

# **Station Area Planning/General Development Planning Services – Federal/Decatur Station Area/Sun Valley Homes**

## **1. PROJECT OVERVIEW**

The City and County of Denver (The City), in partnership with the Denver Housing Authority (DHA), is sponsoring a strategic transit-oriented development (TOD) planning process for the Decatur-Federal light rail station area, called the Decatur-Federal Station Area Plan and GDP (the Plan). The federal agencies of Housing and Urban Development (HUD) and Department of Transportation (DOT) are jointly funding this planning effort through 2010 HUD Community Challenge and DOT TIGER II Planning grants.

The Plan process will focus on the one-half mile radius around the Decatur-Federal LRT Station located on RTD's West Corridor in Denver's Sun Valley neighborhood. This neighborhood in particular must overcome numerous barriers to fully take advantage of the West Corridor public transit investment. With much of the planning area having high potential for redevelopment due to underutilization and proximity to the LRT station, there is an opportunity to make transformative investments in the area. The Denver Housing Authority property will be considered in conjunction with the Xcel tank site and the Stadium District parking lots to provide a unique opportunity to evaluate the potential for this large area (80+ acres) as a whole. The Station Area Plan and GDP will serve to provide valuable insight for stakeholders, the public and public agencies, and to attract future investment for underutilized land and a clear Master Plan for DHA's Sun Valley Homes property. With increased understanding of the infrastructure, risks, costs and opportunities associated with this station area, the plan will also serve to create a development vision for the planning area.

## **2. BACKGROUND**

The West Corridor, a 12-mile light rail transit corridor between the Denver Union Station in downtown Denver and the Jefferson County Government Center in Golden, is under construction and planned to open spring 2013. The West Corridor serves Denver, Lakewood, the Denver Federal Center, Golden and Jefferson County. Six stations will be located in Denver, including the Auraria West Station at the Auraria Higher Education Center campus and the 10<sup>th</sup> and Osage Station (Central Corridor) located at the South Lincoln Homes Redevelopment site. The planned Decatur-Federal Station with transit plaza will be constructed in the Sun Valley neighborhood as part of the West Corridor project and will be the first bus/rail transit station outside of Downtown on the West Corridor.

Sun Valley is in need of revitalization and currently lacks many needed amenities and services; however, with its proximity to **downtown, S. Platte River, Sports Authority Field at Mile High, and the Auraria Higher Education Campus** (41,000 students), the planning area is ripe for TOD implementation. The area also contains a number of vital

resources that need to be retained and connected, including Fairview Elementary School, Rude Park and Recreation Center, the Platte River Trail, Lakewood Gulch, and the to-be-built Westside Library and Mi Pueblo Grocery Store. Denver Health and Human Services is also a large employer with a new facility in the station area. The area also includes numerous and complicated networks of utilities that will require upgrading.

Over the last ten years, the City and County of Denver has been exploring the relationship between land use and transportation, advocating land use and transportation decisions be made in conjunction. *Blueprint Denver* (2002) encourages and promotes more efficient use of transportation systems, expanded transportation choices, appropriate and mixed land uses, and the revitalization of declining neighborhoods. Carrying forward the goals of *Blueprint*, *Denver's Transit Oriented Development Strategic Plan* (August 2006) provides a guide for prioritizing planning and implementation activities of the City related to TOD. The *TOD Strategic Plan* identifies the Decatur-Federal Station TOD typology as Urban Center with a desired land use mix of office, retail, and residential (multi-family and townhome) at a scale of 3 stories or higher. The TOD typology developed by the City was an attempt to recognize the important differences among places and destinations within regions and then to identify appropriate performance and descriptive benchmarks for these places. The basic station area "place types" as defined by the typology are intended to provide a very general idea of the overall character of and vision for each station area without spelling out too many specific details.

These plans provided the basis for initial station area planning at the Federal Decatur Station.

The DHA has been working collaboratively with the City for the last few years on this station area planning effort. Through this collaboration, the City and DHA jointly procured the services of Crandall & Arambula for the creation of the Decatur-Federal Station Area Plan to help develop a vision with land use, mobility, and economic development recommendations for the entire station area. That contracted work has been completed, resulting in a draft Station Area Plan report for the City and a launching point for the next level of implementation for this area.

The City and DHA now seek to complete the process with the **Decatur-Federal Station Area Plan and GDP** that should yield near-term realistic, market-based TOD results.

Seeking to recognize the previous work of the station area planning process and Denver Public Works (DPW) Federal Boulevard Conceptual Alignment and Interchange Study, the City and DHA will task the selected team to openly test and review those plans. Different from other station area planning efforts engaged by the City, the Decatur-Federal Station Area Planning process did not lead to direct plan adoption but rather serves as an excellent catalyst to raise important questions that need to be answered. Therefore, it is imperative that this effort be prepared to answer the questions from the previous Station Area Planning process and assist in creating a final Station Area Plan for adoption.

The Plan should remain focused on promoting a higher-density, mixed-income, mixed-use, and walkable transit-oriented community. It is then desired to roll the recommendations into a resulting General Development Plan that flows immediately from the finalization of the Station Area Plan. Although not typical, this approach is feasible with DHA, as a developer, at the table as well as the selected team's economic and market analyst and other members that can directly contribute to a thorough, implementable development vision.

Also important is consideration and analysis of how a future reconfiguration of the Federal Boulevard and Colfax Avenue cloverleaf interchange could re-shape the area's access, walkability, and utilization of land. Strong connection to the light rail station, South Platte River, Auraria Campus, and Sports Authority Field at Mile High also needs to be considered.

A General Development Plan is the next step of implementation after adoption of the Station Area Plan. Through a detailed, technical planning process, the GDP will identify needs for utilities improvements, address storm water and urban drainage issues, parks and open space planning, concepts for future street grid/connectivity and overall mobility, general land use concepts and may be supplemented by urban design standards. Denver GDPs are collaborative processes resulting in plan approval by CPD, DPW, and Denver Parks and Recreation (DPR). The intent of the GDP is to establish a workable framework for the development of large or phased projects by anticipating a development program and the necessary infrastructure systems that will support development. Determination of the GDP boundaries will need to be undertaken by the selected team as a primary first step.

**See Rules and Regulations for General Development Plans (2005) at:**  
**<http://denvergov.org/Portals/646/documents/GeneralDevelopmentPlanRules2005.pdf>**

The Denver Zoning Code combined with the Rules and Regulations (2005) outline the procedures for application and approval of a General Development Plan, and the content requirements that must be met prior to approval. Review of the GDP is the principal mechanism for coordinating city agency requirements and approvals. Approval of the GDP constitutes approval of a master plan that will guide all future development within the defined boundaries. However, GDPs are not self-implementing documents. The selected team will assist in outlining future regulatory actions and private and public investment that will be required to bring the preliminary concepts in the GDP forward during subsequent development planning, design and construction.

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### **3. PROJECT STRUCTURE**

This planning effort requires consultant support to conduct station area planning, interchange feasibility study, GDP development, and technical land use, market, economic, and infrastructure analysis within the context of an urban transit-oriented community. The consultant will also collaborate with the City to continue the dynamic public involvement process. The City will organize and manage the process to include input and guidance through the following structure:

1. Executive Team: Management from Community Planning and Development and the Denver Housing Authority will provide critical guidance at key intervals throughout the process.
2. Staff Management and Partners Team: A group of staff from Community Planning and Development (project management), Public Works, Parks and Recreations, Office of Economic Development, Environmental Health, the Denver Housing Authority, as well as likely representation from the Metropolitan Football Stadium District, RTD, and the Colorado Department of Transportation will meet regularly to collaborate on this planning effort.
3. Steering Committee with Leadership Team. Working from the Station Area Plan stakeholder list, a group of up to 20 individuals will be formed by the City and DHA to guide the planning process and to represent diverse interests in the station area including community representation, business owners, development, transportation, affordable housing, registered neighborhood organizations, and others.

### **4. PROJECT GOALS AND OBJECTIVES**

A market-oriented and implementation-focused approach that considers local context is necessary to successfully complete this project.

A clear, implementable vision for land use, development, entertainment, open space, parks, and infrastructure that will help transform the station area into a livable transit-oriented community.

Working with City and DHA staff, the consultant team will:

- Based on in-depth market and economic analysis, assist in finalizing the Decatur-Federal Station Area Plan with recommendations for land use and the public realm, mobility and infrastructure, economic development, and community health;
- Analyze how a future reconfiguration of the Federal Boulevard/Colfax Avenue cloverleaf interchange *could* re-shape the area's access, walkability, and utilization of land;

- Develop a General Development Plan for the Station Area; and
- Provide a clear strategy for implementation and contribute toward a master plan for Sun Valley Homes as DHA prepares for redevelopment in 4-5 years.

## **TASKS AND DELIVERABLES**

Tasks and Deliverables In this section may not occur in the order listed. The consultant team and City planning team will work together on a work program and schedule to guide the planning process.

### **PHASE 1 – STATION AREA AND MARKET ANALYSIS**

#### **TASK 1.1: STRATEGIC KICKOFF**

The consultant team and City and DHA will review the scope, schedule and budget of the project and set the parameters by which the project will ultimately be judged (Critical Success Factors). A work program will be developed that outlines roles and responsibilities, schedule and patterns of meetings with the planning team and various stakeholder groups.

**Deliverables: Strategic Kickoff Meeting notes including schedule, roles and responsibilities, CSFs.**

#### **TASK 1.2: EXISTING CONDITIONS ANALYSIS**

The City has conducted an analysis of existing conditions for the previous station area planning effort. These should be reviewed and updated as needed with support from staff. This effort will incorporate GIS data, recommendations from the draft station area plan, adopted policies, studies and initiatives that are relevant to the station area, as well as public input. The Consultant will provide data interpretation, and recommendations for analysis and methodologies to build upon other city plans and initiatives that relate to the station area. These include city-wide plans (such as Blueprint Denver and the TOD Strategic Plan) and area-specific plans (such as neighborhood and station area plans) as well as the Draft Federal Boulevard Conceptual Alignment and Interchange Study (September 2009), the Federal Boulevard (5<sup>th</sup> Avenue to Howard Place) Planning Environmental Linkage Study, and the Denver Parks Weir Gulch Master Plan.

The Consultant will specify how team members will assist the City in completing the existing conditions analysis, including the following efforts:

- Review compilations provided by the City of adopted land use plans to consider in area-wide planning analysis of the Decatur-Federal Station Area.
- Collect relevant precedent studies and best practices regarding successful TOD neighborhood revitalizations.

- Conduct analysis of spatial and non-spatial data pertinent market information such as land use and job distribution, existing and planned transportation infrastructure, and other data that inform the future reuse of the area.
- Include key stakeholders and land owner input to explore current conditions, potential private data additions, and other relevant information related to sites around the station.

**Deliverables: Summary of relevant information in existing plans, precedent study results, existing conditions analysis data and maps, meeting summaries.**

### TASK 1.3: HUMAN CAPITAL DEVELOPMENT PLAN

Consultant Team will collaboratively develop a Human Capital Development Plan (HCDP) that addresses the issues facing the community such as health, safety, community amenities, services, education and training. The plan will identify potential partnerships and actions to remedy the human and social barriers that exist today in Sun Valley. Actions and partnerships identified will also be linked to physical planning and programming through the station area plan process. Where possible, identified partners in human capital development will be incorporated into the planning process as key stakeholders.

The HCDP will kick off at the beginning of the station area planning process and will act as a conversation starter with the community. As the Station Area Plan proceeds the HCDP will be revised and expanded to capture potential opportunities for human capital improvements. The HCDP final deliverable will consist of a matrix and corresponding text and will be included as part of the Station Area Plan.

**Deliverable: Human Capital Development Plan with issues/barriers, partnerships and actions that relate to physical planning and programming.**

### TASK 1.4: MARKET STUDY AND DEVELOPMENT FEASIBILITY ANALYSIS

There have been high level market studies done for a number of Denver's FasTracks stations, including Decatur-Federal. These overview reports should be a starting point for a more in-depth and location-based analysis of the potential market demand and development feasibility at the Decatur-Federal Station Area. The consultant will conduct a detailed analysis of the market opportunities for the area as a whole, including DHA's Sun Valley Homes, Xcel property, Stadium district parking lots, and the S. Platte River frontage. The consultant will analyze potential residential, employment, commercial and job creation opportunities in the station area. Property owners, industry experts, the development community and stakeholders should be engaged in the analysis to capture the most accurate information and strategic thinking. The recommendations should include how best to take advantage of the proximity to downtown, river frontage, Lakewood Gulch open space, existing facilities, future Westside Library, proximity to Sports Authority Field at Mile High and the significant employment center – Denver Health and Human Services.

**Deliverable: A Market Study and Economic Strategy with recommendations for the most promising economic development and revitalization strategies for the study area.**

#### TASK 1.5: STAKEHOLDER INPUT AND PUBLIC INVOLVEMENT

The Consultants will support the City in organizing stakeholder and agency invitations, meetings and scheduling. Consultants will support workshop activities and collect and document stakeholder and public input for the purpose of identifying issues and opportunities, and clarifying the vision. Due to the previous amount of public outreach and meetings in this station area, a unique and more personal approach to engagement will likely be needed.

- Develop a public outreach and stakeholder strategy tailored to the study area.
- Steering committee kick-off meeting, and follow-up meetings as required.
- Expand stakeholder involvement and conduct workshops with public agencies (such as public works, parks and recreation, and economic development) and other private and non-profit sector partners (such as local business owners and the development community) to explore issues and opportunities. Support the City in conducting one-on-one meetings with key stakeholders as necessary.
- Co-conduct up to six public meetings over the course of the planning process.
- Attend Planning Board and City Council meetings as appropriate. It is estimated that the consultant team may need to be present for 2 Planning Board and 2 City Council meetings throughout the SAP and GDP processes.

**Deliverables: Deliverables include a Public Outreach and Stakeholder Strategy, meeting summaries, metrics documenting # of people reached, web-based outreach content.**

#### TASK 1.6: BOUNDARY DETERMINATION

Following an existing conditions and market analysis and Phase I public involvement, City staff, DHA and the consultant will determine the appropriate boundaries for the Station Area Plan, and more importantly, the GDP. The GDP boundaries may be tiered with a more limited Focus Area (Primary GDP Boundary) and an expanded Area of Influence (Secondary GDP Boundary). These boundaries may be determined by level of owner interest/participation as well as physical barriers and logical boundaries.

**Deliverables: Updated study area / GDP boundary map**

### PHASE 2. STATION AREA PLAN

#### TASK 2.1: REMAINING QUESTIONS AND METHODOLOGY

Identify questions raised by the prior planning efforts in and around the station. Based on these questions, work with the Staff Management and Partners Team to determine a methodology for addressing each question.

As part of addressing the land use questions, work with the City and DHA to incorporate industry and market expertise to assess the feasibility of commercial, residential, entertainment, and light industrial land uses for the study area. Each land use category should be fully vetted and studied for its marketability and potential. Recommendations should allow for the ability to accommodate changing markets in the future.

**Deliverables: Memo with list of questions raised by prior station area planning efforts, methodology to address each question, and detailed responses to each question.**

## TASK 2.2: FEDERAL BLVD. AND COLFAX AVE. INTERCHANGE FEASIBILITY STUDY

Public Works completed a Draft Conceptual Alignment and Interchange Study in 2009 for the Federal Boulevard and Colfax Ave Interchange focused primarily on mobility issues. The 2009 study included construction cost, but did not incorporate future market and economic impacts of an interchange configuration. The intention of this expanded study is to gain an understanding of the potential economic benefit of interchange configuration compared to the potential cost. This new study should expand beyond traffic, bicycle and pedestrian movement to also consider enhanced redevelopment opportunities, station area planning and connectivity, and economic development benefits. The Interchange Study must be grounded in engineering feasibility as well and set the stage for a formal CDOT 1601 Interchange Feasibility Study.

The first step of this feasibility study will be to review previous conceptual alternatives for the interchange and conduct an analysis that evaluates the potential to enhance safety, access, and mobility for all users, while balancing the city's land use and transportation needs. In addition to the previously analyzed alternatives, the City encourages exploration of new alternatives as well any refinement to previously analyzed concepts.

Potential system enhancements should be identified that include, but are not limited to, the optimal size and layout of street grid connections and block patterns, and multimodal circulation networks. Based on the analysis, the consultant team should recommend the most ideal potential configuration. The analysis should include pros, cons, costs, benefits and detailed comparative evaluation of each alternative.

The outcome of this interchange analysis should be documented and inform the recommendations in the Station Area Plan. The long term land use and build-out scenarios in the plan should accommodate the new interchange vision while allowing development and expansion with the current configuration. Any interchange

reconfiguration would likely be long term (no funding programmed or planned), so plan scenarios must accommodate the current configuration while not precluding potential future reconfiguration.

**Deliverable: Feasibility Study for the interchange that includes analysis and feasibility, including conceptual design, traffic modeling/operations and conceptual cost/benefits estimates. Study includes 2 interchange visualizations. Drainage, water quality, and environmental considerations also need to be included. Traffic, bicycle, and pedestrian movement must be accounted for in each alternative in addition to the potential for future street grid connections and development parcels. The recommendation for the optimal design should include mobility, economic, and livability considerations.**

### TASK 2.3: DRAFT STATION AREA PLAN

Based on the questions raised, answers identified, Federal/Colfax interchange findings, additional multi-modal, land use buildout and economic development analysis, create a Draft Station Area Plan based on an agreed-upon format and outline with the City and DHA. Area plan recommendations should include text and graphics for land use, build-out, open space, urban design, mobility and infrastructure, economic development, parking, and street design, as well as the Human Capital Development Plan. Incorporation of green building and sustainable design principles should also be reflected in the station area plan.

#### TASK 2.3.A: MULTI-MODAL ANALYSIS (Station Area Plan Component)

Conduct a multi-modal mobility analysis of the study area's transportation network. Determine street hierarchy, functions, and street layout with subsequent right of way width requirements to achieve City goals associated with Denver's existing Street Standards, Complete Streets policy and Living Streets Initiative. Include recommendations for bicycle and pedestrian connections considering redevelopment opportunities and the goal of creating a livable, walkable community.

#### TASK 2.3.B: LAND USE AND BUILD OUT SCENARIO (Station Area Plan Component)

Based on the revised station area plan recommendations, develop a land use concept and development build out scenario with density and intensity ranges by square feet and use, units per acre, and building heights; location of shared parking, if any, including plans for maintenance agreements; and existing and/or

proposed zone districts. Land use concept shall also address the open space system and public realm.

#### TASK 2.3.C: ECONOMIC DEVELOPMENT STRATEGIES

Utilize information gained from the Market and Development Feasibility Analysis and public outreach to recommend Economic Development Strategies appropriate for the station area plan.

TASK 2.3.D: IMPLEMENTATION STRATEGIES. Provide a narrative and graphics summary of recommendations for priorities, financing strategies, and implementation techniques for the recommendations in the station area plan, including regulatory and infrastructure considerations and necessary partnerships.

- Consider potential implementation strategies and funding mechanisms for achieving recommendations and present to the stakeholder committee.
- Develop implementation strategies and identify responsible agencies, phasing options, potential funding sources and next steps needed to implement the plan.

**Deliverable: Draft Station Area Plan with written text and graphics, multimodal network plan, build out scenarios, parking locations, open space, economic development strategies, Implementation Plan and Human Capital Development Plan. Draft Plan will be delivered in an editable file format including In-Design, Adobe Illustrator and Adobe Photoshop files.**

**Deliverable: Digital files of all final graphics for City to incorporate into final Station Area Plan.**

#### TASK 2.4: PREPARE PLAN FOR ADOPTION

Deliver final graphics for preparation of the final Station Area Plan. City Staff will be responsible for revisions to the Draft Plan document and minor tweaks to graphics, but the consultant team is responsible for any major changes to graphics for the final Station Area Plan document. Attend 2 planning board and 2 city council meetings as needed during plan adoption phase.

### **PHASE 3: GENERAL DEVELOPMENT PLAN**

#### TASK 3. CREATE A GENERAL DEVELOPMENT PLAN

The GDP Process will include: Concept/Pre-Application, Application Preparation, Technical Review/Revisions, and GDP Approval/Recordation. Early in the process the consultant and city planning team will determine the necessary components of the GDP, including making a decision on whether or not design guidelines need to be included as part of the GDP. At a minimum, the GDP will include the following components:

- **Land Use** - Develop preliminary land use alternatives and ranges of square footage and general locational distribution, density ranges and proposed zoning.
- **Transportation** - Include a circulation diagram (auto, bike, pedestrian, and transit), transportation analysis, including modal split, trail connections, and relationship to public amenities and surrounding context. Develop a Transportation Demand Management program if needed.
- **Urban Design** - Develop urban design standards and guidelines as needed. Consider block size and pattern.
- **Open Space** - Create a concept for public and private open space, including guidelines and standards. Include a final concept for the riverfront and S. Platte River Trail green space.
- **Conceptual Design** - Narrow down alternatives to a preferred conceptual design for the identified Primary and Secondary GDP Boundaries.
- **Drainage** - Conduct a Master Drainage Study as needed (see Denver Zoning Code and GDP rules and regulations)
- **Utilities** - Identify major trunk utility connections and preliminary storm water conveyance (see Denver Zoning Code and GDP rules and regulations).
- **Phasing and Implementation** - Estimate sequence and timing for phasing and implementation of the GDP, including cost estimates for infrastructure and funding.

**Deliverable: Pre-Application Submittal, GDP Revisions (up to 3), Final GDP application ready for submittal to the City, including exhibits for public meetings as necessary.**

### TASK 3.2 DEVELOP GDP IMPLEMENTATION STRATEGIES

Provide a narrative and graphics summary of recommendations for priorities, financing strategies, and implementation techniques, including regulatory and infrastructure considerations and necessary partnerships. This may serve as an update to and refinement of Implementation Strategies identified for the Station Area Plan.

- Consider potential implementation strategies and funding mechanisms for achieving recommendations and present to the stakeholder committee.
- Develop implementation strategies and identify responsible agencies, phasing options, potential funding sources and next steps needed to implement the plan.

**Deliverables: Digital files that summarize recommendations for successful redevelopment, including a rationale discussion of assumptions and constraints.**

## **5. RELEVANT PLANS**

Adopted plans, master plans, initiatives or current planning efforts that relate to the South Platte River Corridor (available online at [www.denvergov.org / planning](http://www.denvergov.org/planning)):

- a. Blueprint Denver
- b. TOD Strategic Plan
- c. Denver Zoning Code
- d. West Corridor TOD Partnership
- e. River Vision Implementation Plan (RVIP)
- f. River South Greenway Master Plan (RISO)
- g. River North Greenway Master Plan (RINO)
- h. Gulch Master Plan
- i. River North Plan
- j. River North and Denargo GDP
- k. Auraria West Station Area Plan
- l. La Alma/Lincoln Park Neighborhood Plan
- m. DHA South Lincoln Master Plan
- n. Draft Decatur Station Area Plan
- o. Denargo Market GDP
- p. West Corridor EIS
- q. Valley Highway EIS
- r. Denver Moves
- s. Strategic Parking Plan
- t. Pedestrian Master Plan
- u. Bicycle Master Plan
- v. Strategic Transportation Plan
- w. Parks & Recreation Game Plan
- x. Gulch Master Plan and Weir Gulch design
- y. Draft Conceptual Alignment and Interchange Study, 2009

## **6. BUDGET AND RESOURCES**

Payment for completion of the scope of services shall be a lump sum of six hundred sixty thousand dollars (\$660,000), including direct and indirect costs. This funding comes from the Denver Livability Partnership through a jointly funded HUD Community Challenge and DOT TIGER II planning grant that was awarded to Denver in December 2010.

### **Collaboration**

In order to maximize a fixed grant budget and to successfully complete the tasks outlined in the scope of work, the City and the Denver Housing Authority will provide staff resources and expertise to compliment consultant efforts, as outlined below.

#### **1. GIS Mapping and Data Development**

- a. The City Community Planning and Development Department has created numerous maps for the station area that includes key data sets useful for planning analysis. City Senior GIS Analysts have also conducted an existing conditions analysis for previous planning projects with consultant involvement.
- b. Data collection efforts will be conducted by the City to the extent possible, including collection of existing demographic and parcel information, compiling GIS environmental information on specific locations and collecting data on land use, development character, socioeconomics, and market data for the station area.
- a. City-wide and area-specific land use plans The Consultant will gain familiarity with relevant City planning documents and initiatives. A list of these documents is included in the section entitled “Relevant Plans”.

#### **2. Public Outreach**

- a. The City and DHA planning staff have much expertise and staff resources to put toward public outreach. The consultant team, DHA and the City will work together to determine how to best utilize available resources toward public outreach, including identifying roles and responsibilities when engaging with various sectors of the public (City Council, DHA residents, key property owners).

**Fee Structure**

The Consultant’s fee for each task is set forth below. The fees will be billed monthly by Phase on a percent complete basis. Fees for each phase below include anticipated expenses.

PHASE 1: STATION AREA AND MARKET ANALYSIS.....	\$180,000
Includes Tasks 1.1 through Task 1.6: Strategic Kickoff, Existing Conditions Analysis, Human Capital Development Plan, Market/Development Feasibility Analysis, Stakeholder Input/Public Involvement and Boundary Determination	
PHASE 2: STATION AREA PLAN.....	\$270,000
Includes Tasks 2.1 through Task 2.4: Remaining Questions and Methodology, Federal/Colfax Interchange Study, Draft Station Area Plan, Prepare Plan for Adoption	
PHASE 3. GENERAL DEVELOPMENT PLAN.....	\$210,000
Includes Tasks 3.1 and 3.2: Create a GDP and GDP Implementation	
<hr/> <b>TOTAL COMPENSATION</b>	<b>\$660,000</b>