

DOMESTIC SITE VISIT SUMMARY REPORT

Prepared for City of Palmdale
April 2017

PALMDALE HIGH SPEED RAIL STATION AREA PLAN





Executive Summary

Background

As part of the City of Palmdale's Station Area Planning effort surrounding the California High-Speed Rail proposed station, members of the City and consultant team embarked on a nine-day fact finding and site tour that enabled participants the opportunity to experience first-hand how cities have successfully integrated rail systems/stations into their respective urban environments.

The following City and consultant representatives attended:

- James Purtee, Palmdale, City Manager
- Michael Mischel, Palmdale, Director of Public Works
- Mark Oyler, Palmdale, Director of Economic and Community Development
- Michael Behen, Palmdale, Transportation / Special Projects Manager
- Roland Genick, Parsons, Project Manager
- Chester Britt, Arellano Associates, Outreach/Communications Manager

Purpose

The site visit provided an invaluable opportunity for the team to visit a wide variety of selected locations similar in scale to Palmdale as well as meetings with developers, planners, local and federal officials responsible for implementing successful transit-oriented development. These meetings included group discussions of the challenges, opportunities and lessons learned through the lens of their respective projects/programs.

The site visit also provided the opportunity for the group to explore the surrounding station areas by walking and garnering a first-hand experience of what patrons of the rail system experience in visiting the station areas. The combined experience of using multi-modal transportation systems throughout the trip together with the meetings with agencies, developers and planners provided a focused learning experience that could be applied to ongoing planning work in anticipation of high-speed rail and potentially XpressWest systems connecting in Palmdale.

Itinerary

The nine-day site visit tour was an ambitious trip that required careful planning to maximize the experience and opportunities for learning. A detailed itinerary was prepared by the consultant team and included day-by-day detailed scheduling of transportation, lodging, meals, meetings, tours, etc. A comprehensive site visit guide was prepared and given to each participant including background on site visit locations, this included: connections to the HSR network, demographics of the region, economic development patterns, as well as key facts of the station and surrounding areas. In addition, pdf copies of key supporting reports were made available to the group before the trip for their in-depth review and study.



The group was encouraged to take notes and photos highlighting their individual experiences. These are summarized here as part of this executive summary report and have been fully documented and archived for the City’s benefit. The following table is a high-level summary of the prepared itinerary and schedule for the site visit.

City of Palmdale High-Speed Rail Site Visits	
November 11th - November 19th, 2016	
Friday November 11th	
Travel to Philadelphia from LAX	
Tour of 30th Street Station	
Travel from 30th Street Station to Wilmington, DE via Amtrak NE Regional line and stay overnight in Wilmington.	
Saturday November 12th	
Tour of Wilmington Station Area	
Travel the NE Corridor on the Acela Express Line and arrive at Providence, RI	
Group dinner and stay overnight in Providence	
Sunday November 13th	
Tour of Providence Station Area and Downtown Providence	
Group dinner and stay overnight in Providence	
Monday November 14th	
Meet with Providence Department of Planning & Development	
Group dinner	
Travel to Washington D.C. and stay overnight (1.75 hour flight)	
Tuesday November 15th	
Meet with Boston Properties / Walking tour of Reston	
Meet with Fairfax County Office of Community Revitalization	
Meet with Federal Railroad Administration	
Group dinner and stay overnight in Washington D.C.	
Wednesday November 16th	
Group lunch	
Meet with Amtrak officials and tour Washington Union Station and surrounding area	
Group Dinner and stay overnight in Washington D.C.	
Thursday November 17th	
Travel from Washington D.C. to Denver	
Meet with DIA Special Programs Office	
Group Dinner and stay overnight in Denver	
Friday November 18th	
Meet with Continuum Partners and tour Union Station and surrounding area	
Group Lunch	
Meet with RTD staff	
Group dinner and stay overnight in Denver	
Saturday November 19th	
Travel from Denver to LAX	



Experience

The site trip experience was unique in its combination of travel through: air, rail, bus, taxi, shuttle and walking. The group did not rent a car for any portion of the trip making them dependent exclusively on mass transit. The following table highlights the trips use of these interconnected modes of travel over the nine days:

City of Palmdale High-Speed Rail Station Area Plan Site Visit November 11-19, 2016						
Miles						
Date	Air	Bus/Shuttle	Taxi	Train	Walk	Total
11/11/16	2936	21	10	26	3	2996
11/12/16			3	284	3	290
11/13/16		3			7	10
11/14/16	366	1		8	7	382
11/15/16		7	25	15	6	53
11/16/16		7	15	19	5	46
11/17/16	1454				5	1459
11/18/16		2		44	6	52
11/19/16	881	31	18		2	932
Total	5637	73	70	396	44	6219
Average/Day	626	8	8	44	5	691
Minutes						
Date	Fly	Bus/Shuttle	Taxi	Train	Walk	Total
11/11/16	319	53	17	29	70	488
11/12/16			13	280	75	368
11/13/16		20			139	159
11/14/16	243	7		13	150	413
11/15/16		26	51	42	127	246
11/16/16		26	48	27	175	276
11/17/16	242	53			141	436
11/18/16		24		77	170	271
11/19/16	156	63	31		48	298
Total	960	272	160	468	1095	2955
Average/Day	107	30	18	52	122	328
Pace (MPH)	352	16	26	51	2	126



Over the nine days, a total of 6,219 miles were traveled for an average of 691 miles per day. An interesting note is the pace of travel when averaged across the transportation modes. As a means of comparison, air travel was the most efficient averaging 352 mph compared to rail at 51 mph, taxi at 26 mph, bus/shuttle at 16 and walking at 2 mph. The groups experience utilizing all modes together to accomplish the trip highlighted the need for the following:

- A convenient and pleasant travel experience when compared to air travel
- Seamless connectivity between transportation modes is crucial for a positive user experience. For example, a fare vending system that allows for the purchase of cross-mode tickets
- Easily understandable signage and availability of restroom facilities is a major factor in efficiency and helps eliminate stress and confusion
- Shelter and other platform/station amenities encourage system utilization
- Limiting walking distances between modes improves access for participants with bags or luggage
- Strategic placement of retail, landscaping, public art and other urban features contributes positively to the user experience

A highlight of the trip was riding the Amtrak Acela Express rail line from Wilmington, Delaware to Providence, Rhode Island. The Acela Express line is the highest speed rail system in the United States today. The group was able complete the 308-mile trip in 4 hours and 45 minutes. The rail line reached top speeds of nearly 150 mph and stopped at stations in Philadelphia, PA; Trenton, NJ; Iselin, NJ; Newark, NJ; New York, NY; Stamford, CT; New Haven, CT; and New London, CT. Using an Amtrak mobile app, the group could follow the route and track the speed of the train. The train service included luxurious and comfortable seating with leg rests and power connections. There was plenty of space for the luggage and specified café cars were available to purchase food. The ride was very quiet and smooth making the approximately five hour trip a pleasant experience. Many of the riders spent the time using their computers or reading. Free Wi-Fi was easily accessible on the trains.

Another unique experience was staying at the Westin Denver International Airport, which is located directly above the rail station serving the airport. We arrived the day Denver experienced its first seasonal snow storm. This helped illustrate one of the benefits to having direct access to the hotel from the rail station.

Lessons Learned for Palmdale

In verbal debriefings following the trip, each participant similarly stated the trip was “invaluable as a learning and first-hand experience.” Each of the six participants was able to ask questions and take notes from their unique perspective, which provided a wide range of notes and images. The main take-a-ways are highlighted:

- Successful stations had significant/noteworthy architecture relevant in scope and scale to surrounding land uses; station amenities; supporting retail, public art and connectivity
- Elevated station designs are much more challenging to surrounding land use development
- Amenities scale with station and evolve with ridership e.g. surface to structured, open space, office-space, residential space and retail space need to grow the station
- City’s job is to reduce risk and define parameters so developers have certainty for large investment
- City needs to be their own strong advocate
- The most successful projects have a large sponsor/developer that is committed to full implementation of City vision over time



- Forward planning is crucial for success, involving business/development community early is important
- Station planning first then follow-up with funding plan, need to mirror finances with development timing and have a vetted plan to sell investor/sponsors
- Initial capital investment is important but ongoing maintenance and operations contracts will make or break a project in the long run
- Planned station development is a catalyst for development beyond station planning area; therefore, station planning/zoning needs to extend to secondary areas
- Zoning and development guidelines need to be flexible but scope of work needs to be specific to avoid lawsuits; who is responsible and pays for what
- Committees are useful but must be focused and empowered to act
- For all modes at a station to be successful, they will all need to be considered in the initial planning stages of a project

Common Themes / Lessons Learned

While the experiences at each of the visited station sites were unique and each of them provided specific and unique perspectives with respect to the Palmdale Transit Area Specific Plan (TASP), there were several common themes that stood out as major guiding principles. These common themes led to a series of lessons learned that can successfully be applied to the Palmdale TASP. The common themes are:

- ***Collaboration between Public and Private entities***
Each of the successful station locations have been able to reach that success by establishing a strong working relationship between public and provide entities
- ***Make a good Plan for the long term***
Of all project sites that the delegation visited, those that had coherent, long term plans in place were most successful
- ***Focus on creating a Place***
Through the focus on a coherent solution for Urban Design and Architecture jurisdictions have been able to establish the station location as a destination
- ***Mix of a Variety of Uses***
Places that were successful in establishing a station location as a destination focused on a mix of uses that included residential, commercial, retail, and institutional uses. The uses themselves were reflective of the surrounding communities, and delivered a multitude of programmatic elements that were previously not available

Follow-up Action Items

As a follow-up to the site visit the group has identified several action items which will guide the City during the completion of the station area planning study and lead it towards implementation of a successful TASP. The following items are most critical:

- Regularly attend CHSRA and Nevada High-Speed Rail Authority (NHSRA) board meetings to both hear the agenda items and to present issues important to the City to these governing entities
- Periodically visit FRA and FTA to stay connected to these federal agencies that oversee the high-speed rail efforts in California



- Follow-up with several developers that were met with or discussed as part of the site visit to have them come to Palmdale for a tour and extended conversations on Palmdale plans. These developers include but are not limited to:
 - Boston Properties
 - Continuum Partners
- Build upon the findings of the Avenue Q Feasibility Study and the TOD Overlay Zone Project to successfully complete the Palmdale Station Area Specific Plan.
- Continue community outreach and marketing focused to help drive key messages about the Palmdale TASP out to the community and developers.
- Promote a positive perception of Palmdale as well as positioning the City as the future hub of a state-wide and interstate high-speed rail system.
- Update the City's Zoning Code and General Plan to provide a regulatory framework and policies that are in support of the Palmdale TASP.

Summary Notes and Photographs

The following is a summary of the notes from all participants (a copy of the original notes is attached in the appendix for reference). The notes represent a compilation of the notes from all six participants for each site visit. In combination, they provide a summary of the highlight and major take-a-ways documented by the group. The notes are intentionally kept as close to their original format as possible to provide an accurate record of the impressions and thoughts of the participants without editorial adjustments.

Following the notes is a summary collage of photos taken by the group. Like the notes, a full cache of the photos taken have also been provided electronically to the City for review and use.

Friday November 11th

6:20am Depart American Airlines Flight 700

2:27pm Arrive Philadelphia International Airport

Take the SEPTA Regional Rail Airport Train Line from any terminal to the 30th Street station and tour station area

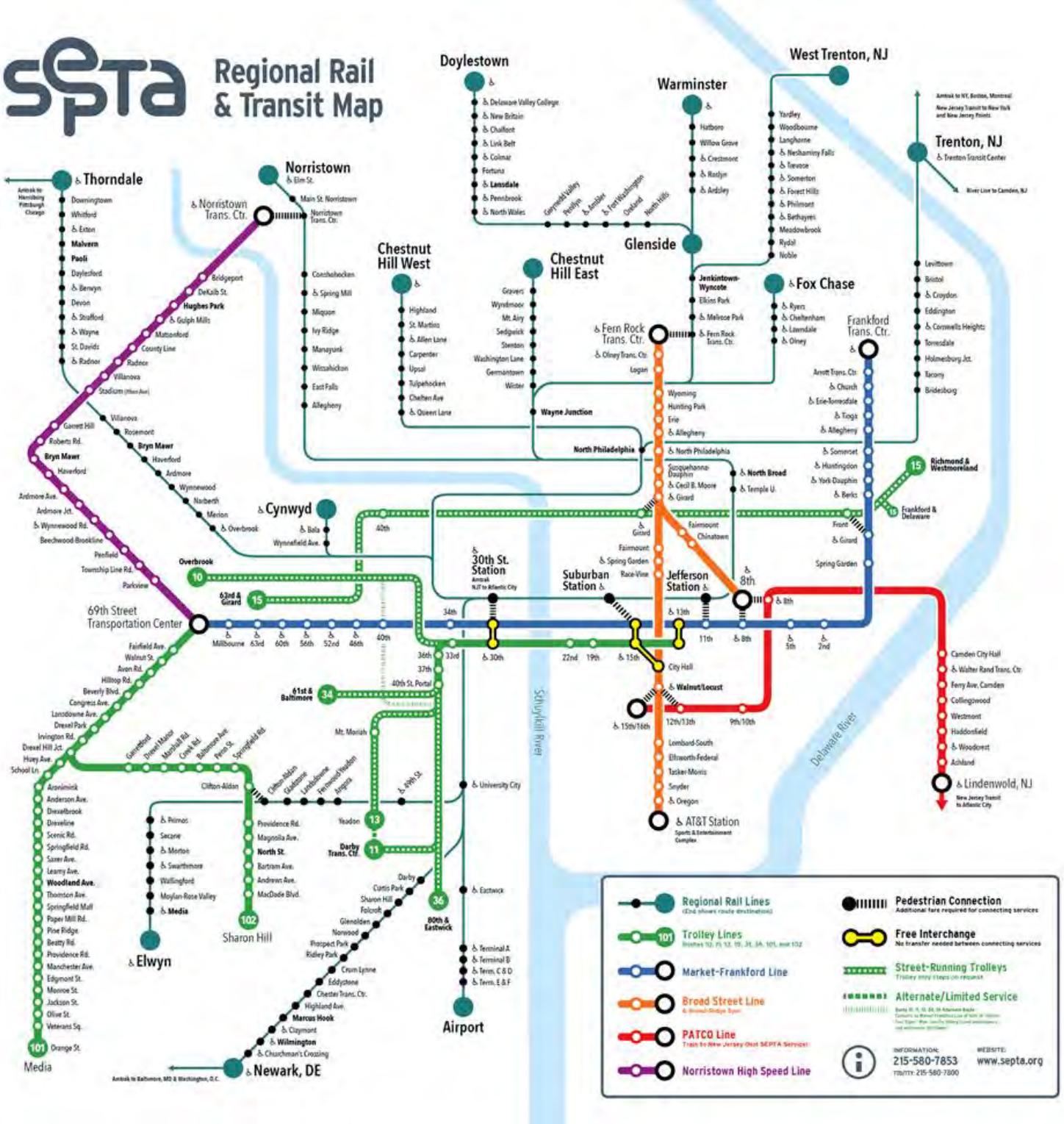
5:00pm Take the Amtrak Regional Rail Line-Northeast or Acela Express-to Wilmington Station (Train departs approx. every 20 minutes and trip is approx. 20 minutes long. Advance ticket purchase available for 4:57pm or 5:13pm trains)

5:30pm arrive at Wilmington Station
Travel to Sheraton Suites-Downtown
Wilmington





SEPTA Regional Rail & Transit Map



Philadelphia 30th Street Station Background Information



Philadelphia’s 30th Street Station is Pennsylvania’s busiest intermodal station serving Amtrak, SEPTA and New Jersey Transit. In FY13, more than 11 million passenger trips were served at 30th Street Station: 4.12 million Amtrak trips, 7.15 million SEPTA Regional Rail trips, and 395,000 NJ TRANSIT rail trips. The station has experienced a true renaissance since its restoration in the late 1980s, and now serves as a catalyst for significant commercial and residential development. The station is a grand civic space offering an impressive portal to the City and a place to dine, shop, and experience the energy and excitement of one of the world’s great train stations. The station was opened in 1933 by the Pennsylvania Railroad and included passenger facilities, office towers, rail yards, a power plant, a post office and related infrastructure. Construction of the station allowed operation of through-trains between Washington, D.C. and New York City, claimed the Schuylkill River waterfront for civic use, and spurred the redevelopment of West Market Street as a high-rise office district.

With the demand for passenger rail continuing to rise coupled with the increasing commercial growth of West Philadelphia, Amtrak, Brandywine Realty Trust, Drexel University, Penn DOT, SEPTA and a host of area stakeholders are embarking on a joint planning effort for the 30th Street Station district. The Philadelphia 30th Street Station District Plan represents one of the best



opportunities in the region for re-envisioning rail and transit services and supporting transportation-oriented development for urban transformation and economic growth. The scale of the station and the number of



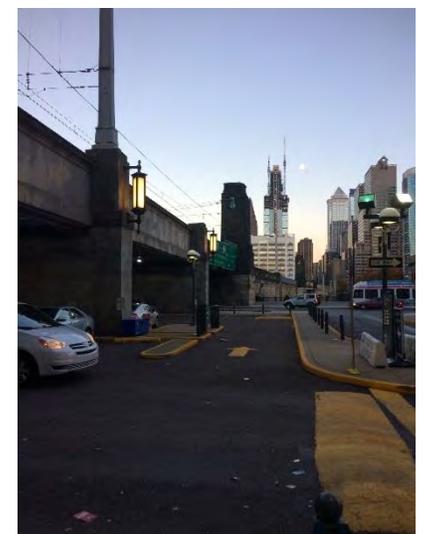
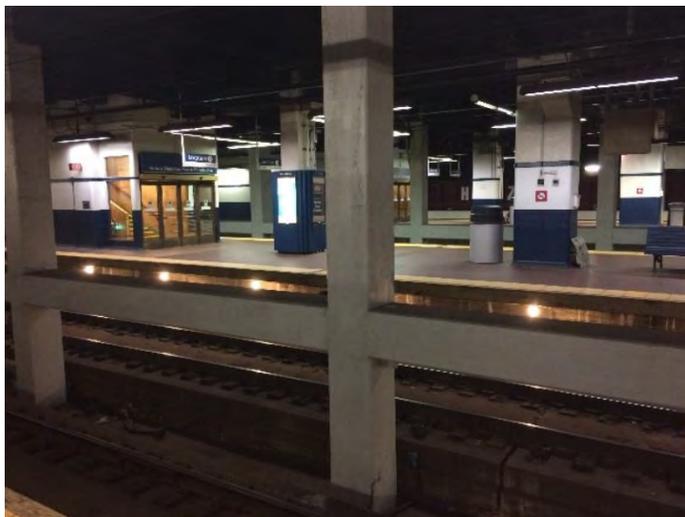
passengers currently served is significantly larger than the station currently planned for the City of Palmdale. However, visiting 30th Street Station was particularly important for two reasons that specifically relate to the goals established for the Palmdale Transit Area Specific Plan: 1) Its objective to create a new downtown, serving an area of the City previously neglected and underutilized; 2) Its history of creating a civic focal point with the construction of a major train station.

Combined Team Field Notes

Philadelphia 30th Street Station

- Convenient connection from the airport
- Feel and size of station very impressive; Iconic exterior structure provides a strong statement
- This station, while out of scale for Palmdale, had some good features including a food court, and extensive ticket windows. The station also contained a traditional, prominent signage board announcing arrival and departure times
- Architecture, public space, and artwork good examples of what makes an attractive and functional station space
- Design provides nostalgic feel, like Union Station but on a grander scale
- Circulation and access to train tracks awkward/confusing
- Cars play too big of a role immediately outside of station
- Large public art bronze statue at entrance provides a good meeting spot and picture opportunity

Philadelphia 30th Street Station





Saturday November 12th

- | | |
|---------|--|
| 9:30am | Wilmington Station Tour |
| 10:12am | Tour Northeast Corridor via the Amtrak Acela Express Line (4hr 45 min) |
| 3:00pm | Arrive at Providence Station. Travel to hotel. |

Wilmington Station and Surrounding Area Background Information



Wilmington Station is a passenger rail station in Wilmington, which is the largest City in Delaware. This historic station has been rededicated as the Joseph R. Biden, Jr., Rail station since its renovation is 2011, in honor to past Vice President and U.S. Senator from Delaware, Joe Biden. At a size of just above 70,000 residents, it is dependent on the connectivity to larger metropolitan areas that is afforded via Amtrak's North-East Corridor Rail Line. Wilmington plays a major role in the Amtrak system; it's Consolidated National Operations Center (CNOC), centralized Electrification and Traffic Control (CETC), and High-Speed Rail Training facility, all are in Wilmington.



The station is the 12th busiest station in the Amtrak system with 738,313 passengers in fiscal year 2013. In addition to Amtrak, the Wilmington Station also serves Southeastern Pennsylvania Transportation Authority (SEPTA) and the Delaware Transit Corporation. Wilmington provides parking and some amenities at its station; however, it is still discovering the potential of opportunities that are associated with high speed rail. Surrounding the station is a considerable amount of underutilized real estate, making its location similar and comparable to the conditions expected for Palmdale when HSR rail services will initially be implemented.



Combined Team Field Notes Wilmington Station

- This station is more in scale with the future Palmdale station
- Architecture is reflective of surrounding buildings and area
- As a result of high passenger volumes, the station shows some signs of significant use despite its recent extensive renovations
- Good signage
- 1,300-foot platform for Acela train
- Lacked character and food service
- Good sized convenience store provided for patrons boarding a long-distance train
- The station is located adjacent to a park and path along river which provides a sense of calm and opportunities for formal and informal gatherings
- Downtown Wilmington has 70,000 population; no night life activity on the streets (was cold)
- Park side of station established a sense of 'place' similar to what Palmdale has been communicating in their TOD vision documents

Wilmington Station and Surrounding Area



Amtrak Acela Express Line Background Information

On March 9, 1999, Amtrak unveiled its plan for a high-speed train, the Acela Express. The Acela Express is Amtrak's flagship and high-speed rail service along the Northeast Corridor in the Northeast United States between Washington DC and Boston via 14 intermediate stops including Baltimore, Philadelphia, and New York City. Acela Express trains are the fastest trainsets in the Americas; the highest speed they attain is 150 mph in revenue service. Acela trains use tilting technology, which helps control lateral centrifugal forces, allowing the train to travel at higher speeds on the sharply curved NEC without disturbing passengers. Several changes were made to the corridor to make it suitable for the twenty new trains to run on the Northeast Corridor. It was necessary to provide electrification from New Haven to Boston to complete the overhead power supply along the 454-mile route, and several grade crossings were upgraded or removed.



Acela operates along routes that are also used by freight and slower regional passenger traffic, and only reaches its maximum speed along short sections. Over the route from New York's Penn Station to Washington DC's Union Station, Acela has been extremely successful, capturing a 75% share of air/train commuters between New York and Washington in 2011, up from 37% in 2000. On other portions Acela is limited by both traffic and infrastructure.



By 2005, Amtrak's share of the common-carrier market between New York and Boston had reached 40% from 18% pre-Acela. With the increasing popularity of the faster, modern Acela Express, Metroliner service was phased out in late 2006. To meet the demand, more Acela services were added in September 2005. By August 2008 crowding had become noticeable. By 2011, the Acela fleet had reached half of its designed service life. Amtrak proposed several replacement options, including one as part of its A Vision for High-Speed Rail in the Northeast Corridor. On August 26, 2016, former Vice

President Joe Biden announced a \$2.45 billion federal loan package to pay for new Acela equipment, as well as upgrades to the NEC. The loans will finance 28 train-sets that will replace the existing fleet. Amtrak will pay off the loans from increased NEC passenger revenue. The new trains will be called Avelia Liberty. They will have one-third greater seating capacity, active tilt technology and can operate at 186 mph once infrastructure improvements are completed to allow the higher speeds. The trains will be built by Alstom in Hornell and Rochester, New York. Passenger service using the new trains is expected to begin in 2021 and the current fleet is to be retired by the end of 2022 when all the replacements will have been delivered.



Combined Team Field Notes Acela Express Line

- Overall impression of train: quiet, convenient and comfortable
- This travel mode far more convenient and comfortable than travel by air; train very roomy
- Power strip available on train for charging devices
- Onboard Wi-Fi extremely convenient and helpful
- Seats large, some facing each other with tables and these were all full; computers were being used everywhere
- Train was 80 percent full
- Easy access to dining car
- Reached speeds up to 150 mph, but ride was smooth the entire trip
- Speed reduction seemed to occur too early at station approach
- Train has monitors that offer trip information. Acela also has a convenient app showing speed, location, stops, etc.
- The corridor has minimal safety fencing separating the alignment from surrounding land uses
- Large windows and comfortable seating provides views of the picturesque corridor which adds to the user experience
- Nice sized luggage racks to accommodate traveling passengers



Acela Express Northeast Corridor



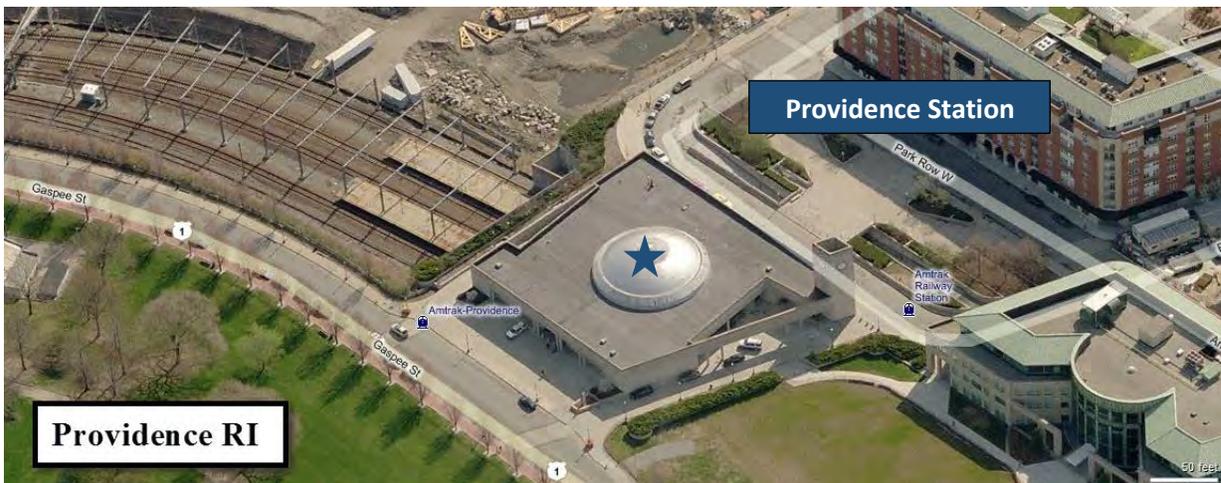


Sunday November 13th

11:00am Travel to Providence Station
 Group tour of station and surrounding area
 Walking tour of Providence

Providence Station and Surrounding Area Background Information

Providence is a City of approximately 180,000 residents and is located along the Amtrak's North-East Corridor Rail Line between Philadelphia and Washington D.C. Providence has the unique assets of a growing innovation economy, historic residential and commercial neighborhoods, a high concentration of nationally recognized colleges and universities, an internationally acclaimed food and restaurant scene, vibrant cultural and arts destinations and abundant retail shops. Being located between two dominant metropolitan and political urban areas makes it an ideal candidate to evaluate how policy and regulatory adjustments enable economic development.



The Providence Station is experiencing significant growth and is an essential transportation hub in Rhode Island, providing commuters access to downtown Providence and tourists a gateway to the attractions and businesses located within the state.

In March 2014, the Rhode Island Department of Transportation (RIDOT) submitted a Transportation Investment Generating Economic Recovery (TIGER) Discretionary Planning Grant Application specifically for planning efforts at the Providence Station. In September 2016, it was announced that the state had received a \$650,000 TIGER grant to help plan for a new mass transit center in Providence. The funds will be used for the final pre-construction planning, design and analysis needed to build a modern intermodal facility at the Providence Station that supports diverse modes of travel. The intermodal facility is currently planned to open in 2019.

In July of 2016, RIDOT issued an RFP seeking a master developer to construct the Providence Intermodal Transportation Center (PITC). The center will be located near or adjacent to the Providence Train Station as part of a Transit Oriented Development public private partnership. The PITC project will play a significant role in working to efficiently and effectively tie together Rhode Island's public bus system, Amtrak regional rail, private intercity coach buses, taxi, limo services, bicycle and other forms of transportation. The center would include a bus terminal and public parking along with a residential, retail, office, and/or commercial overbuilds/adjacent development. To encourage transit oriented development (TOD) at the site, the State of Rhode Island recently established a number of economic incentive programs aimed at attracting new businesses to the state and encouraging economic development. Once completed, the PITC will support a robust, accessible transit system statewide.



Combined Team Field Notes Providence Station Area and City Walking Tour

- Mixed-use TOD immediately in the station area
- The station is of nice scale when seen in relation with surrounding development
- It is currently undergoing renovation to upgrade finishes and exterior of the station façade
- Nicely positioned station near retail, capitol building and hotel; all walkable
- New residential towers are developed near train station
- Park and open space area very nice
- City conveniently walkable; no light rail service
- A lot of great public art displays; great architecture and history reflected
- The station establishes a great sense of place within the City and communicates pride of ownership
- Rail service and tracks are not visible in downtown, other than as a service at the station itself
- Major engineering involved to reroute rivers and lower train tracks to accomplish this
- Office and residential development spurred by transit hub
- Much higher density downtown
- Older downtown area had eclectic mix of retail, office and residential mixed uses
- Providence has made a concentrated effort to identify parcels for development and then strategically placed transit centers to connect the parcels
- Evident that environmental and regulatory rules in California are too cumbersome
- Great plan to connect stations with rapid bus system
- Overlapping bus service on “transit enhanced corridors” result in transit service of two minutes or less during peak hours
- Very easy walking blocks; land uses take advantage of natural features such as water and hills, parks, etc.
- Water canal threading through the City is a major feature the land uses are built around, creating attractive walking paths
- Historic signage and monuments on bridges and other areas make for a self-walking tour feel

Providence Station and Surrounding Area





Monday November 14th

- 9:00am City of Providence Department of Planning & Development
Robert Azar, Deputy Director
30 Exchange Terrace, 1st Floor
Providence RI 02903
Office 401-680-8524
Cell 401-286-5405
Razar@providenceri.com

- 4:00pm Travel to group dinner location and then to airport

- 7:25pm Depart United Airlines Flight 4882

- 8:58pm Arrive Washington DC-Dulles Airport
Travel to Sheraton Reston Hotel



Agenda

Site Visit – City of Providence

14 Nov 2016 – 9:00 AM - 11:00 PM

Location: 30 Exchange Terrace, Providence, RI 02903, 1st floor

1 Introductions

Providence Station Area

- #### 2
- History of Providence Station Area
 - Importance of Station Location as an economic driver

3 Current Development Demand in the City

Supportive Public Policies

- #### 4
- Policies in place to encourage Development at the station area
 - Selected Regulatory Framework
 - Lessons Learned

5 Q & A

Attendees:

Bob Azar, Deputy Director, City of Providence, Department of Planning & Development

Providence Foundation

Providence Station Area, Property Owners



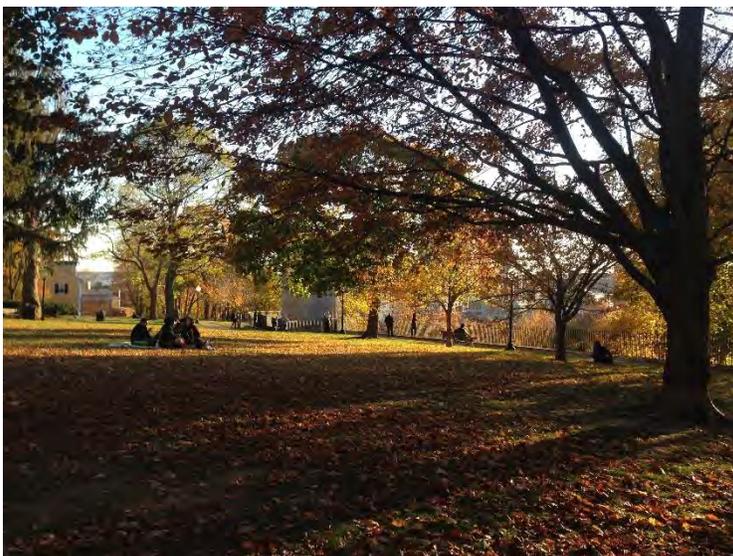
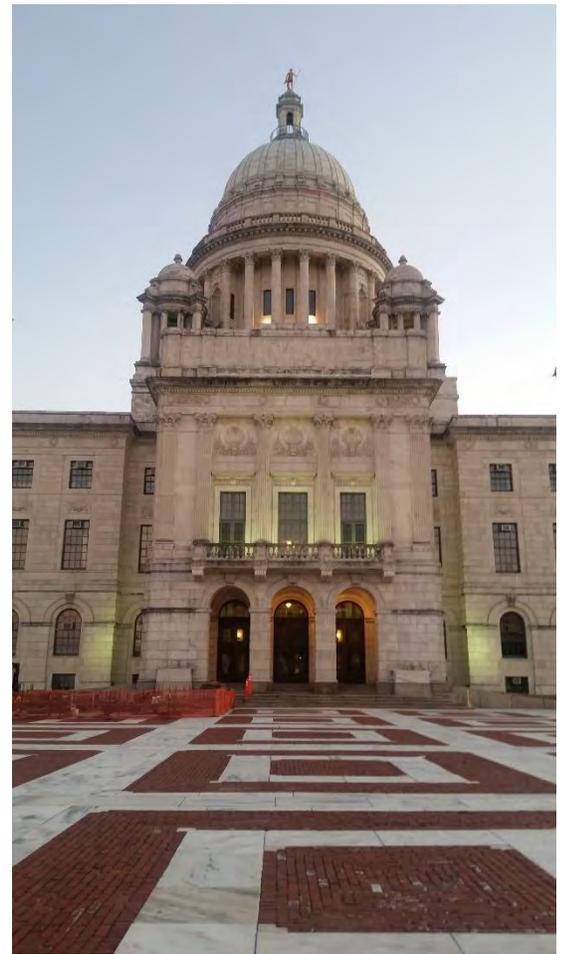
Combined Team Field Notes City of Providence Meeting

- Air space jurisdiction, rights and governance discussed at length. Clear and concise agreements are needed to delineate responsibilities
- City built out by mid-1900's. All new development is essentially redevelopment; There is some new construction
- Providence Foundation:
 - 1970's City feeling the impact of urbanism
 - Wanted to change Biltmore Hotel to senior center
 - Private businesses (140+/-) banded together to help renovate instead
- Discussed Capitol Center area; well-built mixed-use development
- Able to undertake very large public works projects including relocating two branches of the river, relocating and consolidating rail lines, and creating new development opportunities within the downtown core
- Elevated line separated the City
- Project 25+ years in the making
- 1.3 million passengers travel through the Providence station annually on train service on the NEC; more people use the station as an origin than a destination, many travel to Boston for work purposes
- Distance between Providence and Boston is approximately 50 miles; similar to a Palmdale to LA trip
- Developers say it is the same cost to develop in Boston as Providence but rents are 50 percent less in Providence
- California is over regulated and environmentally constrained; City of Providence saw the greater benefit of improving their community without over reaching regulation
- Extensive use of tax increment financing and minimal environmental review and regulation is what made the massive redevelopment of Providence possible
- City and local businesses formed a Commission to process building applications
- Capital Development Group:
 - 4 cities, 4 state, 4 private sector members
 - Non-political group focused on good projects
 - Primarily design advisory body
 - 5-year term
 - In 25 years, there has not been one lawsuit involving this group
- The City's "WaterFire" attraction is hosted by an independent non-profit organization in the City and has become a major tourist and community attraction
- City lays foundation for growth, but needs to work with developers to identify and maximize market opportunities
- All projects in the area received some form of tax break
- Strong emphasis on reuse of buildings
- No surface parking, prohibited in downtown; lots of structured parking (2,400-3,000 spaces)



- Building a bus hub for local transit, bus terminal with private land use above, hybrid form-based zoning approach
- Strong demographic split between bus and train ridership
- City is very walkable, no light-rail services, some areas near college (Brown University) seem wide open but other areas are very urban
- Eclectic mix of buildings; some hundreds of years old and others are modern
- Liberty Street had lots of historic homes dating into the 1700's, priced from \$600K to \$1.2 million plus
- Plane trip from Providence to Washington, D.C. hotel to hotel was about five hours, same trip with train about one hour longer

Providence City Meeting and Tour





Tuesday November 15th

- 8:30am Boston Properties
Pete Otteni, Sr. Vice President
1818 Library Street, 48th Floor
Reston, VA 20190
202-585-0837
Potteni@bostonproperties.com
- 1:00pm Fairfax County Office of Community Revitalization
Tracey Strunk, Deputy Director
12055 Government Center Parkway
Fairfax, VA 22035
Office 703-324-9310
Tracey.Strunk@fairfaxcounty.gov
- 3:30pm Federal Railroad Administration
1200 New Jersey Avenue SE, #W38-202
Washington, DC 20590



Agenda

Site Visit – Boston Properties

15 Nov 2016 – 8:30 AM - 10:30 AM

Location: Boston Properties property management office, 1818 Library Street, 4th Floor, Reston, VA 20190

1 Introductions

Reston Town Center

- History of Reston Town Center
- 2 – Ongoing and Future Development Opportunities
- Supportive Public Policies
- Lessons Learned

3 Walking Tour to Reston Town Center

4 Q & A

Attendees:

Pete Otteni, Senior Vice President, Development, Boston Properties

Joe Ritchey, Boston Properties



Agenda

Site Visit - Reston Town Center / Fairfax County Office

15 Nov 2016 – 1:00 PM - 2:30 PM

Location: 12055 Government Center Parkway, Fairfax

1 Introductions

2 History of Reston Town Center Development

3 Current Development Demand in the City

Supportive Public Policies

4

- Policies in place to encourage Development at the station area
- Selected Regulatory Framework
- Lessons Learned

5 Q & A

Attendees:

Tracy Strunk, Deputy Director



Agenda

Site Visit – Federal Railroad Administration

15 Nov 2016 – 3:30 PM - 5:00 PM

Location: 120 New Jersey Avenue SE, #W38-202 Washington, DC 20590

1 Introductions

2 Intermodal Passenger Transportation Connections in Palmdale - Context

Palmdale Station Area

3

- Station location and existing conditions
 - Station design considerations (ADA, CHSR design criteria, etc.)
 - Relevant regional/local plans
 - Existing zoning and local development regulations
 - Long-range planning/development/transportation goals/priorities
-

4 FRA's Station Area Planning for High-Speed and Intercity Rail (FRA)

5

Relevant Guidance/Best Practices (FRA)

- FTA Documents
 - Other's guidance/requirements (Amtrak, BART, WMATA, etc.)
-

6

Q & A and Discussion

Attendees:

Anthony Loui / FTA, Community Planner

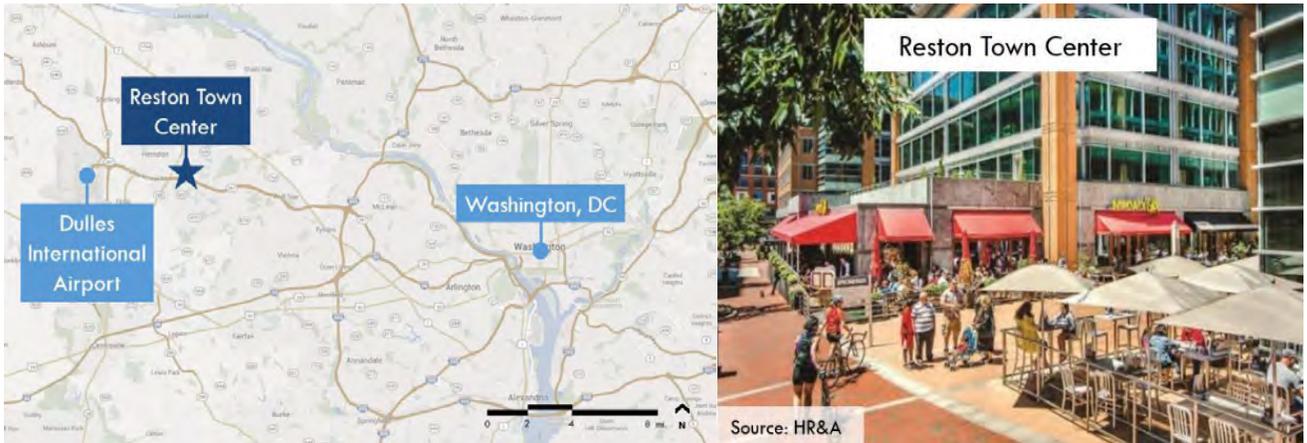
Lyle Leitelt / FRA, Office of Railroad Policy and Development (RPD), Southwest Regional Team Planner

Lynn Everett / FRA, Office of Railroad Policy and Development (RPD), Western Team Lead (Acting)

Richard Cogswell / FRA, Office of Railroad Policy and Development (RPD), Electronics Engineer

Trevor Gibson / FRA, Office of Railroad Policy and Development (RPD), Chief, Program Implementation Division

Reston Town Center Background Information



Reston Town Center is a major development in the Washington, D.C. suburb of Reston, Virginia, approximately 20 miles from the center of the District of Columbia. This development is credited with being an early attempt to create an urban place in an otherwise car-oriented suburban area, and did so successfully without any access to mass transportation. The Reston Town Center station on the Washington Metro Silver Line is expected to open in 2020.

Reston Town Center is a prime example of a master planned town center and as such provides notable lessons learned as far as the application of a coherent set of urban design principles is concerned. Another reason to visit Reston is the proactive engagement of private developers at an early stage in all decision making. This has resulted in a successful mix of uses within the town center that serves as a positive example for Palmdale.

In 1961, the National Capital Planning Commission (“NCPC”) passed the Year 2000 plan, which emphasized focusing development along nodes leading out of Washington, D.C. to preserve rural and low density land uses in other outlying areas. In 1962, landowner and real estate entrepreneur Robert E. Simon conceived a master plan for the new community of Reston based on the principles of the NCPC guidelines, with Reston being founded two years later in 1964. Reston Town Center was planned as a node to focus future growth and to provide residents with an escape from the “monotony of suburbia,” as well as emphasizing pedestrian movements and public space over automobile traffic.



By 2010, the City of Reston had grown to over 58,000 people, and today Reston Town Center has developed into the centerpiece for the community with a mix of residential, retail, office, hospitality, and public space uses. Public spaces at Reston Town Center include an approximately one acre park, a public plaza, and a band shell that doubles as an ice skating rink in winter months.

Reston Town Center contains approximately 2.8 million square feet of office space, 50 shops, 30 restaurants, 530 hotel rooms, and 1,584 residential units. Rapid expansion is underway, with 508 residential units and 25,000 square feet of retail planned for the last surface parking of the Reston Town Center, and a 276,000 square foot office tower has been approved adjoining that development. Fairfax County is currently planning to redevelop the 50-acre plot to the north of the existing development into approximately 500 residential units, 340,000 square feet of office space, and retail space.



Supportive Public Policies

- Flexible zoning was key to being able to implement the Reston Town Center project.
- Allowed denser development in strategic locations while providing flexibility where density could go.
- Reston Town Center was planned as a place for pedestrians, with an interconnected grid and public realm improvements that encourage walking over driving.
- Reston Town Center includes programming of public spaces that adds urban vitality.

Economic Development Lessons Learned

- Dense, mixed-use, and pedestrian-oriented environments are not only attractive places for people to enjoy, but also carry substantial real estate premiums.
- Like development around HSR stations, building new urban places from scratch requires strong and consistent vision and very long timeframes.
- Planning for development in the study recognizes changing parking and transportation conditions.
- Sustaining retail in an urban format requires a critical mass of population.
- Fostering programming in public spaces adds urban vitality by marketing the area and attracting visitors.



Combined Team Field Notes Boston Properties Meeting (Reston Town Center Development)

- Boston Properties is a Real Estate Investment Trust (REIT)
- Los Angeles Market is their number one target right now; they own Colorado Center in Santa Monica
- Reston Town Center TOD overview; sequence of events presented that took place to develop the project
- 50 years of planning
- In regards to future development and parking/land use configuration, there is awareness and potential concern of what impact autonomous cars will have
- Town Center is 50 acres and 2 million square feet of office space
- One percent vacancy rate, \$55 sq./ft. rental rates
- Employer draw – “attract, retain and maximize the productivity of world-class workforce”
- First level retail most important key to success – walkable amenities
- Be flexible with plans vs. market factors:
 - Don’t be rigid – hotel to residential high rise; set min and max for zoning plus types but remain flexible, flexible, flexible
 - Need to build critical mass to generate momentum – 1.4 million sq. ft.
 - Pedestrian zone cues
 - Festivals are a BIG part of success and sustainability
 - Two Reston road districts maintained by associations
 - Public art vs. art master plan – planning for events and art activities
 - Pedestrian experience is key
 - Need right partner
 - Might need to give land away to generate interest and serious commitment
 - City needs to be an active partner
 - 2% of population bike to work
 - 15,000 people live within ¼ mile
 - Parking is off site in garages
 - Reston includes low-income housing and shelter services (10 percent) with non-profit support and some job training, combined with interfaith center support
- Project developed prior to the arrival of commuter rail service
- How a City defines itself is very important; we are the future
- Reston defined itself as an urban mixed use project from the beginning
- Population approximately 60,000
- Built on the principal of a pedestrian first environment
- The major employers’ goal is to attract, retain and develop employees to maximize productivity of a world class workforce.
- The major employers pay more to be in the Reston City Center because of the amenities, this helps tremendously with attracting and retaining the best employees
- Need to have Palmdale’s defense contractors part of our Station/TOD planning efforts
- Account for the potential impacts of homelessness when developing the project



- Look to having a single owner with large carrying capacity as the master developer, identify developer that will build a relationship with the City long-term to implement vision
- The zoning does not place a cap on the maximum density of residential, the code is very flexible and densities are transferable
- Most development standards are negotiable
- The urban design includes physical cues to notify motorists that they are moving into pedestrian areas
- The City may want to seek out a development corporation (sponsor) that is strong (both capital, capacity and a strong will) enough to follow through as the master developer
- The City should consider assisting the developer. Success/large profits from the beginning will attract further development
- Establish an "Arts" master plan from the beginning
- The ultimate plan may need to have interim uses that will eventually go away at build out, surface parking becomes a strip center which eventually becomes high rise residential
- Palmdale needs to consider lowering its current parking requirements to adapt to changing trends, we want to get people out of their cars
- The public spaces and amenities such as the Fountain Square was built first as a catalyst to further development
- First level retail in a pedestrian friendly environment the key to success
- Communication and marketing programs were a key to the success of the project



Combined Team Field Notes

Fairfax County Meeting

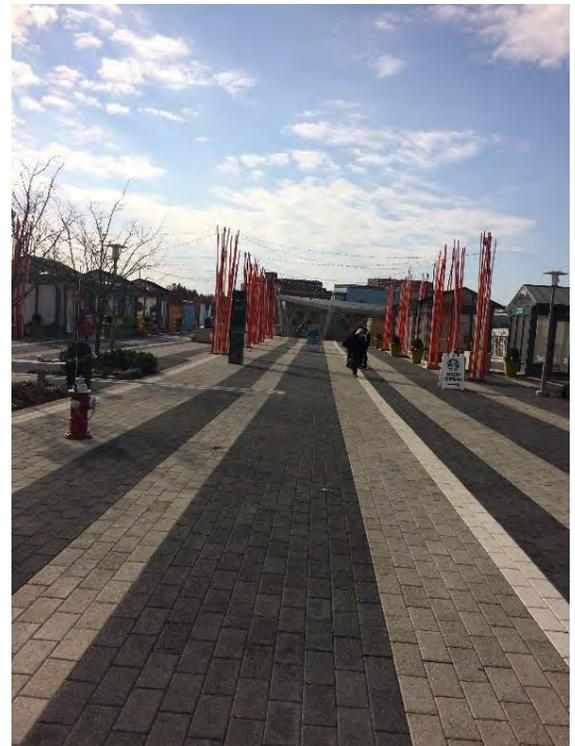
- Tysons' is economic engine of Fairfax County
- Discussed County perspective of TOD
- They used a form base/character based land use model in their TOD planning
- They wanted public streets as opposed to private, there was a concern that developers will not properly maintain the streets
- The State of Virginia provides street maintenance for this area
- County has several planned districts; Zoning flexibility is intentional
- Making town center a focal point of community is imperative for success
- Define areas that should stay as-is
- Reston project started as a public space
- People will drive 20 miles to Reston for the experience; ¼ mile walk for office, ½ mile for residential
- Think about something that can be done initially and be available for future development
- Plan for redevelopment; 7,000 acres for Reston, 1,800 acres for station area
- California is too regulated
- Use form base/character base land-use planning; PRC is tool to manage development
- Develop a strong vision and strong desire to make one successful process
- The Reston Land Corporation (a full subsidiary of Mobil Corporation) served as a consistent entity over the course of Reston's development. The resulting consistency was very important for the success of the development since it enabled the development of a consistent vision and a consistent follow through with residents and community members to assure continued support of the vision.
- Vision is very detailed:
 - Density
 - Streetscape
 - Circulation
- Recommend to hold public meetings and have developers come in
- Three stations in Reston, each have different character
- Parking ratio's biggest issue for design and future (2-1), private streets another issue
- Huge amount of planning effort required post initial zoning
- Job opportunities are concentrated along the toll road
- Pedestrian oriented and place making is a key ingredient to success

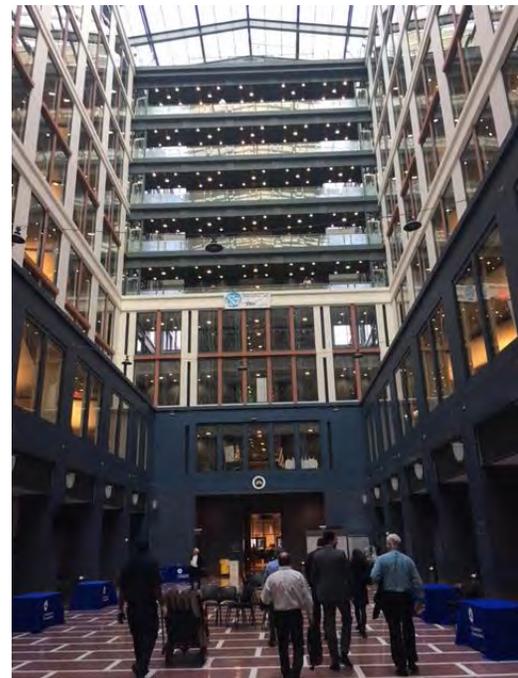


Combined Team Field Notes Federal Railroad Administration Meeting

- FRA goal is to look beyond the station to create livable communities
- Define future versus current needs?
- Two-fold emphasis for planning:
 - What infrastructure is needed?
 - What new place needs to be created?
- Palmdale encouraged to take a lead role in the station area planning and exercise a level of control in the future rail service to Palmdale
- Representatives of FRA pointed out potential additional funding sources for the project. These might include funding of \$3.4 Billion through a Federal Capital Grants program to CHSRA
- Station plan for CHSRA does not currently consider XpressWest connection
- Is XpressWest station model relevant for Palmdale and/or consistent with CHSRA plans?
- Need to focus on zoning and branding
- Recommended that the City look at the Dallas Texas light rail project as a good example of a successful rail project and Chicago Master Plan effort
- Very good case study for Palmdale
- LRT/BRT connections
- Fullerton and ARTIC are also good case studies; partially funded through FTA's Capital Investment Grants - 5309
- City needs to take a strong leadership role in regards to agency coordination
- Some agencies have narrow and limited focus
- Recommended we establish a quantifiable vision plan that can be used to demonstrate the economic advantages of the station area development, with and without XpressWest
- Determine our vision of what we want the Palmdale station to look like and provide an economic model of benefits to what happens if the City vision is followed and a model if only the CHSRA model is followed
- City must be a leader for the project; take a strong leadership role in regards to agency coordination
- Need to document how the value of the project is related to the investment that it would cost to implement
- HSR limited to scope of rail, station areas are what drive property value
- Planning effort should think "big"; recognize all opportunities
- Recommend we keep the lines of communication open with FRA with regular visits and meetings. We were informed of the FRA Regional office in San Francisco and we were offered the services of Eric Eidland who is their station area planning expert
- Need to get Antelope Valley Transit Authority more involved
- Recommended for Palmdale to attend all the CHSRA Board meetings to continue to push agenda and vision

Reston Town Center / FRA Meeting







Wednesday November 16th

12:00pm	Travel to Union Station Group lunch
2:00pm	Amtrak John McHugh, VP of Government Affairs Washington Union Station Great Hall (next to Thunder Grill Restaurant) 202-236-1262



Agenda

Site Visit – Washington Union Station

16 Nov 2016 – 2:00 PM - 3:30 PM

Location: Washington Union Station Great Hall

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- 1 Introductions

 - 2 Tour of Washington Union Station
 - Station back of the house

 - 3 Q&A

Attendees:

Joe McHugh, VP Government Affairs, Amtrak

Additional Attendees-TBD

Washington D.C. Union Station and Surrounding Area Background Info



Washington D.C. Union Station is one of the pre-eminent passenger rail facilities in the world, and a national landmark. Union Station is a regional, multi-modal transportation and commercial center as well as an important historic treasure in the nation's capital. Today, with renewed growth in rail travel, it has emerged as one of the nation's busiest transportation hubs and a

model for multimodal transportation centers across the country. The station is the second busiest in the Amtrak system, hosting 100,000 passenger trips per day. Eight Amtrak long distance and regional train lines serve the station, in addition to Amtrak's Acela Express and Northeast Corridor routes, MARC and Virginia Railway Express (VRE) services, the Metrorail's Red Line, local, region, tour, and intercity bus lines, and two bicycle facilities. Streetcar service is soon to arrive, with a new line currently being constructed that will connect the station with surrounding neighborhoods.

Located in a vibrant business district and a retail and tourist destination, Union Station is considered an engine for sustainable economic growth, and its ability to expand and thrive is essential to continued regional vitality. While Union Station has served the region well for over 100 years, it is now operating beyond its capacity, especially during rush hours and peak travel periods.

The station is currently undergoing significant redevelopment, which when complete, will ultimately re-establish the station as a multi-modal transportation hub and economic development center point. Activity at this station will provide another opportunity for the group to learn about re-development, process and protocol as it pertains to station development. Amtrak and other stakeholders, including Union Station Redevelopment Corporation (USRC), United States Department of Transportation (USDOT), Maryland Transit Administration (MTA), Virginia Department of Rail and Public Transportation (VDRPT) and the Washington Metropolitan Area Transit Authority (WMATA), among others, engaged in a collaborative planning process and created a master plan that addresses existing deficiencies and provides for future growth. The Washington Union Station Master Plan creates a framework for capital investment and is being implemented through a phased construction that can be accomplished incrementally over the next 20 years.

Separate from the Station Expansion master plan project, Akridge, a private developer who purchased the air-rights above the rail yard from the U.S. General Services Administration in 2006 is proposing a three million square foot mixed-use development of office, residential, hotel and retail, known as Burnham Place. The Burnham Place development project, which is separate from the Station Expansion project, will create a new neighborhood center behind Union Station, and a top the railyard, that will better connect it to the surrounding communities of NoMa, H Street, and Capitol Hill.

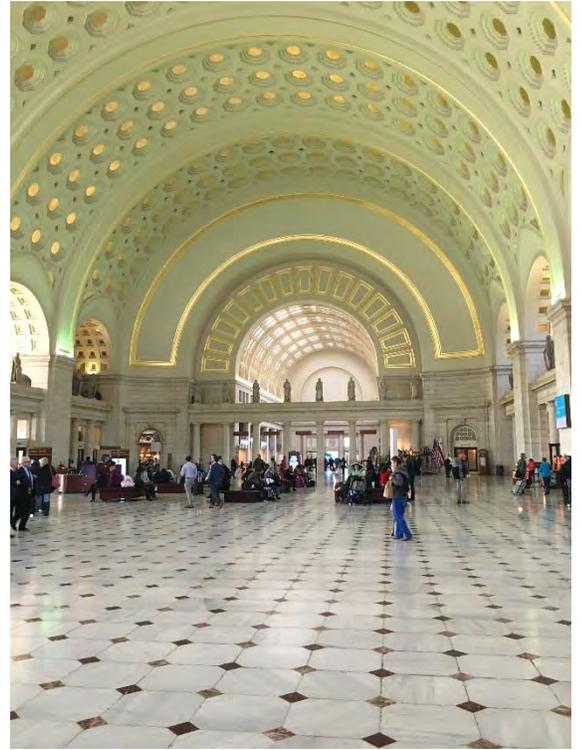


Combined Team Field Notes

Walking Tour of Washington Union Station

- Extensive and informative tour of the Station and Amtrak trains
- The main portion of the historic station had undergone a complete renovation and was beautiful:
 - Very large and impressive renovation just completed
 - Opulent and beautiful but too big for Palmdale scale
 - Very significant history and story backdrop makes it more appealing
 - Multi layered facility that has significant mode connections and volumes of people utilizing
 - Good signage
- The back side and main infrastructure was old and deteriorating
- Ongoing maintenance is a critical issue
- Buses added later – works for now but station is severely impacted, reaching capacity soon
- Lesson learned - make sure you plan it right the first time as best you can for all modes
- CEQA and regulatory process in California are major hurdles
- Amtrak has 500 police officers that patrol the station
- Amtrak owns the passenger concourse and some of the air rights above the track
- Food Court is on a 99-year lease from the Department of Transportation
- DC Streetcar recently started to serve Union Station
- We did not tour Streetcar system due to late hour and inclement weather
- Multi-modes very spread out; Gray Line, Greyhound, DC Streetcar, and tour buses far from station entrance
- Station is surrounded by walkable districts

Washington D.C. Union Station





Thursday November 17th

8:15am Depart United Airlines Flight 403

10:22am Arrive Denver International Airport
Travel to Westin Denver International Airport

2:00pm Denver International Airport Program Office
Stuart Williams, Sr. Vice President Special Programs
24735 E. 75th Avenue
Denver, CO 80249
720-840-5292
Stuart.williams@flydenver.com



Agenda

Site Visit – DIA

17 Nov 2016 – 2:00 PM - 4:00 PM

Location: Program Office 24735 E. 75th Avenue, Denver, CO 80249 / Press Room; Level 6 of the main terminal at Denver International Airport

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- 1 Introductions

 - 2 Aerotropolis Development

 - 3 Collaboration with a prominent tech company (Panasonic)

 - 4 Role DIA in fostering development

 - 5 Role of University of Colorado A-Line

 - 7 Q&A
-

Attendees:

Stuart Williams, Sr. Vice President, Special Programs, Denver International Airport

Additional Attendees-TBD

Denver International Airport Background Information



Denver International Airport (DIA), which opened in February 1995, is the largest airfield of any U.S. airport, encompassing 53 square miles located approximately twenty-four miles' northeast of Denver's central business district. DIA was designed to incorporate the latest technology and safety and is the fifth busiest airport nationwide.

The City of Denver initiated the South Terminal Redevelopment Program (STRP) to improve services at DIA and aims to reinvent the way DIA connects to the City, providing travelers a swifter gateway to downtown Denver, while turning the airport into a travel destination.

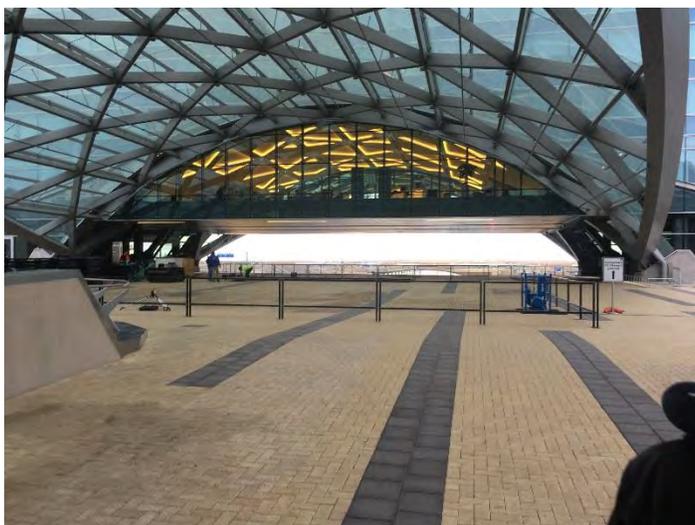
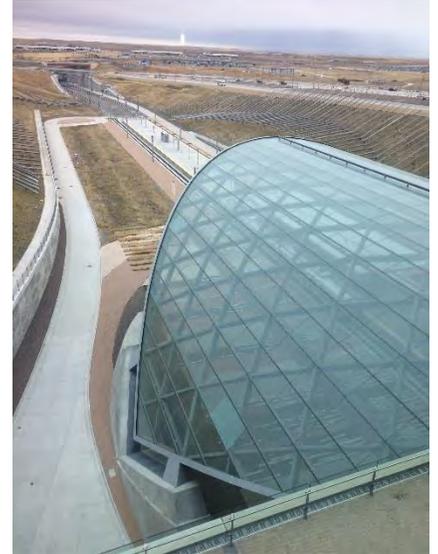
STRP is the realization of DIA's original 1989 master plan, and it includes three key elements: an 82,000 square-foot, open-air plaza; a 433,000 square-foot Westin hotel and conference center, and a public transit center that will connect the RTD FasTracks commuter rail and busses to the airport. The three STRP program elements composed a single, integrated project that abutted DIA's Jeppesen Terminal, completed in 2015 and RTD's new commuter rail opened service in April 2016.



Combined Team Field Notes Denver International Airport Meeting

- The DIA has multilevel transportation modes; top notch
- Amazed at the ease of moving from the airport to ground transportation and commuter rail
- Good signage, décor, scale and amenities
- Architecture is modern and progressive in its scale and scope. Use of fabric ceiling to reduce cost of project is successful
- The full integration of transportation services with hotel, retail and restaurant/entertainment venues; eliminates weather issue
- Iconic structural design lends itself to it being a destination station by itself
- Use of public art that moves with wind and seasonal elements adds to the experience
- Armed security visible at station
- Station itself and area surrounding it is very clean and well maintained
- Private vendors for all P3 projects managed by retail vendor under a 99-year lease
- Tenants doing well and happy; rent and prices about 10-20 percent above market
- Panasonic ended up being anchor tenant for DIA; need that anchor tenant
- Panasonic given tax credit to move to Denver
- There were many disagreements between DIA and RTD
- Airport is funded through Federal money; FAA controls it, limits development opportunities
- Public agency taking risk is not necessarily a bad thing
- Creating finance district one way to fund infrastructure
- Personal relationships matter
- Have clear agreements with partners going into developments
- Station design needs to provide for seamless connection of all modes of transportation
- Elevate issues as soon as possible
- Important action was to cut through red tape and take action
- Plaza is 82,000 sq.ft.

Denver International Airport





Friday November 18th

- 8:00am Take A-Line Train into Downtown Denver Union Station
- 9:00am Continuum Partners
Frank Cannon
Meet in lobby of Union Station, in front of Pig Train Coffee
Office 702-946-4657
Cell 702-916-0852
- 3:00pm Regional Transportation District
William Sirois, Sr. Manager, Transit Oriented Communities
1560 Broadway
Denver, CO 80202
Office 303-299-2417
Cell 303-588-6404
William.Sirois@RTD-denver.com
- 7:00pm Take the A-Line Train back to DIA and return to hotel



Agenda

Site Visit – Denver Union Station

18 Nov 2016 – 9:00AM - 10:30 AM

Location: Denver Union Station Lobby (meet in front of Pig Train Coffee)

1 Introductions

Denver Union Station Tour

- Collaboration with RTD and City
 - Importance on incentives and supporting policies
- #### 2
- Importance of Transit
 - Impacts from current development climate
 - Role of local government and existing Regulatory Framework

3 Q&A

Attendees:

Frank Cannon, Continuum Partners, LLC



Agenda

Site Visit – RTD

18 Nov 2016 – 3:00PM - 4:30 PM

Location: 1560 Broadway Denver, CO 80202

1 Introductions

Denver Union Station

- RTD collaboration with City and County of Denver
- Lessons learned of RTD experience in integrating a new transit mode (commuter rail)

2

- RTD role with local jurisdictions on TOD planning and implementation impacts from transit supporting policies on funding
- TOD role in funding transit infrastructure at Union Station, Olde Town Arvada and along the new SE Corridor extension

3 Q&A

Attendees:

Greg Straight, EAGLE Project Director

Bill Sirois, Sr. Manager, Transit Oriented Communities, Regional Transportation District

Denver Union Station and Surrounding Area Background Information



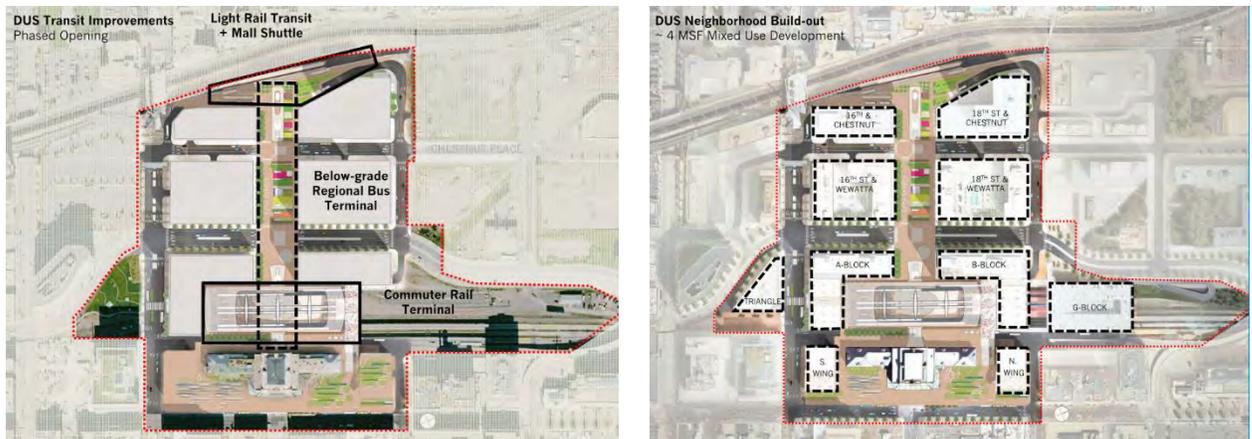
Denver Union Station has seen resurgence in downtown development because of a revitalization of the Union Station location as a multi-modal transportation hub serving existing LRT and new CRT lines. This site was selected as a case study to learn how multi-model station investments can be effectively leveraged to catalyze a vibrant mixed-use district in its vicinity, with a focus on financial strategies and governance structure in the United States context. Union Station is the gateway to downtown Denver. It is located at 17th and Wynkoop Streets in the present-day LoDo district and includes the historic terminal building, a train shed canopy, a 22-gate underground bus facility, and light rail station. The new University of Colorado A Line, which is 23 miles long and opened on April 22, 2016. The line provides connections between Union Station and Denver International Airport.

The 127-acre Union Station district consists of three areas that are a mix of public and private ownership: Union Station Redevelopment (43-acre transit district that includes Union Station); the Commons (58-acre planned unit development); and Commons Park (26-acre open space amenity). Under the Downtown Area Plan in the 1980s, the City and County of Denver consolidated the railyard land under single-owner control, creating a highly desirable development parcel and facilitating 30 years of transformative development. This project was driven by the public sector's focus on the need for regional public transportation, with funding and political support for transit investment coming from the Metropolitan Mayors Caucus.



Union Station initially just contained regional Amtrak rail lines; redevelopment and station improvements have added light rail, commuter rail, and bus connections, creating a large multimodal hub in Denver. The robust development around the station has been a major success for the region, and Denver has created an entirely new urban neighborhood on once underutilized property.

The development around the station commands significant office premiums. According to CoStar, office rents located within a half mile of Denver Union Station are 18 percent higher than in the Denver Central Business District CoStar submarket, and approximately 32 percent higher than the City of Denver as a whole.



Supportive Public Policies

- Denver Union Station is a public-private partnership with a jointly funded Intergovernmental Agreement among the Regional Transportation District (RTD), the City and County of Denver, the Colorado Department of Transportation and the Denver Regional Council of Governments.
- A combination of federal grants, loans, and value capture strategies paid for the Union station and surrounding area infrastructure projects.
- The Commons development is a private redevelopment with public contributions.
- Outside of the immediate Denver Union Station area, the City also prioritized investment in connectivity, the public realm, and open space to establish links with the surrounding neighborhoods.

Economic Development Lessons Learned

- Denver leveraged its transit investment for larger development planning in the surrounding area.
- Public-private investment was critical for creating destination grade amenities.
- Supportive planning and zoning policies aided in this redevelopment, intentionally having the station area development as a continuation of the rest of the LoDo neighborhood of Denver.
- Denver consolidated railyard space to create highly desirable development parcels under single-owner control.



Combined Team Field Notes Continuum Partners (Union Station and Surrounding Area Tour)

- Travel via commuter rail to downtown Denver Union Station was very convenient
- The Denver Union Station was picturesque; received a complete history of the redevelopment of the Union Station transit hub
- Station notes:
 - Scale and quality seem very appropriate to what Palmdale would need
 - Retail works with or without train, train serves as amplifier
 - Lots of sitting space inside
 - Very festive decorations for the season makes it a welcoming place to spend time
 - Lack of restrooms could be a problem as new lines and ridership expands
 - Building was rehabilitated
 - Site was previously a problematic area with lots of blight and homelessness
- Planning started long ago; revitalization takes many years and plans to revitalize the area have been in play for nearly 30 years
- Successful relationship between developer and City is key to the success of the project
- Land-use plan changed numerous times
- Plan developed in 2004 for redevelopment of Union Station after an initial “Guide the Ride” ballot measure failed to succeed
- CO DOT, COG, City bought Union Station (19.5 acres; rails and parking lot)
- Formed executive oversight committee (96 members) to master plan station and surrounding area; not a good idea
- Developed three-year land use vision plan and two elements of entitlements
- Logistics/implementation plan wasn’t well thought out; plan unrealistic on cost and phasing
- Needed alternatives; issued RFP to master developers in 2005
- East/West solutions selected
- Should include in the developer agreement:
 - Robust community outreach
 - Public Relations work
 - Marketing component
- Areas split up and developed separately
- Environmental process - split transportation from commercial/residential projects to mitigate risk
- In addition to TOD, civic improvements were also important
- Strong relationship existed between developer and agencies; plenty of disagreements but issues were resolved
- Uses within the station are heavily commercialized but represent something that could work
- Mid 1980’s everything was rail yard from station west to the river:
 - All connecting streets were via ducts
 - No street life, homelessness was a problem
 - With local and federal dollars City was able to consolidate tracks and reclaim the river



- Union Pacific, Southern Pacific owned station area
- Sold to E/W Partners to build residential along river

- Environmental mitigation needed to deal with brownfields
- RRIF and TIF loans were used as funding sources
- Tax created increment financing to shore up the gap
- The financing schemes that worked in Denver would not work in California
- The downtown Denver market exploded with TOD; impressive results
- Downtown area booming – a lot of construction activity
- Don't make bus travel feel inferior to train travel
- The transformation that has occurred in the past 10 years has been amazing
- Rail lines were consolidated, a commuter rail network was established, the station was completely renovated, hotels were constructed and millions of square feet of office commercial, retail and residential were and continue to be constructed
- As in Reston, redevelopment through tax increment financing and minimal environmental review was one of the key factors in the success of the project
- Another key to the success was the ease of access to multiple modes of transportation including, bicycles, light rail, free shuttle service through the downtown area, commuter rail and Amtrak
- All the transportation systems provided excellent interconnectivity

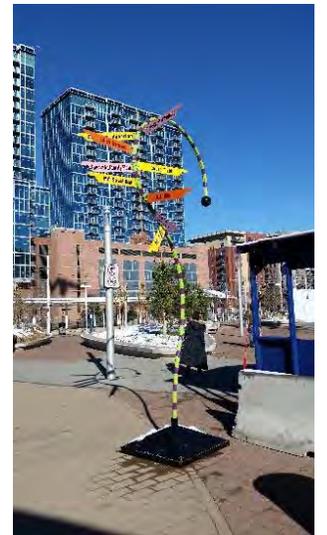
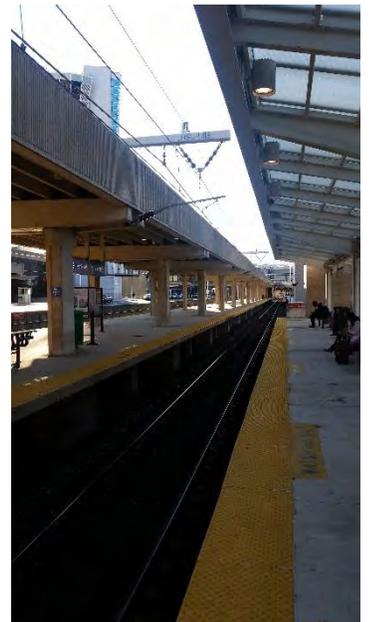


Combined Team Field Notes Denver Regional Transportation District

- As we heard from FTA and FRA, the RTD officials said it is much better when the City takes a leadership role in the station area plan
- City will need to identify or offer financing structures that provide development incentives
- Initial public investment in areas adjacent to transit stations is critical success of transit oriented development
- CDOT and CROG also involved with facility
- The public face of the development creates the visual impression for the City
- RTD's FasTracks program raised the taxes that paid for the commuter rail; seven stops from downtown Denver to DIA
- Mentioned Arvada and Westminster as good examples of station area plans that are similar scale to Palmdale
- Network in downtown still relies largely on buses
- Commuter rail new to system
- How to improve relationships:
 - Personal relationships key
 - Talk problems out
 - Large meetings are not productive
 - Find common goals
 - City investment money provided more design input for the City
 - Elevate issue sooner rather than later

Denver Union Station and Downtown Denver







Saturday November 19th

- 10:05am Depart United Airlines Flight 781
- 11:41am Arrive Los Angeles International Airport