired type of development. Catalytic infrastructure and amenity investments are needed, and should yield the sought-after TOD results.

ENERGIZE

Station areas where there are above average market conditions for TOD and no significant development or infrastructure deficiencies impeding TOD from occurring. These station areas typically need more targeted, short term actions to achieve intensified TOD activity.



TOD CONTINUUM

TOD MONITORING TOOL

As a tool to monitor the success of the action items contained in this plan, the TOD Continuum can be updated at any time to provide a current snapshot of the state of TOD in Denver. Since each station location on the Continuum is fluid, recommendations such as a new station area plan, a specific infrastructure investment, or the approval of an assessment district may result in a change in station scoring, essentially moving the station along in the continuum. As the action plan is

implemented over the next six years, staff can revise the Continuum scoring as necessary to maintain a strong understanding of the current level of TOD success. When the TOD Strategic Plan is updated in the future, this monitoring will provide the opportunity to examine what action items have had the greatest success in implementing TOD and how to improve the City's strategic approach to TOD in the future.



DENVER UNION STATION: MOVING THROUGH THE CONTINUUM

Denver Union Station has been the traditional hub of transit in Denver since the 1870's. But the source of that prominence, a major rail yard, also eventually served as a barrier to development as train travel waned during the mid-20th century. Today, billions of dollars in private investment is following a many decades long effort, including dozens of incremental steps, to redevelop the station and surrounding area. Union Station has truly moved through the TOD continuum; an initial strategy, catalytic investment, and energizing final touches.

STRATEGIZE

As early as the 1970's, planning efforts began to contemplate the consolidation of the rail yard into a streamlined rail corridor. This consolidated main line (CML) would free up acres of development opportunity on the edge of Downtown and improve access to the South Platte River.

CATALYZE

Lower Downtown redevelopment began to gain momentum in the 1980's and 90's, and implementation of the CML and planning for future infrastructure needs began. With the passing of Fastracks in 2004, which included the reuse of Union Station as the Downtown rail station for multiple commuter rail, light rail, and bus lines, comprehensive planning, financing, infrastructure, and development agreements occurred.

ENERGIZE

Thoughtful urban design moves, wayfinding, and multi-modal last mile connections were developed to enhance the DUS experience for residents, workers, and visitors. The historic train hall is adapted to not only serve travelers, but also houses a hotel, restaurants, and a market. Construction of multiple commercial and residential buildings cements the future of Union Station as one of the largest TODs in the country.



STATION EVALUATION

To create the TOD Continuum, an evaluation was developed to categorize stations in order to guide the City's planning, policy and investment priorities.

RESOURCES

A number of existing regional or city-wide TOD plans were reviewed to ascertain best practices and approaches, including:

Sustainable Transit Communities Study-Scorecard Analysis Summary, Office of the Mayor, Los Angeles, California, 2011. This study generated a methodology to help identify ten Sustainable Transit Communities as part of former Mayor Antonio Villaraigosa's 2008 Housing That Works plan.

Transit-Oriented Development Strategic Plan, Metro TOD Program, 2011. This study devised a typology to help categorize the existing and potential transit stations in the Portland, Oregon metropolitan area in order to guide Metro's investment strategy and priorities.

Central Maryland TOD Strategy: A Regional Action Plan for Transit-Centered Communities, Central Maryland Transportation Alliance, 2009. This plan provided a comprehensive view of TOD challenges and opportunities in Central Maryland and devised multiple "screens" to categorize station areas in an effort to inform and educate a variety of stakeholders including state and local governments and agencies, area developers, and non-profit advocates.

PROCESS

The TOD readiness evaluation builds on the station area typology to provide direction on station area recommendations and specifically on potential investment priorities. An iterative process was used to discern key issues to be addressed in the plan:

- **Plan Emphasis:** *City-led catalytic actions*
- **Plan Goals:** *City interest in transit oriented development*
- **Station Recommendations:** *Action items needed to advance development at stations*
- **Investment Prioritization:** *Type and location for key infrastructure investment*

CRITERIA

Based on lessons learned from other TOD plans, the project team developed an evaluation strategy using three primary market and economic factors as summarized below:

Market Readiness

The Market Readiness indicator helps determine whether the station area real estate market is capable of supporting new development by evaluating the strength of market demand and market timing. Criteria included: population density, employment density, TOD demographics, land values, residential price appreciation, commercial rents, and market activity (permit values).

Development Potential

The Development Readiness indicator evaluates whether the legal, physical, and infrastructure framework of the station area is ready to support new development, and determines the potential capacity for new development. Criteria included: plan in place, transit-supportive zoning, developable land (vacant + underutilized), ownership fragmentation, special district (in place), and cost of infrastructure needed.

Transit-Oriented Characteristics

The Transit-Oriented Readiness indicator evaluates how likely it is that station area development will be transit-oriented; that is, are the quantity and quality of access, amenities, and services in and near a station area sufficient to support TOD? Criteria included: physical form (block size), pedestrian access (walk score), bicycle access, number of parks, and transit service frequency.

Depending on data availability, criteria were evaluated based on either a standard ½ mile radius station area or a ½ mile walk-shed (10 minute walk) calculated using GIS network analyst.

STATION STATUS RESEARCH

In order to use the information gained during the station evaluation, a thorough understanding of the current status of each stations planning, infrastructure, and entitlement stage was necessary. The project team assembled and analyzed relevant documents, utilized GIS analysis, and performed additional infrastructure costing exercises to establish each stations current status.

MARKET READINES

Measure	Variable
Household Growth (2000 - 2010)	Annual Percent Change
Employment Growth (2000-2010)	Percent of Area with Transit Supportive Zoning
TOD Demographics (Non-Family Households, Households with no Kids, Householders 25-34 and 55 to 64)	Location Quotient
Property Values	Dollar Amount of Actual Value (Assessor)
Residential Sales Price App. (2000 - 2010)	Annual Percentage Change
Office Rents	Average Commercial Rents - Dollar per square foot (Co-Star)
Retail Rents	Avgerage Commercial Rents - Dollar per square foot (Co-Star)
Commercial Development To Date	Dollar Amount of Permit Value
Residential Development To Date	Dollar Amount of Permit Value

DEVELOPMENT POTENTIAL

Planning Completed to Date	None/ Station Area Plan / GDP
Zoning	Percentage of Area with transit supportive zoning
Parcelization	Number of Parcels per Acre
Vacant Land	Acres of Vacant Land
Redevelopment Land	Acres of Improved Value/Land Value <1.0
Ownership	Number of Owners/ (Acres of Vacant + Acres of Redevelopable Land)
Urban Renewal Area or Special District	Yes/No
Infrastructure Investment	Dollars of TOD Infrastructure Investment to Date
Infrastructure Needs	Dollars of TOD Infrastructure Investment Needed

TOD CHARACTERISTICS

Employment Density	Jobs/ Acre
Population Density	Population/Acre
Physical Form	Percentage of Blocks =< 4.0 acres
Community Amenity Access	Walk Score
Park Access	Number of Parks
Transit Service	Number of Bus Stops and Peak Hour Train Frequency Combined Location Quotient
Bicycle Access	Linear Feet of Dedicated Bicycle Routes
Bike Share	B-Cycle Station
Automobile Ownership	Number of Vehicle Households Location Quotient

Note: Location quotient is a way of quantifying how concentrated a particular industry, cluster, occupation, or demographic group is in a region as compared to the nation. It can reveal what makes a particular region "unique" in comparison to the national average.

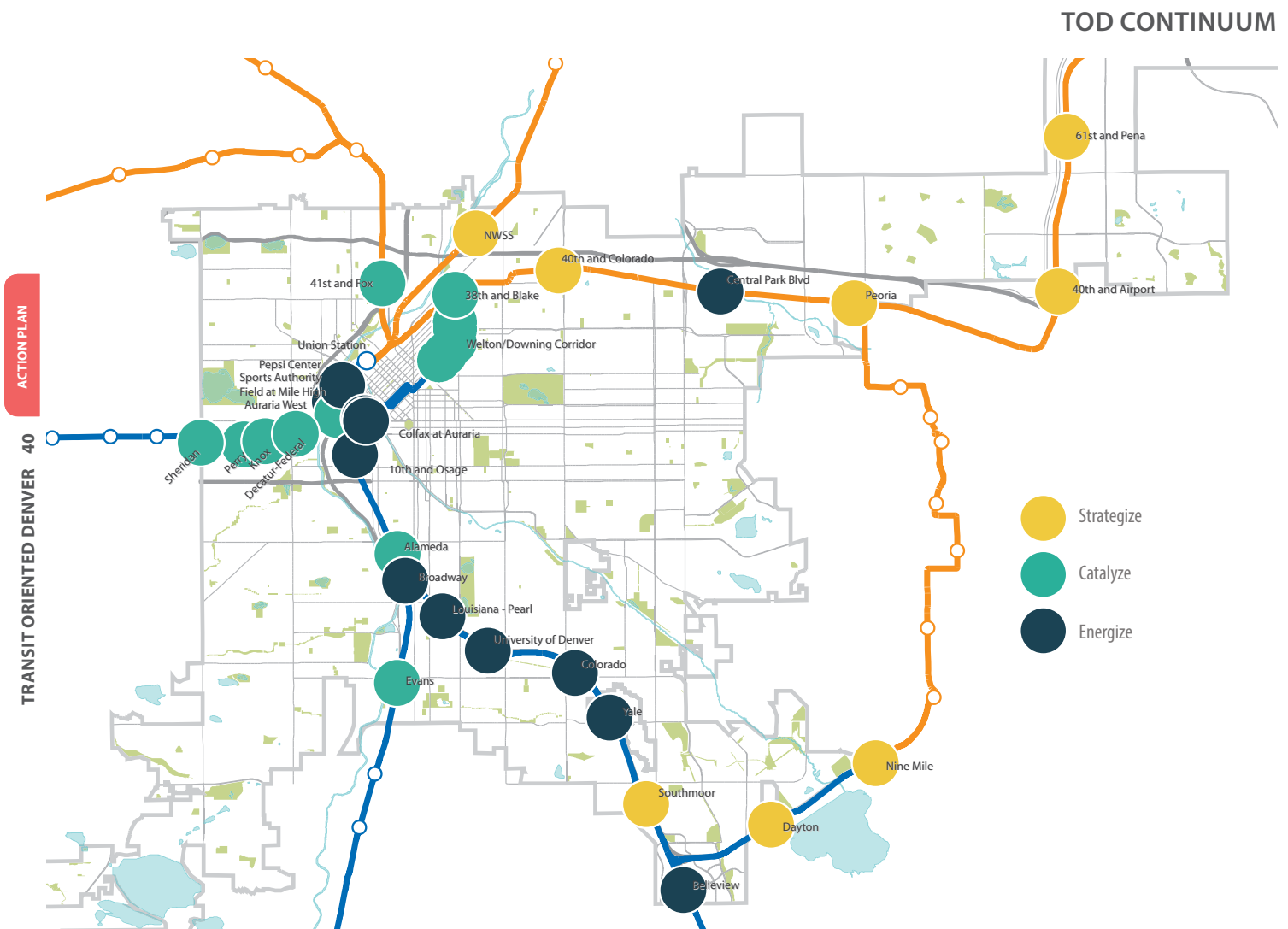
METHODOLOGY

STATION EVALUATION

The 34 stations under consideration (downtown stations were not evaluated) were each scored for all criteria across the three indicators. To present the results and categorize the stations into the final typology, the scores were plotted in graph form, with Market Readiness on the horizontal axis and the Development Readiness on the vertical axis. The TOD Readiness scores were then used to inform the policy implications and investment recommendations for each resulting category.

General observations and notes on the station evaluation include:

- Stations on existing rail lines tend to score higher on both development and market readiness.
- Stations closer to downtown typically have better TOD characteristics.
- Catalyze stations are close-in stations and/or found in industrial areas.
- Urban Center stations have a strong combination of market and development readiness with high development capacity.
- Some stations may move through the continuum quickly as planning occurs and development activity begins.
- The Heat Map visualizes the TOD Continuum scoring – Strategize stations are generally cool, Catalyze stations are generally warm, and Energize stations are generally hot for near-term TOD potential.
- East line stations have a weaker market readiness score but have high development potential.
- West line stations have a stronger market readiness score but less development potential.



The distinctions between each of the continuum categories are not hard lines intended to “lock” a station into place, rather, the TOD Continuum is fluid, with stations generally moving from left to right, low to high on the graph. Some stations have a unique situation or known issue that required professional judgment to place it in the category most reflective of its current status. Specific stations that did not clearly score in its ultimate TOD Continuum category include:

STRATEGIZE STATIONS

40th & Colorado: Neighborhood planning efforts are on-going at this station. The station may move to Catalyze once a small area plan is adopted and specific recommendations have been identified.

Nine Mile and Dayton: These stations have boundaries that are in both Denver and Aurora. For the analysis, these stations only utilized data collected for parcels in Denver.

Southmoor: This station lacks a TOD strategy despite indicating strong market and development readiness.

CATALYZE STATIONS

Alameda: This station likely moves to Energize once major stormwater infrastructure investments are completed.

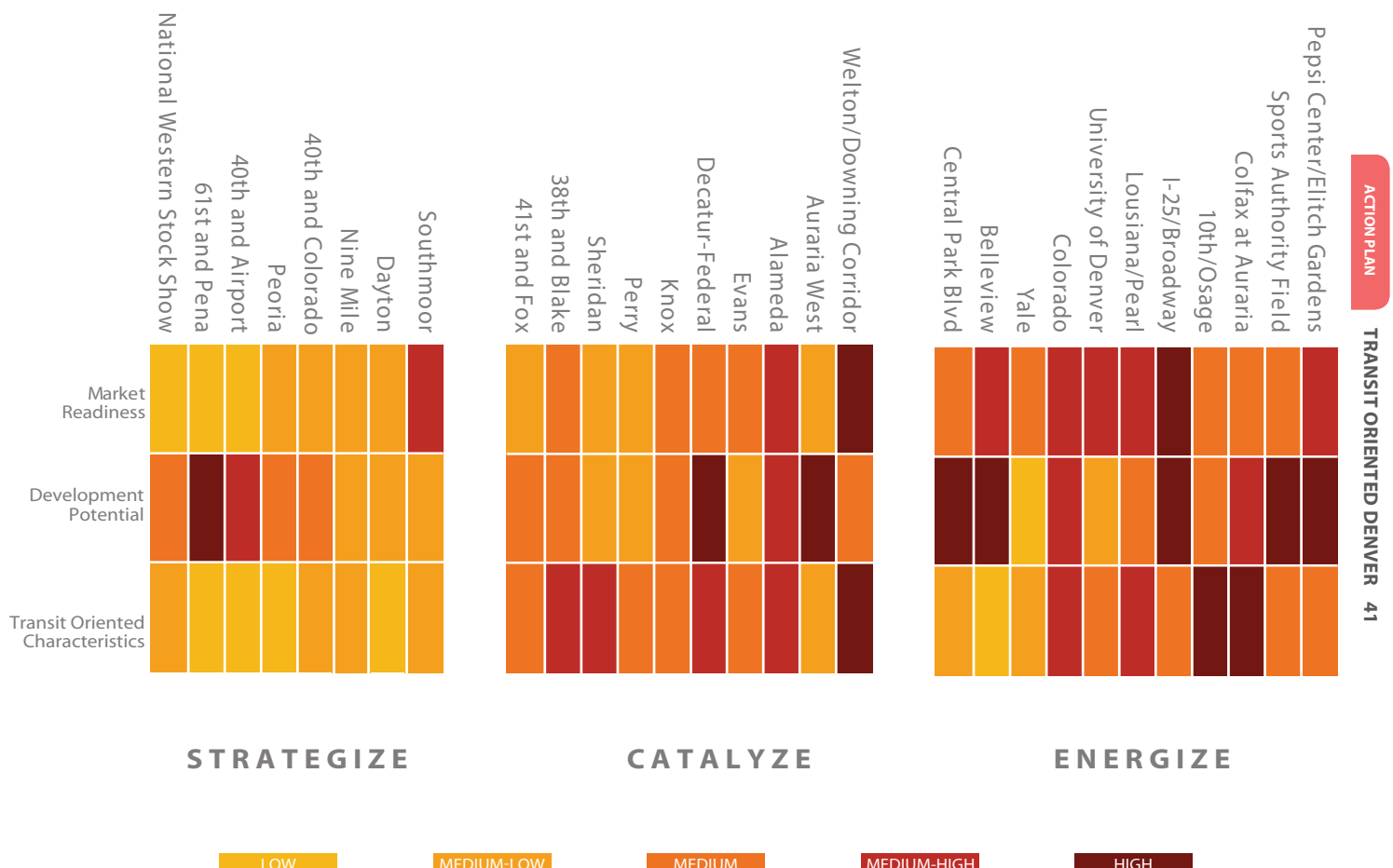
Welton/Downing Corridor: These stations scored similar to Energize stations. The stations are in Catalyze due to several identified infrastructure needs, as well as RTD studying a potential change in transit mode (light rail to streetcar).

ENERGIZE STATIONS

University of Denver: This station is near its aspirational character, with a major institutional owner controlling much of the development potential.

Yale: This station has limited development potential, with small moves needed to unlock any opportunities that exist near the station.

SCORING HEAT MAP



WALKSHEDS

WHAT IS A WALKSHED?

Transit Oriented Development areas are generally identified by their walkshed, which covers the distance assumed people will walk to get to a transit station. For light rail and commuter rail, it is estimated that people are willing to walk approximately one half mile. For bus transit riders, that distance is typically one quarter mile. In the past, Community Planning and Development (CPD) has mapped TOD walksheds by simply buffering the station with a half mile radius “as the crow flies,” which does not necessarily represent the area where people are physically able to walk. By looking at this buffer distance, as opposed to the actual walkshed, it is easy to promote development that is not accessible within a half mile walk.

CREATING WALKSHEDS

In order to produce more accurate representations of the transit station walksheds, CPD’s GIS staff utilized ESRI’s Network Analyst to map the distance against a walk network, taking into account barriers such as interstates, major arterials, rivers, and railroads, and incorporating off-street trails and other pedestrian connections.

The process of mapping the walksheds began with preparing the base data, or the walk network, against which the analysis would be run. The street network was modified to exclude streets where people do not walk, such as highways and highway on- and off ramps. Pedestrian bridges and off-street trails were added in, as well as future connections and network intersections.

The dataset is populated with key attributes for distance, walk speeds, and time traveled, which allow the software to map all possible half mile routes traveling away from each station in any direction. The analysis used a walk speed of 3 miles per hour for 10 minutes, which yields a one half mile distance. The speed and time are irrelevant, however, as long as the variables yield the desired distance. Once all possible walk routes are generated, a polygon is derived generalizing the accessible area.

KEY FINDINGS

The most complete walksheds are those with strategically located pedestrian connections, or with the least disrupted street grid. The Louisiana-Pearl station area walkshed is a good example of how a clean street grid can maximize the walkable area. However, even in that case, comparing the buffer to the walkshed reveals 160 acres and 633 living units that are not actually accessible within the half mile walk.

By mapping the half mile walksheds as derived from the walk network, planners are also able to assess connectivity, identify barriers, and evaluate where potential infrastructure improvements would be most beneficial. Such analysis allows planners to more effectively plan for future development in each transit station area.

STEPS TO CREATE WALKSHEDS

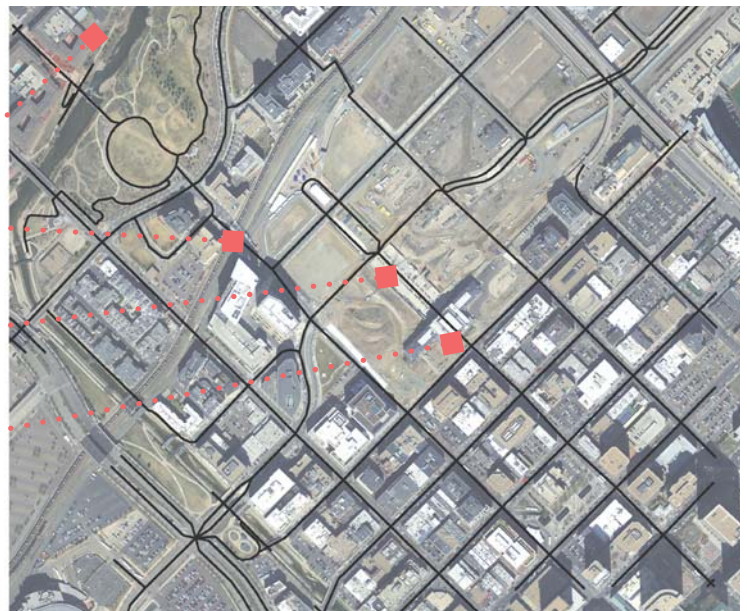
Remove highways and highway ramps

Add pedestrian bridges

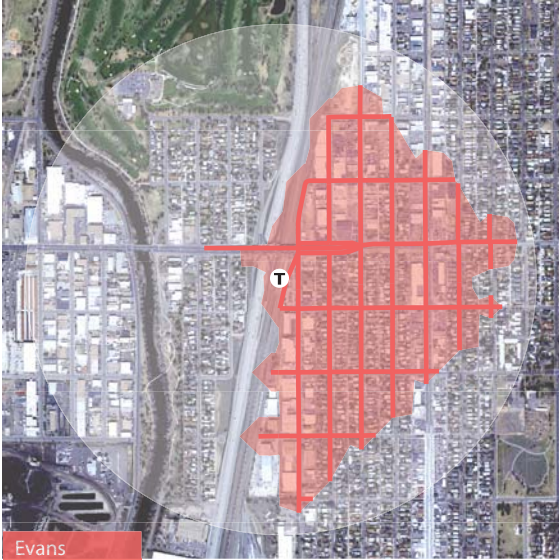
Add off-street trails

Add funded and under construction connections

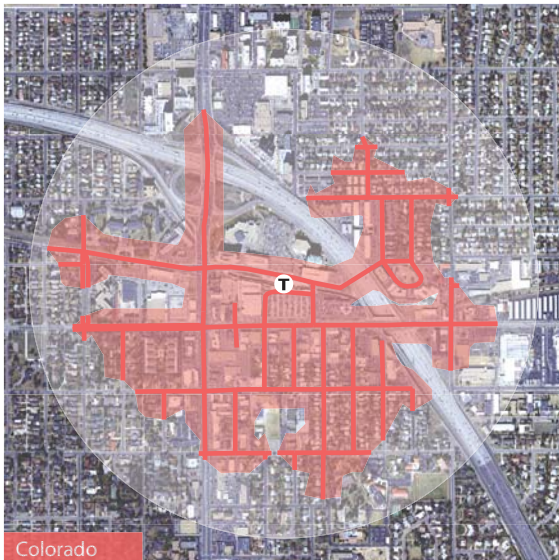
DENVER UNION STATION



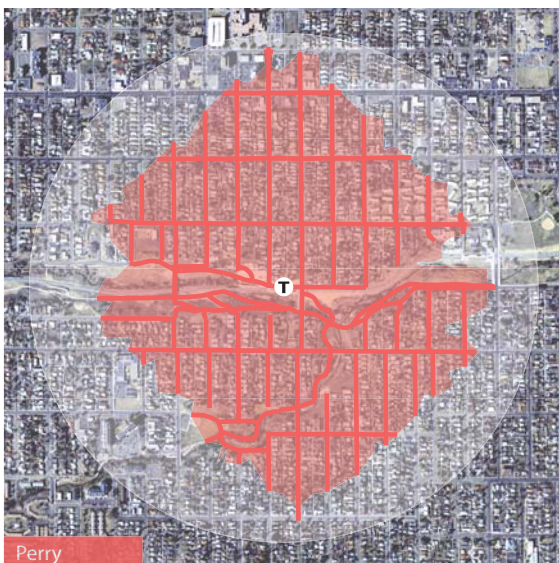
EXAMPLE WALKSHEDS



Many rail stations access far less than the maximum amount of land within a 10 minute walk due to natural and man-made barriers, such as rivers, freeways and rail freight corridors. These barriers reduce the impact a station can have on nearby neighborhoods.

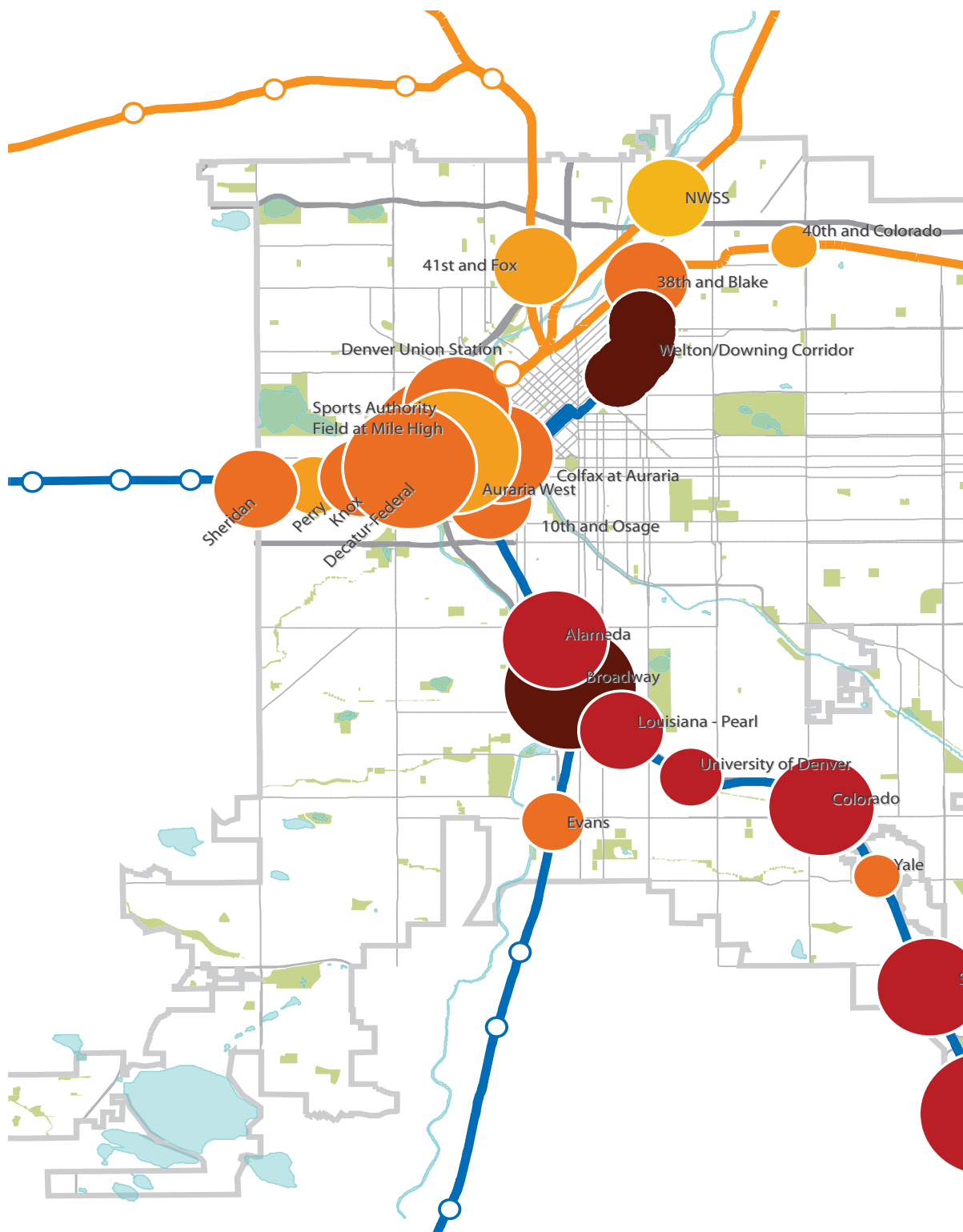


Key infrastructure improvements, such as a pedestrian bridge over a freeway, can connect entire neighborhoods to rail stations. These first and last mile connections increase the reach of a station into the community, improving resident and business access to the rest of the RTD passenger rail system and the regional economy.

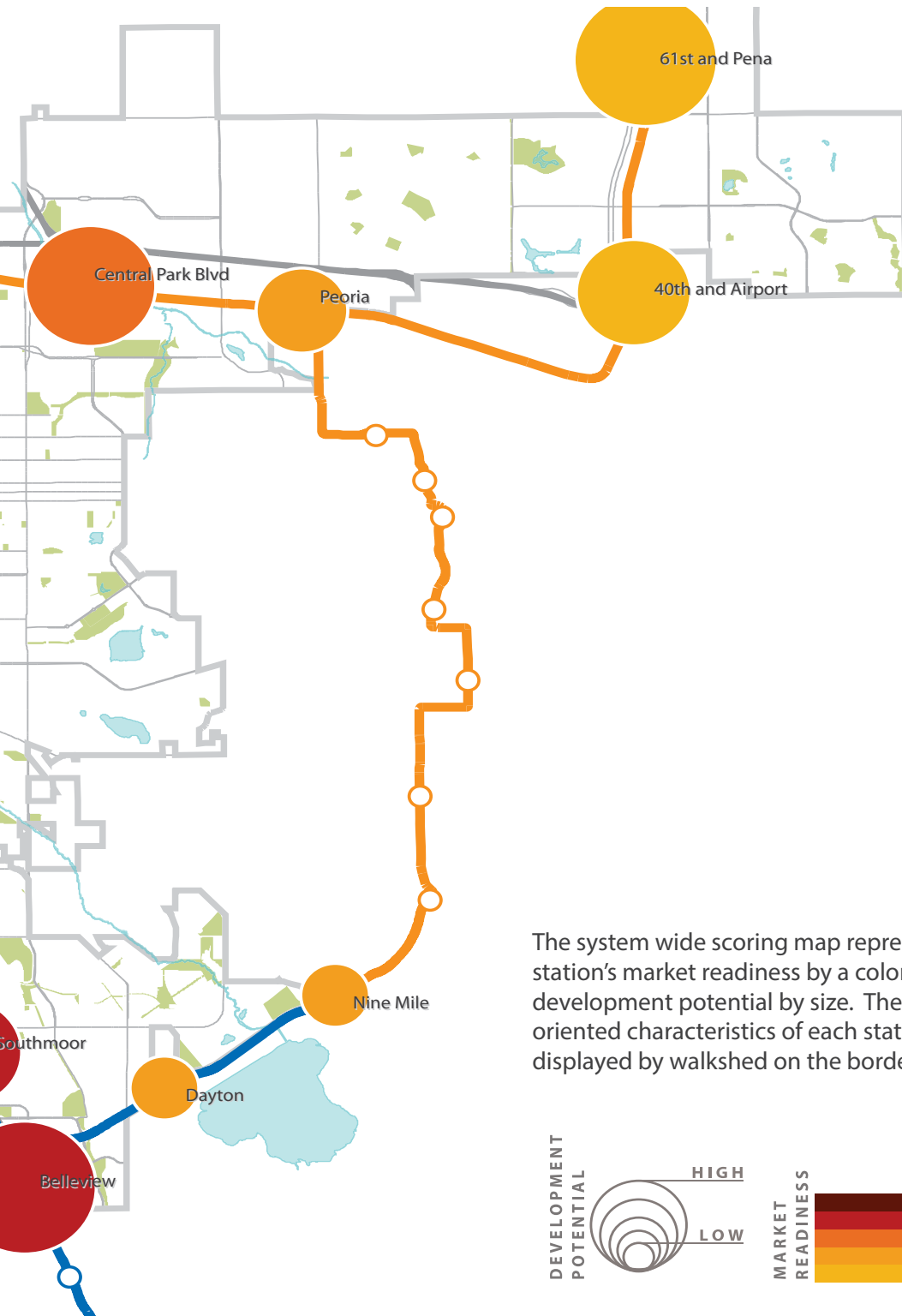


Station areas with a strong grid of streets, bicycle facilities and pedestrian paths can maximize the stations connectivity with existing neighborhoods and new development opportunities.

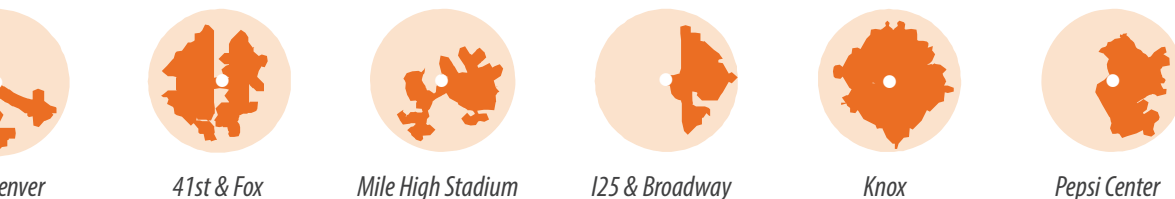
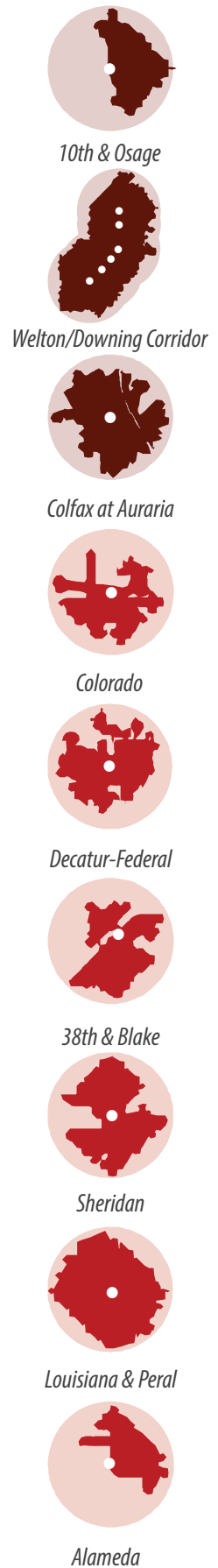
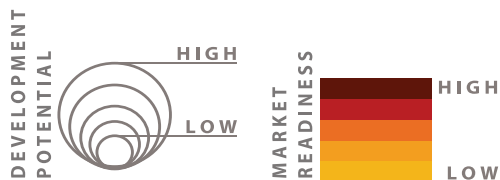
TRANSIT ORIENTED CHARACTERISTICS- BY WALKSHED



DEVELOPMENT POTENTIAL AND MARKET READINESS



The system wide scoring map represents each station's market readiness by a color, and development potential by size. The transit-oriented characteristics of each station is displayed by walkshed on the border.



MEDIUM-HIGH



40th and Airport



61st and Pena



Peoria



Dayton



Southmoor



Nine Mile



National Western Stock Show



40th and Colorado

INTRODUCTION

Planning needs to occur at the beginning of the continuum when market readiness and development readiness is low. This is when the City and its partners set the vision for a station area. This process establishes a path to move forward into the Catalyze and Energize categories. Regardless of the station aspirations and characteristics, there are four fundamental components to ensure a station area advances through the continuum.

- 1. Consider the overall city vision**
- 2. Consider the definition of transit communities and TOD Principles**
- 3. Engage our partners**
- 4. Plan to implement**

TOOLKIT

Planning comes in different shapes and sizes. Citywide planning documents provide guidance at a higher level and help to bring all the pieces together. These tools provide an opportunity for more detailed evaluation and visioning for a specific geography in the city.

Blueprint Denver

Blueprint Denver provides citywide policy guidance for land use and transportation decisions. Blueprint Denver organizes the city into Areas of Change, where most growth and multi-modal transportation investments will be directed; and Areas of Stability, where maintaining and enhancing the current character and valued attributes of the neighborhood will be the focus. The plan establishes concept land uses for all land in the city which includes building blocks and guiding principles for development character. It also establishes a street typology which brings together the function of a street with the land use character. This document provides a solid foundation for our station areas. In some cases this guidance is sufficient to set the stage for implementation. In some areas more detailed guidance and planning is needed before implementation can occur.

Small Area Plans

Small area plans are approved by Planning Board and adopted by City Council. As adopted policy, they have standing that can be used as a basis for funding and regulatory decisions for the city. They typically are comprehensive in nature and cover topics such as land use, urban design, parks and recreation, health, mobility, infrastructure, and economic development. These efforts capture a smaller geography. Station area planning can occur as part of a larger neighborhood planning effort. Following this approach is recommended when the station area has a close relationship to a neighborhood and a larger geography is needed in order to capture the proper planning context.

General Development Plans

A General Development Plan (GDP) is a regulatory tool administered through the Denver Zoning Code and establishes a framework for phased development intended to occur on larger sites over a longer period of time.

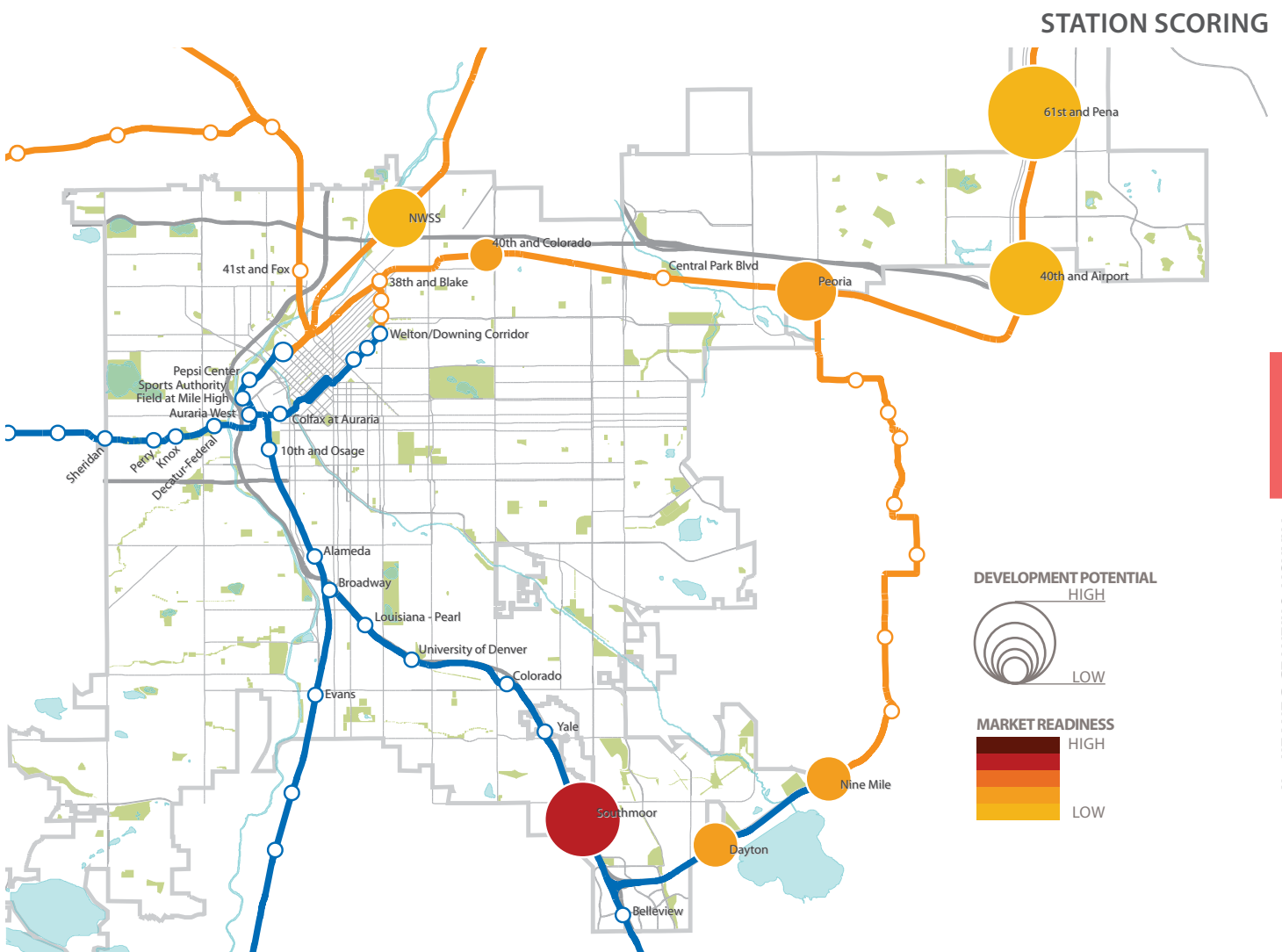
The GDP process does not result in a site-specific development plan, but is designed to implement recommendations from City-adopted small area plans (including station area plans), documenting master plan level concepts for land use, publicly-accessible open space, wet and dry utilities, associated multi-modal street network, development phasing and concepts for design guidelines.

Infrastructure Studies

Infrastructure studies examine the cost and feasibility of plan recommendations and action items related to City-led investments in station areas. Example infrastructure studies include multi-modal connectivity, stormwater, and parking management.

KEY DEVELOPMENT OPPORTUNITIES

- National Western Stock Show – Master Plan for the National Western Complex underway in 2014
- 40th and Colorado – ULC property provides affordable housing opportunity
- Peoria – City-owned property along Peoria
- 40th & Airport – DIA-owned land and significant ownership consolidation
- 61st and Pena – DIA-owned land and significant ownership consolidation



40TH & COLORADO

Facts

Corridor	East
Opening	2016
Projected Ridership	1,370
RTD Parking Spaces	200




Typology

U-IN
urban innovation

Score

Market Readiness	Medium - Low
Development Potential	Low
TOD Characteristics	Medium - Low

Status

Plan	
Infrastructure Analysis	
Zoning	
Infrastructure Investment	\$ \$

Action Plan

Complete the Elyria Swansea Neighborhood Plan and 40th and Colorado Next Steps Study

Time frame: 2014/2015

Determine and initiate implementation of priority projects established by above efforts



Time frame: 2016-2018

DAYTON

Corridor	I-225
Opened	2006
Ridership	1,339
RTD Parking Spaces	250

SU
suburban

Market Readiness	Medium - Low
Development Potential	Medium - Low
TOD Characteristics	Low





Plan	
Infrastructure Analysis	
Zoning	
Infrastructure Investment	\$

Monitor and respond to any changing development conditions along the city boundary

Time frame: on-going

Monitor and respond to any demands or needed improvements for multi-modal connectivity to the station from Denver neighborhoods

Time frame: on-going

61ST & PENA		
Facts	Corridor	East
	Opening	2016
	Projected Ridership	2,760
	RTD Parking Spaces	800
Typology	 urban center	
Score	Market Readiness	Low
	Development Potential	High
	TOD Characteristics	Low
Status	Plan	
	Infrastructure Analysis	
	Zoning	
	Infrastructure Investment	\$\$\$\$
Action Plan	Implement regulations consistent with the plan such as zoning and urban design standards and guidelines	
	Time frame: 2014/2015	

NATIONAL WESTERN STOCK SHOW		
	Corridor	North Metro
	Opening	2016
	Projected Ridership	220
	RTD Parking Spaces	40
	 general urban entertainment	
	Market Readiness	Low
	Development Potential	Medium
	TOD Characteristics	Medium - Low
	Plan	
	Infrastructure Analysis	
	Zoning	
	Infrastructure Investment	\$\$\$
	Continue to lead and engage in the on-going planning and implementation efforts for the Elyria Swansea neighborhood and the Stockshow Complex Master Plan effort.	
	Time frame: 2014/2015	
	Determine and initiate implementation of priority projects established by above efforts	
	Time frame: 2016-2018	

NINE MILE

Facts

Corridor	I-225
Opened	2006
Ridership	6,730
RTD Parking Spaces	1,225

Typology

SU
suburban

Score

Market Readiness	Medium - Low
Development Potential	Medium - Low
TOD Characteristics	Medium - Low

Status

Plan	●
Infrastructure Analysis	○
Zoning	●
Infrastructure Investment	\$

Action Plan

Monitor and respond to future development opportunities, infrastructure needs

Time frame: on-going

PEORIA

Corridor	East
Opening	2016
Projected Ridership	3,730
RTD Parking Spaces	550

SU-IN
suburban innovation

Market Readiness	Medium - Low
Development Potential	Medium
TOD Characteristics	Low

Plan	●
Infrastructure Analysis	○
Zoning	○
Infrastructure Investment	\$\$\$\$

Continue efforts with DRCOG Sustainable Communities Initiative (SCI) including implementation of catalytic projects focused on development opportunities, parking and affordable housing

Time frame: 2014/2015

Consider the continuation of SCI efforts to organize stakeholders on further strategizing and implementing TOD along the East Corridor (Denver and Aurora)

Time frame: on-going

Monitor and respond to future development opportunities, infrastructure needs and/or DIA parking management opportunities

Time frame: on-going

40TH & AIRPORT		
Facts	Corridor	East
	Opening	2016
	Projected Ridership	3,440
	RTD Parking Spaces	1,079
Typology	<div>SU</div> <div>suburban</div>	
Score	Market Readiness	Low
	Development Potential	Medium - High
	TOD Characteristics	Low
Status	Plan	<div></div>
	Infrastructure Analysis	<div></div>
	Zoning	<div></div>
	Infrastructure Investment	\$
Action Plan	<p>Consider the continuation of SCl efforts to organize stakeholders on further strategizing and implementing TOD along the East Corridor (Denver and Aurora)</p> <p>Time frame: on-going</p> <p>Monitor and respond to future development opportunities, infrastructure needs and/or DIA related parking management opportunities</p> <p>Time frame: on-going</p> <p>Consider a General Development Plan when appropriate</p> <p>Time frame: on-going</p>	

SOUTHMOOR		
	Corridor	Southeast
	Opened	2006
	Ridership	6,387
	RTD Parking Spaces	788
	<div>SU</div> <div>suburban</div>	
	Market Readiness	Medium - High
	Development Potential	Medium - High
	TOD Characteristics	Medium - Low
	Plan	<div></div>
	Infrastructure Analysis	<div></div>
	Zoning	<div></div>
	Infrastructure Investment	\$ \$
	<p>Monitor and respond to any change in market and development conditions that would be conducive to creating a TOD strategy for the station area</p> <p>Time frame: on-going</p>	



Auraria West



Evans



Perry



41st and Fox



Knox Court



Alameda



Sheridan



38th and Blake

INTRODUCTION

Stations that fall within Catalyze are stations that either have high development readiness and low market readiness or have low development readiness and high market readiness. Regardless, these station areas already have a vision and a path forward. They just need action to adjust the development or market readiness and begin realizing the vision.

The City's focus in the coming years is to re-assess Denver's role in catalyzing these stations. In the past, the City has relied upon the private market to lead development and market readiness. There has since been a shift in philosophy upon the realization that 1) TOD offers significant opportunities citywide; and 2) Given the competitive market climate, TOD often cannot happen on its own if there is a significant market or development impediment. Research indicates that stations within this phase of the continuum provide the best opportunity for the strategic use of city investment resources. This is because Denver can get the most for its public investment and will quickly see a return by kick starting market or development readiness.

Catalyze station areas with average to above average market conditions for TOD typically need specific infrastructure or amenity improvements to achieve the desired type of development. Catalytic infrastructure and amenity investments, such as new streets, sidewalks, bicycle facilities, park space, and stormwater improvements should yield the sought-after TOD results.

TOOLKIT

While there are different ways to catalyze investment in a station area, the city has the greatest success through infrastructure investment. These projects typically include:

- Multi-modal street reconstruction
- Last mile improvements (e.g. bicycle/pedestrian paths and bridges)
- Storm water drainage improvements
- Parking structures
- Parkland improvements or creation



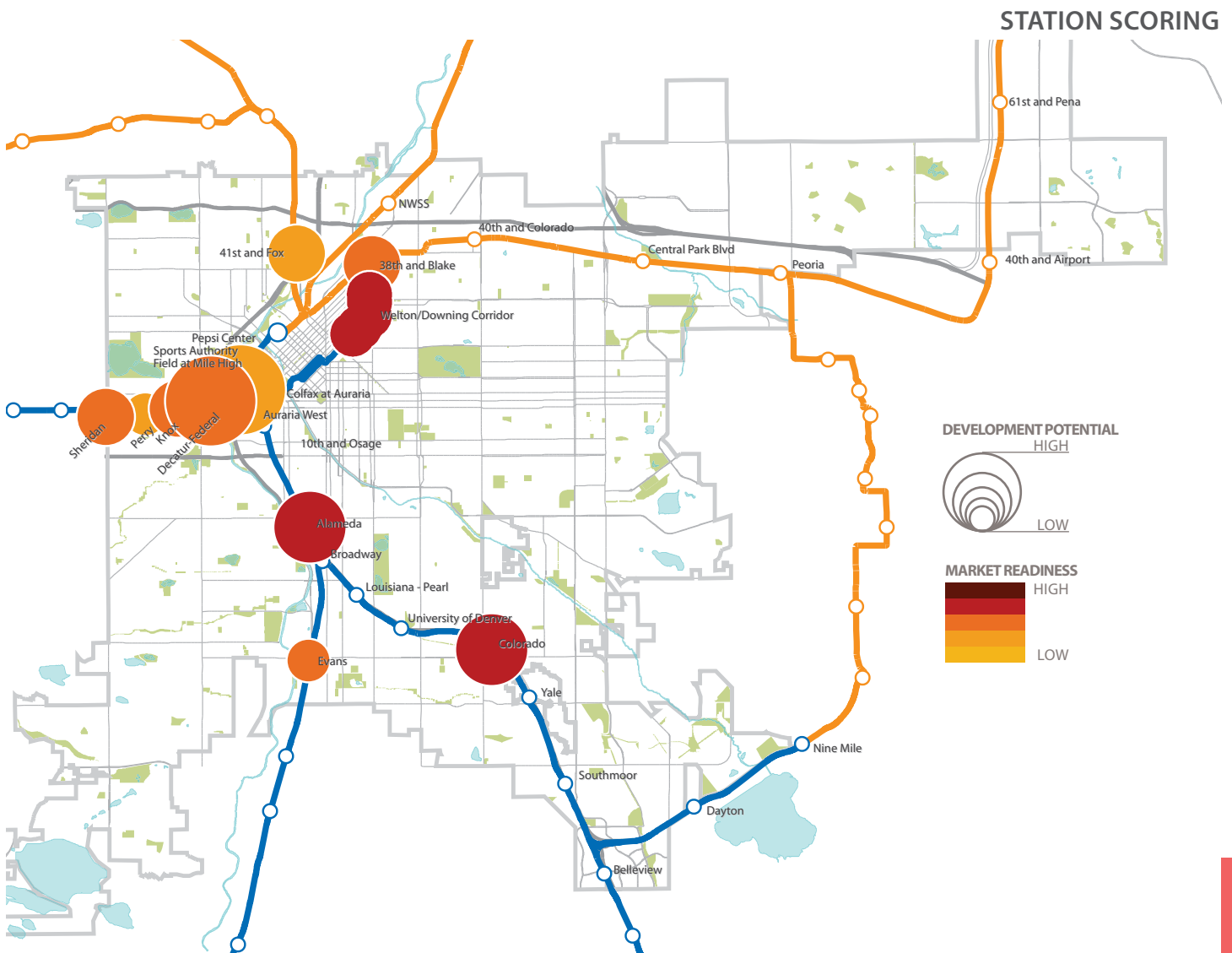
Decatur-Federal



Colorado



Welton/Downing Corridor



KEY DEVELOPMENT OPPORTUNITIES

- Decatur-Federal – DHA owned land and significant ownership consolidation
- Knox Court/Perry – TOD sites located on Colfax Ave and near Sloan's Lake Park
- 41st and Fox – TOD opportunities at the former Denver Post facility
- Welton/Downing Corridor – Multiple small development sites, including RTD surface parking lots
- 38th and Blake – ULC property provides affordable housing opportunity
- Alameda – RTD Transit Oriented Communities Pilot Project
- Colorado – Final phases of Colorado Center development
- Sheridan – ULC property provides affordable housing opportunity

38TH & BLAKE

Facts

Corridor	East
Opening	2016
Projected Ridership	1,870
RTD Parking Spaces	200

Typology

GU-IN
general urban innovation

Score

Market Readiness	Medium
Development Potential	Medium
TOD Characteristics	Medium - High

Status

Plan	●
Infrastructure Analysis	●
Zoning	●
Infrastructure Investment	\$\$

Action Plan

Coordinate with CPD, PW and DoF on Time frames for funding and implementation of prioritized infrastructure investments

Time frame: 2014/2015

Catalysts

31st and 36th Outfall System
38th Outfall System	...
35th and 36th at Brighton Signalization	.
Brighton Reconstruction	...
Downing Two Way conversion	.
Lawrence St. removal	.
Marion Two Way conversion	..
37th Ped improvements	..
Pedestrian route improvements	...
Proposed Bike route additions	.
Neighborhood Lighting	.
Sidewalk Construction – Phase I and II	...
Marion St. Sidewalks (36th to Walnut)	.

DECATUR-FEDERAL

Corridor	West
Opened	2013
Ridership	2,309
RTD Parking Spaces	1,900

UC-E
urban center entertainment

Market Readiness	Medium
Development Potential	High
TOD Characteristics	Medium - High

Plan	●
Infrastructure Analysis	◐
Zoning	●
Infrastructure Investment	\$\$\$

Coordinate with CPD, PW and DoF on Time frames for funding and implementation of prioritized infrastructure investment

Time frame: 2014/2015





Maintain Implementing Partnership as studies and projects move forward

Time frame: On-Going

Explore zone district map amendments to implement plan

Time frame: On-going

13th Ave Realignment (River to Federal)
New Riverfront Park Drive	...
New Riverfront Park
Sloan's Lake Floodplain removal
Weir Gulch Floodplain removal	...

ALAMEDA		
Facts	Corridor	Central
	Opened	1994
	Ridership	5,381
	RTD Parking Spaces	302
Typology		
Score	Market Readiness	Medium - High
	Development Potential	Medium - High
	TOD Characteristics	Medium - High
Status	Plan	
	Infrastructure Analysis	
	Zoning	
	Infrastructure Investment	\$\$\$\$
Action Plan	Coordinate with CPD, PW and DoF on Time frames for funding and implementation of prioritized infrastructure investment <i>Time frame: 2014/2015</i>	
Catalysts	Broadway Corridor Bike Facility	..
	Re-purpose of Elati Bridge	..

SHERIDAN		
	Corridor	West
	Opened	2013
	Ridership	1,699
	RTD Parking Spaces	800
		
	Market Readiness	Medium - Low
	Development Potential	Medium - Low
	TOD Characteristics	Medium - High
	Plan	
	Infrastructure Analysis	
	Zoning	
	Infrastructure Investment	\$
	Coordinate with CPD, PW and DoF on Time frames for funding and implementation of prioritized infrastructure investment <i>Time frame: 2014/2015</i>	
	Sheridan Ave. Sidewalks (15th to 17th & 8th to 10th)	..

AURARIA WEST

Facts

Corridor	West
Opened	2002
Ridership	8,105
RTD Parking Spaces	0

Typology

GU - IS
general urban institutional

Score

Market Readiness	Medium - Low
Development Potential	High
TOD Characteristics	Medium - High

Status

Plan	●
Infrastructure Analysis	◐
Zoning	●
Infrastructure Investment	\$

Action Plan

Coordinate with CPD, PW and DoF on Time frames for funding and implementation of prioritized infrastructure investment
Time frame: 2014/2015

Catalysts

13th Ave. Reconstruction
(Platte River to Mariposa) ●●●●

EVANS

Corridor	Southwest
Opened	2000
Ridership	1,913
RTD Parking Spaces	99

U - IN
urban innovation

Market Readiness	Medium
Development Potential	Medium - Low
TOD Characteristics	Medium







Plan	●
Infrastructure Analysis	◐
Zoning	●
Infrastructure Investment	\$\$\$

Coordinate with CPD, PW and DoF on Time frames for funding and implementation of prioritized infrastructure investment
Time frame: 2014/2015

Delaware Reconstruction
(Harvard to Ashbury) ●●●

Harvard Gulch Floodplain Removal ●●●●●

South Platte River Floodplain Removal ●●●●

KNOX COURT		
Facts	Corridor	West
	Opened	2013
	Ridership	785
	RTD Parking Spaces	0
Typology	 urban	
Score	Market Readiness	Medium
	Development Potential	Medium
	TOD Characteristics	Medium
Status	Plan	
	Infrastructure Analysis	
	Zoning	
	Infrastructure Investment	\$
Action Plan	Coordinate with CPD, PW and DoF on Time frames for funding and implementation of prioritized infrastructure investment <i>Time frame: 2014/2015</i>	
Catalysts	Colfax Reconstruction  	

PERRY		
Facts	Corridor	West
	Opened	2013
	Ridership	660
	RTD Parking Spaces	0
Typology	 urban	
Score	Market Readiness	Medium - Low
	Development Potential	Medium - Low
	TOD Characteristics	Medium
Status	Plan	
	Infrastructure Analysis	
	Zoning	
	Infrastructure Investment	\$
Action Plan	Coordinate with CPD, PW and DoF on Time frames for funding and implementation of prioritized infrastructure investment <i>Time frame: 2014/2015</i>	
Catalysts	Colfax Reconstruction  	

41st & Fox

Facts

Corridor	Gold
Opening	2016
Projected Ridership	2,703
RTD Parking Spaces	150

Typology

GU-IN
general urban innovation

Score

Market Potential	Medium - Low
Development Readiness	Medium
TOD Characteristics	Medium

Status

Plan	●
Infrastructure Analysis	○
Zoning	◐
Infrastructure Investment	\$\$\$

Action Plan

Consider need and opportunity for holistic zone district changes
Time frame: on going

Consider a more detailed infrastructure analysis and financing plan to provide more specific direction on catalytic projects
Time frame: 2014/2015

Catalysts

Bike/Ped Connectivity	●●
38th Ave. Reconstruction	●●●●●
Bike Blvd. along 41st	●●
Inca St. Improvements (36th to 46th)	●●
Fox St. Improvements (38th to 45th)	●●●
38th and Fox St. Intersection Improvements	●●
38th and Navajo Intersection Improvements	●●
Northwest Subarea Drainage Improvements	●●●●
38th Ave. Drainage and Transportation Improvements	●●●
44th Ave. Improvements (Broadway to Fox St)	●●●

WELTON/DOWNING CORRIDOR

Corridor	Central
Opened	1994
Ridership	9,231
RTD Parking Spaces	0

GU
general urban

Market Readiness	Medium - High
Development Potential	Medium - Low
TOD Characteristics	High

Plan	●
Infrastructure Analysis	◐
Zoning	●
Infrastructure Investment	\$\$

Consider a more detailed infrastructure analysis to provide more specific direction on catalytic projects
Time frame: 2014/2015

27th Street Storm Drain Improvements ●●●●





Bellevue



Yale



Central Park Blvd



University of Denver



I-25/Broadway



Mile High Stadium



Pepsi Center/Elitch Gardens



Louisiana & Peral

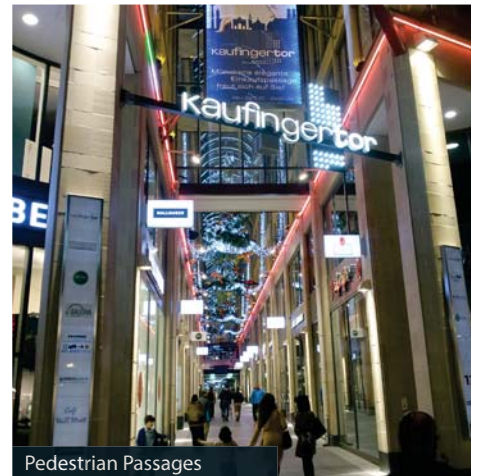
INTRODUCTION

This is the theoretical “end” or “peak” to the continuum. Stations in this category have high development and market readiness and are essentially “TOD ready”. While there is likely work to be done, it is generally left to the private sector. These stations typically have had all the city intervention necessary to implement TOD. The goal is for all stations to become an “Energize” station. There is not a set toolkit for these stations, as the action items are tailored to the unique characteristics and opportunities of the specific station. In many cases, the responsibility will be on an external party; however, action items listed are those that the city will have a supporting role at some level.

ENERGIZE EXAMPLES



Wayfinding



Pedestrian Passages



Innovative Wayfinding



High ease-of-use bike facilities

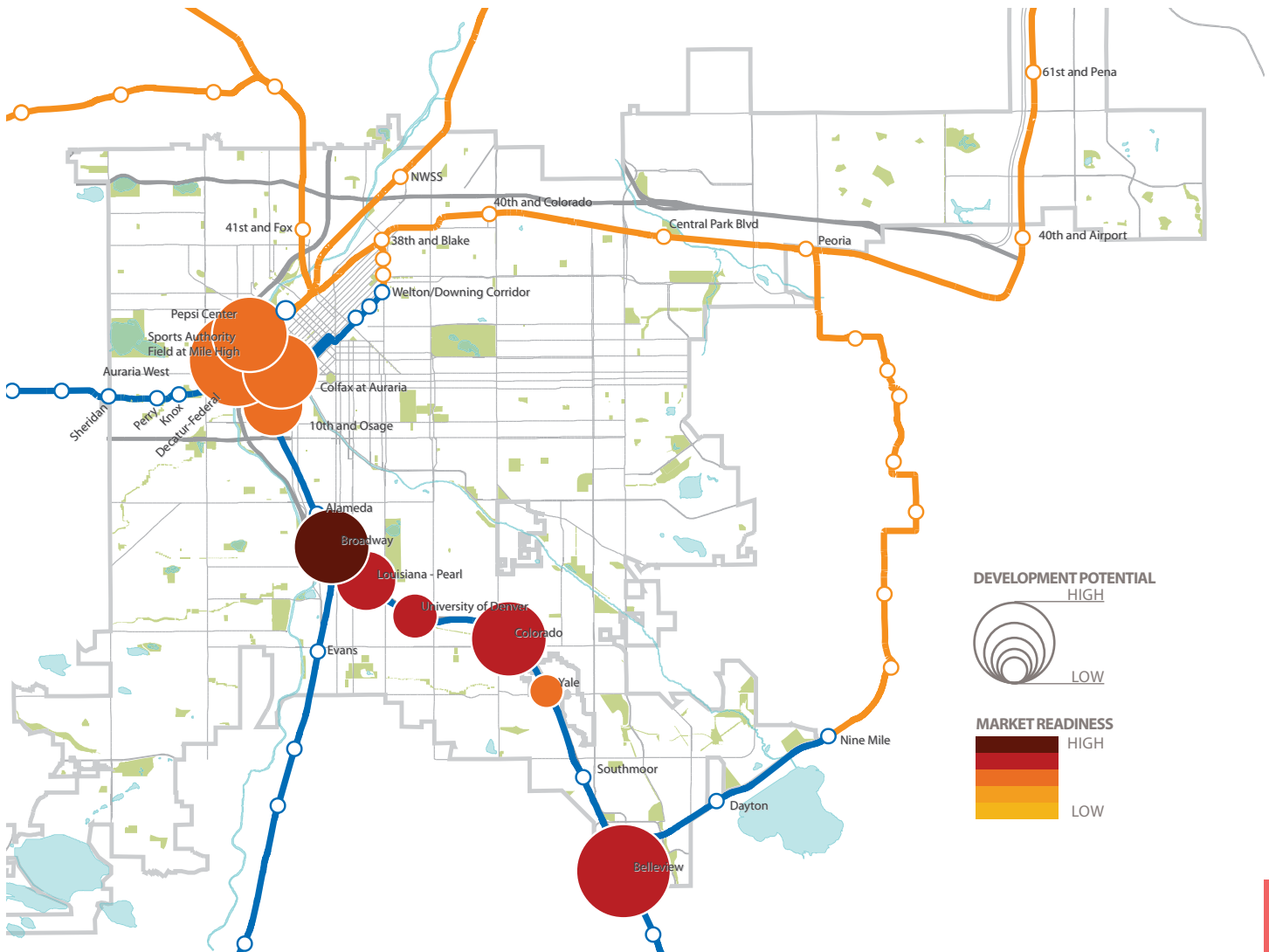


Colfax at Auraria



10th and Osage

STATION SCORING



KEY DEVELOPMENT OPPORTUNITIES

- Broadway – TOD opportunities at former Gates Rubber Factory
- Yale – Smaller-scale TOD site near station
- Bellevue – Single ownership of large TOD site adjacent to station
- Central Park – Single ownership of large TOD site adjacent to station

10TH & OSAGE

Facts

Corridor	Central
Opened	1994
Ridership	4,032
RTD Parking Spaces	0

Typology

GU
general urban

Score

Market Readiness	Medium
Development Potential	Medium
TOD Characteristics	High

Status

Plan	●
Infrastructure Analysis	◐
Zoning	●
Infrastructure Investment	\$\$\$

Action Plan

Continue to improve first and last mile connections as opportunities arise
Time frame: on-going

BELLEVUE

Corridor	Southeast
Opened	2006
Ridership	1,787
RTD Parking Spaces	59

UC
urban center

Market Readiness	Medium - High
Development Potential	High
TOD Characteristics	Low

Plan	●
Infrastructure Analysis	◐
Zoning	●
Infrastructure Investment	\$\$\$

Continue to improve first and last mile connections beyond the new development area
Time frame: on-going

Monitor and support the progress of the Bellevue Station development
Time frame: on-going

UNIVERSITY OF DENVER		
Facts	Corridor	Southeast
	Opened	2006
	Ridership	4,052
	RTD Parking Spaces	540
Typology	<div>U-IS</div> <div>urban institutional</div>	
Score	Market Readiness	Medium - High
	Development Potential	Medium - Low
	TOD Characteristics	Medium
Status	Plan	●
	Infrastructure Analysis	◐
	Zoning	●
	Infrastructure Investment	\$\$\$
Action Plan	Monitor future investment and planning of the campus to ensure transit supportive investment <i>Time frame: on-going</i>	

LOUISIANA & PEARL		
Facts	Corridor	Southeast
	Opened	2006
	Ridership	1,396
	RTD Parking Spaces	0
Typology	<div>U</div> <div>urban</div>	
Score	Market Readiness	Medium - High
	Development Potential	Medium
	TOD Characteristics	Medium - High
Status	Plan	●
	Infrastructure Analysis	◐
	Zoning	●
	Infrastructure Investment	\$
Action Plan	Monitor parking management <i>Time frame: on-going</i>	

YALE

Facts

Corridor	Southeast
Opened	2006
Ridership	1,691
RTD Parking Spaces	129

Typology

SU
suburban

Score

Market Readiness	Medium
Development Potential	Low
TOD Characteristics	Medium - Low

Status

Plan	●
Infrastructure Analysis	◐
Zoning	◐
Infrastructure Investment	\$

Action Plan

Study, design and construct a pedestrian crossing at Yale Avenue and Yale Circle
Time frame: 2016-2018

COLFAX AT AURARIA


Corridor	Central
Opened	1994
Ridership	16,829
RTD Parking Spaces	0


GU-IS
general urban institutional

Market Readiness	Medium
Development Potential	Medium - High
TOD Characteristics	Medium - High

Plan	●
Infrastructure Analysis	◐
Zoning	●
Infrastructure Investment	\$

Monitor opportunities for last mile connections such as Colfax Ave crossings
Time frame: on-going

COLORADO		
Facts	Corridor	Southeast
	Opened	2006
	Ridership	5,761
	RTD Parking Spaces	363
Typology		
Score	Market Readiness	Medium - High
	Development Potential	Medium - High
	TOD Characteristics	Medium - High
Status	Plan	●
	Infrastructure Analysis	◐
	Zoning	◐
	Infrastructure Investment	\$\$\$
Action Plan	Monitor opportunities for last mile connections such as bike share and Evans Avenue crossing improvements <i>Time frame: on-going</i>	
	Continue discussions with RTD on Joint Development Program opportunities on RTD parking lot <i>Time frame: on-going</i>	

CENTRAL PARK		
	Corridor	East
	Opening	2016
	Projected Ridership	2,180
	RTD Parking Spaces	1,500
		
	Market Readiness	Medium - High
	Development Potential	Medium - High
	TOD Characteristics	Medium - High
	Plan	●
	Infrastructure Analysis	◐
	Zoning	◐
	Infrastructure Investment	\$\$\$
	Continue to seek opportunities for incremental implementation of the Intermodal Transportation Center <i>Time frame: on-going</i>	
	Study, fund, design and construct connection of Smith east of Havana Street <i>Time frame: 2016-2018</i>	
	Study, fund, design and construct 40th Avenue over Sand Creek <i>Time frame: 2019-</i>	

MILE HIGH STADIUM

Facts

Corridor	Central
Opened	2002
Ridership	1,340
RTD Parking Spaces	0

Typology

D-E
downtown entertainment

Score

Market Readiness	Medium
Development Potential	High
TOD Characteristics	Medium

Status

Plan	●
Infrastructure Analysis	◐
Zoning	●
Infrastructure Investment	\$

Action Plan

Monitor new development and connectivity opportunities that may trigger additional planning
Time frame: on-going

PEPSI CENTER / FLITCH GARDENS

Corridor	Central
Opened	2002
Ridership	20,000
RTD Parking Spaces	1,259

D-E
downtown entertainment

Market Readiness	Medium
Development Potential	Medium - High
TOD Characteristics	High

Plan	●
Infrastructure Analysis	◐
Zoning	●
Infrastructure Investment	\$

Monitor new development and connectivity opportunities that may trigger additional planning
Time frame: on-going

BROADWAY

Facts

Corridor	Central
Opened	1994
Ridership	14,002
RTD Parking Spaces	1,248

Typology



Score

Market Readiness	High
Development Potential	High
TOD Characteristics	Medium

Status

Plan	
Infrastructure Analysis	
Zoning	
Infrastructure Investment	\$

Action Plan

Complete I-25 & Broadway Station Area Plan

Time frame: 2014-2015

Work with property owner and RTD to address parking management and joint development opportunities

Time frame: 2016-2018

CITYWIDE POLICY UPDATE

A strategic approach to implementing TOD in Denver includes short and long-term actions that span multiple City departments. In order to catalyze development at the stations with the best opportunities for development in the next 6 years, the City needs to identify City-wide TOD policies and specific action recommendations at the department level, finding realistic financing strategies to fund necessary planning, infrastructure, and marketing activities. This section identifies recommendations that cut across the TOD implementing agencies and require a coordinated effort to implement city-led investments that remove barriers to station area development.

Administration and Management

1.1 Establish a TOD Action Team

Time frame: 2014/2015

1.2 Appoint a TOD Steward

Time frame: 2014/2015

1.3 Explore emerging partnership opportunities to implement TOD

Time frame: on-going

Community Planning and Development

2.1 Integrate Transit Communities and TOD Principles into updates to the Comprehensive Plan and Blueprint Denver

Time frame: on-going

2.2 Explore Opportunities for Non-Rail Station TOD Planning

Time frame: 2014/2015

Department of Public Works

3.1 Evaluate Denver's role in transit planning and implementation

Time frame: 2014/2015

3.2 Apply parking management strategies at TODs

Time frame: on-going



Department of Finance

4.1 Utilize Denver TOD financing principles

Time frame: on-going

4.2 Utilize Denver TOD financing mechanisms

Time frame: on-going

4.3 Create station area financing plans for designated “catalyze” stations

Time frame: 2014/2015

Office of Economic Development

5.1 Business recruitment strategies for TOD areas

Time frame: on-going

5.2 Housing and neighborhood development strategies for TOD areas

Time frame: on-going

5.3 Strategic Lending Tools for TOD areas

Time frame: on-going

5.4 Key strategic projects that impact TOD

Time frame: on-going

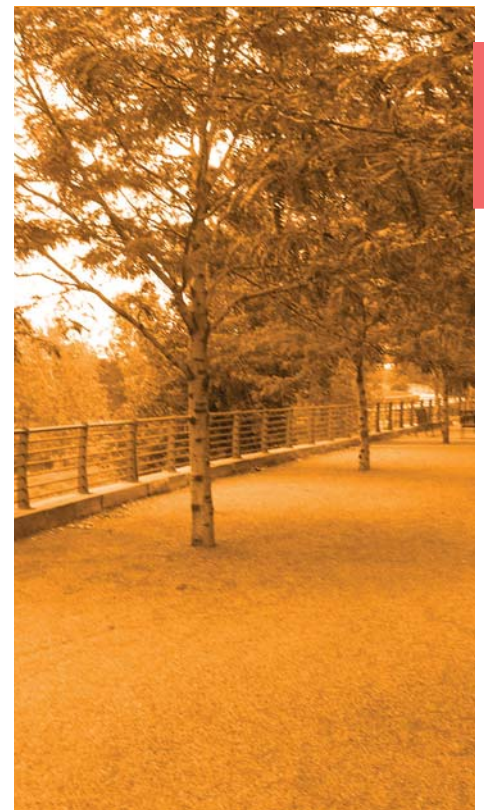
Parks and Recreation

6.1 Park, open space, and recreation structure in TOD’s

Time frame: on-going

6.2 Completing the vision for a City in a Park

Time frame: on-going



ADMINISTRATION AND MANAGEMENT

1.1 ESTABLISH A TOD ACTION TEAM

1.2 APPOINT A TOD STEWARD

1.3 EXPLORE EMERGING PARTNERSHIP OPPORTUNITIES TO IMPLEMENT TOD

The following recommendations relate to how the City coordinates efforts to implement TOD across multiple departments and offices.

1.1 Establish a TOD Action Team *Time frame: 2014/2015*

Establish a TOD Action Team comprised of a point person from each of the departments/offices most responsible for development around stations: Community Planning and Development, Department of Public Works, Department of Finance, Denver Parks and Recreation Department, and the Office of Economic Development, with a focus on reducing internal conflicts and promoting strategies and programs that encourage successful TOD. Include external TOD partners, such as RTD, DHA, DRCOG, and DURA, on this team on an as-needed basis. This team could meet on a monthly basis or as needed to address development and infrastructure projects in station areas and provide support to an appointed TOD staff person.

1.2 Appoint a TOD Steward *Time frame: 2014/2015*

Appoint a senior level staff person to act as a champion for TOD related policies and projects. The position should have the authority to coordinate and direct city departmental activities related to station/TOD development and investment. As this position becomes more defined, consider the roles of the position to include real estate development assistance to both property owners and potential developers. If needed, expand this position to a small team of TOD professionals with specific expertise in TOD related activities – planning, infrastructure, and finance.

1.3 Explore emerging partnership opportunities to implement TOD

Time frame: on-going

As various City departments and agencies work to coordinate efforts to implement TOD, additional opportunities may arise to identify strategic actions that remove barriers to development at stations. Examples of opportunities to partner with on-going or upcoming initiatives include:

- State-wide construction defect law reform
- North Denver Cornerstone Collaborative
- Denver TOD Fund
- DRCOG Sustainable Communities Initiative
- Denver Shared Space Project
- City and County of Denver Climate Adaption Plan
- Mile High Connects



COMMUNITY PLANNING AND DEVELOPMENT

2.1 INTEGRATE TRANSIT COMMUNITIES AND TOD PRINCIPLES INTO UPDATES TO THE COMPREHENSIVE PLAN AND BLUEPRINT DENVER

2.2 EXPLORE OPPORTUNITIES FOR NON-RAIL STATION TOD PLANNING

Transit-oriented development is at the heart of numerous planning efforts developed by the Community Planning and Development Department; beginning with Comprehensive Plan 2000 and Blueprint Denver and continuing with dozens of neighborhood, station area, and general development plans since those plans were adopted in the early 2000's. Looking more holistically at how TOD improves the walkable nature of the City and fosters residents and employees ability to move about the community to access their daily needs is an on-going focus of the department.

2.1 Integrate Transit Communities and TOD Principles into updates to the Comprehensive Plan and Blueprint Denver *Time frame: on-going*

Include the transit communities concept and TOD principles into upcoming updates to the City's Comprehensive Plan and Blueprint Denver, the City's integrated land use and transportation plan. The vision of transit oriented development in Denver goes beyond just development around rail stations; instead it is encapsulated into the larger concept of building transit communities around our rail stations that provide a person's daily needs without the use of an automobile. The transit communities concept and TOD principles can help bring Denver's neighborhoods closer together as one city. These ideas should evolve in the city-wide plan updates in order to provide value to multiple city-wide initiatives, such as sustainability goals and resiliency measures.

2.2 Explore opportunities for non-rail station TOD planning

Time frame: 2014/2015

Explore opportunities to plan and implement transit oriented development along future enhanced transit corridors. Enhanced transit corridors could include bus, bus-rapid transit, and streetcar modes.

As the RTD Fastracks program moves forward with implementation, most Denver rail stations will be operational in the next few years and opportunities to foster development around transit will move beyond rail stations. Existing bus lines that exhibit strong ridership may evolve into high frequency, high capacity transit utilizing some elements of a fixed route service in the future. These enhanced transit corridors, if implemented, have the potential to spur transit oriented development.

An immediate opportunity for non-rail TOD planning exists at Civic Center Station. RTD anticipates extensive near-term renovations to this key bus transfer center in Downtown. Local and regional buses currently serve the station and future enhanced bus, bus-rapid transit, or streetcar service could be added within the next 5 years. The city should explore TOD opportunities at this station and continue to foster implementing partnerships with RTD, the State of Colorado, private land owners, and other stakeholders.



PUBLIC WORKS

3.1 EVALUATE DENVER'S ROLE IN TRANSIT PLANNING AND IMPLEMENTATION

3.2 APPLY PARKING MANAGEMENT STRATEGIES AT TODS

The Public Works Department is involved with the planning and implementation of TOD at multiple levels, including, but not limited to: addressing multi-modal connectivity, managing stormwater runoff, developing and applying parking management strategies, and enforcing right-of-way utilization. As an implementing agency, the department must manage multiple, sometimes conflicting demands on city resources. Public Works has identified two major topics relating to station area development that require additional strategies as the City strives to remove barriers and implement TOD.

3.1 Evaluate Denver's role in transit planning and implementation *Time frame: 2014/2015*

Lead the City in continuing to evaluate its role in transit and work with regional partners to develop strategies to meet current and future service demands. Public transit service for Denver is provided by RTD. RTD provides transit service for the entire Denver region, including express and local bus service, park-n-ride facilities and a rapid transit system that is now being greatly expanded through the FasTracks program. The City and County of Denver (CCD) has not been a primary provider of public transit service, but has worked closely with RTD for the planning and support of transit service for Denver residents, workers and visitors on a regional basis.

The 2008 Denver Strategic Transportation Plan (STP) laid a roadmap for transportation in Denver that emphasizes multimodal transportation solutions and improving the efficiency of the transportation system in moving people. In addition to city-wide policies for a balanced transportation system, the STP provides strategies and recommendations for transportation system improvements throughout the city.

The 2002 Blueprint Denver Plan developed "Enhanced Transit Corridors" that provide Denver with the opportunity to focus growth in a way that benefits the city as a whole. These corridors will provide enhanced mobility through excellent access to efficient forms of transportation including walking, biking, buses, and rail transit.

Investment Strategies – The City and County of Denver has made many investments in transit, and continues to investigate additional opportunities to build upon the vision of maximizing person carrying trip capacity developed in the Strategic Transportation Plan. When considering the creation of a multimodal transportation system, transit and the associated amenities become vitally important as the City works towards meeting the goal of creating a livable, connected and sustainable city in the future. Investment strategies include:

- Directly Funded Investments
- Programmatic Investments
- Regulatory Investments
- System Preservation Investments
- Transit Related Plans and Coordination



The City and County of Denver understands the significant role transit plays in being a world-class city. Across the country, cities are seeing their roles shift from reacting to transit needs and responsibilities to proactively planning for and implementing transit service. The City will continue to evaluate its role in transit and work with regional partners to develop strategies to meet current and future service demands.

3.2 Apply parking management strategies at TODs

Time frame: on-going

Parking Management Strategies for any TOD area should align with the City's three-fold vision for parking management as identified in the 2010 Denver Strategic Parking Plan (SPP). The SPP establishes a management philosophy for the City of Denver to guide parking-related decision-making that (1) manages parking as a valued asset, (2) acknowledges a variety of land use patterns and contexts, and (3) encourages an integrated approach to parking management with a commitment to stakeholder outreach.

The SPP introduces a five-step process that sequences parking strategies incrementally to best address parking needs. Each of the five steps - Demand, Location, Time, Pricing, and Supply - is coupled with an array of strategies that can be used singularly or in combination to achieve a parking management goal for on and/or off-street parking around a TOD area. Applying this process and toolbox, coupled with stakeholder input, will help implement the most effective parking management strategy for a TOD area as parking patterns and needs change with phased development that adds density and activity in an area.

The SPP helps identify strategies that ensure a proper balance of supply and demand for different users. In a TOD area, the goal is to utilize limited parking resources wisely and promote efficient use of RTD parking facilities from opening day onward while maintaining convenient parking to support adjacent business and residential uses. Strategies applied may include but are not limited to:

Current Strategies

- Transportation Demand Management strategies including employer or community funded transit passes or car/bike sharing
- Shared or accessory parking agreements between RTD-owned/managed lots and nearby multi-family, commercial, or office parking inventories. This includes opportunities to share off-street or structured parking inventory to reduce development costs. (Subject to zoning approval).
- On-Street Time Limited Parking Restrictions and/or a combination of on and off street strategies considering parking options in the vicinity.
- Appropriate pricing strategies to manage demand for the TOD core and incentivize the use of other higher inventory lots and garages further out from the core.
- Other creative parking management tools can be found in the Strategic Parking Plan (SPP).

Potential Future Strategies

- Customer Service - Developers, CCD, and RTD partner to revamp and/or create a consistent wayfinding strategy at stations/park-n-ride areas for consistency across transit locations to improve customer access and provide a consistent and informative customer experience. This could include intelligent/dynamic parking wayfinding systems with real-time occupancy information.
- Maximization of Existing Assets - Identify new opportunities for RTD/CCD agencies to work collaboratively on active parking management strategies that can better leverage on and off-street assets in and around station areas.



FINANCE

4.1 UTILIZE DENVER TOD FINANCING PRINCIPLES

4.2 UTILIZE DENVER TOD FINANCING MECHANISMS

4.3 CREATE STATION AREA FINANCING PLANS FOR DESIGNATED “CATALYZE” STATIONS

Developing financing strategies is a critical step in implementing TOD in Denver. The Department of Finance will take a leading role in working with the other departments to identify strategies to fund TOD investments. The following are recommendations for financing investments at the stations with the greatest opportunity for TOD development in the next six years.

4.1 Utilize Denver TOD financing principles *Time frame: on-going*

Lessons learned from Denver and other national TOD experiences (including the peer city case studies found in the appendix) suggest the following key principles as a basis for the City’s funding and financing strategy.

Value Capture – Investment at rail stations results in accessibility improvements which translate to a larger walk shed and expanding the influence of the rail station on the surrounding area. The larger influence area leads to greater development potential and appreciation in property values that could be utilized to generate revenue streams through the use of special districts or tax increment. Capturing the value around TOD rail stations to fund local benefits is a principal that needs to be contemplated in conjunction with City planning and community goals.

Corridor Level Funding – The revenue potential of value capture is multiplied by creating larger and broader districts. Expanding an individual TOD station district beyond approximately a ½ mile radius is problematic due to a lack of nexus as determined in a benefit study. However, corridor approaches like the Atlanta Beltline Tax Assessment District that combines multiple stations, or even entire corridors, have a larger tax base and therefore greater revenue potential, resulting in increased ability to use corridor wide value capture to achieve corridor objectives.

Incentive – Successful station areas across the nation typically include programs which provide incentives or bonuses to encourage TOD development in line with planning objectives. The incentives can take the form of encouraging rezoning into higher intensity TOD by the City cost sharing in the public realm portions of a project.

Partnering – The alignment of various stakeholder interests to achieve common goals. The City, RTD, property owners, and non-profits all have different, but related, interests in promoting and investing in TOD rail stations. There are opportunities to create public private partnerships (P3s) among these various entities to address infrastructure and amenity needs. An example of an effective partnership is the Denver TOD Fund which acquires and preserves sites for affordable housing at TOD rail stations.



4.2 Utilize Denver TOD financing mechanisms *Time frame: on-going*

The financing mechanisms that make the most sense for Denver TOD rail stations are special districts, tax increment financing and sales tax sharing.

Special Districts – There are two broad categories of special districts, improvement districts and metropolitan districts. They are typically used for the installation, operation and maintenance of public improvements enjoyed primarily by a locality or neighborhood versus the entire City. The common feature all special districts share is they provide a localized benefit or service to the same local population paying for the benefit or service. District creation in Denver requires significant public involvement, approval by City Council and a vote of the affected property owners if taxation is involved.

Improvement Districts – There are two categories of improvement districts, districts created under state statutes and those created under the City's charter. Statutory districts include Business Improvement Districts (BIDs), General Improvement Districts (GIDs), and Special Improvement Districts (SIDs). Each of these district types provide for a localized benefit and payment mechanism, but have different inherent purposes. BIDs are geared for economic development activities as they affect only non-residential property and funds can be spent on marketing for the district as well as infrastructure financing. GIDs and SIDs are geared for installing, operating and maintaining public infrastructure. Typically GIDs raise revenue by taxation and SIDs raise revenue by assessments.

Charter districts are Local Improvement Districts (LIDs) and Local Maintenance Districts (LMDs). Charter districts raise revenue through assessments borne by the property owners receiving a local benefit. There is a symbiotic relationship between LIDs and LMDs. LIDs are used to pay for the installation of public improvements and LMDs are used to maintain the improvements or provide services over time. Typically the decision to use either a statutory or a charter district is based on dollar amounts involved and number of property owners involved. Larger dollar amounts usually cause the district to be formed as a statutory district.

Districts are structured so each property is paying its proportionate share of the improvements based on benefit received. However, the greatest challenge with improvement districts lies in convincing multiple property owners that it is in their own best interests to approve a district to pay for area-wide improvements. One approach is to tie the City's investments to a commitment by the property owners to organize and pay for their fair share of the operations and maintenance costs.

Metro Districts – A Title 32 Metropolitan District (Metro District) is an independent special district. Once created, a metro district functions independently within the parameters established in its service plan authorized by City Council. Within these parameters, a Metro District has the ability to impose taxes, assessments, rates, fees, tolls and charges to raise revenues which can be spent on acquisition, installation, financing and maintenance of public improvements. The service plan does restrict the district's power to a defined local area. Since Metro Districts require





a vote of the affected property owners as part of the creation process, Metro Districts are generally considered when there are few large land holds or developer-driven single-entity projects.

Tax Increment Financing (TIF) – Tax Increment Financing is a mechanism to capture incremental taxes that are created when a vacant or underutilized property is redeveloped to a higher and better use. The resulting increase in property values generates an incremental amount of revenue that can be utilized to fund TOD projects. Currently in order to use the TIF mechanism in Denver, a project site must meet the definitions of blight as defined in statutes and reported by the Denver Urban Renewal Authority (DURA).

Urban Renewal TIF – Through DURA, TIF continues to be one of the City's effective tools for redevelopment at infill locations including a number of TODs. Some station areas would potentially qualify as an urban renewal area, however not all TODs will meet the urban redevelopment area blight requirements so this funding source cannot be used in all locations.

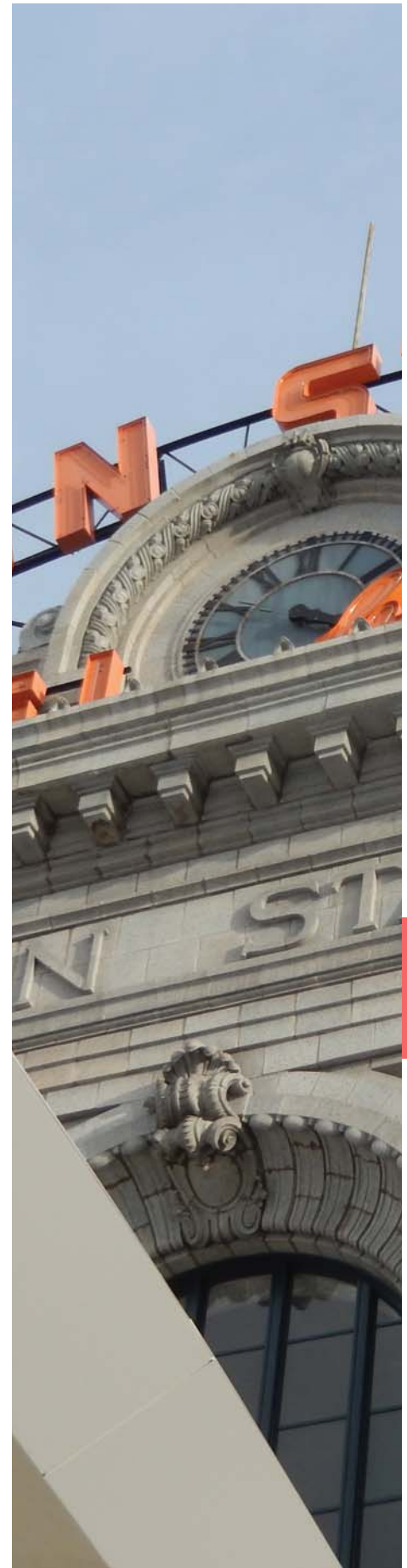
Area-Wide TIF – This tool is not currently available in the state of Colorado, but has been used in Dallas after a change was made to Texas statutes. The cost of needed infrastructure improvements in under-developed station areas typically exceeds existing revenues. Therefore, the City should continue to seek out additional revenue sources. The City could also pursue legislative approval for an Area-Wide TOD TIF district that enables revenues to be utilized within the TOD system when TOD areas are ready for catalytic investments similar to the Dallas TOD TIF District. That would allow for a diverse multiple-station TOD TIF district based on TOD-specific criteria rather than the current urban renewal area blight criteria. This option requires new State legislation to be passed, and given recent legislative efforts to restrict the use of TIF, may generate opposition from taxing entities affected by TIF, most notably counties and school districts. Legislation for this type of district would potentially be supported by other RTD member cities on the FasTracks lines who also struggle to fund needed station area improvements. One option that might have broader support would be to have the TIF apply only to City tax increment and not that of other taxing entities such as school districts.

4.3 Create station area financing plans for designated “catalyze” stations. *Time frame: 2014/2015*

A Station Area Financing Plan can be used to determine how to best fund and finance infrastructure improvements determined to be of benefit to all of a station area’s properties. Catalyze stations have identified investments that are needed to facilitate development and may require a range of funding sources. The cost of these investments should be equitably allocated to the benefiting parties, both public and private. Financing plans are needed for Catalyze stations and should be categorized by specific characteristics. Key characteristics to consider include 1) stations with predominately one landowner and a master developer, 2) stations qualifying for urban renewal that can utilize TIF, or 3) stations with sufficient development value or expected sufficient change in value to support a value capture financing district.

Station Area Financing Plans should be developed at a minimum with the following elements:

- Identification of capital improvement needs
- Assessment of funding responsibilities based on benefit (Benefit Study)
- Creation of a cost allocation matrix
- Creation of possible financing entities (e.g., GIDs, Metro Districts, Urban Redevelopment Areas)



OFFICE OF ECONOMIC DEVELOPMENT

5.1 BUSINESS RECRUITMENT STRATEGIES FOR TOD AREAS

5.2 HOUSING AND NEIGHBORHOOD DEVELOPMENT STRATEGIES FOR TOD AREAS

5.3 STRATEGIC LENDING TOOLS FOR TOD AREAS

5.4 KEY STRATEGIC PROJECTS THAT IMPACT TOD

The Office of Economic Development (OED) has made transit-oriented development a priority for the city. The office's strategic planning effort, JumpStart, has included multiple recommendations that both apply broadly and specifically towards development at rail stations and enhanced transit corridors. As OED continues to update their strategic plan for economic development in Denver, the office will evaluate and recommend strategies that promote transit-oriented development. JumpStart 2014 has multiple TOD-applicable strategies categorized into four areas, Business Recruitment, Housing and Neighborhood Development, Strategic Lending, and Key Strategic Projects.

5.1 Business recruitment strategies for TOD areas

Time frame: on-going

Manufacturing/Flex Businesses: Identify areas with a focus on transit-accessibility for creation and development of next-generation research, production, and logistics businesses. These identified areas will help to assure job and business opportunities for middle-wage/middle-skilled jobs for city residents.

Key Business/Development Areas: Develop an integrated, powerful presentation that identifies key statistical/demographic information, industry clusters, tax analysis, incentives and strategic advantages of Denver for businesses and commercial real estate investors considering Denver sites for expansion or location.

Retail Development Program:

- Designate and market specific areas of the city, including specific key TOD areas, to recruit new, and support existing unique, urban retailers (Retail Development Corridors).
- Identify development opportunities in the city (Retail Development Opportunities) to recruit ethnic grocery stores, home furnishing and improvement stores, fashion/clothing stores, and general merchandisers (collectively, Target Retailers).



- Establish business development tools to support Targeted Retailers in-store construction, development, and operational/workforce issues.
- Create a retail website designed for retailers, developers and shoppers to include OED programs and services, online mapping of Retail Development Opportunities and Retail Corridors, market and customer information, and site information.

Active Lifestyle Business Sector: Grow Denver’s active lifestyle sector, through coordination with support organizations, working directly with lifestyle sector businesses develop information/analysis to demonstrate the type and size of this sector, create tools and strategies to meet business needs; and identify business recruitment targets.

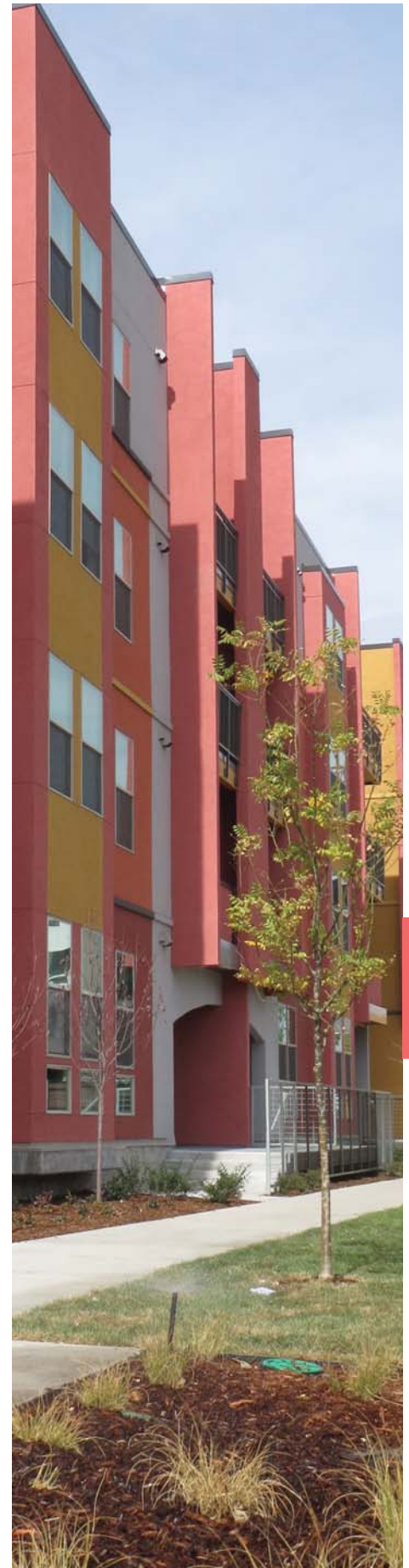
International Companies: Consider the creation of an international economic zone(s) in specific areas where Enterprise Zones and Foreign Trade Zones can be coupled with general fund tax policies that encourage relocation of international companies.

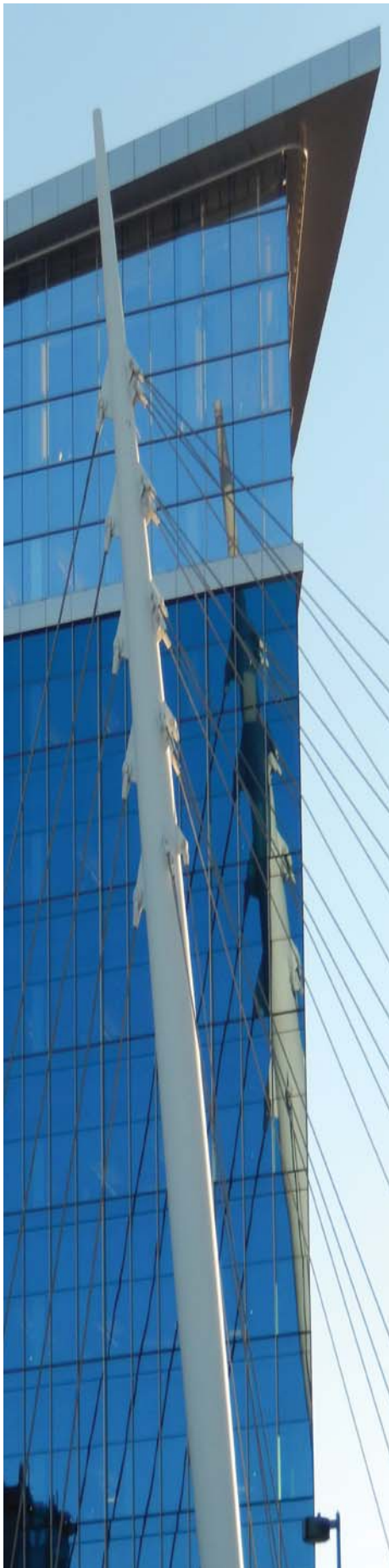
Small Business Support: Establish and grow programs and services for entrepreneurs and business expansion supporting new business and job development in TOD areas. These tools include a Small Business Resource Directory, a new downtown business center (located 1 block from a light rail station), and early stage capital prioritizing business areas.

5.2 Housing and neighborhood development strategies for TOD areas *Time frame: on-going*

Affordable Housing Construction & Preservation:

- Support the development of at least 600 additional affordable and workforce housing units through public, non-profit, and private partners for the development community to add 3,000 net-new affordable housing units by 2018 (Mayor’s 3x5 Initiative).
- Include a range of housing types and affordability with mixed-use development at or near station areas. Housing types should include small-scale rowhouse developments to larger multi-family developments.
- Analyze Average Median Income (AMI) ratios of affordable units to determine priority locations (Target Workforce Housing Locations).
- Partner with a developer to acquire and rehabilitate or construct a mixed income development in a Target Workforce Housing Location.





- Establish a sustainable preservation fund for affordable housing, using best practices from across the country, including innovative ideas and input from local stakeholders.
- Continue and grow homeowner opportunities in single-family and multi-family development to ensure a range of housing types and ages at station areas for a diverse population.

Food Sourcing and Production:

- Increase low-income Denver residents' access to healthy and fresh food by facilitating the siting and expansion of healthy food retailers, community gardens or farms, food hubs and farmer's markets in station areas.

5.3 Strategic Lending Tools for TOD areas *Time frame: on-going*

Job Creating Business Sectors: Research and identify Denver's top five primary job creating business sectors, with an emphasis on high concentrations of middle skill employment opportunities, industry growth dynamics and export potential (Targeted Lending Industries).

Qualified Business Loans: Offer low interest rate, subordinated, long-term loans to qualified businesses in Targeted Lending Industries that are expanding or may consider growing into a Targeted Area.

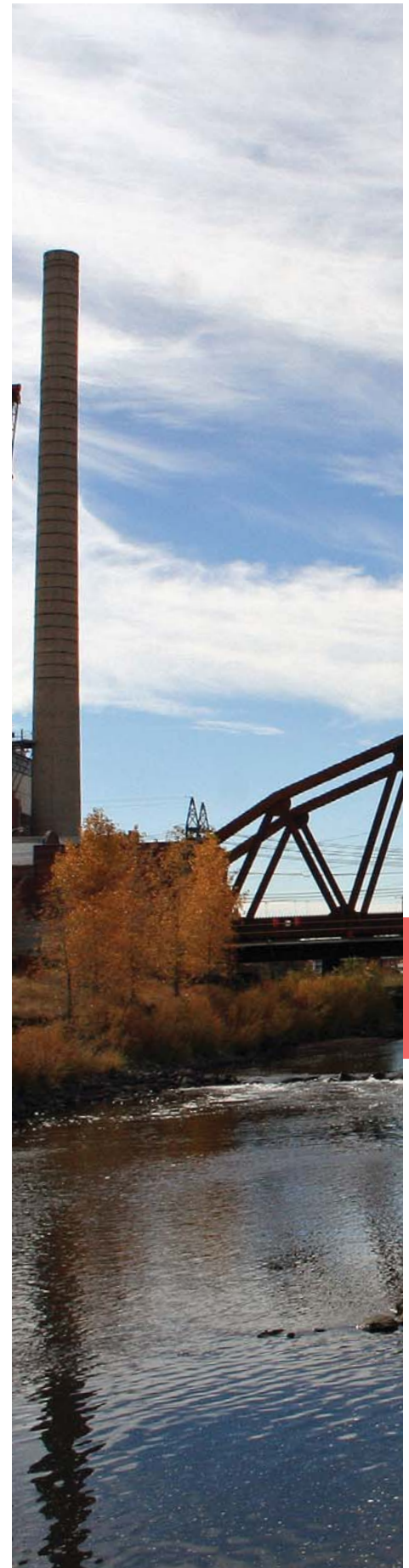
5.4 Key Strategic Projects that impact TOD *Time frame: on-going*

Localized Mass Transit Analysis: Conduct and publish an economic analysis discussing the impact of how neighborhood-serving mass transit would impact business and retail activity, property values and economic activity in identified Denver core corridors.

Strategic Transit-Oriented Development: Support appropriately scaled commercial, mixed-use and workforce housing development in identified

development-ready TOD areas along existing and next phase transit lines. Work with a range of private and public partners to encourage or facilitate strategic redevelopment projects and investment at or near market-ready station areas. Some priority examples include:

- **Aerotropolis:** Assist Aerotropolis Appointee and DIA leadership in evaluating project and development choices and structuring partnerships to maximize regional economic outcomes.
- **National Western Stock Show Area:** Develop materials demonstrating development and partnership opportunities within key opportunities sites; market to a targeted, select group of large agri-businesses to relocate as an anchor tenant; solicit other businesses with an interest in being part of an agri-business focused area.
- **Arapahoe Square:** Encourage, support and coordinate continued investment and development of commercial, mixed use and mixed income projects along Welton Street.
- **Globeville, Elyria-Swansea:** Provide technical assistance, business/community outreach and prioritize resources to maximize business opportunities, housing development and neighborhood services to the I-70 corridor neighborhoods of Globeville and Elyria-Swansea.
- **Welton Corridor:** Continue technical and financial support to property owners to redevelop Welton Street into an iconic neighborhood retail, hospitality and business services district.
- **Sun Valley:** Continued partnership with DHA and DPS to pursue a concerted effort to improve educational attainment, employment opportunities and mixed income housing options through a neighborhood-scale TOD.



PARKS AND RECREATION

6.1 PARK, OPEN SPACE, AND RECREATION STRUCTURE IN TOD'S

6.2 COMPLETING THE VISION FOR A CITY IN A PARK

Transit Communities and development around Denver's rail stations have some of the highest population densities and intensities of uses in the region. Easy physical and visual access to public spaces encourages use and promotes safety. In turn, activating public open spaces in transit communities helps make TOD areas become a focus point and destination for the community. The Denver Parks and Recreation Department establishes a framework for providing the right types and mix of parks and open space in TOD knowing that access to open space is critical to maintaining a high quality of life for Denver's citizens.

6.1 Park, Open Space, and Recreation Structure in TOD's

As TOD's develop and grow through the City and County of Denver, the City and developers should follow the four values framing Denver Park and Recreation's "Game Plan" of Sustainable Environments, Equity and Service, Engagement of the Public, and ensuring Sound Economics.

Sustainable Environments: Denver's park and recreation system has the potential to be a national model in protecting natural and built resources. The "Game Plan" provides direction that will strengthen Denver Parks and Recreation's leadership in protecting our resources through new strategies and policies for environmental responsibility, preservation of historic places and structures, and high standards of design, construction, maintenance, and programming. Developers of TOD's should work with Denver Parks and Recreation in establishing minimum water requirements, planting pallets, and ratios of natural open space to active recreational open space within each TOD area. The balance of natural open space to active recreational open space should be framed in the pocket, neighborhood, community, and regional park structure utilized throughout the city's system of parks and open space.

Equity: Parks, parkways, natural areas, and recreation centers should vary across the city, reflecting geography as well as the needs, character, and history of neighborhoods. Access to these spaces and amenities should be distributed equitably across the city, and should rely on updated standards utilized by Denver's Department of Parks and Recreation. The framework of pocket parks, neighborhood, community, and regional parks should also be applied when developing in new or expanding existing TOD areas.

Engagement: Denver residents are always encouraged to participate in every aspect of the park and recreation system, including programming, park design and maintenance.

Sound Economics: Ensuring a sustainable park and recreation system requires adequate funding. Denver's ability to develop new parks and programs is directly related to funds needed for maintenance of an existing



system while securing funds for improvements and acquisitions. Denver Parks and Recreation with Denver's Budget Office should coordinate efforts to research and implement a new policy for funding parks, recreation, and open space needs in a TOD's and other areas of growth across the city. Funding policies with new development and redevelopment may include development impact fees, coupled with a dedicated source of funding to assist with capital maintenance needs.

6.2 Completing the vision for a City in a Park

To realize the "Game Plans" vision for a City in a Park, the Department's master plan starts with places that include neighborhood streets and public spaces, schoolyards, and places to gather. The "Game Plan" proposes to make every neighborhood greener and then extend outward to the broader fabric of recreation centers, playing fields, and community amenities. In a water-wise, arid city, that "green" varies in form.

Street Tree Canopy Cover: Street trees play an important part in defining urban form, in addition to providing environmental and economic benefits. In new TOD areas, requirements should hold provision for a tree canopy cover of 15 percent to 18 percent of the developable area.

Open Space: Provide at least one-half acre of public open space within one-half mile of every resident's home that can be reached without crossing a major barrier. Basic infrastructure should include consideration of a loop walking trail, shade, seating, open play area, picnic area, plantings, focal elements such as public art, multi-use courts, community gardens, playground, and some natural open space. In addition to providing at least one-half acre of public open space within one-half mile of every resident's home, 8 to 10 acres of parkland is the performance goal for every 1,000 residents. Structure of appropriate park and open space should follow the scaled space of pocket parks, neighborhood parks, community parks, and regional parks.

Recreation: Playing fields, recreation centers, and public pools offer opportunities for team sports and pick-up games, as well as programs and services that enhance health, well-being and quality of life. New TOD developments should look at proximities and determine whether standards are being met in provision of one baseball field or softball field for every 5,000 residents, in addition to one soccer or multi-use field for every 5,000 residents. At least 75 percent of Denver residents should have safe pedestrian or transit access to a recreation center. Coordination of access is necessary with Denver Public Works and RTD.

