

2015 RUDY BRUNER AWARD APPLICATION

DENVER UNION STATION

DENVER, COLORADO

UNION STATION NEIGHBORHOOD COMPANY



PROJECT DATA

Please answer questions in space provided. If possible, answers to all questions should be typed or written directly on the forms. If the forms are not used and answers are typed on a separate page, each answer must be preceded by the question to which it responds, and the length of each answer should be limited to the area provided on the original form.

Project Name **Denver Union Station** Location City **Denver** State **CO**

Owner **Regional Transportation District (Denver, Colorado). Master Developers are Union Station Neighborhood Company**

Project Use(s) **Public transportation hub as well as retail and real estate development**

Project Size **19.5 acres** Total Development Cost **\$488 million**

Annual Operating Budget (if appropriate) **n/a**

Date Initiated **First master plan - 2004; Master plan supplement approved in 2008** Percent Completed by December 1, 2014 **Transit Hub 100%**

Project Completion Date (if appropriate) **TBD remaining real estate development** Project Website (if appropriate) **www.unionstationdenver.com**

Attach, if you wish, a list of relevant project dates

Application submitted by:

Name **Alana Watkins** Title **President**

Organization **VOCA Public Relations (agency of record for Union Station Neighborhood Company)**

Address **1509 York Street Suite 204** City/State/Zip **Denver, CO 80206**

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Perspective Sheets:

Organization	Name	E-mail
Public Agencies Regional Transportation Distribut	Marla Lein	Marla.Lien@rtd-denver.com
Architect/Designer Skidmore Owings & Merrill	Marilyn Taylor	mjtaylor@design.upenn.edu
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Professional Consultant Kaplan Kirsch & Rockwell LLP	Steve Kaplan	skaplan@kaplankirsch.com
Community Group Denver Union Station Project Authority	Elbra Wedgeworth	elbra.wedgeworth@dhha.org

Other

Please indicate how you learned of the Rudy Bruner Award for Urban Excellence. (Check all that apply).

- Direct Mailing Direct Email Previous Selection Committee member Other (please specify) _____
 Online Notice Previous RBA entrant Professional Organization
 Social Media Bruner/Loeb Forum

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Signature Alana Watkins Date **12/9/2014**

PROJECT AT-A-GLANCE

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This sheet, the Project Data sheet, and the representative photo will be sent to the Committee in advance as the *Project Overview*.

Project Name Denver Union Station
Address 17th & Wynkoop Streets City/State/ZIP Denver, Colorado

1. Give a brief overview of the project. Approximately 500 words.

For nearly 150 years, Union Station sat perched on its proprietary block of Wynkoop in downtown Denver, greeting visitors, ferrying locals and serving as an icon amidst a constantly changing downtown skyline. It survived a devastating fire, multiple floods and witnessed as our dependency on rail travel took a back seat to cars and planes. But long it has stood, homage to the bustling rail system that once was and then as a beacon for what was about to come...

The redevelopment of Denver's Union Station turned a former rail yard into a main station, consolidating all methods of transit in one place, including bicycles, taxis, pedicabs, motor vehicles, a 16th street shuttle, an 18th street circulator, regional buses, intercity buses and light rail. At the core is the historic, renovated Union Station. And surrounding the transportation hub is 19.5 acres of commercial and residential development that will fuel the neighborhood for years to come.

As part of Denver's transportation makeover, the Regional Transportation District's FasTracks program will extend rail service over the next 10 years to suburbs in the north and south, east to Denver International Airport and west to Golden. This multi-billion dollar transit expansion includes 21,000 new parking spaces, 122 miles of rail and 18 miles of bus rapid transit—all of which will connect at Union Station, making it easier than ever to park, ride and move around Denver. Plus, it's a proactive plan with a vision toward the future. These additions will accommodate the projected population growth over the next 20 years, creating an operational, efficient and easy transportation option for our generations and those to come.

There is no more active development site in the United States than Denver's Union Station neighborhood. Today, 13 buildings are in various stages of construction, totaling over 4,000,000 square feet. The Union Station development provides downtown Denver with nearly two million square feet of office and commercial space; 266,500 square feet of retail; 1,500 apartments, including affordable housing; 400 hotel rooms; and 10 acres of public space including Wynkoop Plaza, 17th Street Linear garden, light rail plaza, and more. All of this equates to an estimated \$3.8 billion in total economic impact for both the public infrastructure and the private development as well as an ongoing economic impact of \$2.9 billion.

Due to the redevelopment of Union Station, mobility, accessibility and walkability in Denver has changed forever and Denver has become THE model for walkable urbanism in non-coastal parts of the country.

2. Why does the project merit the *Rudy Bruner Award for Urban Excellence*? (You may wish to consider such factors as: effect on the urban environment; innovative or unique approaches to any aspect of project development; new and creative approaches to urban issues; design quality.) Approximately 500 words.

Denver's Union Station is a prime example of a successful public/private partnership. The Regional Transportation District, City and County of Denver, Denver Union Station Project Authority, Colorado Department of Transportation, Denver Regional Council of Governments, Union Station Neighborhood Company and the Union Station Alliance all played a role in redeveloping the Union Station project and creating one of the hottest neighborhoods in the region.

Walkable urban development is a huge trend in the U.S. and the world right now and Denver's Union Station converges nine types of pedestrian traffic. The new RTD rail system will consist of over 120 miles of track and over 70 park-n-ride lots. All of the rail lines, including Commuter, Light Rail and Amtrak, stop at Union Station, providing one central location for riders to make transfers, shop, dine and connect. In addition, the regional bus system now has a pristine, new hub—underneath 17th Street between the historic Union Station and the Light Rail Plaza -- which accommodates 22 bus bays and features an underground, enclosed passenger concourse. Additionally, Union Station will feature downtown Denver's first commuter bike station, offerings lockers and bike racks for day use as well as memberships for daily commuters.

In addition to being an example of successful public/private partnership and walkable urban development, Denver's Union Station is also green. By integrating sustainable design, construction and operation Union Station is setting a new standard in sustainable urban redevelopment. Some of the major steps being taken with the project include: promoting transportation alternatives; advancing sustainable urban design; integrating sustainable building techniques; minimizing footprint through best design, construction and operational practices; using renewable energy sources wherever possible; promoting excellent indoor and outdoor air quality throughout the development; monitoring consumption of water in all aspects of development; utilizing innovation on-site storm water management techniques to reduce flood risk and improve water quality; and adapting best practices as they change with improvements in technology and design standards.

Finally, The Union Station Neighborhood is an exciting yet immense undertaking, one that requires extraordinary experience, skill, resources and vision. The master planners of the project - Union Station Neighborhood Company - has all of this plus an unequalled commitment to the neighborhood as they've been involved with its revitalization for nearly two decades. The combined expertise of East West Partners and Continuum Partners (50/50 partners in Union Station Neighborhood Company) in commercial and residential development, public/private projects, mixed-use projects, and great public spaces lets them go beyond building buildings to crafting the entire experience of a place, which they have done with Denver's Union Station.

PROJECT DESCRIPTION

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1. Describe the underlying values and goals of the project. What, if any, significant trade-offs were required to implement the project? Approximately 500 words.

Union Station was the heartbeat of the Denver region as it grew from a frontier town to the Mile High City. But it had fallen into disrepair and our area's increasing reliance on cars made it irrelevant. The core values and over-arching goal of this project was to return rail and public transportation to its proper importance, revitalize a neighborhood that had become a no man's land, and, ultimately make Union Station the centerpiece of our region once again.

For the last ten years the Union Station Neighborhood Company and its affiliates have been planning, prepping and preparing for the complete revitalization of Union Station. The goal of the Master Plan was to do more than restore the old station to its former glory. The goal was to transform the old terminal into an example for transit systems worldwide while celebrating its rich heritage as the gateway and former lifeline of downtown Denver.

When the Denver Union Station Project Team was developed in 2002, its goal was to create a Master Plan and prepare an Environmental Impact Statement (EIS) for Union Station. At this time, civic leaders began to explore how Union Station might help solve Denver's problem with traffic, parking and pollution through the creation of one, central, multimodal depot. Union Station Neighborhood Company was ultimately chosen as the master developers of the project because their proposal for redevelopment was achievable and on budget, with a vision of creating a public and private partnership that would become a benchmark in the industry. As part of the master plan - and in demonstrating their commitment to the project, the neighborhood and to Denver itself - Union Station Neighborhood Company made a significant financial commitment to the project with land sales totaling \$38.45 million for six parcels to be developed within the project's 19.5 acres.

In addition, to ensure the new neighborhood aligned with the vision put forth and exceeded community expectations, Union Station Neighborhood Company assembled a fully integrated design and construction team with the right people, skills and resources to meet the challenge of delivering the nearly \$500 million Denver Union Station infrastructure project.

In the redevelopment of Denver Union Station, one major compromise was made: in the early stages of development, it was the intention that 18th Street run through the project at grade. The perceived value being that cars could be brought into the neighborhood more easily. However, this requirement created difficulties for the design of the trail hall for northbound trains, requiring that it go underground, which posed major negatives: underground spaces for trains are unattractive; the activity of the station would be driven away from the retail at the street level; and, the trains would have difficulty getting in and out of the station. Keeping the northbound trains at grade, and bringing only pedestrians over the tracks at 18th Street, which forced cars down 16th Street, allowed for cost savings, improved programming, and a significant architectural opportunity, which is today, now that it is a complete, a signature design element of the project.

2. Briefly describe the project's urban context. How has the project impacted the local community? Who does the project serve?

How many people are served by the project? Approximately 500 words.

Denver Union Station is a transformative project for downtown Denver. Not only has the redevelopment create a bustling, lively neighborhood where there wasn't one, it has created a neighborhood that is a model for the region, the country, and even the world. Union Station was designed to be for everyone: families, millennials, the workforce, pedestrians, commuters and tourists alike.

The project also embraces adjacent neighborhoods, with bridges and passageways (and transit!) to other areas that offer unique Denver lifestyles and attributes including Highlands, LoDo, the financial district, etc.

The combination of transit elements serves everyone - from drivers to cyclists to pedestrians to rail commuters. The transit system is designed for the future as well. The additions to the transportation system will accommodate the projected population growth over the next 20 years, creating an operational, efficient and easy transportation option for our generations and those to come.

In addition, East West Partners, as part of their development at Union Station, worked closely with the City of Denver to bring an affordable housing development to Union Station, which is now under construction. With half billion dollars in public investment in transit and a half billion dollars of private investment, it was important to all involved that a diversity of incomes be able to access the amenities and this new neighborhood offers.

Finally, it has been estimated that the redevelopment of Union Station equates to an estimated \$3.8 billion in total economic impact for both the public infrastructure and the private development as well as an ongoing economic impact of \$2.9 billion. Numbers like this have the ability to change the City of Denver and the State of Colorado.

PROJECT DESCRIPTION (CONT'D)

3. Describe the key elements of the development process, including community participation where appropriate. Approximately 400 words.

In 2001, the Regional Transportation District acquired the Denver Union Station site in cooperation with the City & County of Denver, Colorado Department Of Transportation and Denver Regional Council Of Governments to extend its successful Light Rail transit and 16th Street Mall Shuttle to Union Station. Civic leaders began to explore how Union Station might help solve Denver's problem with traffic, parking and pollution through the creation of one central, multi-modal depot. In 2004, Denver voters approved FasTracks: 122 miles of new commuter rail and light rail lines and 18 miles of bus rapid transit, radiating out from one central, downtown hub: Denver Union Station. In 2006, the Partner Agencies announced the selection of Union Station Neighborhood Company (USNC) as the Master Developer and USNC began work to create a master plan that was elegant, achievable and on budget, creating a public and private partnership that has become a benchmark in the industry. As part of the master plan, USNC made a significant financial commitment to the project with land sales totaling \$40.8 million for six parcels. In 2008, the U.S. became immersed in the worst recession since the Great Depression, yet USNC kept the Union Station redevelopment project moving forward, on-time and on-budget. In 2009, USNC gained approval on DUS Design Standards & Guidelines and the DUS General Development Plan Approval and this became the official and final Master Plan for the redevelopment of Denver Union Station. In 2010, the Federal Transportation Authority announced \$304 million in loans to renovate Denver Union Station as proposed in the financing plan as well as \$120 million in grants for the three FasTracks rail corridors. In 2011, Phase One of the redevelopment opened, which included the Light Rail Station and Plaza and streets/infrastructure west of Wewatta and Phase 2 construction began. In 2012, redevelopment of the Historic Building at Union Station began. In 2014, Amtrak moved back into Union Station; North and South Wing parcel buildings opened; the bus facility opened; and all bus operations, including a new downtown circulator, moved from their previous home at Market Street Station to Union Station; and Historic Building at Union Station reopened. Today, in December 2014, there is no more active development site in the United States than Denver's Union Station neighborhood with 13 buildings in various stages of construction, totaling over 4,000,000 square feet. Hundreds of community meetings were held throughout the Denver community, from 2001 until the final plans for the Historic Building were determined, to ensure Union Station was meeting the needs of the community it was being built to serve.

4. Describe the financing of the project. Please include all funding sources and square foot costs where applicable. Approximately 400 words.

Uses: Light Rail Station & Tracks: \$56.9 million; Passenger Rail & Tracks \$145.2 million; Regional Bus Station & Bus Lanes: \$219 million; Streets & Public Spaces: \$40 million; Historic Building Renovation \$17 million; Miscellaneous: \$9.9 million. Total cost: \$488 million. Sources: Initially, the intention was to finance the development of the station through tax-exempt bonds. However, the 2008 recession created challenges for the project as there was no bond market. The team had identified \$187.3 million in cash in the form of grants and direct sources. Each of the sources introduced new partners to the project.

Partner: FHWA - Source: PNRS - Amount: \$45.3 million
Partner: FTA - Source: 5309 - Amount: \$9.5 million
Partner: CDOT - Source: SB-1 - Amount: \$17.4 million
Partner: CDOT - Source: FASTER Grants - Amount: \$4 million
Partner: DRCOG - Source: TIP Funds - Amount: \$2.5 million
Partner: DRCOG - Source: ARRA Grants (stimulus) - Amount: \$18.6 million
Partner: RTD - Source: ARRA Grants (stimulus) - Amount: \$9.8 million
Partner: RTD - Source: FasTracks Contribution - Amount: \$40.8 million
Partner: Developer - Source: Land sales - Amount: \$40.8 million
Partner: CPV District - Source: Bond funds - Amount: \$1 million

The team then had to find the balance of \$300M Two federal loan programs were identified – Transportation Infrastructure Finance and Innovation Act loans and Railroad Rehabilitation and Improvement Finance loans, which had never been used together. A loan of \$145M was obtained through TIFIA and \$155M was obtained through RRIF. For repayment, RTD provided \$165M which was annuitized at 5.65% and The Downtown Denver Development Authority was created to encumber with new taxes approximately 40 acres of new development to serve as the second source of repayment. Finally, the City and County of Denver provided a moral obligation backstop against repayment shortfalls up to \$8M per year.

5. Is the project unique and/or does it address significant urban issues? Is the model adaptable to other urban settings? Approximately 400 words.

Denver Union Station is a unique project that brings together many different transportation modes, along with new private development, to create a bustling, new urban center and multimodal transportation hub. Denver Union Station is the new heartbeat of activity in the city and the centerpiece of a new age of connectivity in the region. Denver Union Station has already become a model for urban revitalization as well as walkable urban development. Creating vibrant, dense, livable urban neighborhoods along transit routes is seen as a powerful way to draw young workers and businesses to cities and towns and strengthen overall economic development. This is illustrated by Denver's recent rise to top of the list of destinations for millennials, according to the Brookings Institution, and the more than \$1 billion in private sector development taking place around Union Station. Union Station has, essentially, reshaped Denver. Mobility, accessibility and walkability have become a priority in a city that has traditionally suffered immense traffic and parking issues, and a successful public/private partnership model has been established for cities across the nation.

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This sheet is to be filled out by a professional who worked as a consultant on the project, providing design, planning, legal, or other services. Copies may be given to other professionals if desired.

Name	Stephen H. Kaplan	Title	Partner
Organization	Kaplan Kirsch & Rockwell LL{	Telephone	(303) 825-7000
Address	1675 Broadway, Suite 2300	City/State/ZIP	Denver, Colorado 80202
Fax	(303) 825-7005	E-mail	SKaplan@kaplankirsch.com

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Signature		Date	12/4/14
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1. What role did you or your organization play in the development of this project? Approximately 400 words.

Our law firm has represented Continuum/East West Partners (later Union Station Neighborhood Company "USNC") from the beginning of the RFP process in 2005. We worked on many particular parts of the process and project, including planning, public finance, real estate, coordination with the Regional Transportation District ("RTD") and the City and County of Denver ("Denver"), and the United States Department of Transportation ("US DOT"). We were involved at virtually every step, which may seem somewhat unusual for a law firm, but our role was really one of consultant as well as counsel. We also worked with Continuum/East West on governance suggestions that resulted in the creation of the Denver Union Station Project Authority ("DUSPA"), as well as project structure and how Continuum/East West should focus their proposal and the changes that were required as the project evolved. Negotiations over the infrastructure and technical/transportation design were difficult, as were the negotiations over the Master Development Agreement which was the primary deal document. We continue to represent Continuum/East West on this project, and sit on the DUSPA Board as the representative of the developer-controlled Metropolitan District.

2. Describe the project's impact on its community. Please be as specific as possible. Approximately 400 words.

In responding to this question, it is important to understand the relationship of the development project to the transportation project, and in turn, the overall project and its impact on Denver and the region.

The development project is the re-development of five parcels on the 19.5 acre Denver Union Station site. The development was desired by RTD, Denver, the State and the Denver Council of Governments for two primary reasons: 1) to assist in paying for the transportation/infrastructure project at Denver Union Station; and 2) to create vitality and overall street level activity for the public spaces in and around the project. The land sale proceeds, as well as tax increment financing from the development were needed to finance the transportation/infrastructure project, which was initially going to be bond-financed, but was ultimately TIFIA and RRIF-loan financed. The redevelopment of the five parcels, which is well underway already on four of the five parcels, includes residential, hotel, office, and ground-level restaurants and retail. In addition, the Continuum/East West project has served as the catalyst for the hottest and most active real estate market in the State of Colorado, that continues today. The tax increment financing is generating revenue at a pace seven years ahead of the financial projections. The project has been the subject of numerous visits by senior Federal officials, and widely acclaimed even at this point as a dramatic success both in terms of intermodal transportation as well as urban redevelopment.

The overall impact on Denver and the region is significant and dramatic. Denver Union Station is the intermodal hub for public transportation in the entire Denver metro area. FasTracks, the light rail and commuter rail project, for which Denver Union Station is the hub, is literally changing the urban and suburban landscape. We have established that commuters and travelers in this region will in fact ride public transit in numbers far in excess of ridership projections. This project has demonstrated that new land use thinking, planning and development can be and are successful, with increased density, affordable housing, and greater use of public transportation. It is really important to note that this Continuum/East West project includes the first real affordable housing built in Downtown Denver. This project has also supported needed amenities from grocery stores to bike storage facilities that will significantly increase the desirability of denser, Downtown living.

As a project in support of one of the largest transportation projects in the country, it has allowed the FasTracks project to proceed to full construction, and has also supported the only P3 transit project in the country, the Eagle P3 project, which includes a commuter rail line to Denver International Airport. The impact on our community has been historic, profound and incredibly successful.

PROFESSIONAL CONSULTANT PERSPECTIVE (CONT'D)

3. How might this project be instructive to others in your profession? Approximately 400 words.

This project, from beginning to its current stage, is a terrific case study in applying vision, collaboration, problem-solving, creativity and resources to a major regional problem. It reflects a developer who ultimately designed the transportation/infrastructure, the planning for which had stalled. It also reflects a developer who was in the project for the long-haul, and was not deterred by the Great Recession or other major obstacles. It reflects the tenacity of the key public agencies, RTD, Denver, the State, DRCOG and US DOT.

With regard to those in the legal profession, it reflects the very best kind of opportunity to be involved at every step along the way, to participate fully, to be able to contribute on multiple levels, and to be intellectually challenged for each piece of the project. Perhaps the most important piece, however, is the teamwork and collaboration between the Continuum/East West team and the public entities. As they say, failure was not an option, and everyone knew it. Every team member knew how important this project was to the future of the region - and its ongoing, growing success of the project has fully validated that commitment.

Our firm is a project oriented law firm that often intersects with the public sector, and we often represent public sector entities on this type of project. But in this situation, the private developers' role was remarkable. Continuum/East West did everything they were obligated to do - and more - on schedule. Each building fits, in a modern way, with the environment of the Historic Station. And as attorneys, we feel like we are integral to all aspects of the project - for which we are grateful.

4. What do you consider to be the most and least successful aspects of this project? Approximately 400 words.

The most successful aspect of this project is that it has been highly successful for the developer, and just remarkably successful for the community and the public agencies involved. This project serves as the main hub of a light rail/commuter rail system that serves the entire Metro Denver area. The funding through TIFIA and RRIF loans was unique at the time, and had never been done before. And the project has led to the revitalization of the lower part of Downtown, with both residential and retail, including affordable housing. It is not too strong to say that there may not be a project in the United States which has achieved this much through a public-private partnership between a developer and public agencies.

Because the project is so successful on so many levels, it is difficult to relate the least successful aspect of the project. This is not hyperbole, though it does sound like it. Perhaps the most difficult aspect, beyond funding of the transportation infrastructure, was designing the transportation infrastructure on what is a relatively small site, 19.5 acres, and doing so in a way that allowed significant private development that would help fund the infrastructure, and revitalize the entire area. Continuum/East West worked directly with RTD and the City, and took upon itself the responsibility for creating a design plan that worked - and it was the basis for the final plan that was implemented. Fitting in the bus box, with 22 bus bays underground, and accommodating light rail, commuter rail, Amtrak, taxi areas, bike storage, view planes, design elements - and still providing for five development parcels - was really hard. It was highly successful, but was one of the most difficult aspects of the project.

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This sheet is to be filled out by staff representative(s) of public agency(ies) who were directly involved in the financing, design review, or public approvals that affected this project.

Name	Marla Lien	Title	General Counsel
Organization	Regional Transportation District	Telephone	(303) 299-2207
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Signature		Date	12/4/14
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1. What role did your agency play in the development of this project? Describe any requirements made of this project by your agency (e.g., zoning, public participation, public benefits, impact statements). **Approximately 400 words.**

RTD is a political subdivision of the State of Colorado and is the regional transportation provider in the eight county Denver metropolitan region. The Denver Union Station (DUS) project developed an 8 track commuter rail facility, 22 bay underground bus terminal, 2 track plus storage track light rail facility and public plazas on land owned by RTD. RTD is also the owner of the public transportation improvements. In addition to the public project, five development parcels were carved out of RTD owned land and sold to the Union Station Neighborhood Company (USNC) or its assignees. RTD was the property owner, one of the project sponsors, and owner of public aspects of the development.

RTD had very specific requirements for the project. The project was planned through both a local master planning process and development of a U.S. Department of Transportation sponsored Environmental Impact Statement (EIS). The Federal Transportation Administration (FTA) was the lead agency. The Federal Highway Administration (FHWA) and the Federal Railroad Administration (FRA) were additional funding partners and cooperating agencies on the EIS.

Although RTD was the owner of the property and the owner of the multi-modal facilities, the project was a joint public/private project that involved multiple public agencies including the City and County of Denver (Denver), the Colorado Department of Transportation (CDOT) and the metropolitan planning organization, the Denver Regional Council of Governments (DRCOG). In 2006 RTD agreed to be the lead agency for issuance of contract procurement documents and issued a Request for Proposals for a master developer. USNC was chosen. Each public agency had requirements that had to be met. USNC was aware that a number of significant agencies would be involved and each agency's issues had to be addressed throughout a very complicated and significant project. The master plan effort was subject to Denver's zoning and land use policies. Federal funding obtained through RTD, CDOT and DRCOG subjected the project to additional layers of complexity and multiple federal funding requirements including Buy America, Davis Bacon and disadvantaged business requirements. In 2009 a new non-profit, the Denver Union Station Project Authority (DUSPA) was formed to manage financing and construction. Although it was envisioned as an umbrella to provide unity, it in some ways was an additional agency with its own board and requirements. The technical, legal and financial requirements of a \$500 million multi-faceted multi-modal project funded by federal, state and local entities were myriad.

2. How was this project intended to benefit your city? What trade-offs and compromises were required to implement the project? How did your agency participate in making them? **Approximately 400 words.**

Every entity involved in this project understood that it would and was intended to be the cornerstone of the region from a functional, iconic, and geographic perspective. That awareness created some pressure. Physically the site would link Denver to the Denver International Airport and the world. Mass transit coming from all areas of the metro region would arrive, disperse or transfer to other modes at DUS. Historic lower downtown Denver, as a center to live, work, connect and recreate was undergoing a resurgence. Every major sports and entertainment venue in Denver connects to DUS via mass transit. Given the number of entities each of which have their own governing bodies, budget and goals, everyone compromised. A variety of security, transit, landscaping, finish, parking, bike, and open space desires were set aside to achieve a project within a budget that could be realistically. In the end they were all small things. The essential project elements defined in the EIS were constructed, the overall design and finish level is world class, and the project has fulfilled everyone's expectations.

PUBLIC AGENCY PERSPECTIVE (CONT'D)

3. Describe the project's impact on your city. Please be as specific as possible. Approximately 400 words.

You need to visit. The impact of DUS on Denver must be seen to be fully appreciated. It is a visual and functional center. It is impossible to go through the plazas, transit space, upper mall area, or restaurants, in any weather, at any time of day, without seeing congregations of people. Some are using the transit, some are working in the buildings, some are sitting in the cafes, and some are sending children running through fountains or up to the Christmas tree in the plaza. DUS is the new center for coming, going and socializing in Denver. The private development has created a panoply of venues for people watching, eating, drinking, conversing meeting friends and family, and working. There are two fully occupied office buildings, and residences and offices under construction, and a full service hotel on what was once empty space and railroad tracks. There are still railroad tracks and they will be much more heavily utilized. It is the most photographed new icon in Denver but it is also living breathing functioning space.

4. Did this project result in new models of public/private partnerships? Are there aspects of this project that would be instructive to agencies like yours in other cities? Approximately 400 words.

The public sector has worked with private developers to plan and develop public spaces. The biggest difference in the public/private partnership on this project was how the private development helped finance the project. Land sale proceeds from five development pads carved out of RTD owned land and not needed for the public uses was sold to the developer. Sale proceeds and tax increment financing from the developed buildings are paying project debt. That is a model that has been used on occasion in other cities although I am not aware of it being done so extensively in areas of a city that were totally undeveloped. The project debt is being paid out of tax revenues generated from land that was not even on the tax rolls, and now has several hundred thousand and will have over a million square feet of developed space. The other important aspect of the public/private partnership was the joint planning effort that enabled the very productive use of space. The master developer was selected in 2006 for a project that broke ground in 2009. The design of the project would have been completely different if only the public sector was involved. By including the developer early, all parties were able to ensure everyone's key requirements, if not all desires, were met. There is a very symbiotic relationship between the transit and the vertical development, and the types of uses, access and architecture created the very, very popular environment that has become DUS.

5. What do you consider to be the most and least successful aspects of this project? Approximately 400 words.

The most successful aspect of this project is the end result. It has exceeded expectations. It is a great public space. It is a highly desirable location to live, work and relax; and, the transit facilities and operations are greatly appreciated by the customers. I don't really think any aspects of the project are unsuccessful. However the biggest challenge getting there was coordination amongst all the players. Bringing together seven public agencies (RTD, Denver, CDOT, DRCOG, FTA, FRA and FHWA) a private developer, and a newly formed non-profit was no small feat. Parties' initial fear of having their voice getting shouted out led to tense moments in the early stages of project design and construction. There is never enough money to do everything everybody wants. Ultimately parties gained confidence that the project was real and it was going to be great. That made working together and compromising on many aspects much easier.

ARCHITECT OR DESIGNER PERSPECTIVE

Please answer questions in space provided. If possible, answers to all questions should be typed or written directly on the forms. If the forms are not used and answers are typed on a separate page, each answer must be preceded by the question to which it responds, and the length of each answer should be limited to the area provided on the original form.

This sheet is to be filled out by a design professional who worked as a consultant on the project, providing design, planning, or other services. Copies may be given to other design professionals if desired.

Name: Marilyn Jordan Taylor

Title: Dean and Paley Professor/Former Chairman and Partner

Organization: University of Pennsylvania School of Design/Skidmore, Owings & Merrill Telephone (215) 898-3425/(917) 361-0374

Address: 210 South 34th Street, 102 Meyerson Hall

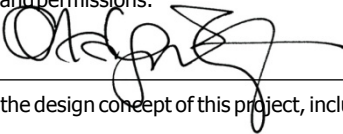
City/State/ZIP: Philadelphia, Pa 19104

Fax (215) 573-6654

E-mail: mjtaylor@design.upenn.edu

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Signature



Date: 12/08/14

1. Describe the design concept of this project, including urban design considerations, choice of materials, scale, etc. Approximately 400 words.

If a "real place" comes about through the successful, creative engagement of many players over many years, where a master plan is not an inflexible paper document but rather a framework for informing transformative change across time, then Denver Union Station can make a claim that it is a real place.

The success of the Denver Union Station project relies on the ability to understand its character and qualities at many simultaneous scales: the building, the station precinct, the transportation project, the mixed-use neighborhood, the complementarity of the old and the new, the urban grid, the linkages across the metro region, and the capacity of the station itself to become an iconic figure of urban distinction and emotional connection.

Like many once-great train stations along the routes of famous transcontinental train lines, Denver's Union Station fell into disrepair and misuse, with only a single Amtrak service and a popular ski train as its lifelines. The massive rail freight yards to its north were compressed into a "CML", a consolidated mainline for freight rail, creating development potential for the new urban and healthy lifestyle tied to the region and the downtown by a metropolitan initiative to fund an extensive system of light-rail transit, commuter rail, and commuter bus lines rather than additional highway capacity.

The void of empty land between the station site and the CML is becoming a thriving neighborhood. The station is at once a public place and waiting area and the lobby to a boutique hotel occupying its upper floors. The ground floors of the old and new buildings flanking the station are a high-activity center of everyday life, with food markets, book stores, shops and meeting places, a destination for those in the neighborhood and from around the region. A simple yet proud train room defines the center of the transportation complex and shelters the platforms for intercity, recreational, and commuter trains, as well as for the soon-to-be-built "train to the plane." At street level, a widened 17th Street links to the light-rail station two blocks to its west; beneath the street is a modern bus terminal for intercity and regional bus routes, with an unusual spaciousness and washes of natural light to cheer its travelers.

After years of anticipating private development, it is now robustly underway. Nearly every site within the designated station-area development district is under construction or beginning to achieve occupancy or occupied. So are sites nearby. People are filling the apartments, shops, offices and businesses that will make Denver Union Station not only a destination, but also one of Denver's great new neighborhoods.

2. Describe the most important social and programmatic functions of the design. Approximately 400 words.

At Denver Union Station, history is being reclaimed in spirit, for a different place and time. Along Wynkoop Street -- the former edge of the downtown district known as "LoDo" (Lower Downtown) -- reclaimed warehouses now face enlivened station buildings and popular new plazas, which have quickly become sites of great activity, day and night. The life of the station itself extends far beyond the arrival and departure of trains. The former waiting room is crowded, as people gather to meet, to head to the eateries, or just to watch the "scene." The program was general rather than specific; the goal was to support vital inclusive everyday life. It's actually hard to believe that these aspects of the project have achieved such success only a few months after opening in spring and summer 2014.

The dynamic monumental canopy above the platforms features a very large oculus, open to the sky to celebrate Denver's 300 days of sun each year. The curvilinear white fabric roof makes clear reference to Denver's airport, adding another great gateway image for the metro region.

The transportation elements of the project deserve a programmatic description as their design is highly interwoven with the development framework which they serve. The rail tracks and platforms are the organizing centerpiece of the transportation center. Tracks dead-end at this terminal station, which means that all platforms can be reached at grade at

the southern end of the train room; they are also connected to the station by a cross-platform bridge at the train room's northern end. The train room is accessed not only from the station by also by numerous pedestrian passageways that crisscross the station site. The below-grade bus station provides loading and unloading berths for commuter bus lines, with ample, pleasant waiting areas -- not the usual bus station! Its center concourse links the historic station to the light-rail station at the western end of the station development area. The plaza in front of the light-rail station is also the drop-off and pick-up area for the free 16th Street Mall Shuttle, which provides frequent service to and from Denver's Civic Center where the State Capitol is located. The Mall Shuttle, which has been in operation for nearly two decades, reduces car usage for trips within the downtown, and it ties to additional light-rail transit lines.

The network of people-friendly transit lines throughout the downtown and the former railyard animates the public realm without relegating pedestrians to second-class. Market-savvy design guidelines require active street frontages with shops and front-doors. Need for parking is minimized due to the many transit options available to people working and living in downtown neighborhoods and along the transit corridors, as well as for visitors to Denver and the ballparks and other venues near to Union Station.

ARCHITECT OR DESIGNER PERSPECTIVE (CONT)

3. Describe the major challenges of designing this project and any design trade-offs or compromises required to complete the project. Approximately 400 words.

What challenges didn't the design and implementation of this project face? It's a project that took nearly two decades to realize. It began as a community-originated idea to save an historic station, and it received active to benign support from successive mayors, all generally friendly to the benefits the project would bring to a downtown needing investment in various forms and to a region struggling to thrive. The initiative was sustained throughout times of public comment and disagreement by the cooperation and leadership of a forward-looking city planning department interested in form-based zoning but also cherishing carefully- and specifically-designed public spaces.

The interests of varying public agencies needed to come together in a single, project-wide vision. During the early years, the "client" directing planning, design and engineering services for the proposed multi-purpose improvements was a four-party entity consisting of the City of Denver, the Regional Transit District (RTD), the Denver Regional Council of Governments (known as DR COG), and the Downtown Partnership. Once it was clear that the transportation project was going to proceed to final design and (hopefully) construction, all four agreed, with community support, to cede authority to a newly-established special-purpose corporation called DUSPA, the Denver Union Station Public Authority. DUSPA was given responsibility for the completion of publicly-funded transportation elements as a design-build project. The agreement to create a special-purpose governmental authority grew out of more than a decade of unusual regional cooperation, and that decision probably saved the project when, in 2008, the market fell apart, and new public funding was required.

To realize its full potential, the project required support and investment by private developers, corporations, and small businesses. There were many competitors, both local and national, for the leading role in a public-private partnership. The team that won was local and strong, but as markets began to falter, there were differences among development team members. The plan to capture development value and specifically to use the revenue from retail sales taxes to support public bonds dissolved as construction was delayed. The decision to use a design-build approach proved far-sighted in 2008-9 when the design team was able to complete bidding documents and move to "shovel-ready" status in time to receive stimulus (ARRA) funds to fill the funding gap. The private development team rallied, some parcels traded hands, and the development of the station area neighborhood proceeded as the market quickly strengthened once the transportation project got underway.

Why do I describe these as "design challenges"? The design teams for this project shared a community-based vision and were able to provide creative and innovative solutions whenever the project came to "bumps" in the road that threatened to derail the project. That meant plowing through numerous revisions, cost-cutting exercises, and moments of "rethinking" what was possible. In retrospect it is clear that the biggest challenge to the design teams was knowing that this project would never be the act of one design hand or one design team. Its success would depend on the diversity and variety created by specific opportunities arising from the shared vision of an active and unifying public realm.

4. Describe the ways in which the design relates to its urban context. Approximately 400 words.

Denver is where the prairie meets the Rockies. It was the mile-high city in a region facing worsening conditions of development sprawl and severe traffic congestion. It became the place where the goal of revitalizing a loved but disused landmark train station led to the sweeping change of a whole urban district. Its neighborhoods are both local and regional, inclusive and welcoming, old and new. They are being realized through a complex process of responding to challenges while keeping a shared vision in clear view, through a 21st-century master plan designed to exploit the possibilities of change and innovation in urban investment and urban place.

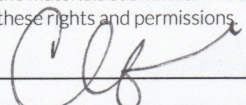
After all these years of design teamwork, it's an amazing experience to return to Denver Union Station. Denver was among the first of the American cities to offer an active and healthy lifestyle built around daily and year-round recreation in a spectacular natural setting. Although it will continue to evolve and change, the Union Station project has demonstrated that an unflinching commitment to public transportation, a generous accommodation for people rather than cars, an inviting and inclusive public realm, and multi-party investment in a collaborative design and development project are the catalysts for a distinctive and successful place in which to realize a vital urban future.

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This sheet is to be filled out by the person who took primary responsibility for project financing or is a representative of the group which did.

Name	Chris Frampton	Title	Partner
Organization	East West Partners	Telephone (303)	607-7615
Address	1610 Little Raven Street Suite 115	City/State/ZIP	Denver, CO 80202
Fax ()		E-mail	cframpton@ewpartners.com

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Signature		Date	12/8/2014
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1. What role did you or your company play in the development of this project? Describe the scope of involvement. Approximately 400 words.

East West Partners was selected, with Continuum Partners, as the master developer of Denver's Union Station in 2007. Our role was to design, manage the construction of, and identify the funding for the entire project. Together, we created a team of consultants, architects, and general contractors that together, with the public agencies, put the entire project together. Additionally, East West and Continuum committed to purchasing development land within the project.

We served a unique role, bringing together a large and disparate group of interested parties, both public and private, around a common vision for the station. Our goal was to create a plan that served the needs of the commuter, created a new neighborhood where none existed previously, and created the opportunity for significant new private development to occur. In essence, we wanted to capture the energy of people in motion.

2. What trade-offs or compromises were required during the development of the project? Approximately 400 words.

Any project of this scope has trade offs. Whether that's going from granite paver sidewalks to concrete paver sidewalks, from glass canopies to stretched fabric canopies, or from complex electrical systems to more typical systems, there are changes that have to be made.

At Union Station, there was one major compromise made. From the beginning of the concept, it was the intention of all parties that 18th Street run through the project at grade. The value of such was clear; it brought cars into our neighborhood more easily. However, the requirement created incredible difficulties for the design of the train hall for northbound trains, requiring that it go underground. Underground has some real negatives: underground spaces for trains are unattractive, the activity of the station would be relegated away from the retail at the street level, and, most importantly, the trains would have a very difficult time getting in and out of the station.

Keeping the northbound trains at grade, and brining only pedestrians over the tracks at 18th street – forcing cars down 16th – allowed for significant cost savings, worked better programmatically, and creates an incredible architectural opportunity. Today, the at grade station is the architectural statement of the project.

3. How was the project financed? What, if any, innovative means of financing were used? Approximately 400 words.

The financing of Denver's Union Station could be a book in and of itself. The creativity of the finance team, the willingness of the public agencies to participate, and the contributions made by the development team were all significant.

Uses: Light Rail Station & Tracks: \$56.9 million; Passenger Rail & Tracks: \$145.2 million; Regional Bus Station & Bus Lanes: \$219 million; Streets & Public Spaces: \$40 million; Historic Building Renovation \$17 million; Miscellaneous \$9.9 million... Total: \$488 million.

Sources: Initially, the intention of all of the parties to project was to finance the development of the station through tax-exempt bonds. However, it's an understatement to say that the 2008 recession created challenges for the project. Simply put, there was no bond market. The team had identified \$187.3 million in cash in the form of grants and direct sources. Each of the sources introduced new partners to the project.

Partner: FHWA - Source: PNRS - Amount: \$45.3 million
Partner: FTA - Source: 5309 - Amount: \$9.5 million
Partner: CDOT - Source: SB-1 - Amount: \$17.4 million
Partner: CDOT - Source: FASTER Grants - Amount: \$4 million
Partner: DRCOG - Source: TIP Funds - Amount: \$2.5 million
Partner: DRCOG - Source: ARRA Grants (stimulus) - Amount: \$18.6 million
Partner: RTD - Source: ARRA Grants (stimulus) - Amount: \$9.8 million
Partner: RTD - Source: FasTracks Contribution - Amount: \$40.8 million
Partner: Developer - Source: Land sales - Amount: \$40.8 million
Partner: CPV District - Source: Bond funds - Amount: \$1 million

With this incredible alphabet soup of funds in place, the team set out to find the balance - \$300 million - needed to complete the project. Two federal loan programs were identified - Transportation Infrastructure Finance and Innovation Act loans and Railroad Rehabilitation and Improvement Finance loans. Fascinatingly, the two had never been used together.

A loan of \$145 million was obtained through TIFIA. \$155 million was obtained through RRIF. The repayment sources were twofold: RTD provided \$165 million, which was annuitized at 5.65% as the first source of repayment; and the Downtown Denver Development Authority was created to encumber with new taxes approximately 40 acres of new development to serve as the second source of repayment.

Finally, the City and County of Denver provided a moral obligation backstop against repayment shortfalls up to \$8 million per year.

Incredible, really, the complexity and ingenuity that funded the project.

4. What do you consider to be the most and least successful aspects of the project? Approximately 400 words.

Perhaps one could poke holes in the project. There are a few folks who wish there was the ability to take trains to places they cannot go today. There are a few folks who wish there were plazas where buildings now stand. But, that all goes away when one sees the finished project.

In many ways, Denver's Union Station is the full realization of the spirit of the city of Denver. A focused group of private individuals and companies, paired with a determined and committed set of public entities, has created something incredible: an absolutely world-class train station that is also an incredible amenity for the neighborhood and for the city. It's a gorgeous place, the new center of our region, and a beacon for what private/public private partnerships can really achieve.

Also, it was on time and on budget.

COMMUNITY REPRESENTATIVE PERSPECTIVE

Please answer questions in space provided. If possible, answers to all questions should be typed or written directly on the forms. If the forms are not used and answers are typed on a separate page, each answer must be preceded by the question to which it responds, and the length of each answer should be limited to the area provided on the original form.

This sheet is to be filled out by someone who was involved, or represents an organization that was involved, in helping the project respond to neighborhood issues.

Name	Elbra Wedgeworth	Title	President
Organization	Denver Union Station Project Authority Board of Directors	Telephone	(303) 602-4963
Address	777 Bannock Street, MC 0278	City/State/ZIP	Denver, Colorado 80204
Fax	(303) 602-4969	E-mail	elbra.wedgeworth@dhha.org

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Signature  Date 12/2/14

1. How did you, or the organization you represent, become involved in this project? What role did you play? Approximately 400 words.

I have been serving as the President for the Denver Union Station Project Authority (DUSPA) since inception in Fall 2008. The 13 member Board of Directors was appointed by then Mayor John W. Hickenlooper. The Denver Union Station story has been an evolution over many decades spearheaded by City and Civic leaders with their visionary leadership and infrastructure planning. Working with various partners and collaborating with the City of Denver, civic volunteer representation, the Regional Transportation District (RTD), Colorado Department of Transportation (CDOT) Denver Regional Council of Governments (DRCOG) along with the developer team created this transit hub to be one of the most ambitious multi-modal systems in the nation. The \$500.0 million dollar project to renovate the historic building, the rail lines, the 14 surrounding city blocks of downtown has made it the largest transportation project in North America transforming the neighborhoods into a development renaissance in Denver's lower Downtown (LoDo) area bringing critical elements of the public, private, local, regional, state and national transportation systems together with private sector mixed use development along with appealing public spaces and inspiring civic features to the urban core.

2. From the community's point of view, what were the major issues concerning this project? Approximately 400 words.

The project has been decades in the making and the general public opinion and concern was if Denver Union Station could be vibrant once again as a new multi-modal transit hub. Funding for the project was also another major challenge, but with the financial support of our collaborating partners and the Federal Department of Transportation, commuter rail, light rail, the bus network, car sharing and bike routes, everything has come together. Denver Union Station has become the heart and soul of the Denver community.

COMMUNITY REPRESENTATIVE PERSPECTIVE (CONT'D)

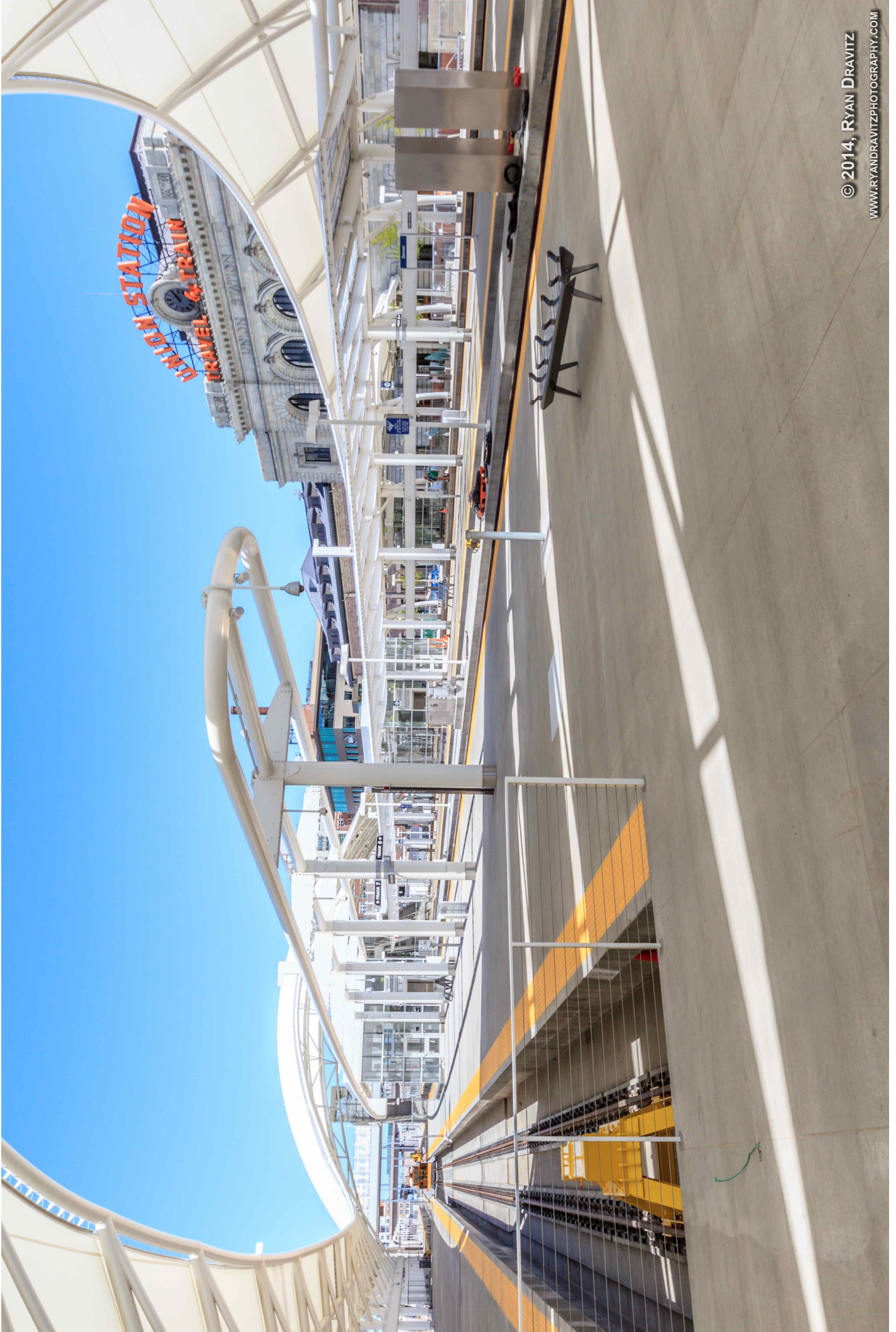
3. Has this project made the community a better place to live or work? If so, how? Approximately 400 words.

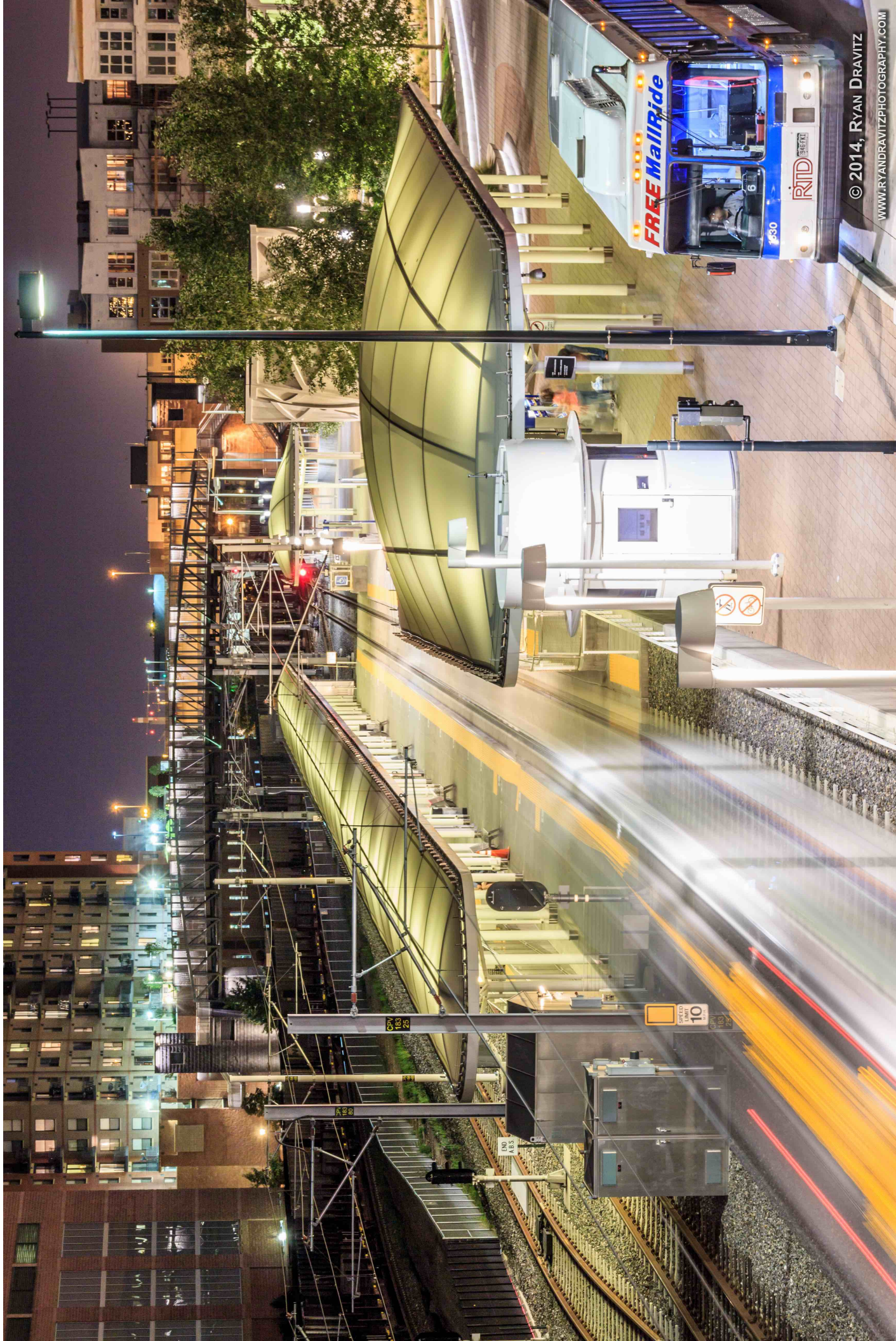
Today the Denver Union Station has become the most popular place for tourism in the State of Colorado also for people to live, work and play. The landmark architecture and landscape is world class. It has created a revitalized area the park like setting created in front of the Historic Station with the Disney inspired water jet fountain and the shade provided by trees make it an ideal place to people watch. You can almost always find people with picnic bundles relaxing as they soak in the ambiance of Denver Union Station. The project has served as a catalyst for many other restaurants, retail shops and other places of employment all of which were needed in this area. The new apartments and office buildings that have sprung up all help with the economic revitalization of the Central Platte Valley area. People love to come and see this jewel project and they love to spend their money when they get here! There is always the bustle of the people who are enjoying this place and the buzz is always positive. The Denver Union Station Project has made the downtown community a better place for all, a place that any City would be very proud of, it also has provided many meeting and gathering places for people of all ages to enjoy. It is truly a place for the community to come together!

4. Would you change anything about this project or the development process you went through? Approximately 400 words.

It was a very tough project, but worth every step. Completing this project is a proud accomplishment on behalf of the people of Denver and the State of Colorado and our future legacy for many generations to come. The development process was very inclusive, we would not change anything about that. We sought input from neighborhood groups and residents before making final decisions on landscaping and public realm issues. Realizing that we were designing the spaces to be used by the public masses, we wanted to have input from those who would ultimately be the end users. While this made for some interesting meetings at time, it left us with the best outcome. While the development process was tough, the proof is in the final reality of what the project is. It is the best possible outcome it could be. The development process was very solid also. When you are dealing with ten different funding sources, and five sub-projects, we had a major challenge and we accomplished our goal.







FREE Mallride

RTD

© 2014, RYAN DRAVITZ

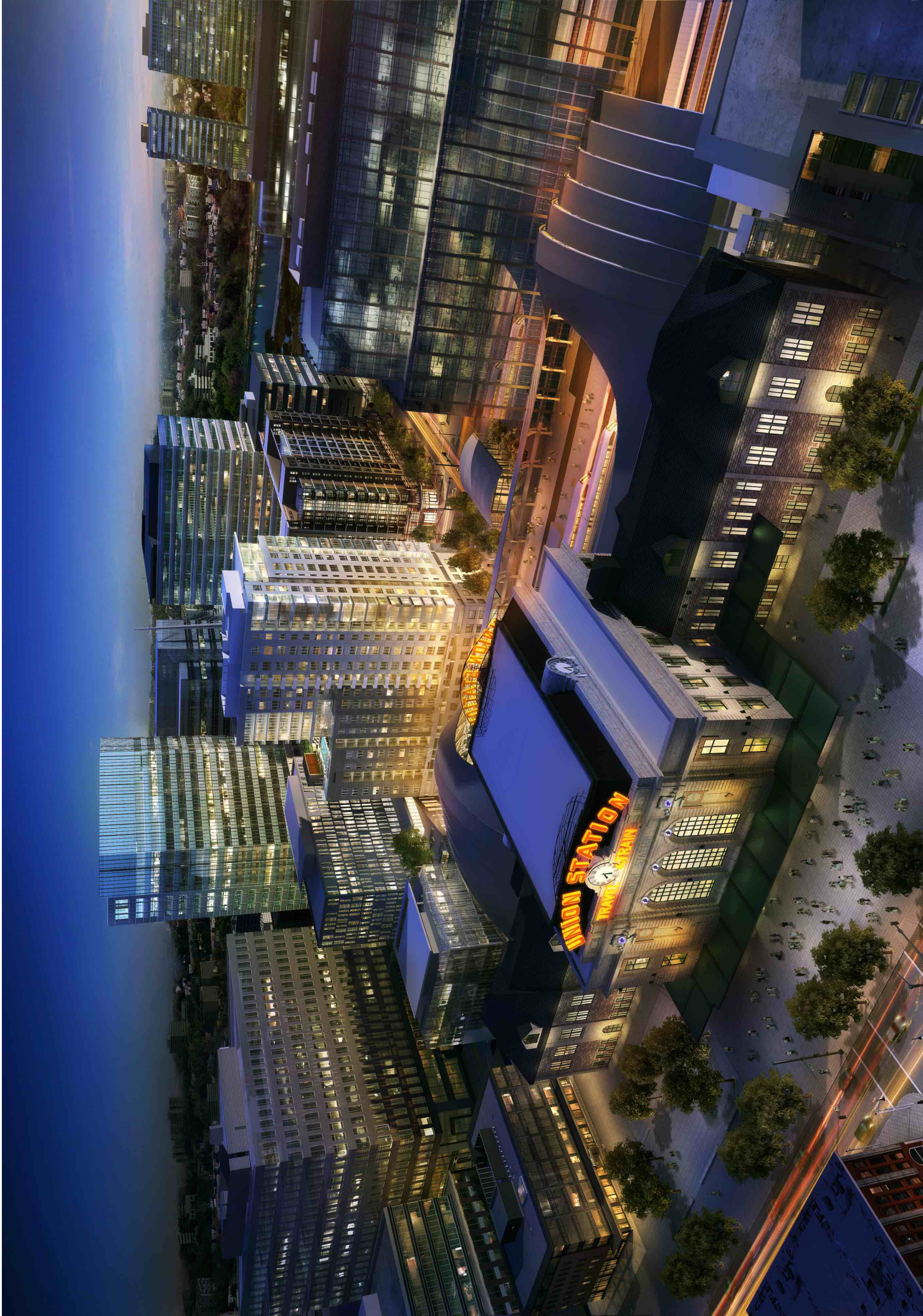
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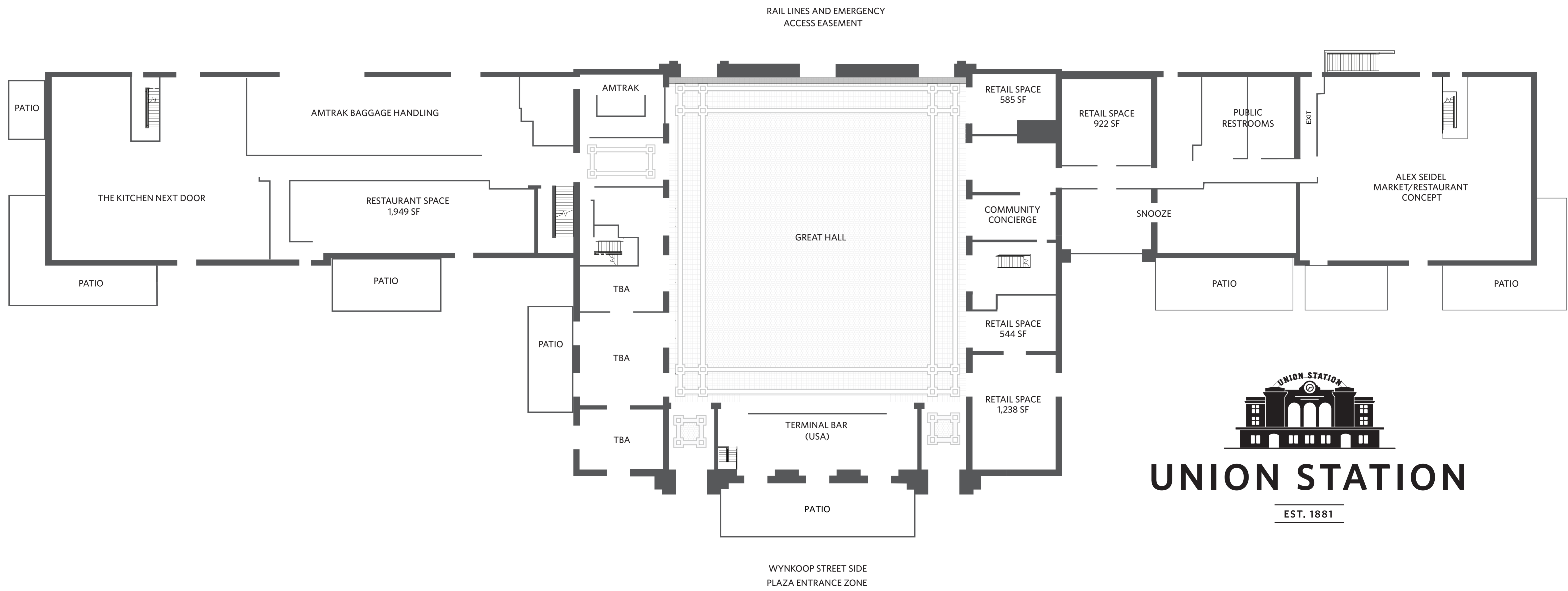
10

SPEED LIMIT

City 183 205

END 183





1 **1900 16th STREET**
 (Start Date: October 2007)
 (Completion Date: September 2009)




17 Story Office Building featuring Retail & Living Space

2 **DAVITA WORLD HEADQUARTERS**
 (Start Date: December 2010)
 (Completion Date: August 2012)




14 Story Office Building featuring Parking

3 **NORTH WING BUILDING: IMA FINANCIAL PLAZA**
 (Start Date: April 2012)
 (Completion Date: November 2013)



5 Story Office Building ft. Retail, Restaurants & Parking

4 **SOUTH WING BUILDING: ONE UNION STATION**
 (Start Date: August 2013)
 (Completion Date: December 2014)




5 Story Office Building featuring Retail

5 **CADENCE APARTMENTS**
 (Start Date: May 2012)
 (Completion Date: Fall 2013)



13 Story, 219 Apartment Building ft. Retail & Parking

6 **HISTORIC DENVER UNION STATION**
 (Start Date: December 2012)
 (Completion Date: Summer 2014)



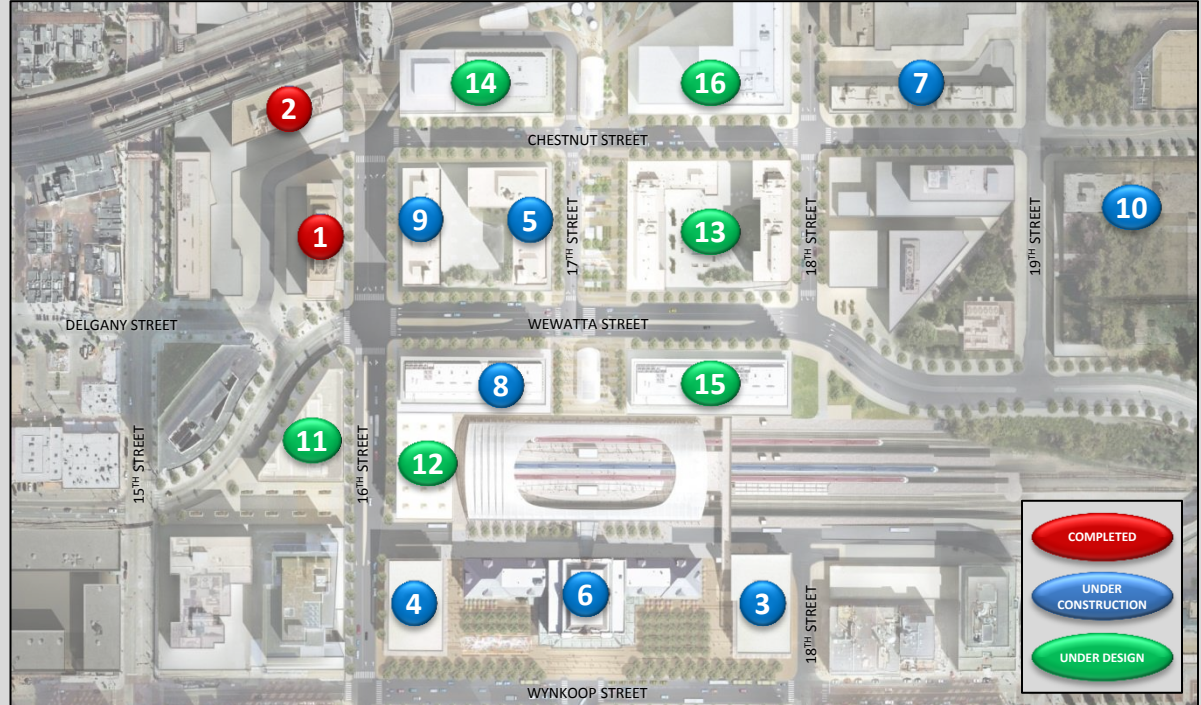
112 Room Boutique Hotel & Retail

16 **Chestnut 17th & 18th**
 (Start Date: TBD)
 (Completion Date: TBD)

TBD

15 **B-Block**
 (Start Date: TBD)
 (Completion Date: TBD)

TBD



7 **ALTA CITY HOUSE**
 (Start Date: November 2012)
 (Completion Date: Spring 2014)



5 Story, 281 Unit Apartment Building

8 **THE PLATFORM AT UNION STATION (1650 WEWATTA)**
 (Start Date: January 2013)
 (Completion Date: December 2014)




21 Story, 287 Unit Apartment Building ft. Retail & Parking

14 **16 CHESTNUT**
 (Start Date: July 2014)
 (Completion Date: Summer 2016)



18 Story Office Space featuring Parking & Retail

13 **17 WEWATTA**
 (Start Date: July 2013)
 (Completion Date: Spring 2015)




250 Unit Apartment ft. 150 Room Hotel, Office, & Grocery Space

12 **16th & WEWATTA: OFFICE BLDG & HOTEL**
 (Start Date: February 2014)
 (Completion Date: Fall 2015)



5 Story Office Building, 176 Room Hotel, & Retail

11 **TRIANGLE PARCEL: 16 WEWATTA**
 (Start Date: Oct. 1, 2013)
 (Completion Date: Spring 2015)




10 Story Office Building ft. Parking, Retail, & Office Space

10 **20th & CHESTNUT KING SOOPERS**
 (Start Date: April 2013)
 (Completion Date: April 2015)



312 Unit Apartment featuring King Soopers Grocer

9 **1601 WEWATTA**
 (Start Date: August 2013)
 (Completion Date: 2015)



10 Story Office Building ft. Retail & Parking

2001

RTD ACQUIRES DUS SITE

August 2001 RTD acquires DUS site in accordance with IGA between RTD, CCD, CDOT and DRCOG

2002-4

MASTER PLANNING

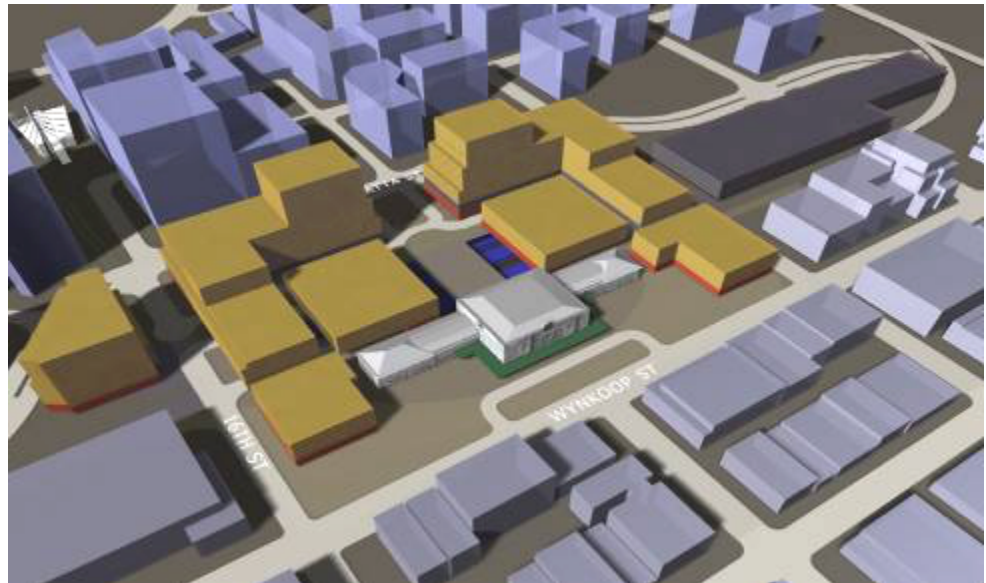
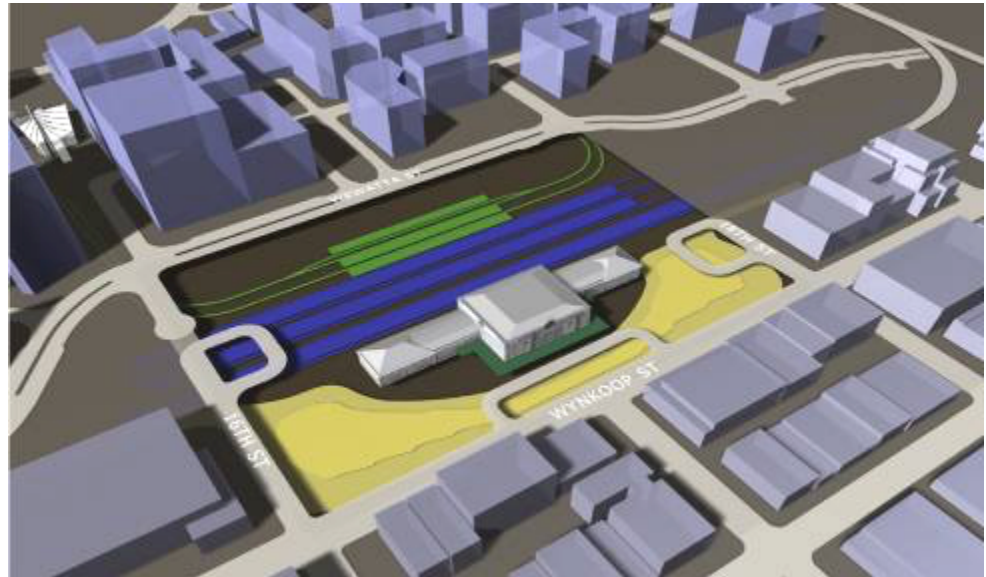
April 2002 Partner Agencies initiated master planning process

3-year public process with 96-member Advisory Committee

September 2004 Vision Plan approved by four Partner Agencies establishing transit and development programs

September 2004 DUS rezoned T-MU 30

2004 Vision Plan



Milestones



Nov. 2004
FasTracks approved by voters



FasTracks System Map

2005-6	2007	2008
DEVELOPER SELECTION	DESIGN REFINEMENT	PRELIMINARY ENG.

18 month process of national significance

Developer RFQ June 2005
11 teams submit

RFP Part 1, February 2006
5 teams submit

RFP Part 2, July 2006

Developer Interviews,
August 2006

Public Presentations,
September 2006

USNC led design refinement - team studied alternative configurations

At-Grade Solution developed and costed;
15% Conceptual Plans prepared

Master Plan amended to reflect new solution

EIS advances

Design Team prepared 30% Preliminary Engineering

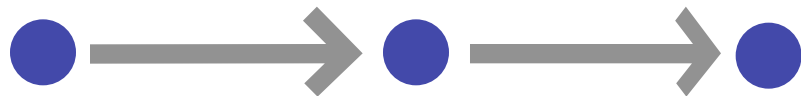
EIS completed

ROD issued October 2008

DUSPA created

DDA created, TIF district established

DUS Met Districts created



Nov. 2006
USNC Selected as Master Developer, team included SOM, AECOM, and Kiewit

Nov. 2007
Revised solution & target budget established

Dec. 2008
PE complete
Start D/B Negotiations



Design-Build contract executed

Early Action work
Final Design / Permits

Continued Public Outreach through USAC

DUS Design Standards & Guidelines Approval

DUS General Development Plan Approval

DUS obtains investment grade rating

Final design continues

Construction starts at risk

DUSPA closes loans with USDOT

USNC closes on North and South Wing development parcels

Amtrak relocated to temporary station

USNC closes on Triangle development parcel

Light Rail Station opens

Phase 2 construction begins

Wynkoop Plaza construction begins

North Wing and South Wing construction begin

North Wing and South Wing scheduled openings

Remaining development parcels scheduled to close

CRT and Regional Bus scheduled to open

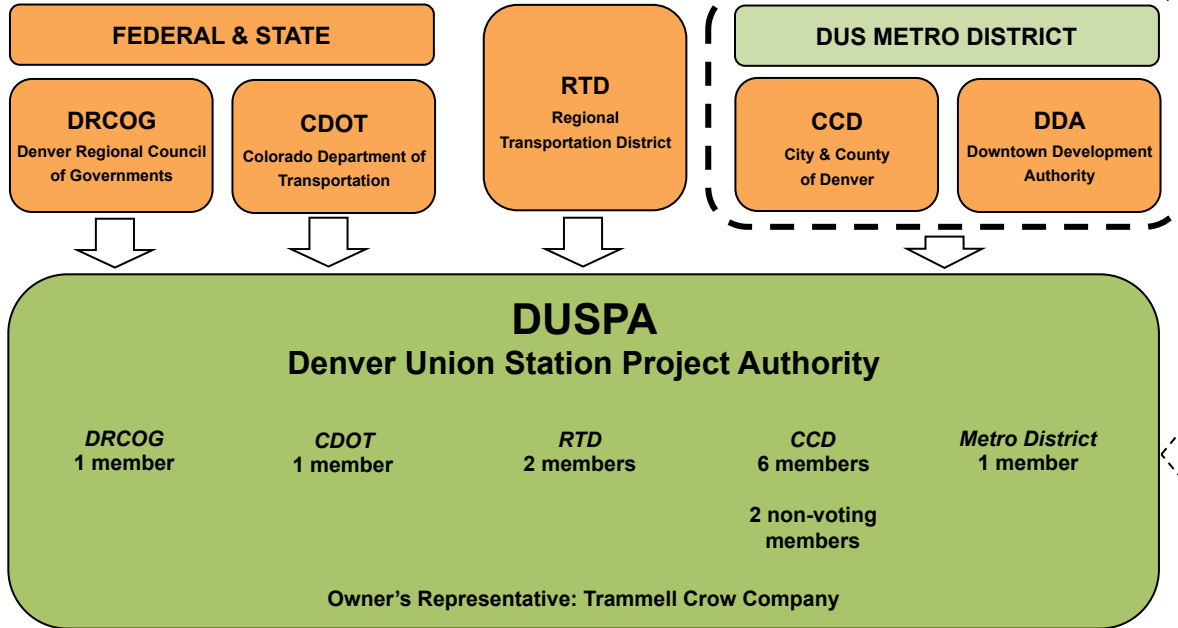


Q4 2013 – Q1 2014
Public project completion

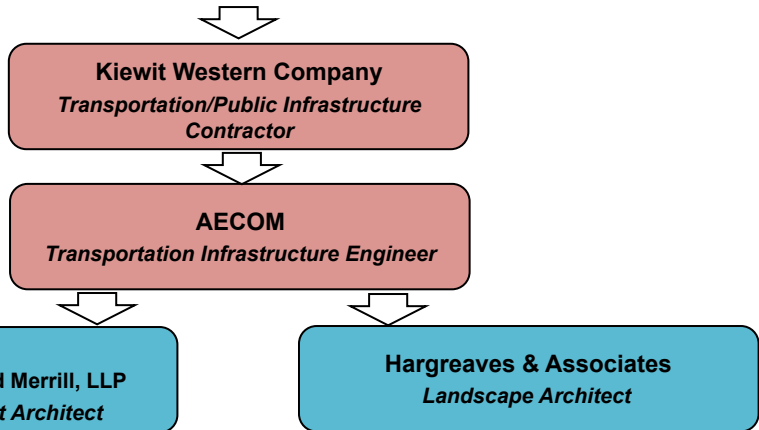
Denver Union Station

A Public-Private Partnership

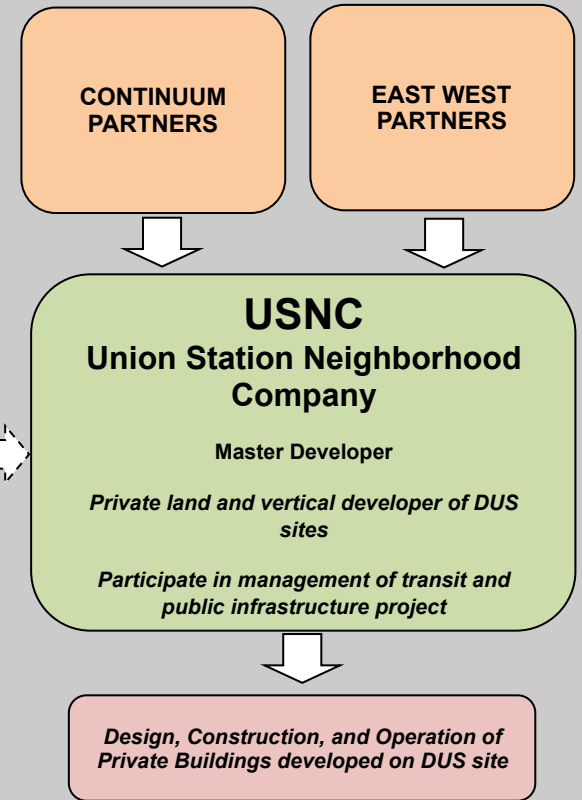
PUBLIC



DESIGN-BUILD CONTRACT



PRIVATE



Major Transit Elements

Transit Framework

- 8 track CRT (plus expansion)
 - East (DIA)
 - North Metro (I-25 North)
 - Northwest (Boulder)
 - Gold (Arvada/Golden)
 - Amtrak
- 3 track LRT
 - Existing Southwest & Southeast
 - West (Lakewood/Golden)
- 22 bay regional bus facility
 - 16 regional
 - 4 Downtown Circulator
 - 2 commercial bus
- 16th Street Mall expansion
- Downtown Circulator



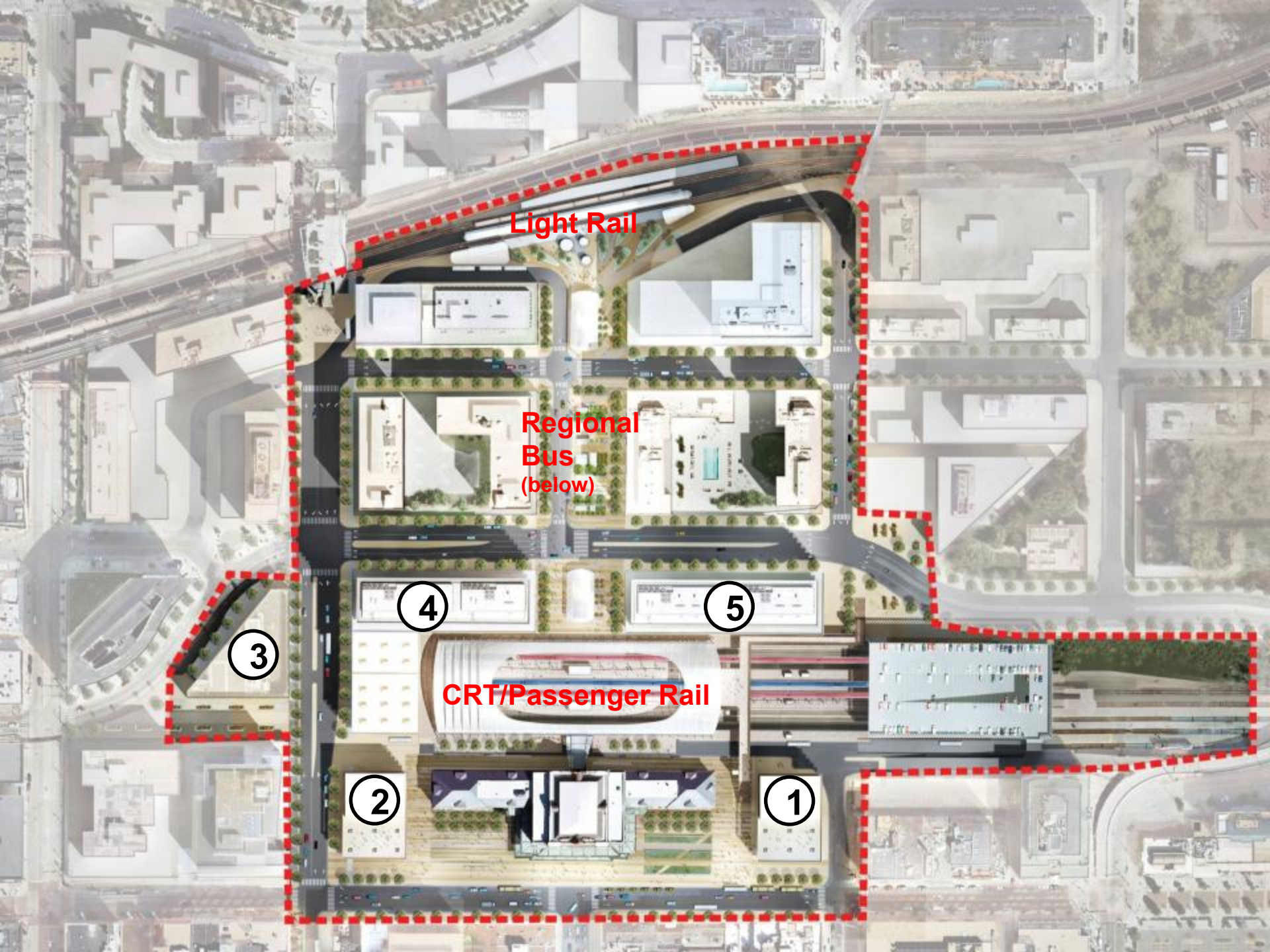


DUS Transit District – Daily Trips:

2030 Horizon

Commuter and Regional Passenger Rail	62,600	30%
Mall Shuttle	48,000	23%
Light Rail	39,400	19%
Downtown Circulator, Regional + Express Bus	35,900	18%
Pedestrian	19,900	10%
	205,800	

13,660 Peak Hour Transit Trips + Through Trips



Light Rail

Regional Bus
(below)

CRT/Passenger Rail

3

4

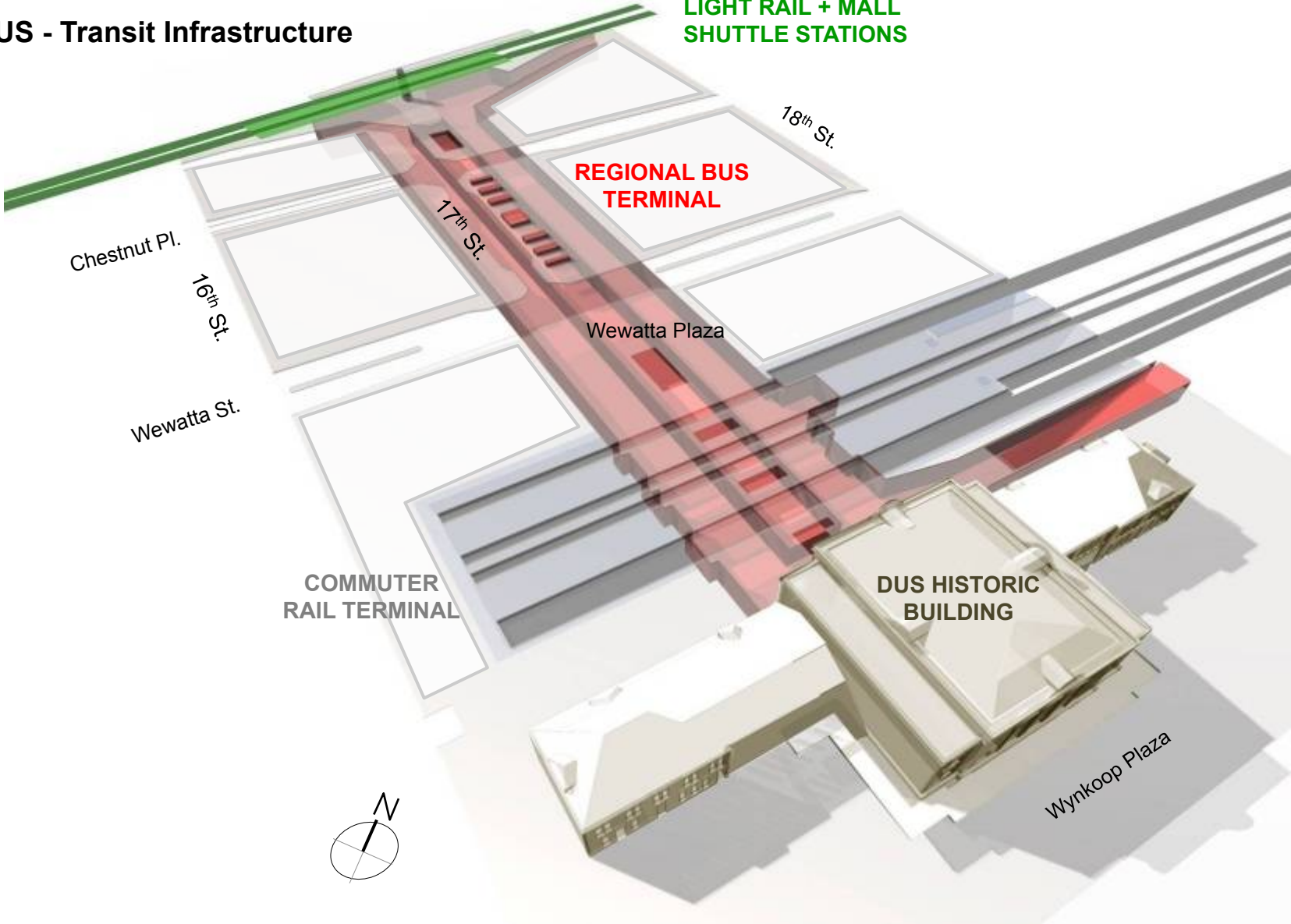
5

2

1

DUS - Transit Infrastructure

LIGHT RAIL + MALL
SHUTTLE STATIONS



Chestnut Pl.

16th St.

Wewatta St.

17th St.

18th St.

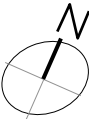
REGIONAL BUS
TERMINAL

Wewatta Plaza

COMMUTER
RAIL TERMINAL

DUS HISTORIC
BUILDING

Wynkoop Plaza





Aerial View