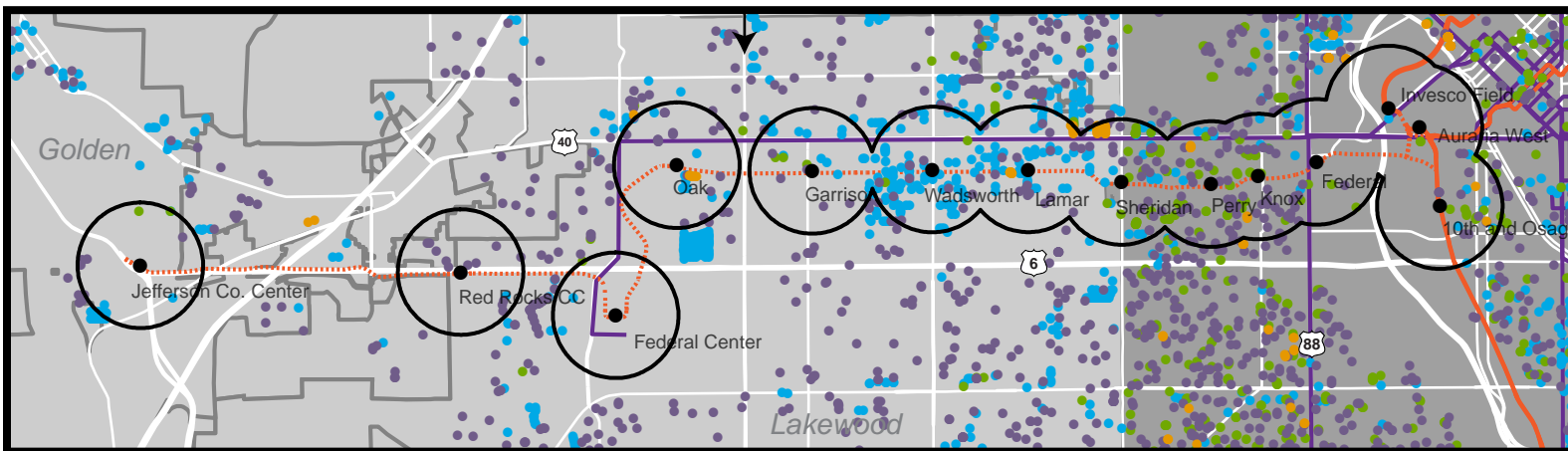




A Station Area Typology of Economic Opportunity:

A Guide to Better Connecting Transit, Jobs and Workforce Development in the Denver Region



Acknowledgements

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About Mile High Connects & the Jobs Access Initiative

Mile High Connects is a collaborative of local and national nonprofit organizations (including Reconnecting America), philanthropic foundations and financial institutions working together to ensure that the Metro Denver regional transit system helps to foster communities that offer all residents the opportunity for a high quality of life. Our primary goal is to ensure that the creation of FasTracks improves accessibility to affordable housing, good-paying jobs, essential services, educational opportunities, improved health, and other elements of a high quality of life for all of Metro Denver's residents, especially those with lower-incomes.

As part of its efforts, MHC has partnered with the Denver region's employers, planners, economic development professionals and workforce providers to ensure that we maximize the investment in FasTracks by attracting, retaining, and supporting businesses located along the lines and by helping "middle skill" residents (those with more than a high school diploma but less than a bachelor's degree) access jobs, affordable housing, quality child care, and workforce training opportunities along the lines. Mile High Connects' Job Access Initiative seeks to inform and help to shape the strategies of regional stakeholders who are making decisions related to development, zoning, economic development, workforce training and business development. To this end, the Collaborative received support from Living Cities, a consortium of 22 of the world's largest philanthropic and financial institutions, to bring together key stakeholders representing employers, economic development, workforce development, planners, and workers to analyze job opportunities and supports for middle skill workers along current and future transit lines being built as part of FasTracks, and to consider how the region's economic development and workforce systems can leverage our investment in transit to promote, retain, and expand job opportunities along our regional transit system.

The Jobs Working Group is comprised of representatives from the following organizations:

City of Denver, OED
City of Lakewood Economic Development
Community College of Denver (WIN Program)
Denver Metro Chamber of Commerce
Denver Regional Council of Governments
Enterprise Community Partners
FRESC: Good Jobs Strong Communities
JP Morgan Chase Foundation, MHC member
Mile High Business Alliance
9 to 5
Reconnecting America
Rose Community Foundation
SkillBuild CO

About Reconnecting America

Reconnecting America (RA) is the primary author of this report. RA is a national non-profit that works to better communities – places where transportation choices make it easy to get from place to place, where businesses flourish, and where people from all walks of life can afford to live, work and visit. RA conducts research, provides technical assistance, advocates for public policy, builds on-the-ground partnerships, and convenes the players necessary to accelerate decision-making. RA is the managing partner of the Center for Transit-Oriented Development (CTOD), the only national nonprofit effort dedicated to providing best practices, research and tools to support market-based transit-oriented development.

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I. Introduction

Most of the emphasis to date on TOD has been around residential development—building compact, mixed-use, mixed-income housing near transit, with shops and services nearby and a variety of transportation choices. Yet economic and workforce development are just as important to incorporate into transit-oriented communities. People who can take transit to work often spend less on transportation costs, saving them money to spend on other things. Employers also benefit by locating near transit in a variety of ways, from gaining access to a larger labor pool, saving money on things like parking and health care and greater convenience to clients and customers. Workforce training providers that locate near transit give potential workers greater access to their services and also lower the cost of taking such training courses in order to find a job. This is especially important for low- to middle-skill workers, who often need training beyond high school to get a good paying job but often do not have the information or resources to get these jobs or access the training for them. It is also important for small, local, neighborhood-serving businesses that often lack the resources to locate or remain in a transit-oriented location that could be beneficial to their bottom line. The purpose of this report is to provide an overview of the benefits to employers and workforce training providers of locating near transit, as well address the barriers that often prevent them from choosing a transit-oriented location. It includes academic research, applied research from think tanks and advocacy groups and case studies from several regions that have programs in place to promote businesses near transit. The review also addresses the gaps in the research and recommends tools and strategies for overcoming the barriers to locating near transit. The report concludes with a typology tool for local practitioners and policymakers to use to attract, retain and grow more businesses in transit-oriented locations, using Denver's East and West lines as case studies. The audience for this report includes local government staff responsible for planning and investment decisions, employers seeking information on location choices and other stakeholders who are seeking to improve economic opportunity.

Structure of this Report

The first part of this report outlines the benefits of connecting workers to jobs via transit for employers, local government, transit agencies and the workers themselves. The report then addresses the major barriers that

workers and employers face in taking transit to work and choosing a transit-oriented location, respectively. The report then provides a roadmap for local practitioners to address these barriers and begin to attract, retain and grow businesses near transit stations. The final section presents a typology tool, using Denver's West and East Lines as an example, that local governments and other key decisionmakers can use to evaluate and categorize station areas by economic and workforce development opportunities available, and thus identify places to prioritize and focus resources on transit-oriented employment.

Why Does the Denver Region Need This and Why Now?

There are many reasons that firms choose a certain location. The most common rationale for placing jobs and businesses by transit is the sustainability factor—it promotes smart growth and sustainable transportation modes like public transportation, biking and walking. There is also the “cool factor” of being in vibrant, walkable neighborhoods where employees, mostly younger workers, increasingly want to work in these types of places. Few efforts have documented the benefits for locating jobs and businesses that improve the economic outcomes for disadvantaged communities. Yet without such an argument, we risk developing regional transit systems that only support access to high-skill jobs and/or high-end businesses. This is especially critical to the Denver region, where several lines under construction run through communities with a high number of small businesses (West Corridor) and middle-skill jobs (East Corridor). Without an emphasis on these job opportunities, resources will be allocated mostly to the high-skill workers at anchor institutions and business travelers going to the airport. The Denver region also has not focused on economic or workforce development along existing transit corridors—the Southeast Corridor runs through the Denver Tech Center, which is made up mostly of high-skill jobs, while the Southwest Corridor runs through an industrial corridor with poor connections to the light rail stations from job centers. Decisionmakers can learn from these examples, and others across the country, to mitigate the risks of further isolating those workers and communities most in need of access to economic opportunities.

Why Small to Mid-Size Businesses?

We focus on small to mid-size businesses (<500 employees) because Colorado is a small business state – small businesses comprise 98% of the state's employers and employ 50% of the states employees. Indeed 50% of employees in the state work in a business with 1 - 500 employees and 20% work in firms with fewer than 20 employees.¹

Why Locally Owned?

We focus primarily on locally owned small businesses because according to national research, \$68 out of every \$100 spent at a locally-owned business remains in the local economy versus only \$43 for non-locally owned firms.² Economic impact studies show that money spent with local businesses recirculates at least 3 times more in the local economy than money spent at non-local firms.

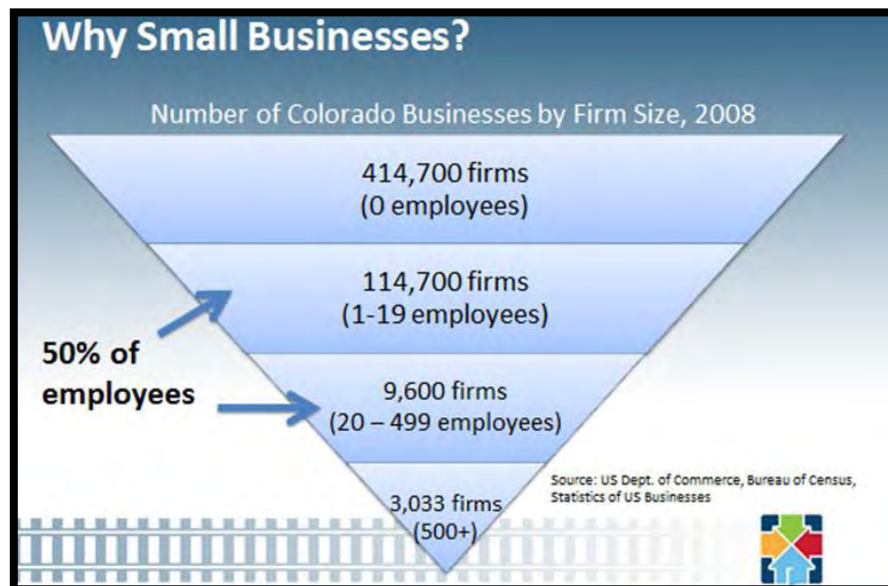


Figure 1: Why Small Businesses?

¹ US Dept. of Commerce, Bureau of Census, Statistics of US Businesses

² Civic Economics, 2005. The Andersonville Study of Retail Economics. Available at <http://civiceconomics.com/app/download/5841713404/AndersonvilleStudy.pdf>

³ National Skills Coalition, 2011: Colorado Fact Sheet. Available at http://www.nationalskillscoalition.org/resources/fact-sheets/state-fact-sheets/middle-skill/nsc_middleskills_colorado.pdf

⁴ Calculated by National Skills Coalition from the Bureau of Labor Statistics website.

Why Key Growth Industries?

Working with the City of Denver's Office of Economic Development, we have identified key a sub-set of industries (Manufacturing, Transportation/ Warehousing, Finance/Insurance, Professional/Scientific/Technical Services, and Health Care/Social Assistance) that are forecast to be key drivers of our regional economy going forward and that are most likely to produce good quality jobs for middle skill workers.

Why Good Middle Skill Jobs?

We focus on middle skill jobs (defined as those requiring more than a High School diploma but less than a 4-year bachelor's degree) because 49% of our state's workforce is a "middle-skill" worker.³ Middle-skill jobs acct for 47% of CO's jobs today and will acct for 39% of job openings in the next decade.⁴ Additionally, we are focused on growing good middle skills jobs, which we define as those that meet Denver County's regional self-sufficiency standards. We've mapped these standards, determined by hourly wage as well as salary, to the region's growth industries, leading us to identify the sub-set of industries noted above as our area of focus.

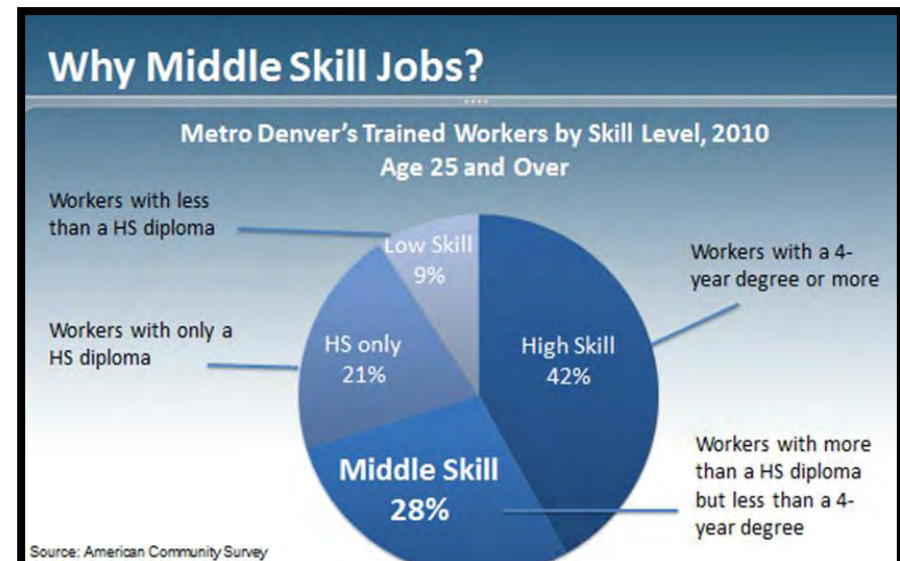


Figure 2: Why Middle Skill Jobs?

Why High-Frequency Transit?

Finally, Mile High Connects is focused on proximity to high frequency transit because it creates opportunities for those without an automobile, who are disproportionately low-income, minority, and non-college educated, workers. Using public transit instead of personal automobiles can save households thousands of dollars annually.

II. The Benefits of Connecting Jobs & Transit

The economic benefits of transit-oriented development generally fall into the following categories:

- **Placemaking.** Businesses that locate near transit are closer to other businesses, including related businesses⁵; closer to shops & services that workers can access before, during or after work^{6,7,8}; and within walking distance of many other places, allowing workers to get to appointments or do errands without a car.⁹
- **Neighborhood Revitalization.** Businesses can help preserve the stability of and revitalize existing neighborhoods that are located near transit. They can help revitalize distressed neighborhoods, where many small, neighborhood-serving businesses are located¹⁰ and help the local economy by boosting local property values and local sales tax revenues^{11,12}. The success of a few businesses near transit will attract additional businesses, attracting investment, promoting efficiencies that increase productivity, innovation & economic performance.^{13,14,15}
- **Economic Development.** Businesses locating near transit can realize greater financial returns, including business operating cost savings, greater return on investment, higher employee productivity and reduced wage premiums.^{16,17,18}
- **Accessibility.** Businesses that locate near transit provide their employees, clients and customers with more transportation options, including walking, bicycling, transit and driving.^{19,20,21,22}
- **Agglomeration.** Businesses locating near transit realize human capital benefits because of their proximity to other related businesses, including access to a larger workforce and more attractive commuting

options than just driving: There are also knowledge spillovers from being closer to related firms.^{23,24,25,26,27,28,29}

- **Environmental & Health.** By providing workers with more transportation choices, businesses can realize considerable health care cost savings because workers can walk to and from the transit station and other destinations, increasing physical activity and reducing the likelihood of being overweight. Workers also may be less stressed if they do not have to face a long commute on the road. There are also environmental benefits from reduced congestion (cleaner air) and energy efficiency from locating in a more urban location.^{30,31,32,33,34}

5 American Public Transportation Association, 2009. The Economic Impact of Public Transportation Investment. Available at http://www.apta.com/resources/reportsandpublications/Documents/economic_impact_of_public_transportation_investment.pdf

6 Center for Transit-Oriented Development, 2011. Transit and Regional Economic Development. Available at <http://reconnectingamerica.org/assets/Uploads/TransitandRegionalED2011.pdf>

7 Center for Transit-Oriented Development, 2011. Transit-Oriented Development & Employment. Available at <http://reconnectingamerica.org/assets/Uploads/TOD-EmploymentFINAL20111122.pdf>

8 Center for Transit-Oriented Development, 2008. TOD 202: Transit and Employment: Increasing Transit's Share of the Commute Trip. Available at <http://www.reconnectingamerica.org/resource-center/browse-research/2008/tod-202-transit-employment-increasing-transit-s-share-of-the-commute-trip/>

9 Ibid, see footnotes 2-4.

10 Center for Transit-Oriented Development, 2011. Rails to Real Estate: Development Patterns along Three New Transit Lines. Available at http://ctod.org/portal/sites/default/files/CTOD_R2R_Final_20110321.pdf

11 WMATA, see footnote 7.

12 American Public Transportation Association. Transit Means Business. Available at http://www.apta.com/gap/policyresearch/Documents/brochure_transit_means_business.pdf

13 CTOD, Rails to Real Estate, see footnote 12.

14 WMATA, see footnote 7.

15 APTA, Economic Impact, see footnote 1.

16 APTA, Economic Impact, see footnote 1.

17 CTOD, TOD & Employment, see footnote 3.

18 Brookings Institution, 2012. Where the Jobs Are: Employer Access to Labor by Transit. Available at <http://www.brookings.edu/research/papers/2012/07/11-transit-jobs-tomer>

19 CTOD, Transit & Regional Economic Development, see footnote 2.

20 CTOD, TOD 202, see footnote 4.

21 Brookings Institution, see footnote 29.

22 DRCOG, see footnote 9.

23 TCRP, see footnote 30.

24 APTA, Economic Impact, see footnote 1.

25 Association of Bay Area Governments. Bay Area Vision Equitable TOD Strategies for Planners. Available at <http://www.bayareavision.org/initiatives/dwd-strategies.pdf>

26 CTOD, Transit & Regional Economic Development, see footnote 2.

27 CTOD, TOD 202, see footnote 4.

28 East Bay Economic Development Alliance, see footnote 24.

29 CTOD, Rails to Real Estate, see footnote 12.

30 WMATA, see footnote 7.

31 PPIC, see footnote 49.

32 CTOD, Transit & Regional Economic Development, see footnote 2.

33 CTOD, TOD & Employment, see footnote 3.

34 CTOD, TOD 202, see footnote 4.

The following are some key findings from the research on the economic benefits of transit:

Transit lines that connect more jobs have higher ridership. The location of one's job relative to transit is often found to be a more important factor in determining whether or not someone will take transit than how close someone lives to transit.³⁵ A 2009 study by Reconnecting America found a positive correlation between transit ridership and the number of jobs connected along newly constructed light rail lines in Houston, Denver, Minneapolis, San Diego, Los Angeles, and Portland.³⁶ In fact, research on transit ridership going back to the seminal Pushkarev and Zupan study from 1977 finds strong correlations between employment density in job centers connected to transit lines and ridership.³⁷

Transit is well-suited to serve commuters, especially those working in a central downtown or major job center. Currently, 50-80% of all transit trips are commute trips or related to work (i.e., midday trips from work).³⁸ Commute trips are more predictable, and easier to align with transit schedules. Transit frequency is also often highest during standard commuting hours, again, making it easier for users to choose to commute to work via transit. Workers commuting downtown are especially apt to choose transit as their commute mode. A survey in the Denver region found that downtown workers rated transit as more important than those working outside of downtown.³⁹ These interview findings are supported by national research that found that downtowns had significantly higher transit ridership than regions or even central cities overall.⁴⁰

Workers who have transportation choices can save money, be more productive, and lower stress. Studies have found that workers who can take transit or reduce their commute times are more productive and happier.⁴¹ Workers in the Denver region have the potential to save up to \$844 a month (\$10,125 annually) by taking transit instead of driving.⁴² The savings are even greater if workers choose to live in a transit-oriented community with shops and services nearby because it reduces their need to own a car and facilitates more walking instead of driving, thereby increasing levels of physical activity.

The cost savings provided by transit can be translated into regional economic benefits. A CEOs for Cities study found that money individuals saved on transportation costs by using transit, walking, and biking instead of driving saved the Portland region a collective \$2.6 billion a year – and those dollars boosted spending on other goods and services in the local economy.⁴³ This “walkability dividend” translates into financial and time savings of almost 4% of GDP, and provides ancillary benefits such as cleaner air and lower rates of obesity.⁴⁴

Development along new light rail lines tends to follow jobs. A 2011 CTOD study found that proximity to existing employment centers and downtowns were important factors for where new development along transit lines would occur. Seventy-two percent of development along the Hiawatha Line was in downtown Minneapolis, and 64 percent of development along the Blue Line was in Uptown Charlotte. In the Denver region, development along the Southeast Corridor is closely tied to growth in employment along the line.⁴⁵

Connecting jobs to transit reduces congestion and improves regional economic strength. The length and cost of commuting impacts the individual workers making the trip, but it also has an impact on the region's economic vitality. The Denver Regional Council of Governments' (DRCOG) 2035 MetroVision Plan, acknowledges that mounting congestion, rising housing and transportation costs and limited fiscal resources all challenge the economic vitality of the Denver region and should be addressed through smarter investments in pedestrian, bicycle and transit infrastructure, as well as compact, mixed-use development in designated “Urban Centers” that are near existing transportation infrastructure.⁴⁶

35 PPIC, see footnote 49.

36 CTOD. “Destinations Matter: Building Transit Success,” 2009.

37 Pushkarev and Zupan. “Public Transportation and Land Use Policy,” 1977.

38 2007 APTA Transit Factbook.

39 DRCOG. “Who is TOD in Metro Denver? Employee Survey Report,” April 2010.

40 Pisarki, Alan. “Commuting in America III,” 2006.

41 Stutzer, A. and B. S. Frey. “Stress That Doesn't Pay: The Commuting Paradox,” 2004. Guliana, E. et al. “The stress of driving: A diary study,” *Work & Stress*, Volume 4, Issue 1 January 1990.

42 APTA October 2012 Transit Saving Report.

43 CEOs for Cities. “Portland's Green Dividend,” July 2007.

44 Richard Florida, “Toward the Walkable City,” *Atlantic Cities*, January 7, 2013.

45 CTOD. “Rails to Real Estate Development Patterns along Three New Transit Lines,” March 2011.

Transit-oriented regions attract “talent,” benefitting businesses and the region. A recent study for the Economist found that access to “talent” was one of the main determinants of an economically competitive region and that those talented workers are attracted by regions with a high quality of life.⁴⁷ In the US, talent is increasingly defined by the creative class and Millennials, demographic groups drawn to places that offer a different kind of lifestyle than the old suburban model. In the last U.S. census, almost two-thirds (64%) of college-educated 25- to 34-year-olds said they looked for a job after they chose the city where they wanted to live.⁴⁸ CEOs for Cities found that “This younger generation of workers prefers lifestyles that offer myriad opportunities for social interaction and the exchange of ideas. This generation doesn’t want to commute by car.”⁴⁹ Downtowns and job centers connected by transit offer commute choices these workers want.

The business community also benefits directly through increased economic productivity when firms cluster in job centers. Studies have found that doubling employment density improves productivity overall by about 6 percent, while in urban areas specifically, doubling employment density increases patent activity by 20 percent.⁵⁰

Businesses (especially retail) located in compact, walkable environments make more money. Edward McMahon of the Urban Land Institute compared two Barnes & Noble Booksellers location in Maryland and found that the store located in a walkable, mixed-use community generated significantly greater sales than the store located in a strip mall. The walkable downtown Bethesda location earned 15 percent more than Rockville in one year and made 20 percent more per square feet.⁵¹

Impacts of the commute trip are far reaching. While work-related trips total 19 percent of all trips by all modes, their impact is disproportionately larger. That’s because freeway systems and arterial streets are typically built to accommodate the crush of traffic – or “peak demand” – as people head to and from work each day.⁵² This has an enormous impact on the physical fabric of communities as freeways are built or widened, and more neighborhood streets converted to fast-moving arterials.⁵³

Locating or expanding near transit can save businesses money, especially on parking costs. Businesses locating in places that are already transit-rich can provide less parking because more of their workers and customers will take transit. The Pittsburgh Downtown Partnership found that more than 125,000 workers commute into downtown Pittsburgh every day, and that if every one of them drove alone, the entire 50-acre downtown would be a parking lot. Fortunately, more than half of downtown Pittsburgh workers commute on foot, by bike or on transit, providing the downtown with a vibrant, animated street life – which is good for business.

46 DRCOG. MetroVision 2035. <http://www.drcog.org/documents/2011%20MV%202035%20Plan%20for%20Web5-12-11.pdf>

47 Economist Intelligence Unit. “Hot spots: Benchmarking global city competitiveness,” 2012.

48 Ania Wieckowski, Harvard Business Review, The Magazine, May 2010

49 Reconnecting America, “Are We There Yet? Creating Complete Communities for 21st Century America,” 2012.

50 Antonio Ciccone, and Robert E. Hall. “Productivity and the Density of Economic Activity,” 1996.

51 Ed McMahon, Urban Land Institute.

52 Pisarki, Alan. “Commuting in America III,” 2006.

53 CTOD. “TOD 202: Transit and Employment: Increasing Transit’s Share of the Commute Trip,” 2008.

III. Barriers: Key Challenges to Connecting Workers to Jobs via Transit

Jobs aren't near transit. In a regional economy that has increasingly suburbanized over the last few decades, jobs are everywhere, and transit does not reach all of them. The Brookings Institution found that most major transit systems don't do a very good job of bridging the gap between where people live and work. Over 75% of all jobs in the nation's largest 100 metro areas are in neighborhoods served by transit (77 million jobs), yet the typical job is accessible to only about 27% of the workforce within a 90-minute transit commute. With about 63% of jobs in the suburbs, where transit service is less extensive, it makes it hard for people to rely on it as a transportation mode to get to work. In Denver, 86.6% of jobs are near transit, while 45.6% of people live near transit, suggesting a huge gap in transit service on the residential side to get people to work via transit. Even if being located near transit is beneficial, most firms aren't going to move because of the sunk costs of their current location, and even ones located near transit may find it too costly to stay there once transit opens.

Off-peak workers: Transit tends to offer the most frequent service during "peak" commuting hours, 7-9 am and 4 to 6 pm. Workers with off-peak shifts (in hospitals, retail, manufacturing, etc) may not be able to rely on transit as well as those working more traditionally timed jobs.

Quality jobs that are not transit-oriented: Construction, manufacturing, and transportation and warehousing are three industry sectors that have traditionally been difficult to serve with transit. There is a growing movement towards more vertical manufacturing (in tech companies, as well as ice cream, see if there are some examples from SF PDR work), however, thinking through how these jobs, which may offer higher wages and career ladders for lower skill workers, can be connected to the transit network is an important question.

Work-supportive services aren't near transit. People have many other places to go besides their workplace. Getting to work is just one part of the equation for many people. They also have to take their children to childcare or school and run errands. If these destinations are not near transit stations, then low- and middle-skill workers are forced to endure long commutes taking care of all of their daily needs. Parents may choose

to drive to work if their childcare options are not located near transit. A California study of childcare locations found that parents dropping children off at childcare centers near transit were more than twice likely to take transit, walk, or bike to work themselves.⁵⁴

Planning efforts do not incorporate economic development. Very few jurisdictions in the Denver region have prepared plans specifically focused on economic development. The closest most come is in the citywide comprehensive land use plan, or in the case of the economic development agencies, a strategic plan or page on their website focused on transit/TOD. Only a handful of station area plans address economic development in a meaningful way. Without an emphasis on job creation for middle-skill workers and small businesses, the resulting development at these station areas will not provide the kinds of economic opportunity that TOD is meant to create.

Connectivity Challenges. Getting to and from the workplace and other destinations via transit may still be a challenge if there is a lack of supportive infrastructure between the station and these destinations. Sidewalks, bicycle lanes, connector bus routes, employer-provided shuttles and other last-mile connections are often sorely lacking, and funding is often very limited to provide these services.

Employer Perception of Transit. Many employers see transit as more of an amenity than a critical need for their employees, so they do not factor in transit accessibility when selecting a location. Moreover, depending on the type of business, it may be better for them to locate near a highway or in an industrial park away from transit, leaving workers with little option but to drive to work. Some employers also may find lower rents in suburban locations far away from transit, but where they can provide free parking.

⁵⁴ Local Investment in Child Care. "Smart Growth for Families: Transit Linked Child Care," Powerpoint presentation, 2009.

IV. Weighing the Benefits vs. Barriers: Things to Consider

The closer jobs are to transit, the more likely workers are to take transit. Workers who live and work near transit are three times more likely to commute by transit than those who work farther from rail stations. This is true both for the people working in central business districts and in job centers in the suburbs.⁵⁵ Downtown workplaces have higher transit ridership in part because CBDs typically have high-quality high-frequency transit service, because they are walkable and have a mix of uses, and because traffic congestion and the high cost of parking are disincentives to driving. So while 49 percent of people working in downtown San Francisco commuted in transit by 2005, less than 5 percent of workers in surrounding suburban neighborhoods commuted by transit.⁵⁶ However, being able to live and work near transit is key. An earlier study found that people who worked and lived near rail stations were six times more likely to commute by transit than those who live far from transit.⁵⁷

Job centers that have a mix of uses, including amenities and services, are more likely to support transit users. If workers need to make side trips to drop children at child care or to run errands or if there are no restaurants or retail near their offices, they are less likely to choose transit for their commute.⁵⁸ Higher density employment centers are especially appropriate places for a mix of land use types because they can support more businesses and a more walkable environment.⁵⁹ Ensuring that walking or biking to restaurants and services is easy and pleasant can also support transit ridership during the commute.

Many factors aside from transit access alone influence whether workers will take transit to their jobs. Workers are more likely to commute by rail if frequent feeder bus services are available at one or both ends of the commute trip, if their employers help cover the cost of taking transit, and if parking is in short supply.⁶⁰

An integrated, regional transit network is key. Expansive, integrated transit networks and transit-supportive development provide more diverse economic opportunities than individual transit lines and can therefore support upward mobility and better sustain economic fluctuations.⁶¹ More expansive transit networks also support higher densities of jobs near transit stations, increasing the overall share of jobs that are transit proximate exponentially. This has implications for the benefits for businesses—when the transit system offers a high level of accessibility for workers of all skill levels, firms are more likely to want to locate near transit.⁶² Employment is a regional issue, and planning for integrating jobs and transit should consider the regional perspective.

55 Cervero, Robert. "Office Development, Rail Transit, and Commuting Choices," 2006.

56 Pisark, Alan. "Commuting in America III," 2006.

57 CTOD. "TOD 202: Transit and Employment: Increasing Transit's Share of the Commute Trip," 2008.

58 Ibid.

59 CTOD. "Transit-Oriented Development (TOD) and Employment," May 2011.

60 Ibid.

61 Strategic Economics. "FTA New Starts Economic Development Criteria," November 2006.

62 CTOD. "Transit and Regional Economic Development," May 2011.

V. A Plan of Action: A Roadmap for Creating Economic Opportunity at Transit Stations

Step 1: Engage your workforce and economic development departments. Typically the staff from economic and workforce development agencies do not work with each other on a regular basis and they often make decisions independent of each other. Connecting workers to economic opportunity and maximizing the return on investment in a regional transit system requires the breaking down of these silos and the integration of economic and workforce development initiatives. Other departments, such as planning and public works, should also be engaging with economic and workforce development staff to understand the barriers that workers and businesses face, and to figure out ways to align all of these individual efforts into a holistic, systems-wide approach to improving economic opportunity.

Step 2: Understand your assets and analyze them. Every transit station is different and presents unique opportunities for development. Local governments should conduct more in-depth research and analysis on the station area, corridor and municipality to see what types of businesses and jobs are already there and how to retain and promote growth among them. This will also help officials figure out what industries to target for the station areas, and what types of land use, zoning, etc. are required for the station area to thrive economically.

Step 3: Develop a strategy to retain & grow existing businesses that fit the corridor mix. Target the jobs most likely to locate near transit and then identify ways to retain existing businesses while also attracting new ones. Government-sector jobs are more likely to be located near transit than any other sector, with 42 percent of all public sector jobs located near fixed-guideway transit in 2008. Knowledge-based industries (Professional, Scientific, and Technical services) are close behind, with 36 percent near fixed-guideway transit. These jobs tend to be more transit-friendly because they are more likely to be office-based and are sensitive to the benefits of locations in high density areas. High quality transit access requires less parking and facilitates vertical density. Higher densities, in turn, support higher ridership on transit systems.

Step 4: Develop a strategy to attract, retain & grow businesses with middle-skill jobs. The industries that typically locate near transit (government and professional jobs) usually employ higher skill workers with advanced degrees. Thus, a separate strategy is needed to focus on those businesses that employ middle-skill workers such as manufacturing, construction, education and healthcare, as these industries usually have different location preferences that often work against transit-oriented development. Work with local employers and workforce training providers to understand their needs and identify tools and strategies to incentivize transit-oriented locations for businesses that offer middle-skill job opportunities. Explore zoning changes that facilitate economic development. Preserve existing industrial zoning where it is appropriate and also explore more flexible industrial mixed-use zoning districts to allow for transitional uses and higher densities.

Step 5: Develop a strategy to promote work-supportive services like training and childcare. Getting to work is just one part of the equation for many people. They also have to take their children to childcare or school and run errands. If these destinations are not near transit stations, then low- and middle-skill workers are forced to endure long commutes taking care of all of their daily needs. Where possible, local jurisdictions should encourage retail businesses and early childhood care providers to locate near transit station areas, possibly by providing incentives.

Step 6: Promote last mile connections. One of the biggest challenges to getting workers to take transit is the “last mile”—the distance between the workplace and the transit station. Often it is too far to walk, or the walk itself is unsafe or inconvenient. Local jurisdictions, RTD and DRCOG should work with employers and community-based organizations to identify ways to get employees from the transit station to their place of work, whether by investing in streetscape improvements (for walking), installing bike routes, implementing (or expanding) the bike-share systems, circulator shuttles (provided by RTD or privately by local employers).

Step 7: Incorporate economic development into station area and neighborhood plans. Engage local economic development staff in the planning process to understand their priorities and also what resources are available for improving connections to jobs and workforce training through transit.

VI. Developing an Economic Opportunity Typology Tool

Overview

In order to gain a better understanding of the opportunities available at each station area along the East & West Lines for economic and workforce development, Reconnecting America reviewed station area plans, citywide comprehensive land use plans and economic development plans from the jurisdictions and economic development agencies along the two corridors, focusing on how they characterize economic development and the jobs-transit connection. The goal was to see if any of these plans had identified opportunities for key groups – certain sizes of businesses (small firms, large employers, anchor institutions), specific industries (especially firms that typically employ middle-skill workers), and/or supportive services (childcare, workforce training providers) – to take advantage of the proximity to transit. One of our key findings was that station areas differ in their existing and future capacity to accommodate businesses of certain sizes and industries, and that station areas could be grouped together and categorized by their economic development potential. By grouping stations with similar characteristics, local and regional decisionmakers in the economic and workforce development fields will be able to identify and prioritize certain station areas based on their potential as well as resources available, similar to how planners in the region have used typologies to make land use and real estate investment decisions.

What is a Typology?

A “typology” is the term Reconnecting America and the Center for Transit-Oriented Development use to describe the process of grouping transit station areas into categories based on similar characteristics. The purpose is to identify the places with the greatest opportunity and make recommendations about policies and strategies that are grounded in real life best practices. Every station area, whether existing or proposed, faces unique challenges and will require specially tailored strategies to create transit-oriented communities with a mix of job choices. However, many different types of station areas share similar characteristics. These similarities can help planners, citizens, and elected officials quickly and easily understand key planning considerations and what to expect in

terms of the character, role and function of the places that will be created. There are typically 3-4 “place types” or categories of station areas, and the inputs vary depending on the purpose of the typology. In this case, the place types should reflect economic and workforce development characteristics of the stations.

The Goal of the Economic Opportunity Typology

This typology will offer a framework for prioritizing and coordinating investments on the East and West Line corridors to maximize opportunities for firms of all sizes and all industries to locate near transit, and ensuring that workers and employers alike have access to the supportive services they need to thrive economically. In many neighborhoods, only small-scale investments in infrastructure, catalytic development, or civic improvements are needed to greatly increase the employment-oriented TOD potential and capture the many associated benefits. In others, more large-scale investments, community support and employer buy-in will be necessary to unleash the station area’s economic potential. The typology is a way of coordinating strategic investments from different groups. It does not supplant other land use planning, station area planning, or transportation planning efforts, but gives different agencies and organizations a forum to see how their own activities might positively support and dovetail with these efforts.

Economic Opportunity Place Types

Based on Reconnecting America's analysis of completed and ongoing planning efforts and feedback from local & regional economic/workforce development stakeholders, station areas on the West and East Lines were grouped into the following three place types:

- **Work-Supporting Business Centers:** These areas have existing concentrations of businesses that provide non-predatory and affordable goods and services to middle-skill workers, such as grocery stores, child care, banks/financial institutions, restaurants and dry cleaners
- **Middle-Skill Job Centers:** Station areas fall into this category are those with a high number of middle-skill jobs (office, manufacturing, construction, transportation, etc.) – could include range of “density” of firms – from nascent/ incubators, to growing medium, to established/ high-density.
- **Skill-Building Centers:** These station areas contain places that primarily serve to train workers, such as community colleges or workforce training providers.

Categorizing Station Areas into Place Types

Using the three place types, we have assessed each station area's strengths in each area. The following table shows how each station ranks on each place type. “Low” means there are none or very few of that type of business or industry. “Medium” means there are some businesses/ industries in that station area but they do not dominate the station area. “High” indicates a station area that has many opportunities for that type of business/industry. **Appendix A** has detailed information on each station area.

West Corridor

Station Area	Work-Supporting Businesses	Middle-Skill Jobs	Skill-Building
10 th & Osage	Medium	Low	Low
Auraria West	Low	High	High
Decatur-Federal	Medium	High	Low
Knox	Low	Low	Low
Perry	Low	Low	Low
Sheridan	Medium	Low	Low
Lamar	Medium	Medium	Medium
Wadsworth	High	Medium	Low
Garrison	Low	Low	Low
Oak	Medium	High	Low
Federal Center	Medium	High	Low
Red Rocks CC	Low	Low	High
Jeffco Gov't Center	Low	Medium	Low

Figure 3: West Corridor Economic Opportunity Place Types

East Corridor

Station Area	Work-Supporting Businesses	Middle-Skill Jobs	Skill-Building
38 th & Blake	Low	High	Low
Colorado Blvd.	Low	High	Low
Central Park	Medium	Medium	Low
Peoria-Smith	Low	High	Low
40 th & Airport	Low	Low	Low
Pena Blvd. Stations	Low	Low	Low
DIA	Low	High	Medium

Figure 4: East Corridor Economic Opportunity Place Types

A subcommittee of Mile High Connects members also developed the following diagrams showing how these different place types interconnect with transit access:

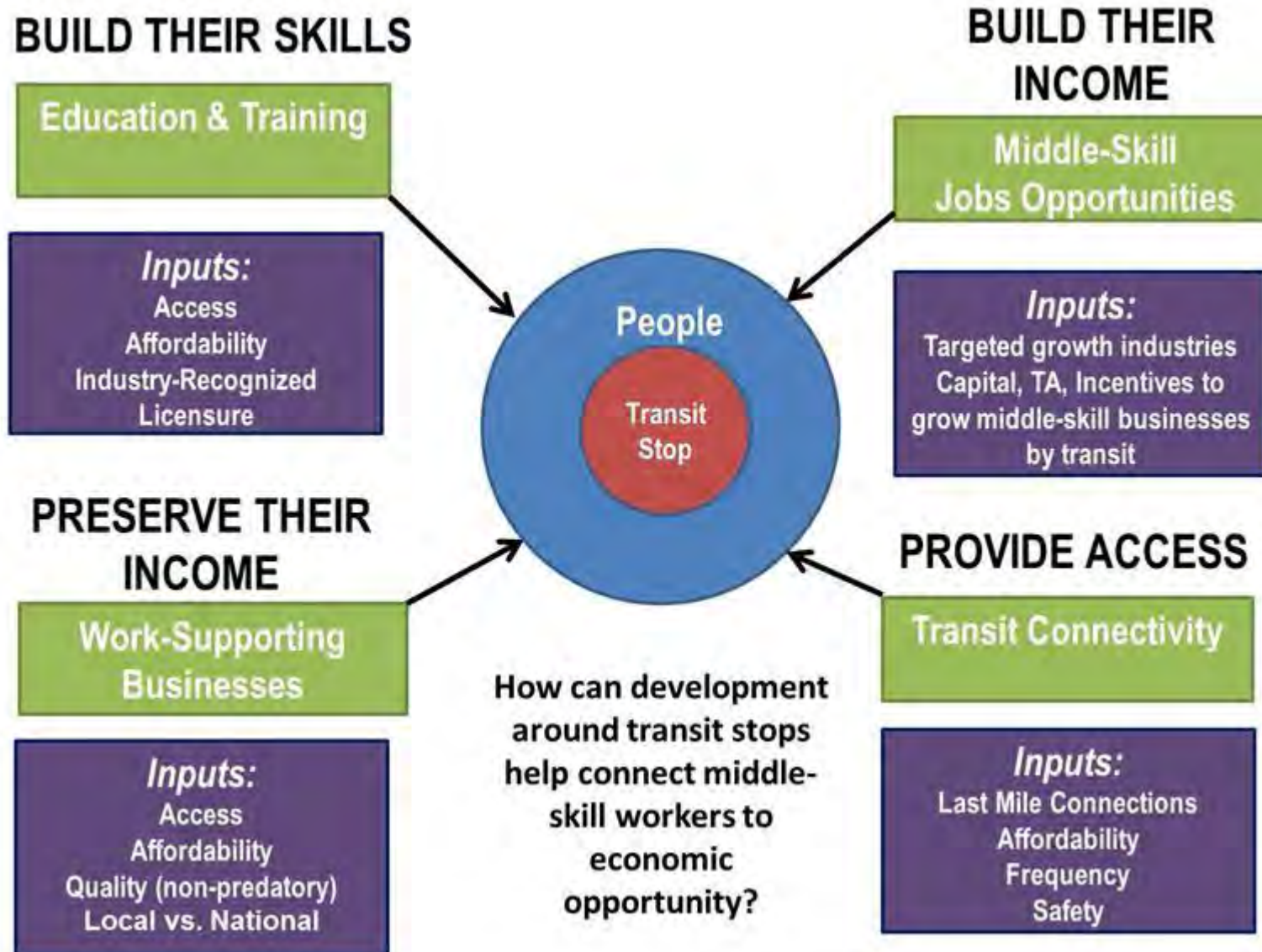


Figure 5: Place Types and Transit Access

After categorizing and assigning scores to each station area based on the three place types, the next step was to develop a composite score for each station area. The follow bar graphs and scatterplots illustrate how each station area ranks when their individual ratings for middle-skill jobs, work-supportive businesses and skillbuilding are combined.

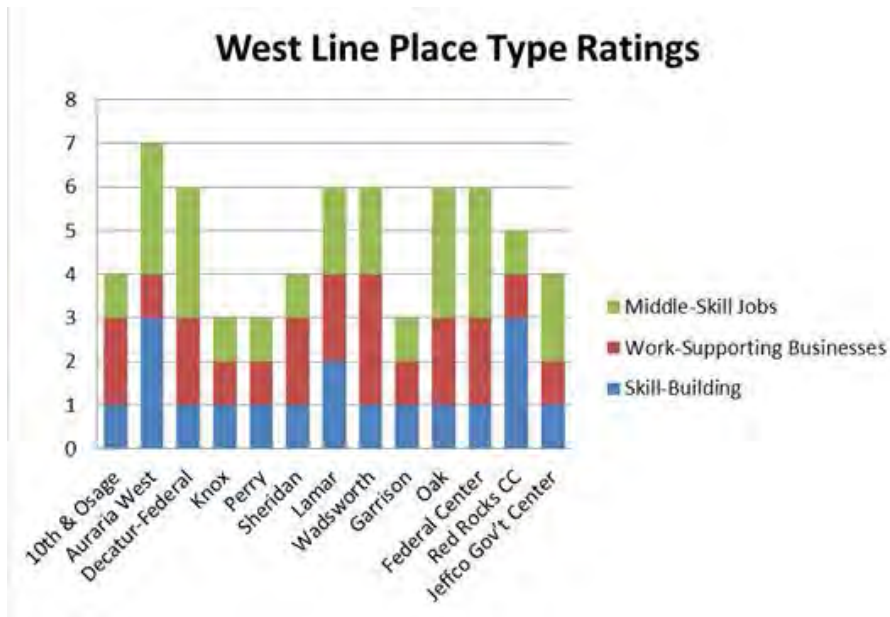


Figure 6: West Rail Place Type Ratings

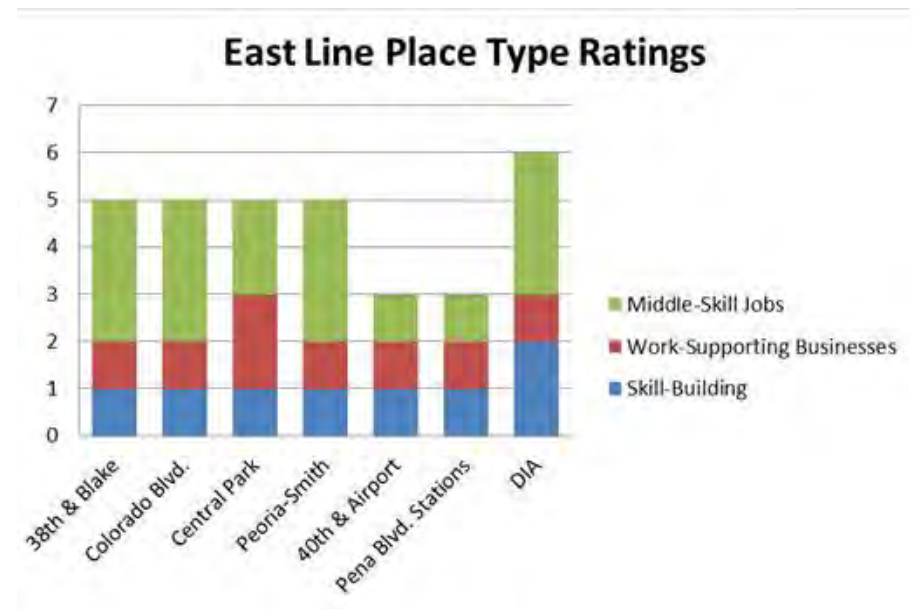


Figure 7: East Line Place Type Ratings

West Line Typology Raw Score

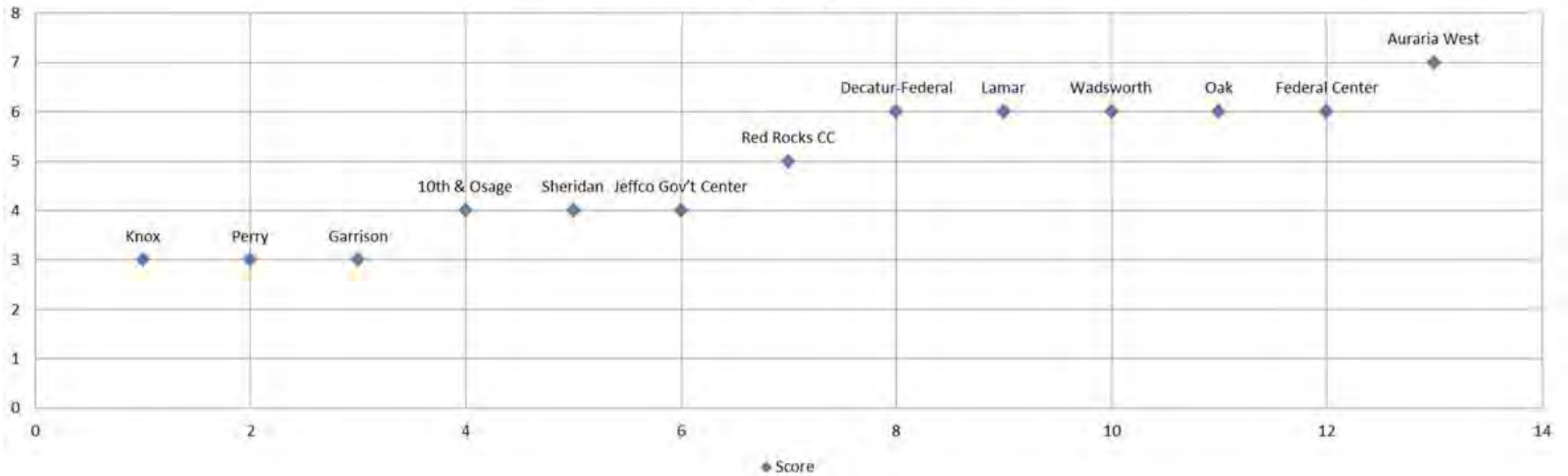


Figure 8: West Line Typology Raw Score

East Line Typology Raw Score

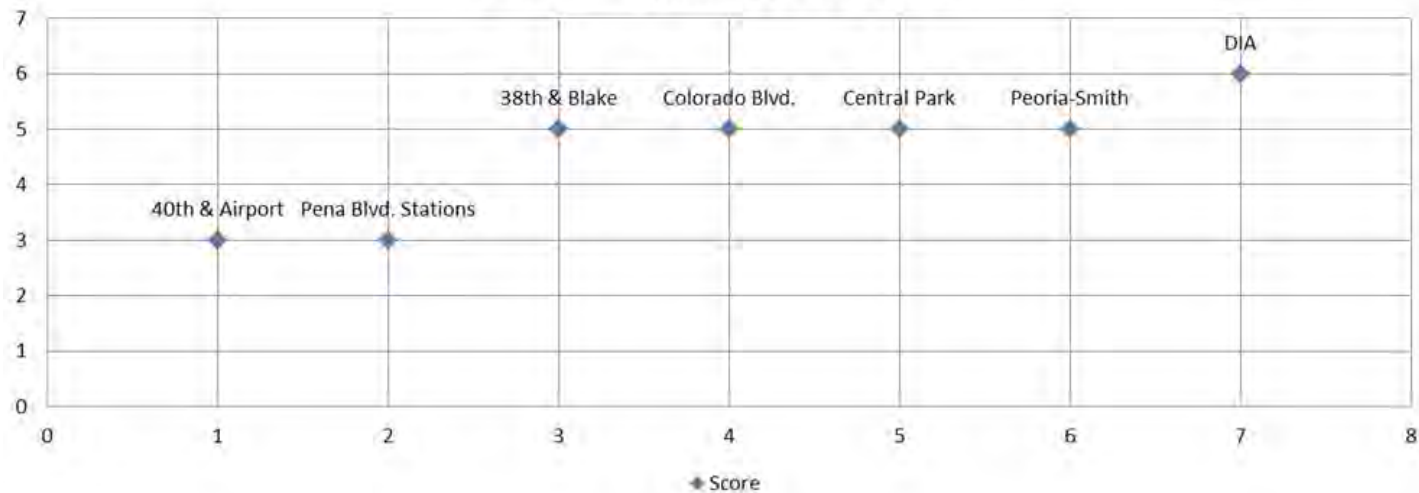


Figure 9: East Line Typology Raw Score

The result is a matrix that groups the station areas into one of four matrices based on economic opportunity and regional priority.

ECONOMIC OPPORTUNITY TYPOLOGY

West Line Stations in White, East Line Stations in Black

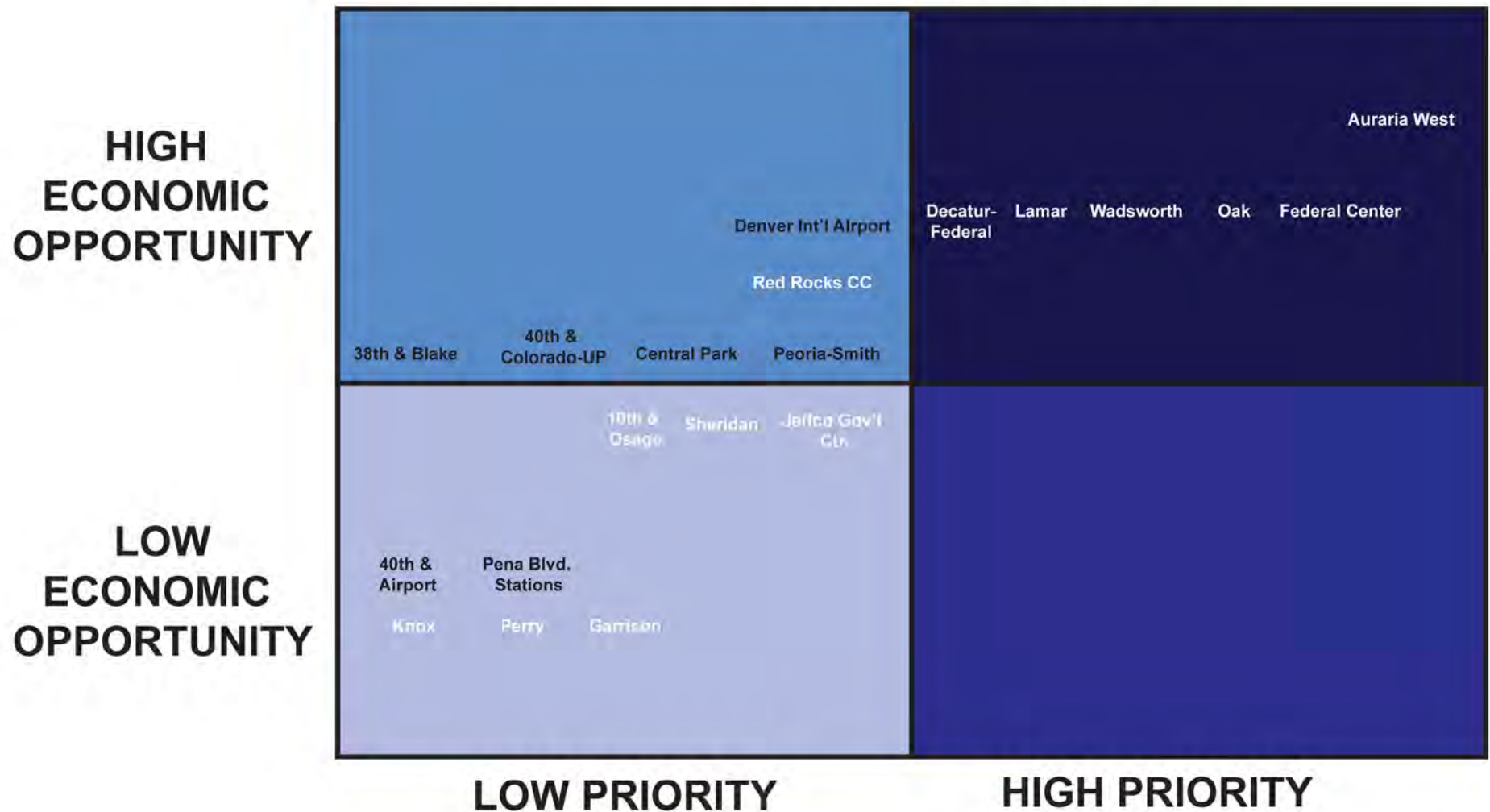


Figure 10: Economic Opportunity Typology

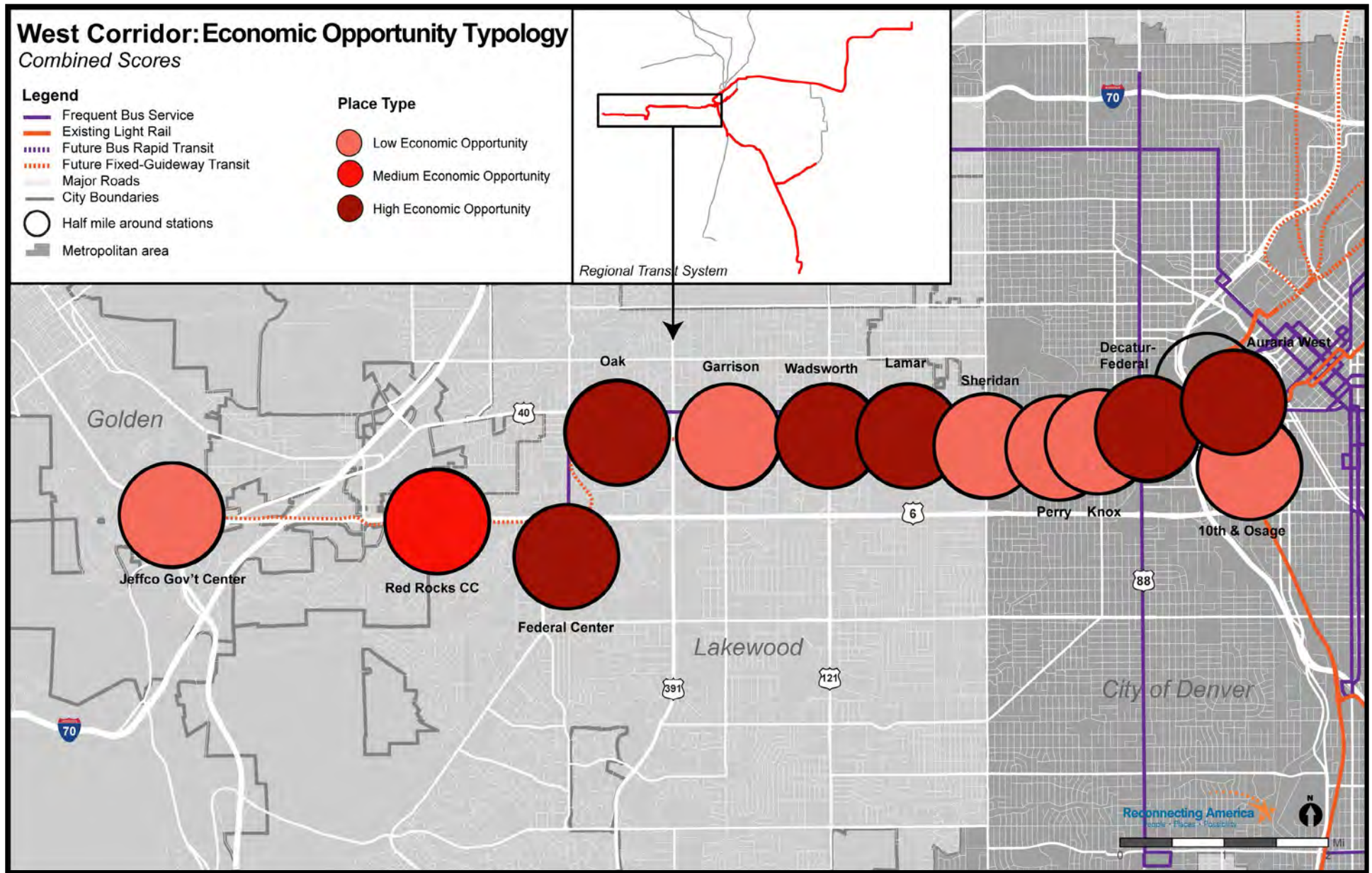


Figure 11: West Corridor Economic Opportunity Typology Map: Combined Scores

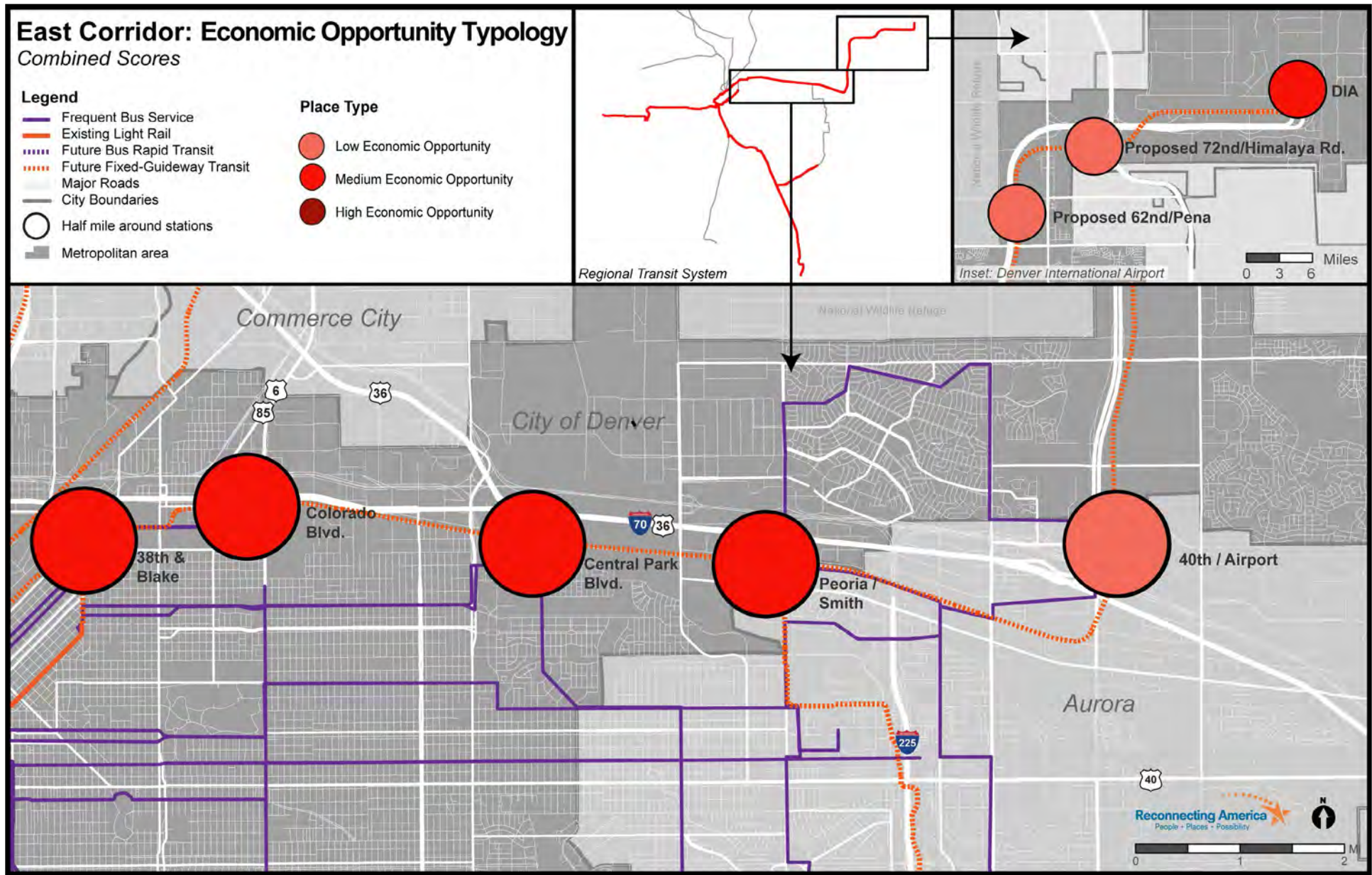


Figure 12: East Corridor Economic Opportunity Typology Map: Combined Scores

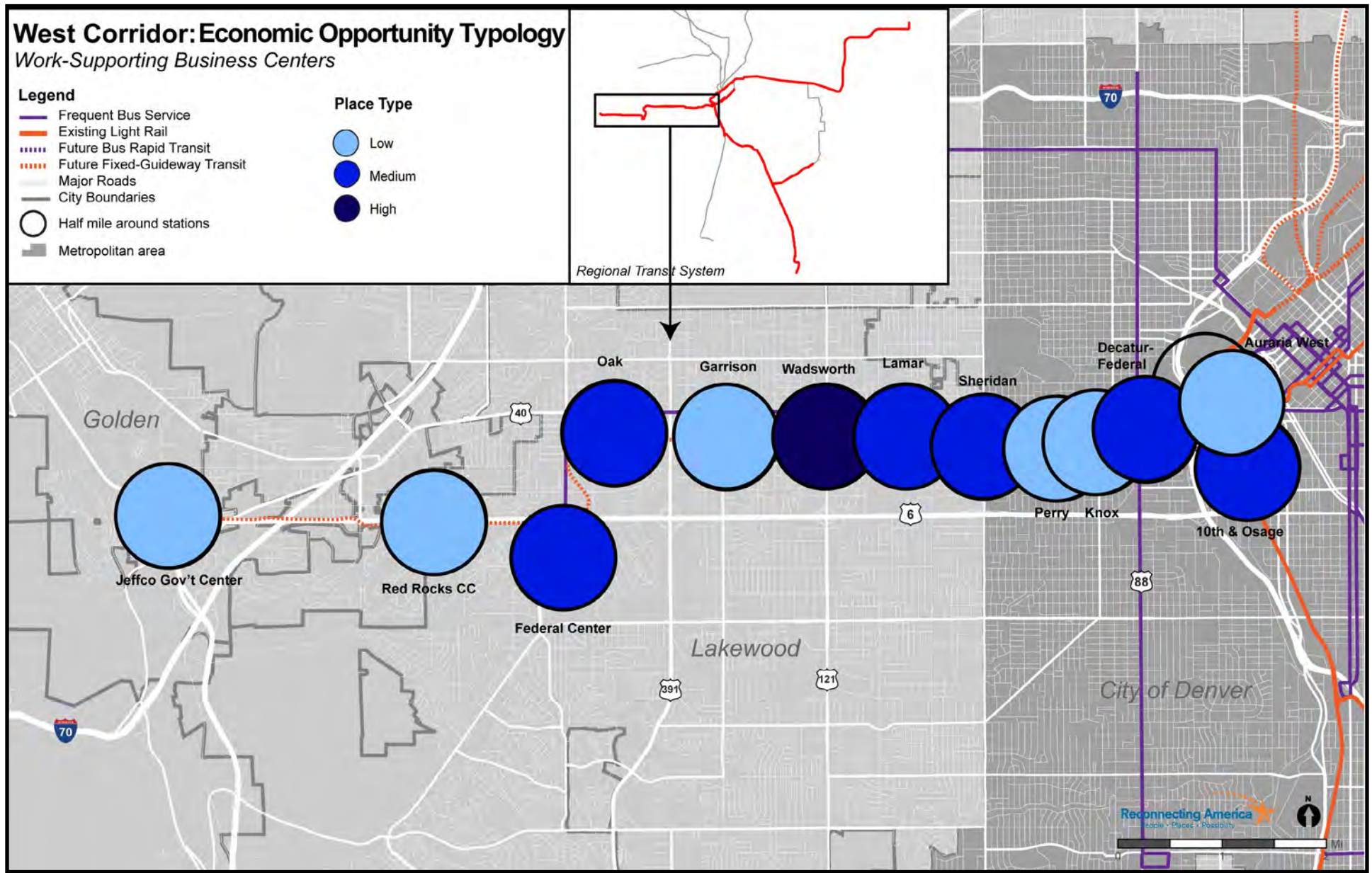


Figure 13: West Corridor Economic Opportunity Typology Map: Work-Supporting Business Centers

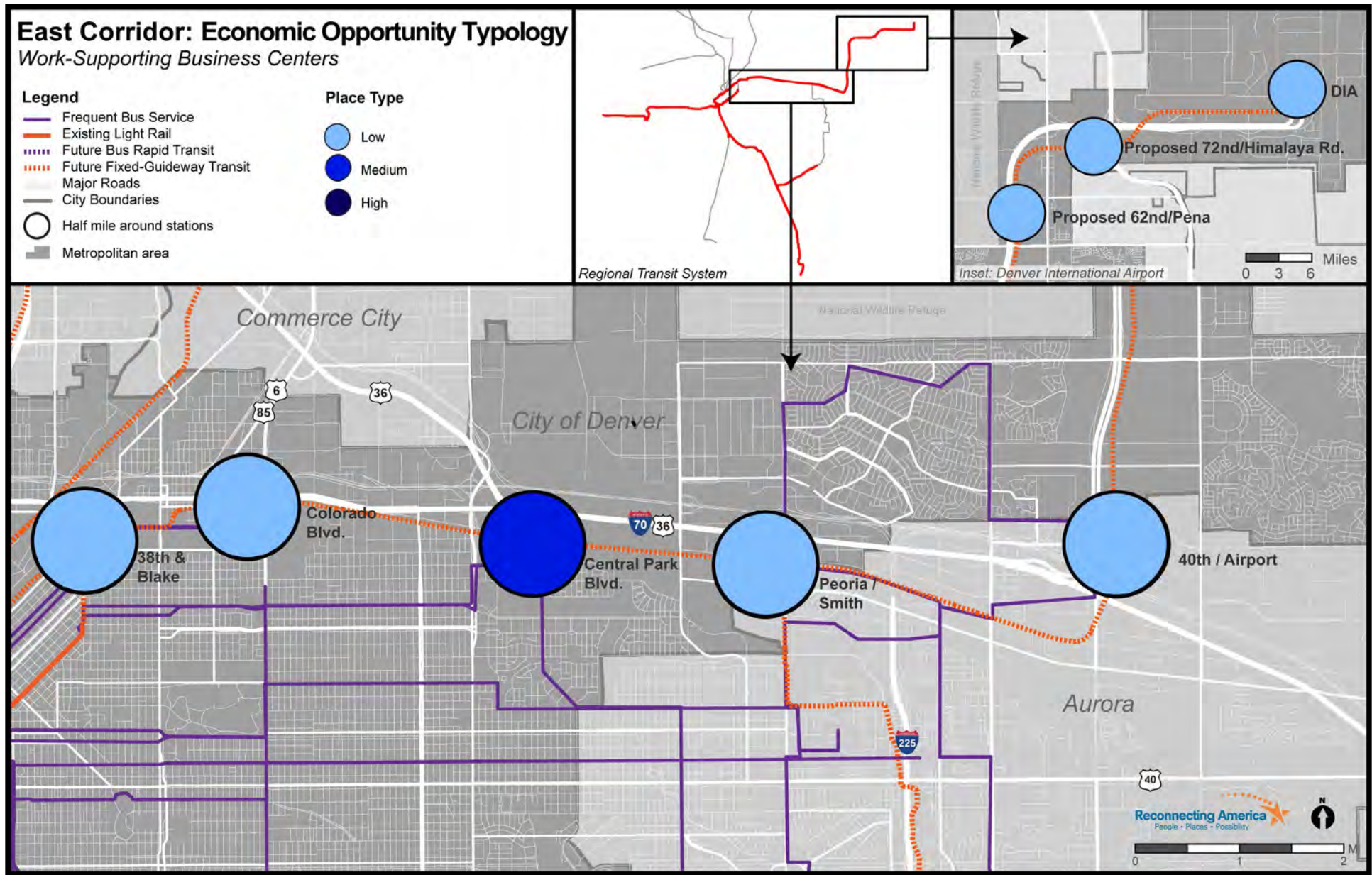


Figure 14: East Corridor Economic Opportunity Typology Map: Work-Supporting Business Centers

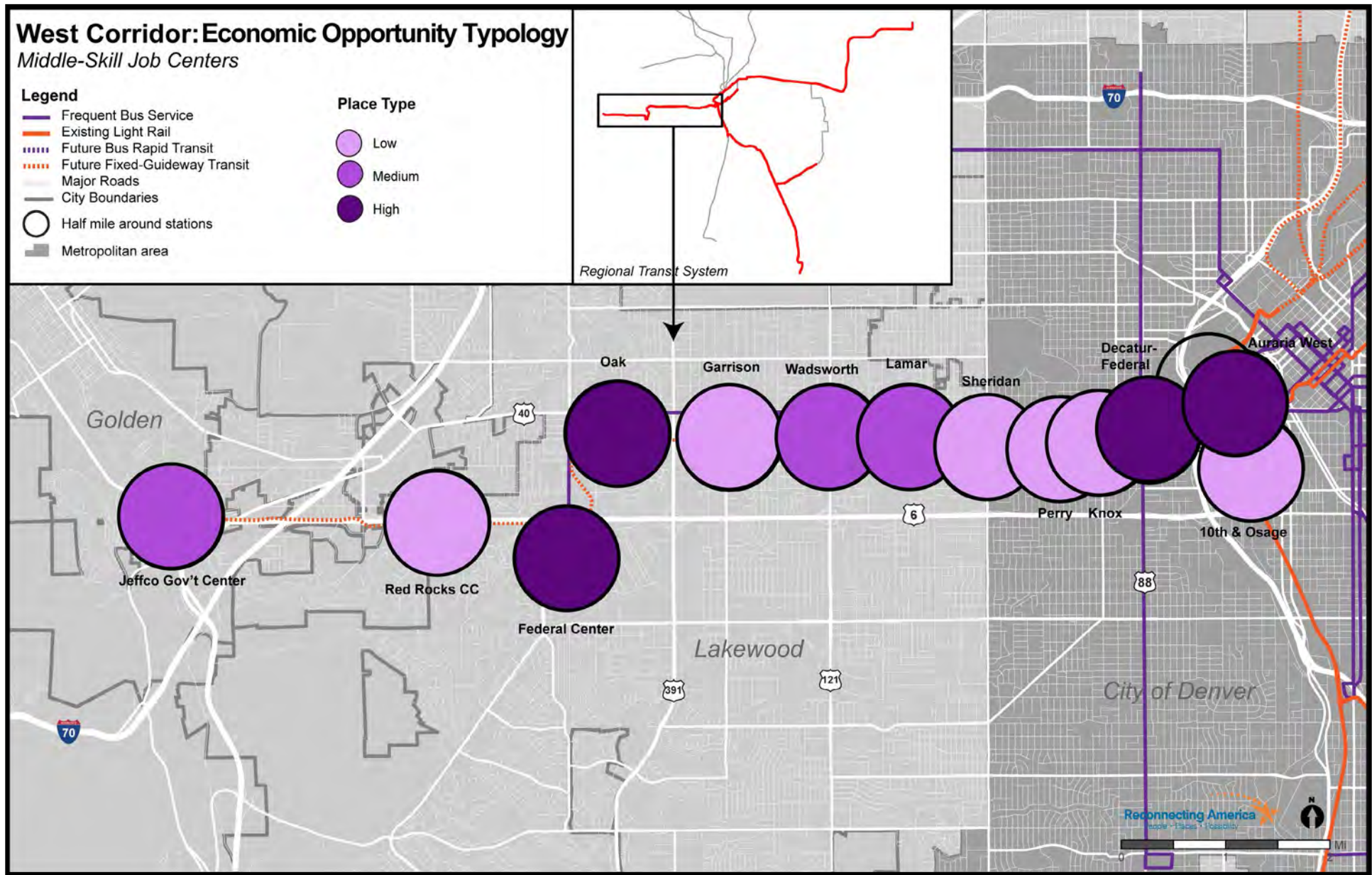


Figure 15: West Corridor Economic Opportunity Typology Map: Middle-Skill Job Centers

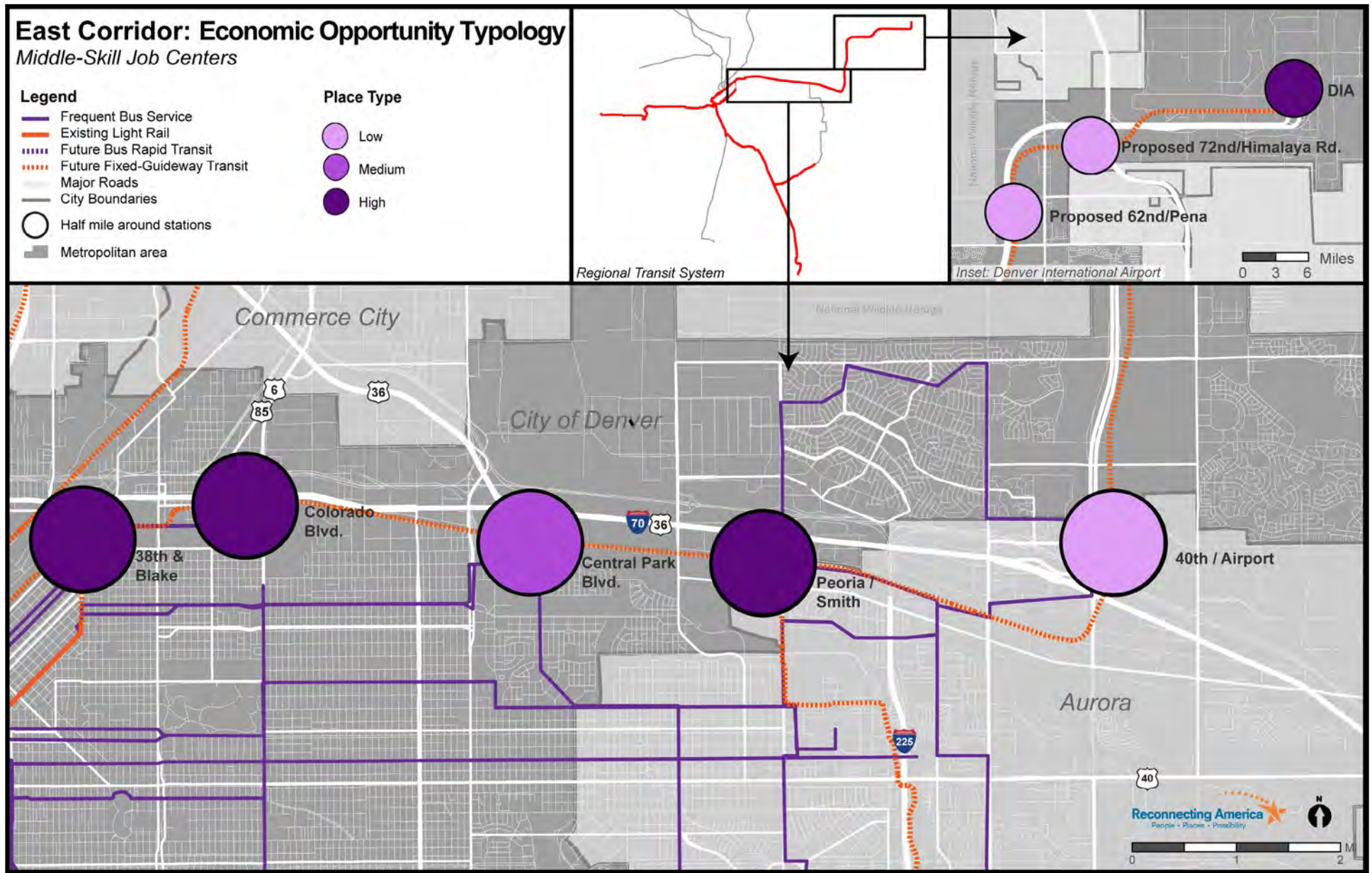


Figure 16: East Corridor Economic Opportunity Typology Map: Middle-Skill Job Centers

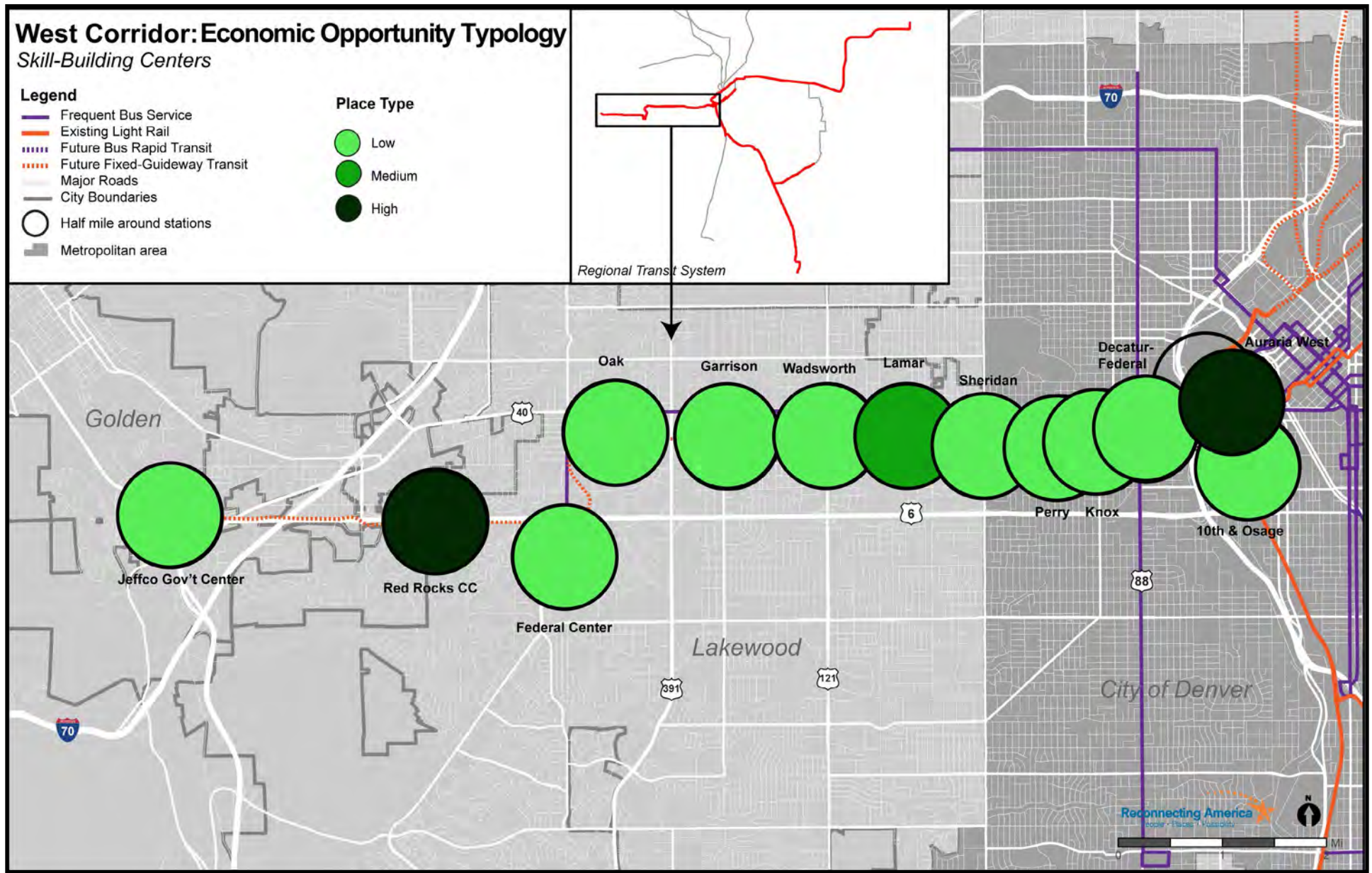


Figure 17: West Corridor Economic Opportunity Typology Map: Skill-Building Centers

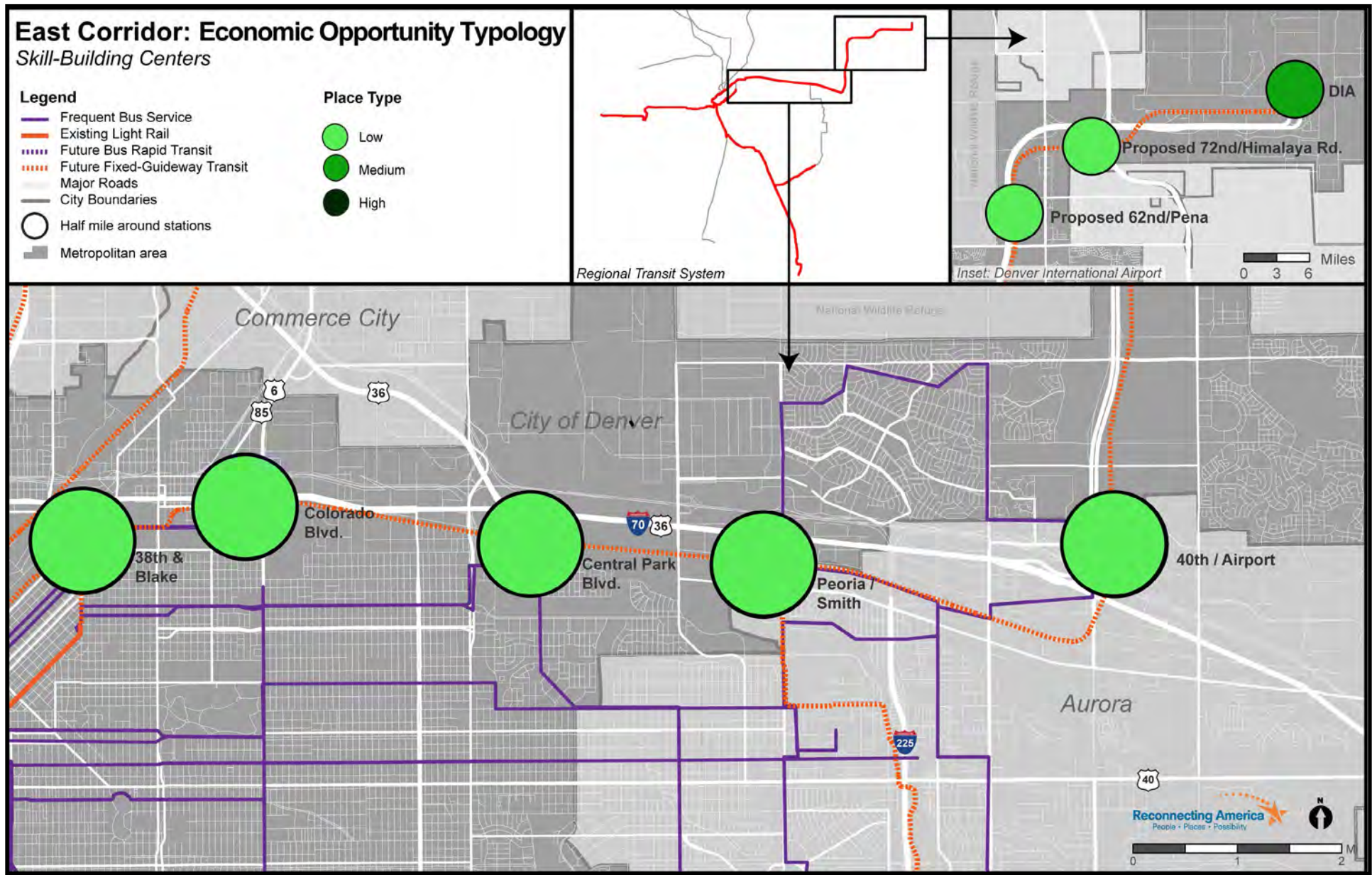


Figure 18: East Corridor Economic Opportunity Typology Map: Skill-Building Centers

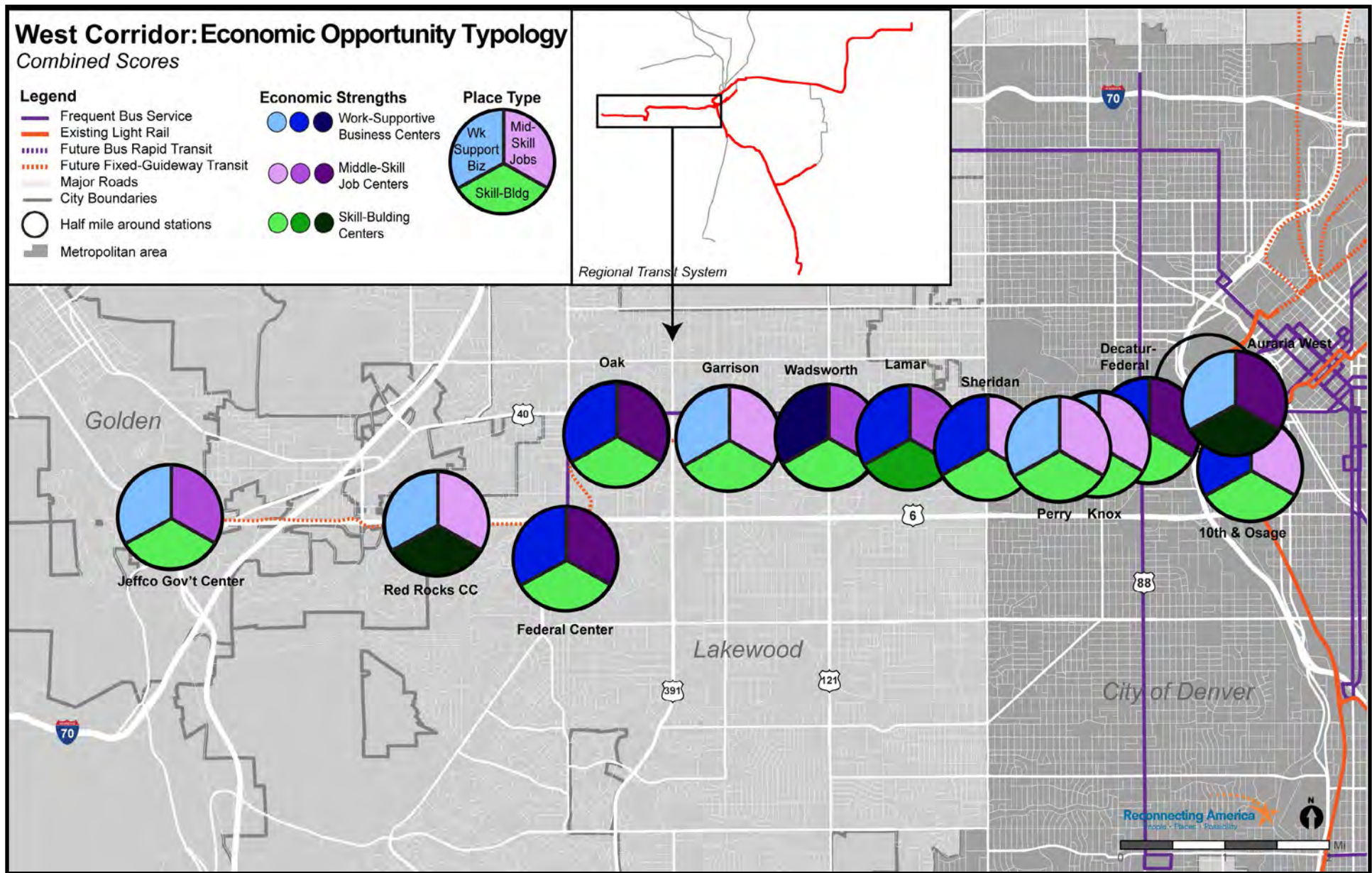


Figure 19: West Corridor Economic Opportunity Typology Map: Combined Scores

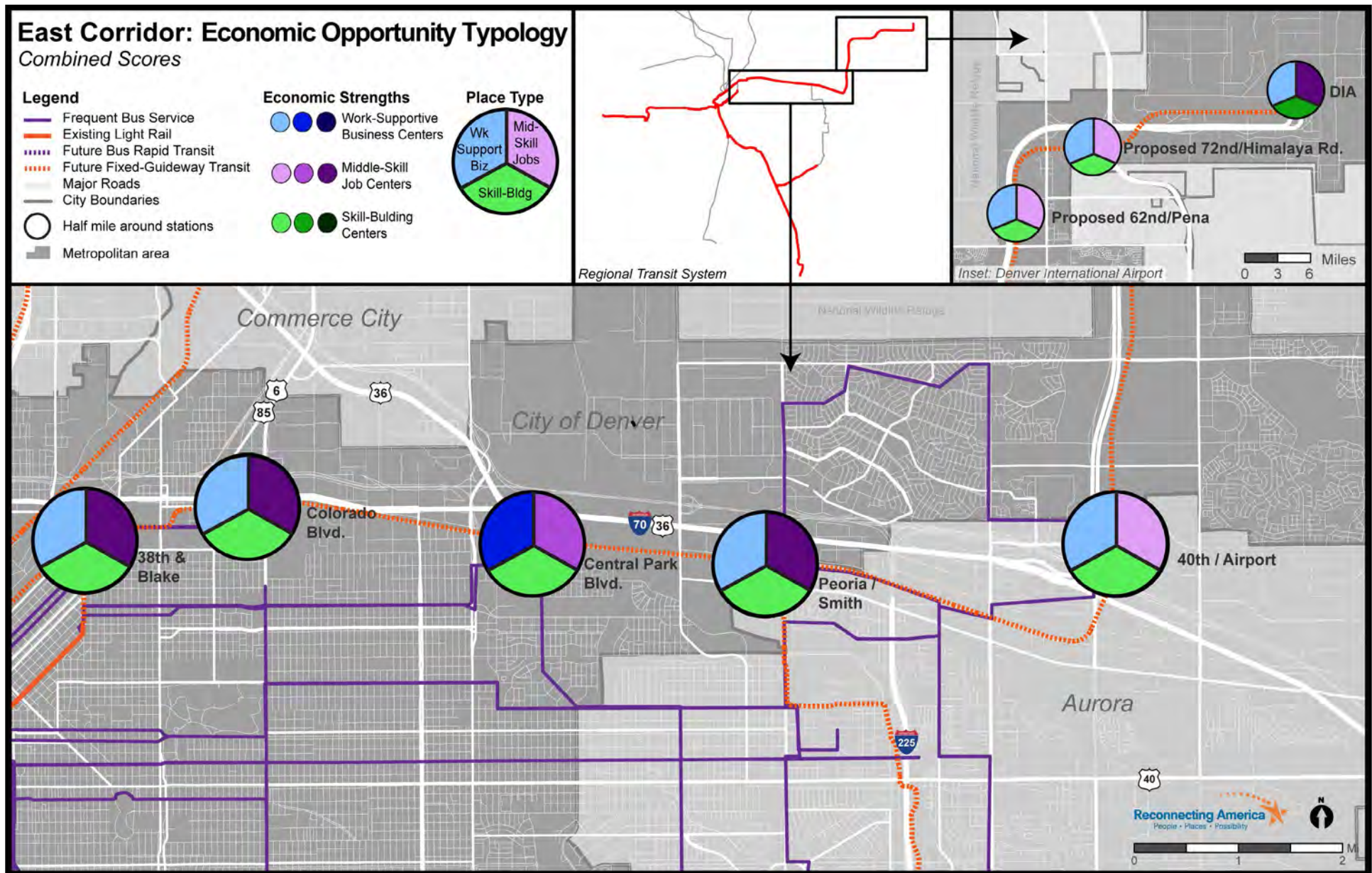


Figure 20: East Corridor Economic Opportunity Typology Map: Combined Scores

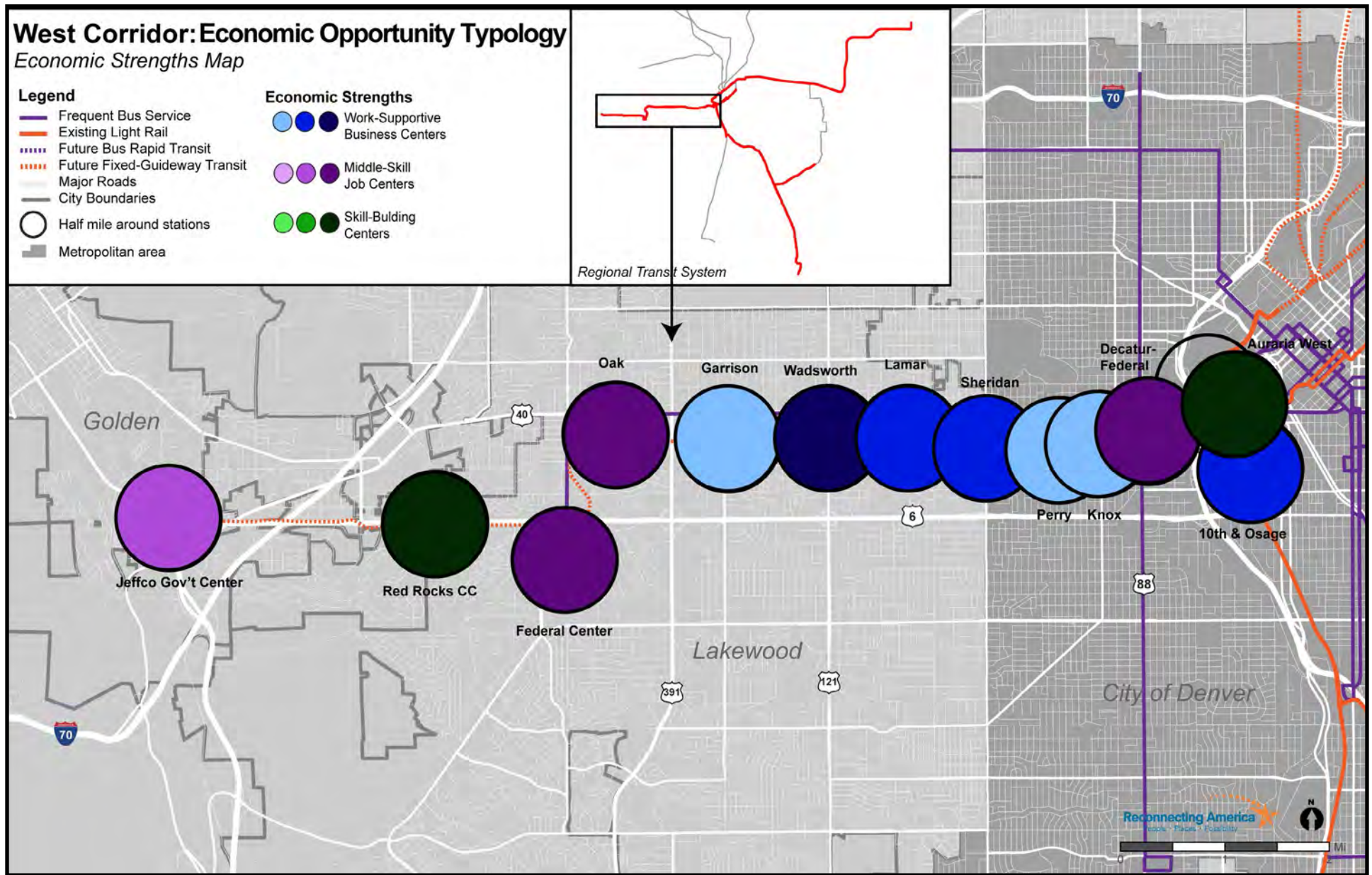


Figure 21: West Corridor Economic Opportunity Typology Map: Economic Strengths

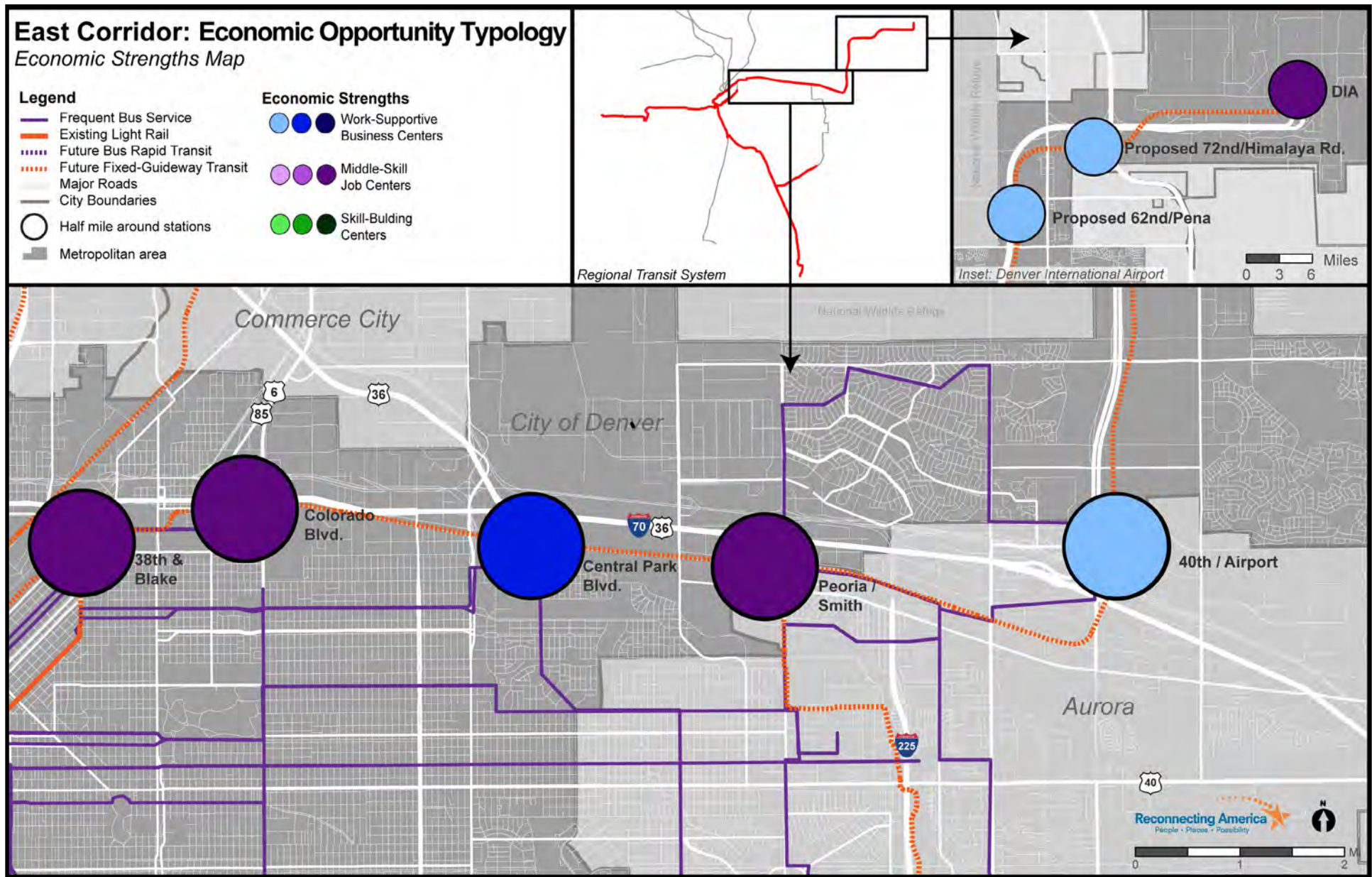


Figure 22: East Corridor Economic Opportunity Typology Map: Economic Strengths

Typology Applications

The typology tool will help local practitioners, decisionmakers, elected officials and community groups understand the economic strengths and weaknesses of certain station areas, and how they fit within the corridor context. When viewed as a whole, there are visible linkages and connections between station areas when it comes to economic and workforce development, with strong centers of middle-skill job opportunities at the Federal Center, Oak, 38th & Blake and the airport; skillbuilding opportunities at Red Rocks Community College, Lamar and Auraria West, and a backbone of work-supportive businesses at the station areas in between, at varying scales. This economic opportunity typology shows that there is no one-size-fits-all transit station, and that transit provides an essential connection between station areas offering different economic opportunities. Enhancing these connections and focusing resources on station areas with the most economic opportunities is critical to ensuring that low- and middle-skill workers and small businesses have access to job and training opportunities they need to thrive.

This economic opportunity typology can also supplement existing land use typologies that the City of Denver and others have already created. Those typologies do not take into account employment, workforce training or other types of businesses, and this typology provides another useful tool for evaluating market potential. It is not a replacement for previous plans or studies, but just another advisory tool to help make decisions that result in equitable TOD in the Denver region. Appendix A provides additional information on each station area's economic strengths and weaknesses to provide further guidance for those using the typology to make decisions along the West and East Lines, or similar station areas along other lines.

Recommendations

Based on the results of the typology, the following recommendations can help guide the implementation of transit-oriented economic and workforce development strategies:

Enhance access to community colleges and workforce training providers. The West Line is home to two community colleges (Red Rocks and Auraria West) and the Rocky Mountain School of Art and Design. In

addition, there are numerous workforce training providers scattered near downtown Denver providing a variety of different levels and types of training. The West Line will significantly enhance access to these skillbuilding opportunities for residents across the region, connecting areas without many skillbuilding centers. Improving last mile connections between these sites and the stations, as well as providing more opportunities for affordable, student and workforce housing, would allow more people to take advantage of these centers of higher education and acquire the skills needed for many middle-skill jobs.

Preserve and grow middle-skill job opportunities at Oak, Decatur-Federal and East Line station areas. The West and East Lines both contain middle-skill jobs across a wide variety of sectors. The Oak and Decatur-Federal stations on the West Line, along with the 38th & Blake, Colorado and Peoria-Smith stations on the East Line, are especially rich in middle-skill job opportunities. Preserving and expanding these job centers, especially near transit, is essential to the success of the transit system and the overall regional economy. Strategies to preserve these jobs, offer incentives and grow the jobs base at these stations should be a high priority.

Preserve and expand industrial land uses where appropriate. Many middle-skill jobs are in industries that traditionally have not located near transit, such as manufacturing, construction and transportation & warehousing. The types of buildings typically desired by these employers are low-density with lots of parking, which conflicts with the ideals of transit-oriented development. In order to preserve these jobs while also maximizing the opportunities for transit-oriented development, planners and economic development practitioners should seek to balance mixed-use development with industrial uses where appropriate. Planners should study zoning changes that allow for industrial mixed-use, and also seek ways to improve the pedestrian environment to make the streets surrounding industrial buildings more vibrant and walkable. Industrial jobs are a critical part of the regional economy and should be preserved wherever possible, while also allowing workers in these jobs to take transit to work in those areas.

Prioritize infrastructure access investments at all stations with middle-skill job opportunities. Last mile connections are a problem at almost all of the transit stations along the East and West Lines. Many employers, workforce training providers and work-supportive services are a few blocks to a mile away from the station itself, which makes taking transit a challenge for many middle-skill workers who would otherwise consider taking transit to work. Improvements to sidewalks, bicycle facilities and bus routes can help facilitate the use of transit by making it a safer and more convenient transportation option. Cities, DRCOG and other key stakeholders should identify priority areas for improving last-mile connections as well as potential funding sources for making such improvements.

Invest in community amenities at stations in between major job and training centers. Stations such as Sheridan and Garrison on the West Line, and Colorado and 40th & Airport on the East Line, are not envisioned to be major job centers not do they provide many skillbuilding opportunities. However, there are opportunities for these stations to support the other stations by providing opportunities for work-supportive, neighborhood-serving businesses such as daycare, grocery stores and restaurants. Workers will be more likely to use transit if they can run errands and take care of other daily needs along the line as well. Moreover, these stations may be good sites for affordable and workforce housing for workers who work at other stations along the lines.

Expand affordable and workforce housing options. There are many affordable housing developments underway on both the West and East Lines, including several projects being financed by the Denver TOD Fund and developed by the Urban Land Conservancy, a Mile High Connects partner. These developments may prove catalytic and demonstrate the need and demand for more affordable housing along both corridors in order to support middle-skill workers who work along the West and East Lines, as well as provide more housing options for those who would like to live near transit and take it to work.

Incorporate health, childcare and education into station areas. The West and East Lines offer a variety of different neighborhoods with different jobs and services. Integrating work-supportive businesses like childcare, grocery stores and restaurants can help support transit usage and create more complete, one-stop communities. It is also important to consider the health and education impacts of development at these station areas, so integrating these issues into planning and predevelopment activities, as well as engaging practitioners and community members who care about these issues, is important to ensuring that West and East Line transit station areas are not only complete, but also equitable communities where everyone has access to economic opportunities.

Appendix A. Individual Station Area Place Types

West Corridor

Economic Opportunity Profile for the 10th & Osage Station

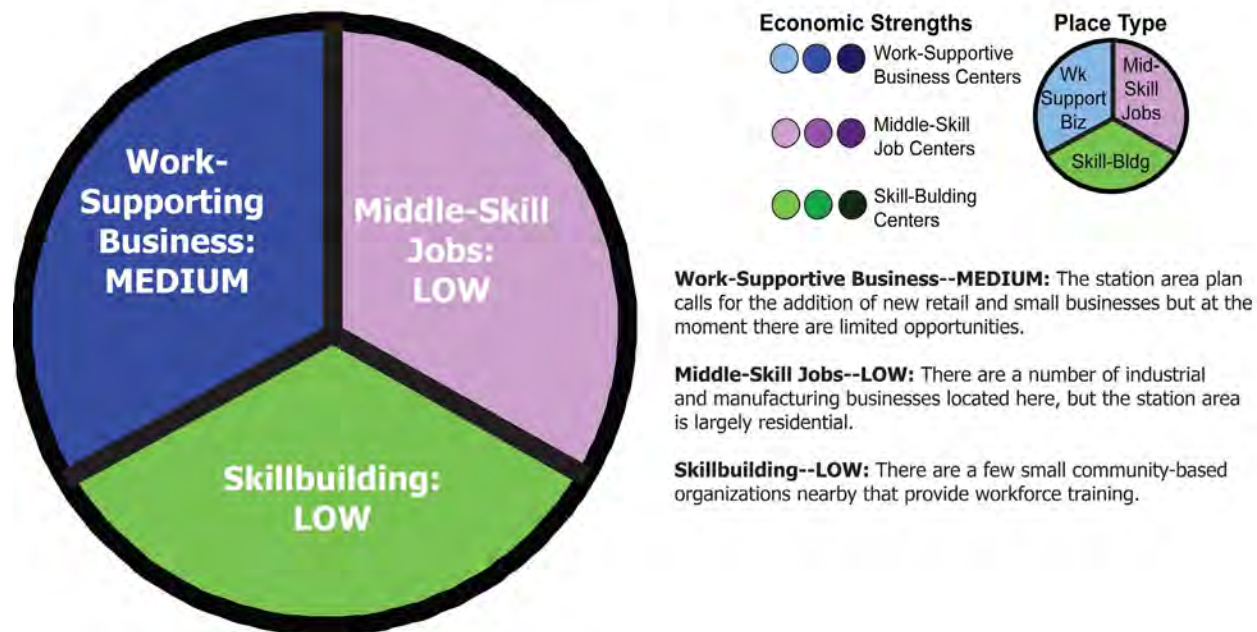


Figure A-1: Economic Opportunity Profile: 10th & Osage Station

Economic Opportunity Profile for the Auraria West Station



Economic Strengths



Place Type



Work-Supportive Business--LOW: The station area plan calls for new retail and other campus-supportive small businesses, but currently there are none.

Middle-Skill Jobs--HIGH: The Auraria Campus employs a large number of employees in the education industry, as well as administrative and office/professional jobs that are at the middle-skill level.

Skillbuilding--HIGH: There are there higher education institutions at this station area, including the Community College of Denver, University of Colorado Denver and Metropolitan State University.

Figure A-2: Economic Opportunity Profile: Auraria West Station

Economic Opportunity Profile for the Decatur-Federal Station



Economic Strengths



Place Type



Work-Supportive Business--MEDIUM: Decatur-Federal is home to several small neighborhood-serving businesses, along with a recreation center, workforce training center, and soon a library and grocery store. It is also home to a public housing development, Sun Valley, and other affordable housing units.

Middle-Skill Jobs--HIGH: The station area is a thriving industrial and entertainment job center, with large manufacturing and other light & heavy industrial warehouses directly south of the station. To the north lies Sports Authority Field at Mile High Stadium, home of the Denver Broncos, the region's professional football team.

Skillbuilding--LOW: Besides the one workforce training center, most other adult basic education, GED, community college and industry training providers are located elsewhere in the region. The Auraria campus is just a few stops away on the West Line.

Figure A-3: Economic Opportunity Profile: Decatur-Federal Station

Economic Opportunity Profile for the Knox & Perry Stations



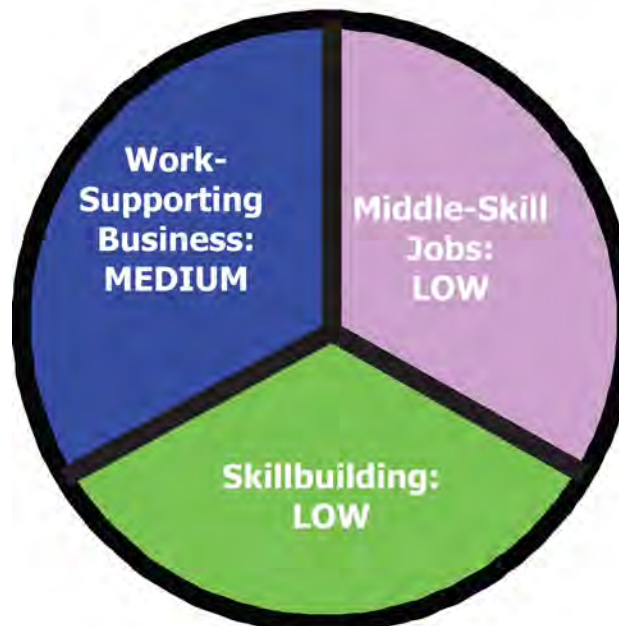
Work-Supportive Business--LOW: Just north of these two stations is a major retail center along Colfax Avenue, but there are few opportunities for new businesses within the station area.

Middle-Skill Jobs--LOW: These are residential walk-up stations with limited opportunities for new jobs.

Skillbuilding--LOW: There are no workforce training or other skill-supporting facilities planned for this station area.

Figure A-4: Economic Opportunity Profile: Knox & Perry Stations

Economic Opportunity Profile for the Sheridan Station



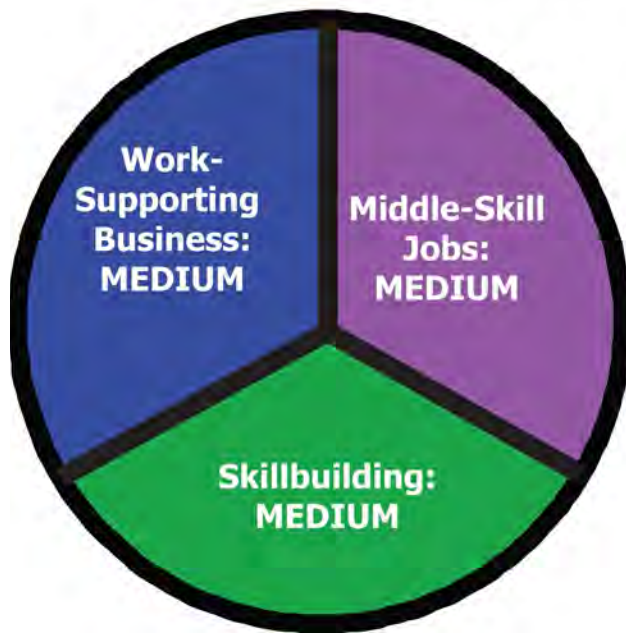
Work-Supportive Business--MEDIUM: Just north of the Sheridan Station is a major retail center along Colfax Avenue, including a grocery store. There are also opportunities for small retail and other work-supportive businesses within the station area along Sheridan. The Cities of Denver and Lakewood are working on a catalytic project at this site that may include new work-supportive businesses.

Middle-Skill Jobs--LOW: Most of the jobs here are retail or other low-paying industries. There are some industrial & manufacturing jobs to the south.

Skillbuilding--MEDIUM: There are no workforce training or other skill-supporting facilities planned for these station areas.

Figure A-5: Economic Opportunity Profile: Sheridan Station

Economic Opportunity Profile for the Lamar Station



Work-Supportive Business--MEDIUM: Just north of the Lamar Station is a major retail center along Colfax Avenue, and there are also opportunities for small retail and other work-supportive businesses within the station area along Lamar St. The City of Lakewood also envisions this area transforming into a design district called 40 West.

Middle-Skill Jobs--MEDIUM: There are a number of industrial and manufacturing jobs located in the station area.

Skillbuilding--MEDIUM: The Rocky Mountain College of Art and Design (RMCAD) is located just north of the station area and provides training in graphic design and other creative arts professions.

Figure A-6: Economic Opportunity Profile: Lamar Station

Economic Opportunity Profile for the Wadsworth Station



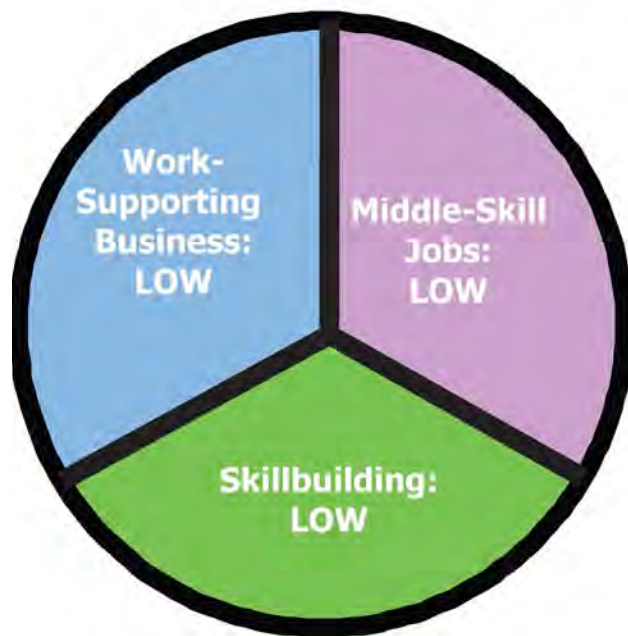
Work-Supportive Business--HIGH: This station sits atop a major retail corridor, Wadsworth Blvd. and is just a few blocks away from Colfax Avenue. It is also a few miles north of the Belmar shopping center.

Middle-Skill Jobs--MEDIUM: There are a number of industrial and manufacturing jobs located here, along with administrative office and retail jobs.

Skillbuilding--LOW: There are no workforce training or other skill-supporting facilities planned for this station area.

Figure A-7: Economic Opportunity Profile: Wadsworth Station

Economic Opportunity Profile for the Garrison Station



Economic Strengths



Place Type



Work-Supportive Business--LOW: Just north of the Garrison Station is a major retail center along Colfax Avenue, with a grocery store and other small retail. There are also opportunities for small retail and other work-supportive businesses within the station area along Garrison St.

Middle-Skill Jobs--LOW: Most of the jobs here are in retail or office industries.

Skillbuilding--LOW: There are no workforce training or other skill-supporting facilities planned for this station area.

Figure A-8: Economic Opportunity Profile: Garrison Station

Economic Opportunity Profile for the Oak Station



Economic Strengths



Place Type



Work-Supportive Business--MEDIUM: Just north of the Oak Station is a major retail center along Colfax Avenue. There are also opportunities for small retail and other work-supportive businesses within the station area along Oak St.

Middle-Skill Jobs--HIGH: The Oak Station is a large employment center in Lakewood, made up primarily of industrial and technology companies. These firms tend to employ a high number of middle-skill workers. Lakewood is also rebranding this area as the "Lakewood Tech Center."

Skillbuilding--LOW: There may be limited on-site opportunities within some of the companies located here, but otherwise workers must travel to other parts of the region for training/certification in these industries.

Figure A-9: Economic Opportunity Profile: Oak Station

Economic Opportunity Profile for the Federal Center Station



Work-Supportive Business--MEDIUM: The Union Boulevard corridor, just to the west of the station, contains a number of retail and other small businesses.

Middle-Skill Jobs--HIGH: The Federal Center contains over 6,000 government jobs, many of which fall into the middle-skill category. St. Anthony's Hospital is also near the station area, and employs many middle-skill healthcare technicians and other professionals.

Skillbuilding--LOW: There may be limited on-site opportunities within the government or the hospital, but otherwise, the station is primarily an employment center. Red Rocks Community College is one stop away.

Figure A-10: Economic Opportunity Profile: Federal Center Station

Economic Opportunity Profile for the Red Rocks CC Station



Work-Supportive Business--LOW: This station area is primarily the site of a community college. There are no retail or other small businesses in the station area, outside of those operated and within the campus.

Middle-Skill Jobs--LOW: While there are some administrative and technical jobs that fall into the middle-skill category, most employees at this site are educators and other professionals.

Skillbuilding--HIGH: The Red Rocks Community College provides instruction and training in numerous disciplines, including many middle-skill jobs.

Figure A-11: Economic Opportunity Profile: Red Rocks Community College Station

Economic Opportunity Profile for the JeffCo Gov't Center Station

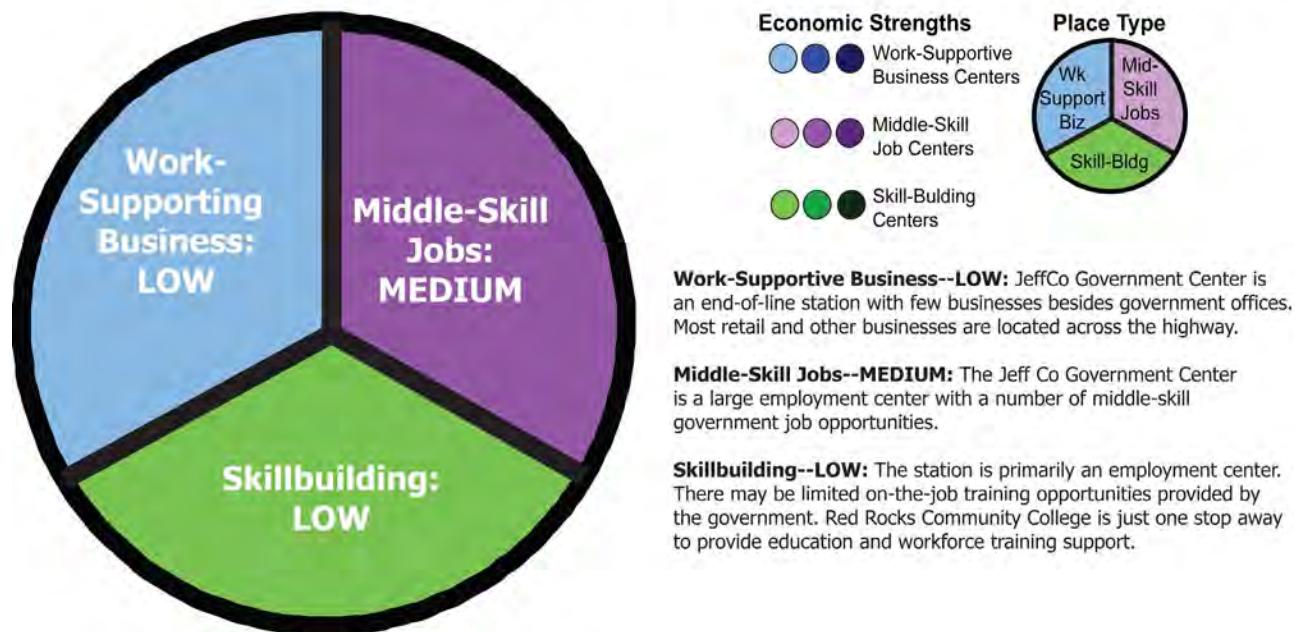


Figure A-12: Economic Opportunity Profile: Jefferson County Government Center Station

East Corridor

Economic Opportunity Profile for the 38th & Blake Station

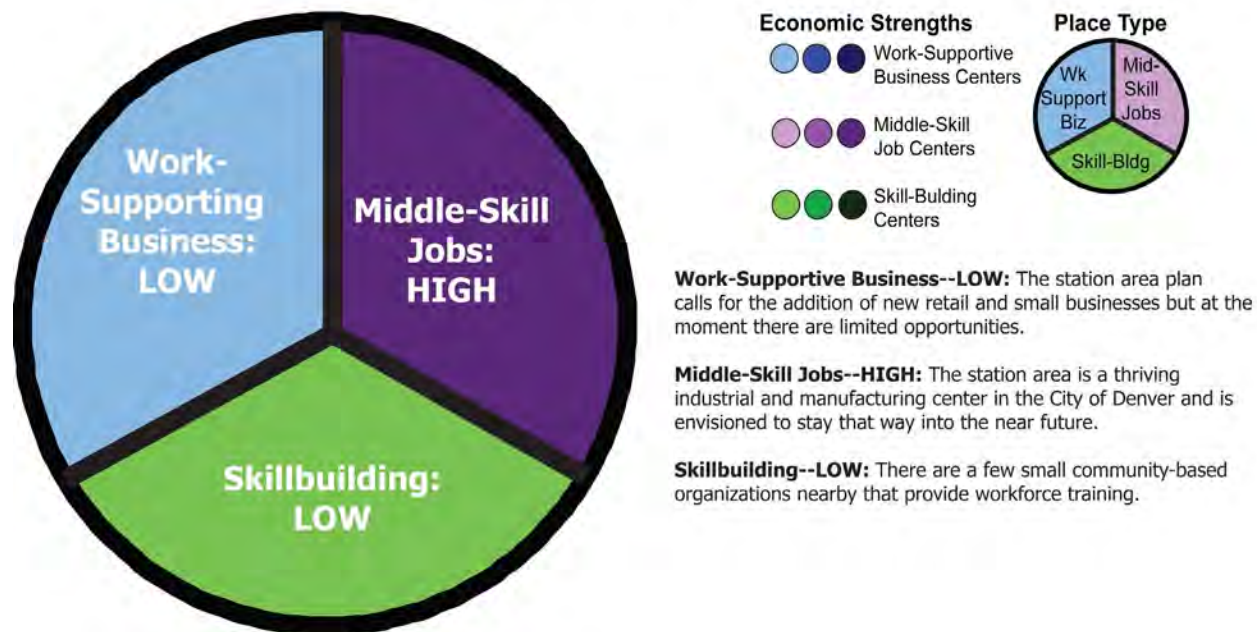


Figure A-13: Economic Opportunity Profile: 38th & Blake Station

Economic Opportunity Profile for the Colorado Blvd. Station



Work-Supportive Business--LOW: To the east of the station is a major retail and business corridor along Colorado Blvd. There are also plans for transit-supportive businesses near the station area.

Middle-Skill Jobs--HIGH: There are a number of industrial and manufacturing businesses located here.

Skillbuilding--LOW: There are a few small community-based organizations nearby that provide workforce training.

Figure A-14: Economic Opportunity Profile: Colorado Blvd. Station

Economic Opportunity Profile for the Central Park Station



Work-Supportive Business--MEDIUM: To the west of the station is Quebec Square, a major retail center. There are also several other pockets of retail and small businesses scattered throughout Stapleton, and the station area plan calls for future retail and other small businesses near the station.

Middle-Skill Jobs--MEDIUM: A large office park is envisioned for the land directly north of the station, and there are a large number of industrial & manufacturing businesses located nearby.

Skillbuilding--LOW: There are no workforce training or other skill-supporting facilities planned for these station areas.

Figure A-15: Economic Opportunity Profile: Central Park Station

Economic Opportunity Profile for the Peoria & Smith Station



Work-Supportive Business--LOW: This station area is largely industrial, with some future plans for retail and other small businesses near the station. The nearest major retail corridor is Colfax Avenue to the south.

Middle-Skill Jobs--MEDIUM: This station area is home to several large employers in the industrial and manufacturing fields, as well as government facilities (INS detention facility, wastewater treatment plant) that employ middle-skill workers.

Skillbuilding--LOW: There are no workforce training or other skill-supporting facilities planned for these station areas.

Figure A-16: Economic Opportunity Profile: Peoria & Smith Station

Economic Opportunity Profile for the 40th & Airport Station



Work-Supportive Business--LOW: This station area is mostly a greenfield site at the moment, with plans to turn into a large business park with some retail and other small businesses opportunities.

Middle-Skill Jobs--LOW: The future plans for this station call for a large business park with office space for higher-skill industries like finance & insurance, office, professional & technical industries.

Skillbuilding--LOW: There are no workforce training or other skill-supporting facilities planned for these station areas.

Figure A-17: Economic Opportunity Profile: 40th & Airport Station

Economic Opportunity Profile for the Pena Blvd. Stations



Work-Supportive Business--LOW: These station areas are mostly greenfield sites at the moment, with plans to turn into large business parks that may or may not include retail and other small businesses opportunities.

Middle-Skill Jobs--LOW: The future plans for these stations call for large business parks with office space for higher-skill industries like finance & insurance, office, professional & technical industries.

Skillbuilding--LOW: There are no workforce training or other skill-supporting facilities planned for these station areas.

Figure A-18: Economic Opportunity Profile: Pena Blvd. Station

Economic Opportunity Profile for the Denver Int'l Airport Station



Work-Supportive Business--LOW: Most of the businesses located here are aviation-related or supportive of travelers, not workers.

Middle-Skill Jobs--HIGH: The airport employs a large number of middle-skill workers in maintenance and other technical jobs, as well as some administrative jobs. There are also a large number of transportation & warehousing jobs in the airport area.

Skillbuilding--MEDIUM: There are some on-site training facilities at the airport for certain jobs.

Figure A-19: Economic Opportunity Profile: Denver International Airport Station

Appendix B. Tools and Strategies for Economic Opportunities at TOD Sites

Based on the facts & figures, case studies and overall benefits of transit to economic and workforce development, the following tools and strategies have been identified as potential solutions to ensuring transit-oriented development can help attract, retain and grow locally-owned businesses in key growth industries offering good middle-skill jobs in proximity to high frequency transit.

Category	Tool	Description
Additional Research & Analysis	Zoning	-Revise zoning to encourage small businesses/middle skill job industries to locate near transit, or preserve it if it is already in place -Identify important asset-building job bases, including small commercial districts and manufacturing centers, and how they will fit within a proposed new vision & zoning
	Drill-down analysis of job locations vis-à-vis transit	-Encourage jurisdictions to utilize existing data and conduct analysis on small business/middle skill jobs
	Collect new data	-Identify new data sources for economic/workforce development analysis
	Mapping	-Map out industries, job centers, support services, etc. based on the jurisdiction's needs and goals
	Market analysis	-Examine fiscal and market impacts and realities of planned development -Explore how other communities have been impacted by the opening of new transit service (i.e. CTOD's Rails to Real Estate report)
	Typology	-Categorize stations by development context or job type
Land Use Strategies	Zoning	-Preserve or rezone areas intended for small businesses and firms employing middle-skill workers
	Inclusionary Zoning for Small Business	-Require set asides for locally-owned small businesses in large mixed-use projects
	National chain retail restrictions	-Require neighborhood notification and heightened review of any national chain retail ("formula retail") that seeks to locate in a TOD
	Density	-Increase density near transit stations
	Employment vs. Residential	-Need more commercial space near transit (based on research)
	Break up block sizes	-Plan for smaller block sizes as large superblocks and other uses transition to mixed-use areas
	Preservation strategies	-Preserve/maintain a sufficient supply of industrial land in the urban core
	Ground-Floor Retail	-Incentives for small businesses to occupy ground-floor retail space
	Environmental Cleanup/Brownfield Remediation	-Explore funding from brownfields or environmental cleanup programs to plan for or develop transit-oriented sites for small businesses or middle-skill employers.

Category	Tool	Description
Parking	Various	<ul style="list-style-type: none"> -District parking strategies -Restricted parking zones to avoid park-and-hide commuters -Dedicated parking spaces for customers
Regional Planning	Long-range and comprehensive plans	<ul style="list-style-type: none"> -Develop and regularly update an economic Plan at the regional scale -Incorporate economic development principles into land use and transportation plans
	Regional Transportation Funding	<ul style="list-style-type: none"> -Direct regional transportation funds toward current & planned dense employment centers through a regional grant program and an employment center policy - Make dense, low-driving job centers more competitive & attractive relative to other types of job centers
Transit Passes & Vouchers	Subsidized transit passes	<ul style="list-style-type: none"> -Encourage more employers to offer transit passes to workers -Work with RTD to make it simpler to offer these passes -Offer transit vouchers to people going to workforce training providers
Last Mile Connections ^{[1][2]}	Shuttle services	-Last mile shuttles in industrial areas (small businesses pool together funds for it)
	Bus service	-RTD bus service in major job centers to connect to rail
	Increased after-hours/off-peak service	-Provide options to people working nontraditional hours
	Dial-a-Ride/Paratransit	-Utilize existing paratransit providers or create new ones
	Bicycles	<ul style="list-style-type: none"> -Bike sharing -Include bike racks at employers -Bike storage at stations -Showers for workers who bike to work
	Sidewalks	<ul style="list-style-type: none"> -Improve sidewalk conditions on property -Improve sidewalks to and from the station and major destinations -Build new sidewalks where there aren't any
	Business Improvement Districts	-Create business improvement districts or use other mechanisms to fund last mile infrastructure
	TDM Strategies	<ul style="list-style-type: none"> -Parking demand mgmt. -Travel demand mgmt.
Financial Incentives to Locate Near Transit	Tax breaks	-Tax breaks
	Parking	-Lower parking requirements for building near transit
	Transit passes	-Discounted transit passes for firms locating near transit
	Subsidies	-ED subsidies tied to transit
	Financing for Small biz in Underserved Locations	-Distressed neighborhoods (like OED's NDMI)

[1] Brookings Institution, 2012. Where the Jobs Are: Employer Access to Labor by Transit. Available at <http://www.brookings.edu/research/papers/2012/07/11-transit-jobs-tomer>

[2] Community Transportation Association of America. Job Links website. Available at <http://web1.ctaa.org/webmodules/webarticles/anmviewer.asp?a=1442&z=5>

Category	Tool	Description
Structured Funds	TOD Fund	-Expand TOD Fund's uses to include affordable commercial space
	CDFIs	-Create or expand capacity of existing CDFIs that can fund preservation/acquisition of affordable commercial space -Resident-owned CDFIs -CDC's with resident shareholders
Education & Capacity Building	Workshops	-Bring in national experts on economic/workforce development to discuss strategies to preserve small businesses and middle-skill jobs near transit
	Community Engagement	-Find out what people want in their communities and where are the best sites for it.
	Focus groups/Roundtables	-Conduct roundtables or focus group on specific topics related to transit
	Employer Support for Transit	-Educational events to encourage employers to support transit
	Safety/Comfort with PT	-Education programs on benefits of transit
Collaboration & Partnerships	Interagency and interjurisdictional collaboration	-Greater collaboration between departments responsible for planning and implementation -Greater collaboration with RTD, DRCOG and other planning agencies -Greater collaboration between the economic development and workforce development worlds (proponents of economic growth vs. expanding opportunity) -Engage nontraditional partners (i.e. workforce training providers) -Employers form partnerships to provide better transit service; Typically based on geographic proximity, industry sector or as part of a larger effort to encourage employees to use PT or other shared ride options to commute to/from work
	Employer Transportation Consortia	
	Small Businesses Join Existing TMAs	-Encourage and/or invite small businesses to join existing TMAs
Childcare	Various	-Qualistar should add criteria for locating near transit -Employers should consider offering ECE/preschool services -Communities should encourage ECE/preschool providers to locate near transit stops
Workforce Housing	Live Near Where You Work Programs	-Offer incentives for employees who live near their place of employment or a transit stop nearby
	Employer-assisted housing	-Employers offer assistance with finding housing and/or also paying for it
Community Benefits / Developer Agreements	Set-asides for office/retail	-Require new developments to include a certain percentage or number of units/square feet for affordable office and retail.

Category	Tool	Description
Hiring Policies	Local hiring policies	- Hire locally & provide job training so that, combined with strategies to draw large employers, area residents can take advantage of future job opportunities and other resources in TOD. New businesses must provide opportunities for ongoing employment
	Minority hiring policies	-DBE requirements for contracts -Protect & enhance minority-owned business districts
	Living wage provisions	-Provide quality jobs to workers near transit

Appendix C. Case Studies

The following case studies provide examples from other regions around the United States who have worked collaboratively to develop local or regional economic development plans that address workforce training, transit connectivity and other essential elements of a sustainable economy.

Portland Economic Development

The Portland Development Commission (PDC) developed a five-year Economic Development Strategy in 2009 that aims to create 10,000 jobs over five years and expand economic opportunities for all Portland residents. Despite farsighted investments in transit, land use planning and energy efficiency, the Portland region has seen stagnant job growth and high rates of unemployment. The region has the talent and the built environment infrastructure, but not the business infrastructure to support these people and systems. To fully maximize those investments and accommodate a growing workforce, the region's leaders realized they needed to focus on economic and workforce development, especially in targeted industry clusters where Portland has a competitive advantage. The strategy has three components: competitiveness, urban innovation and neighborhood business vitality:⁶⁶

- Generating robust job growth by **maximizing the opportunities** to produce and sell products and services for existing, emerging and relocating businesses
- Maintaining a leadership position in sustainability by constantly striving to produce an **innovative urban setting** that fosters creativity and invention
- Achieving broad-based prosperity by stimulating **economic activity in neighborhoods** throughout the city

Phoenix

The Maricopa Association of Governments (MAG) developed a metropolitan business plan in 2011 with the help of the Brookings Institution, Greater Phoenix Economic Council and academic leaders. It addresses economic development in the context of the regional transportation network.⁶⁷ The plan included a market analysis and strategy development phase focused on identifying major industry clusters and economic strengths. The next phase was to select a lead initiative and develop and implementation plan to put the lead initiative into place. The group identified five market levers that drive regional economic performance: (1) regional concentrations, (2) deploy human capital aligned with job pools, (3) innovation-enabling infrastructure, (4) spatial efficiency and (5) effective public & civic & culture & institutions. The group's targeted industry clusters were: aerospace, electronics & semiconductor, personalized medicine, information technology and renewable energy.

Building a Quality Arizona is a statewide effort modeled after the Phoenix region's Regional Transportation Plan, which aims to develop a statewide transportation framework that addresses economic and workforce development. Five working papers are being developed to make the case for a sustainable, multimodal transportation network that connects jobs and the workforce via transit. The statewide coalition has undertaken demographic, market and employment analysis studies to understand existing conditions and identify places with the greatest suitability for transit and other transportation investments that can better connect the state's working population to economic opportunities.

⁶⁶ <http://www.pdxeconomicdevelopment.com/strategy.html>

⁶⁷ <http://www.azmag.gov/Projects/Project.asp?CMSID=3888>

San Francisco Bay Area

The Bay Area has produced several regional economic development plans with targeted strategies for equitable economic development. The Bay Area Vision Equitable TOD Strategies for Planners⁶⁸ contains strategies to retain and grow good jobs in TOD:

- Identify important asset-building job bases, including small commercial districts and manufacturing centers, and how they will fit within a proposed new vision & zoning
- Hire locally & provide job training so that, combined with strategies to draw large employers, area residents can take advantage of future job opportunities and other resources in TOD. New businesses must provide opportunities for ongoing employment
- Protect & enhance minority-owned biz districts since they hire more minority & LI employees

The East Bay Economic Development Alliance⁶⁹ conducted an in-depth analysis of employment trends and the general business environment of the East Bay (Oakland) region. The report identified the location and composition of major employment clusters, business moves/births/deaths over the past fifteen years, implications of existing infrastructure performance and needs, historic land use shifts, labor market strengths and challenges, and relative strengths and challenges affecting the future of sub-areas within the region. Interviews with business leaders further informed the analysis. Strategic Economics applied a spatial and historical perspective to the employment and land use analyses. As part of this analysis, a series of maps were produced to examine how industry and land use changes were occurring across regional sub-areas, and how passenger and goods transportation infrastructure affected the location decisions – and future viability – of East Bay employment. Strategic Economics also examined how the East Bay's unique innovation assets – such as University of California, Berkeley – affect the East Bay and regional economies. The results of these analyses provided an easily-understood and accessible analytical basis to inform future policy decisions concerning economic development and regional planning.

The San Francisco Planning + Urban Research Association published the Urban Future of Work report in 2012, which seeks to answer the question: ***How can we capitalize on the Bay Area's successful knowledge services sector and its trend toward density & interaction to***

strengthen our region's economy?⁷⁰ The authors provide 20 strategies for improving the economic prosperity of the Bay Area region, including:

- **Strengthen Economic Competitiveness**
 - 1) Develop & update an economic plan at the regional scale
 - 2) Protect the growing knowledge sector as a key driver of our economic future
 - 3) Maintain a sufficient supply of industrial land in the urban core
- **Respond to the Changing Workplace**
 - 4) Support a greater mixture of uses in traditional single-use employment centers
 - 5) Establish performance-based zoning that focuses on outcomes, not users
- **Reinforce Employment Density**
 - 6) Direct regional transportation funds toward current & planned dense employment centers thru a regional grant program and an employment center policy
 - 7) Amend the Bay Area's TOD and expansion policies to include an employment focus
 - 8) Establish a transit-location policy for public-serving industries such as government offices & higher education
 - 9) Reduce regulatory barriers that restrict continued job growth in places of high employment density and/or strong job markets
 - 10) Eliminate parking minimums regionally & establish parking minimums
 - 11) Make dense, low-driving job centers more competitive & attractive relative to other types of job centers

68 <http://www.bayareavision.org/initiatives/dwd-strategies.pdf>

69 http://www.eastbayeda.org/research_facts_figures/Studies/BuildingOnOurAssetsReport2011/East_Bay_Building_on_Our_Assets_Report_2011.pdf

70 SPUR, 2012. The Urban Future of Work.

- **Strengthen Alternatives to the single-occupant car commute**
 - 12) Improve the competitiveness of traditional transit by reallocating service from uncompetitive transit markets to competitive ones
 - 13) Treat regional employer shuttles as transit & expand them to serve smaller employers
 - 14) Replicate successful alternative commuting programs at major employers & university campuses
 - 15) Study the creation of dedicated bus lanes on highways for all regional buses, including employer shuttles
 - 16) Solve the “last mile” problem between transit & jobs by building a pedestrian & biking network & adding car-sharing opportunities at transit stations
- **Adjust governance & financing mechanisms to the realities of the future**
 - 17) Move toward sharing a portion of local property & sales taxes
 - 18) Shift taxes away from work & toward waste
 - 19) Implement road pricing on Bay Area freeways
 - 20) Establish a regional gas fee

Washington D.C.

Washington DC Metro's Business Case for Transit, 2012⁷¹

For its 35th anniversary, WMATA prepared a case study of what the region would look like if it had never built the Metro system. It attempted to isolate the impacts of rail on the region's economic development, property values and tax revenues in the immediate vicinity of each station. In general, the Metro boosts property values 7-9% within a half mile of stations, with higher value boosts for commercial (8.9%) than residential (6.8%), but the highest boost for multi-family residential (9.4%). This translates to an additional \$224M of property tax revenues for the District of Columbia, just from the half-mile radii around each station. If Metro had never been built, WMATA estimates that the DC region would have had to spend an additional \$6B on new roads and the equivalent of 166 blocks of five-story parking garages to accommodate everyone driving to work. **Metro supports businesses, so businesses locate near Metro**—economic activity tied to Metro's presence is critical to the economic success of the region. Businesses locate near Metrorail stations because it expands their pool of employees and their pool of customers. Approximately 2 million jobs (54% of all regional jobs) are accessible within a half-mile of a Metro station, and another 300,000 are within one mile of a station. Metro operations support 14,900 direct and indirect jobs.

⁷¹ Making the Case for Transit: WMATA Regional Benefits of Transit. Available at <http://planitmetro.com/2011/12/06/metros-business-case-for-transit/>

Appendix D. Baseline Mapping of East & West Lines

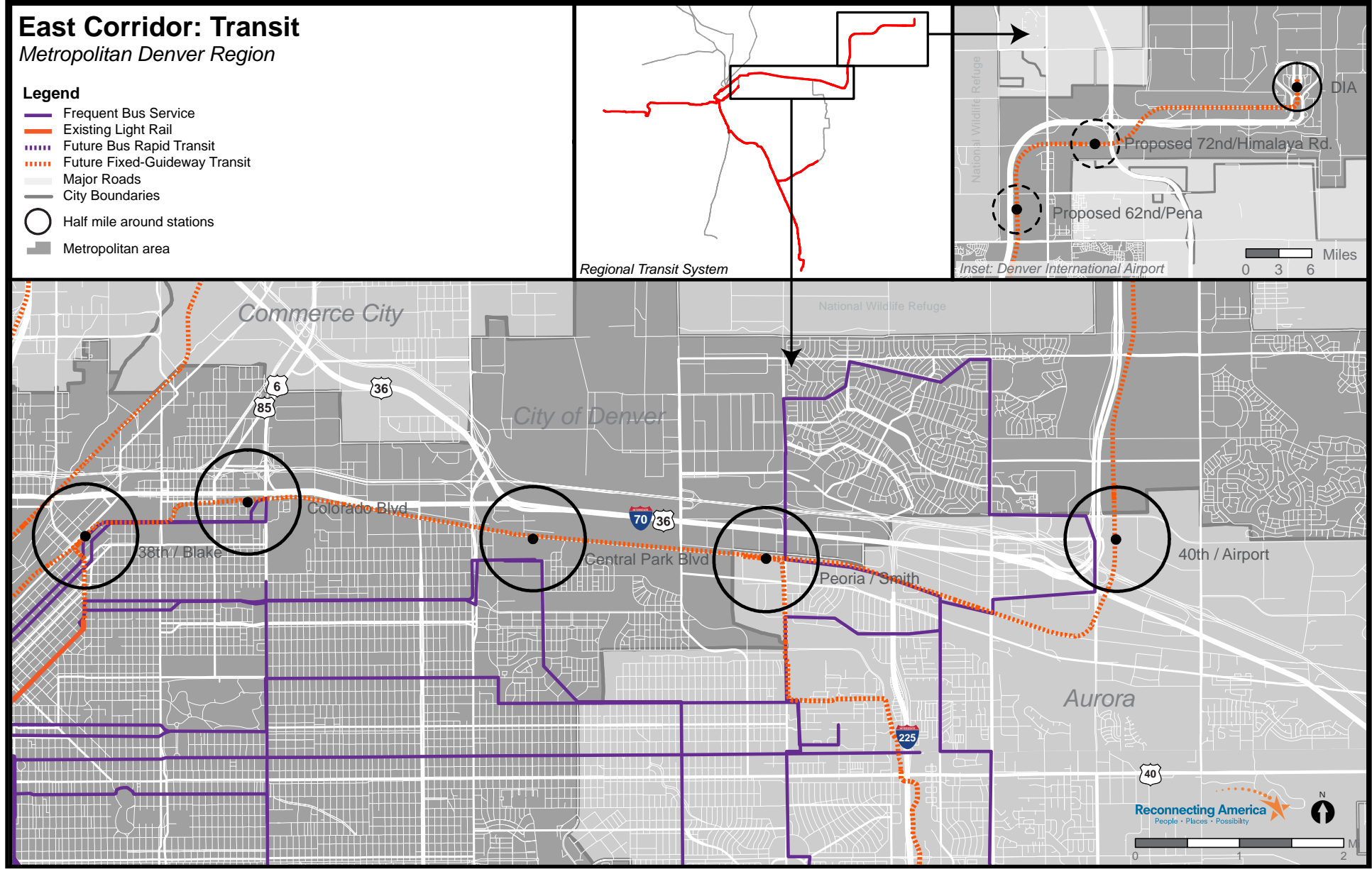


Figure D-1: East Corridor Transit Map

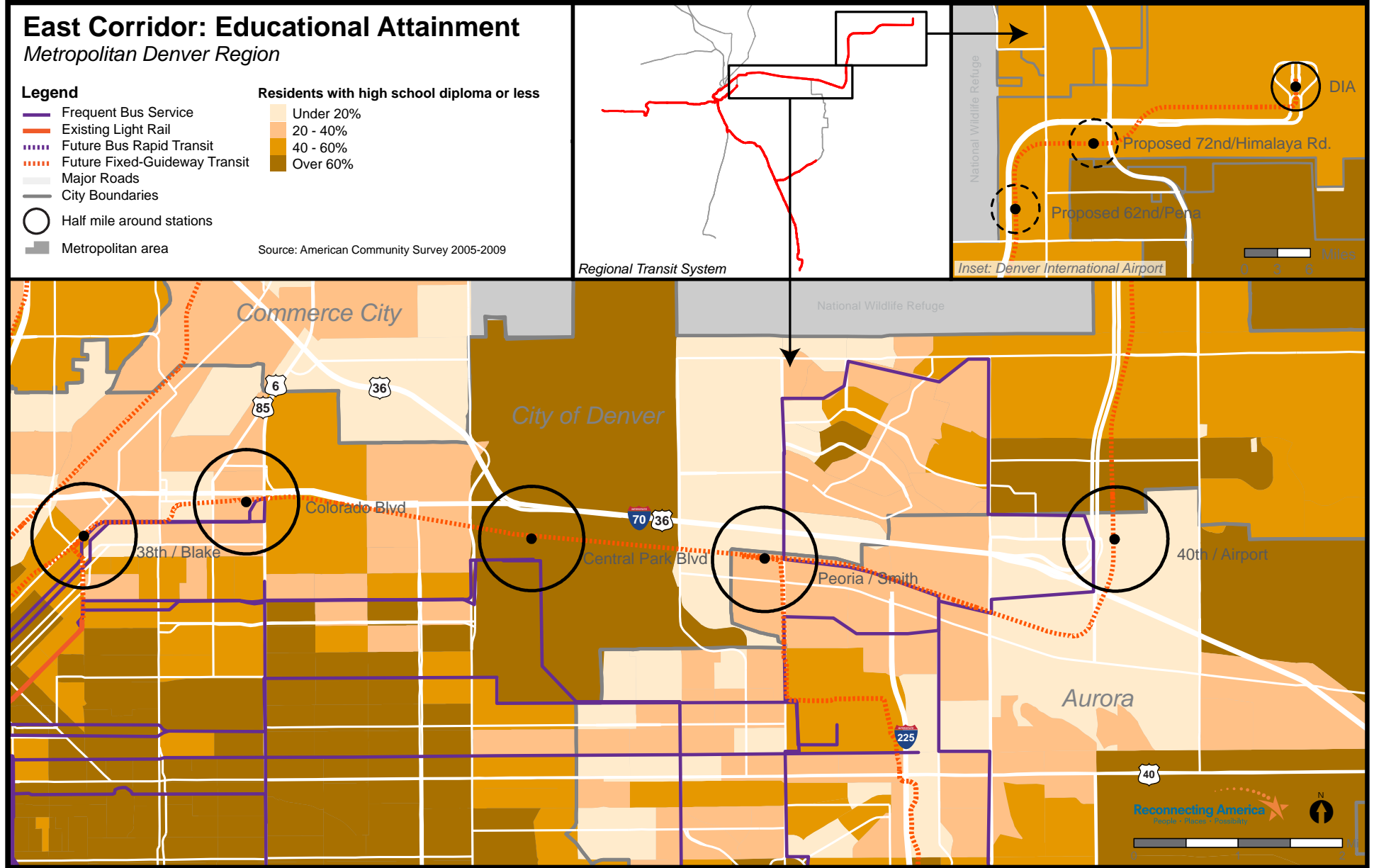


Figure D-2: East Corridor Educational Attainment Map

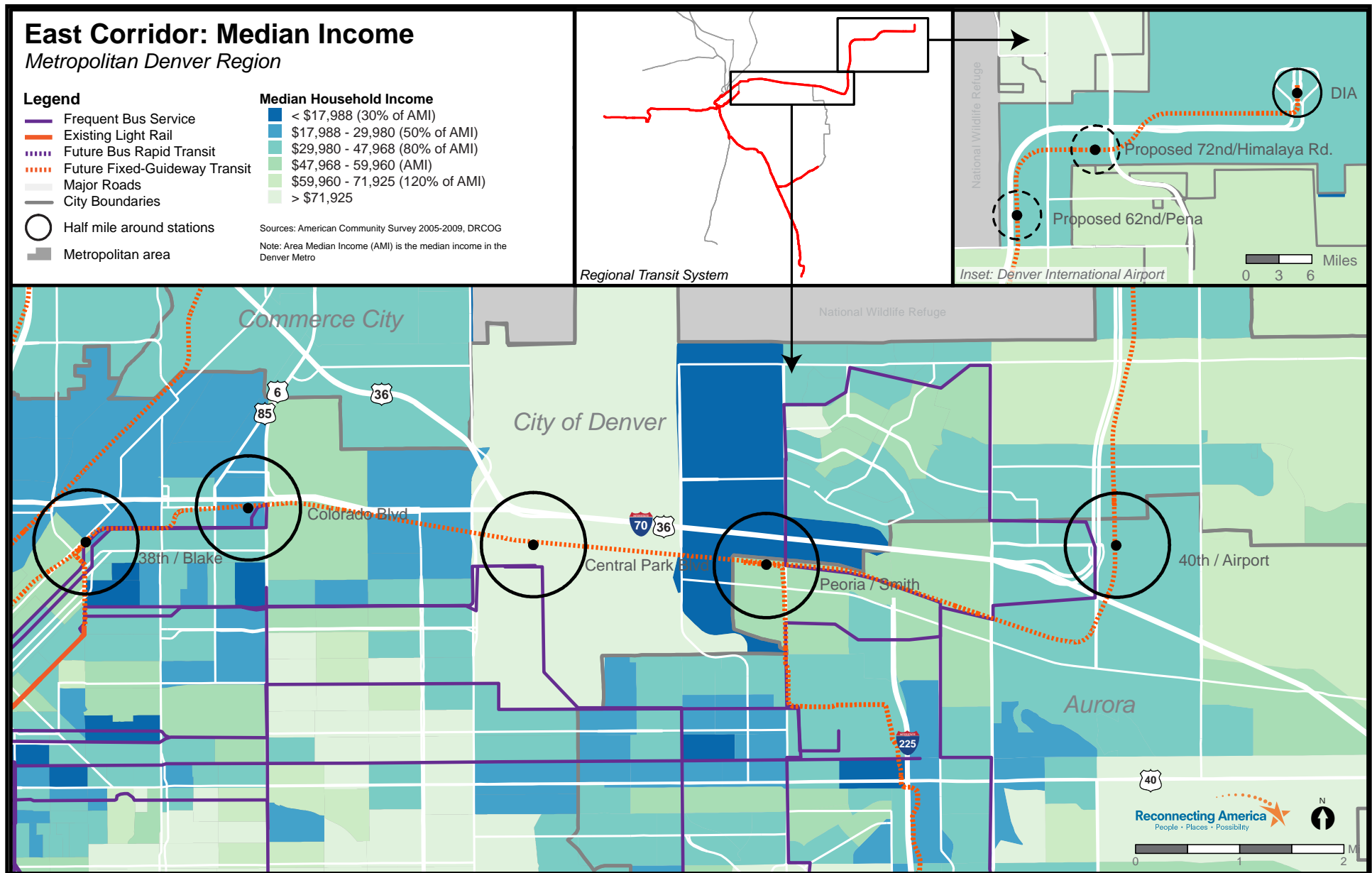


Figure D-3: East Corridor Median Income Map

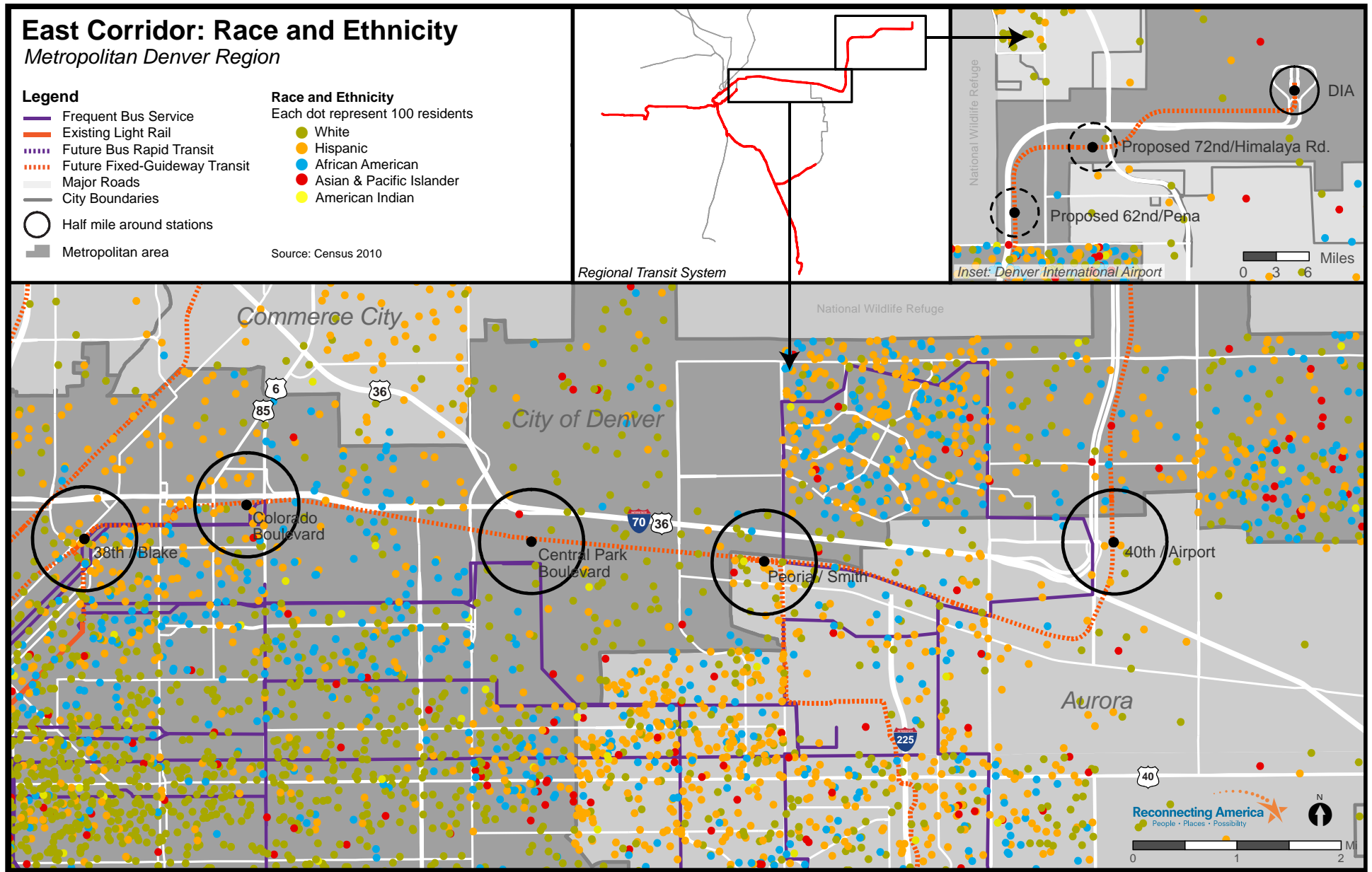


Figure D-4: East Corridor Race and Ethnicity Map

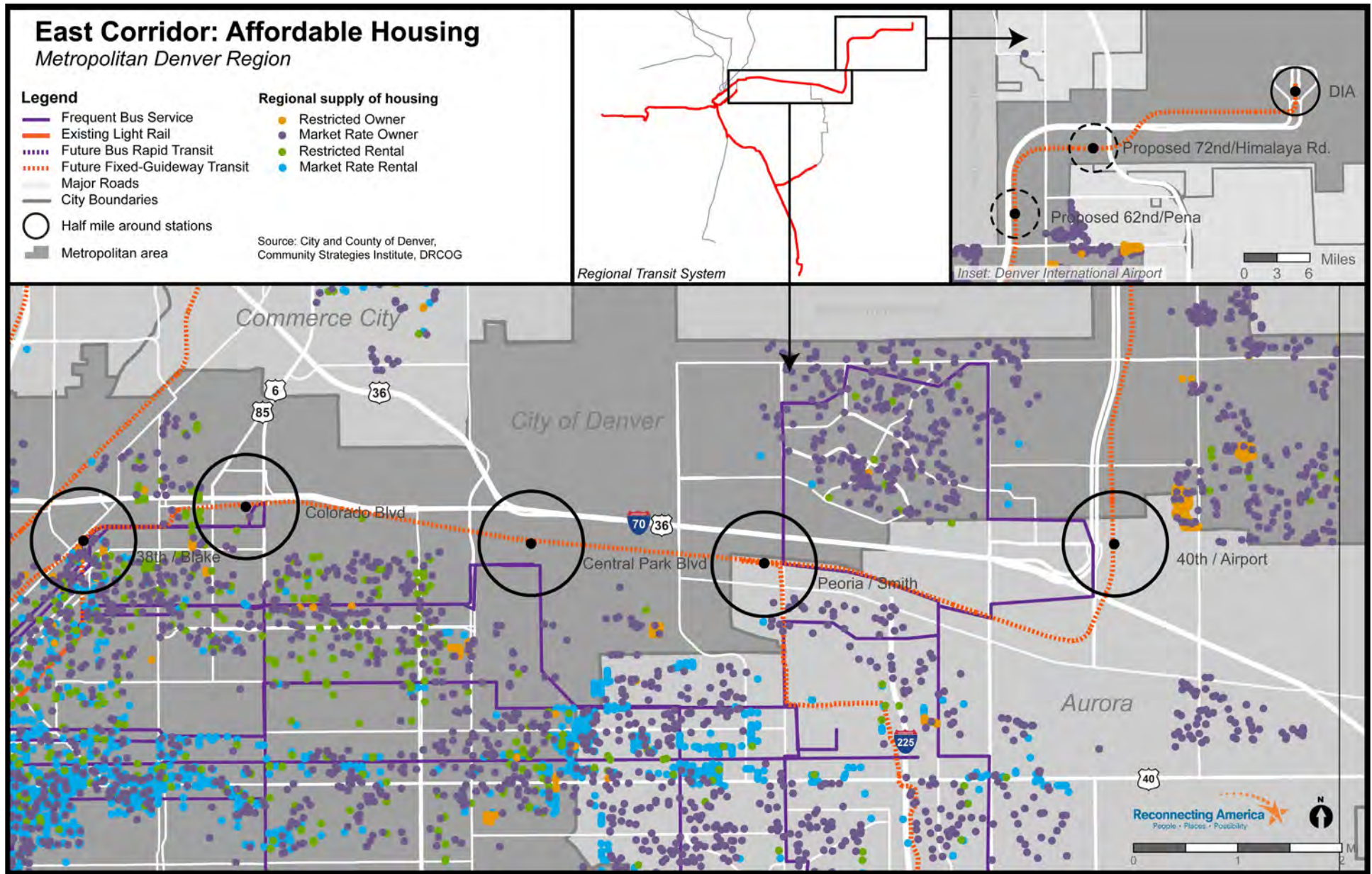


Figure D-5: East Corridor Affordable Housing Map

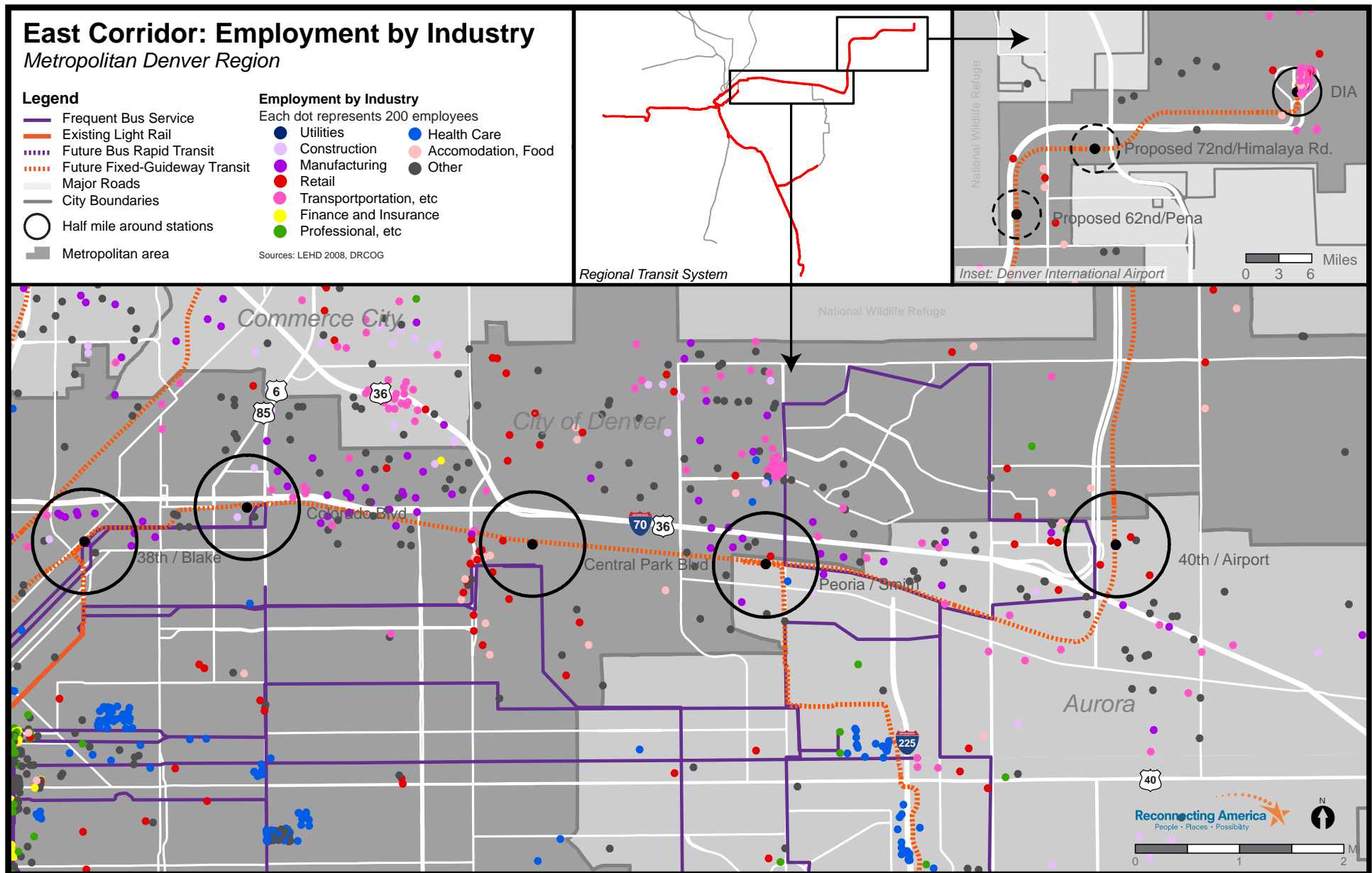


Figure D-6: East Corridor Employment by Industry Map

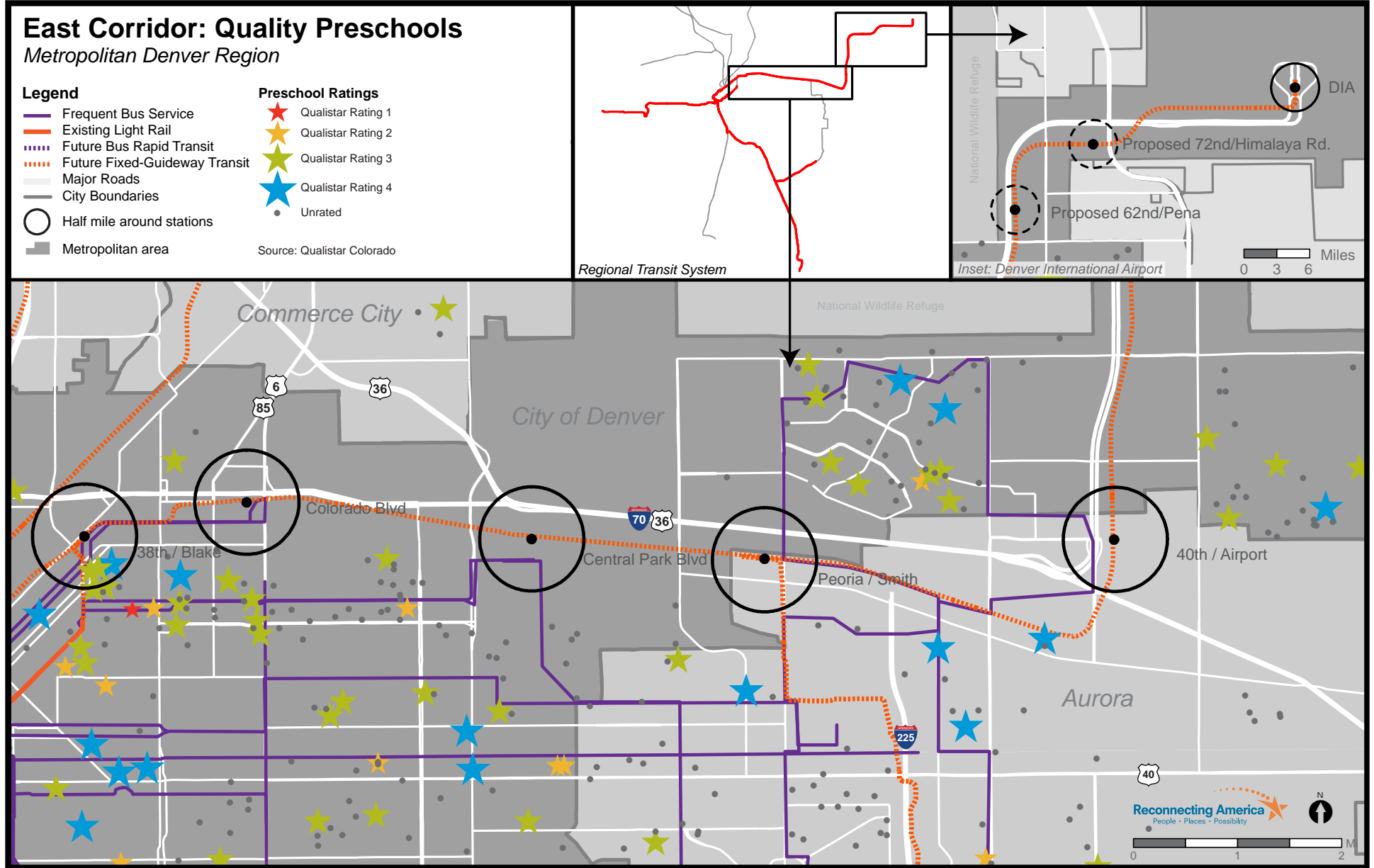


Figure D-7: East Corridor Quality Preschools Map

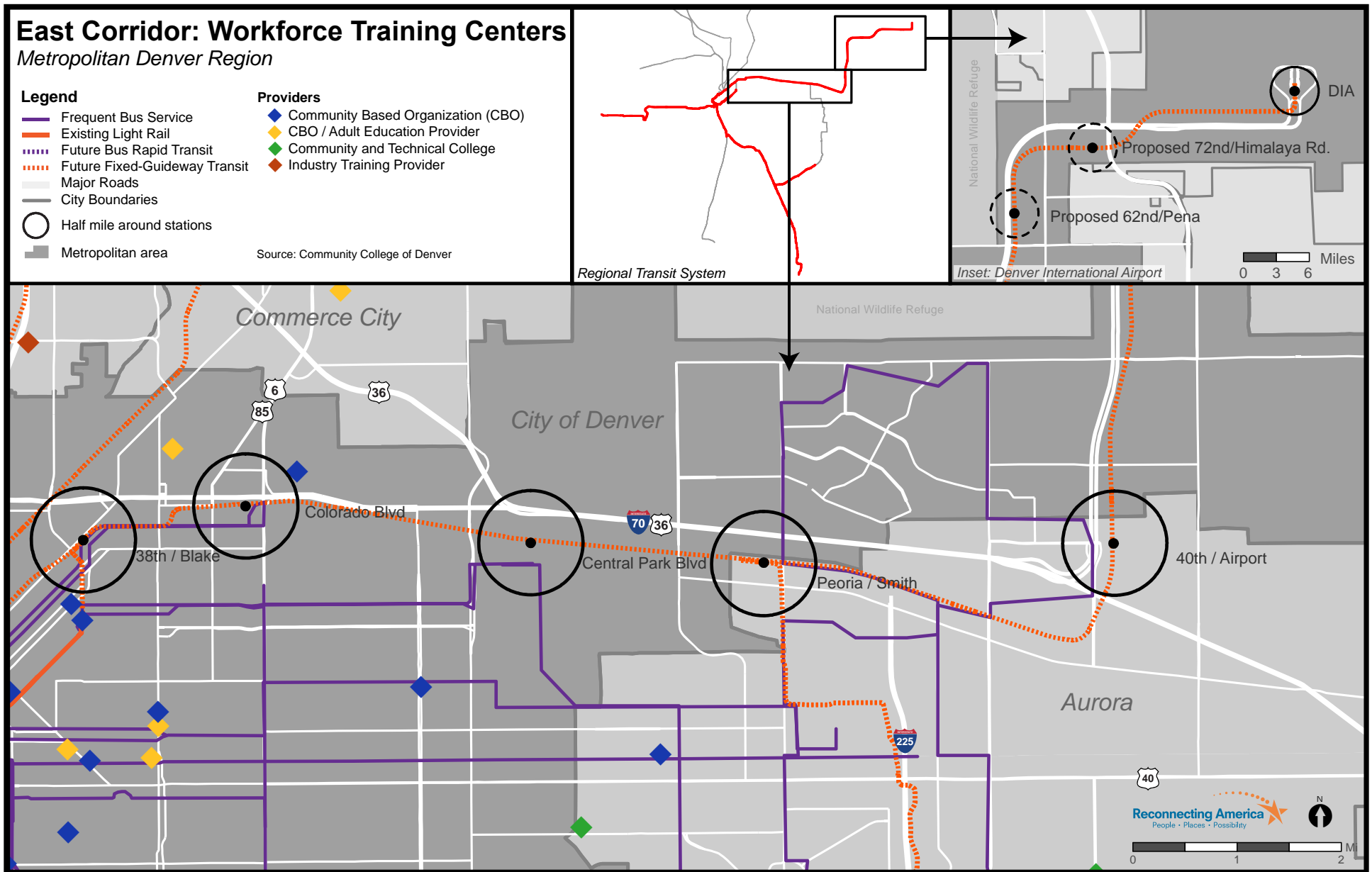


Figure D-8: East Corridor Workforce Training Centers Map

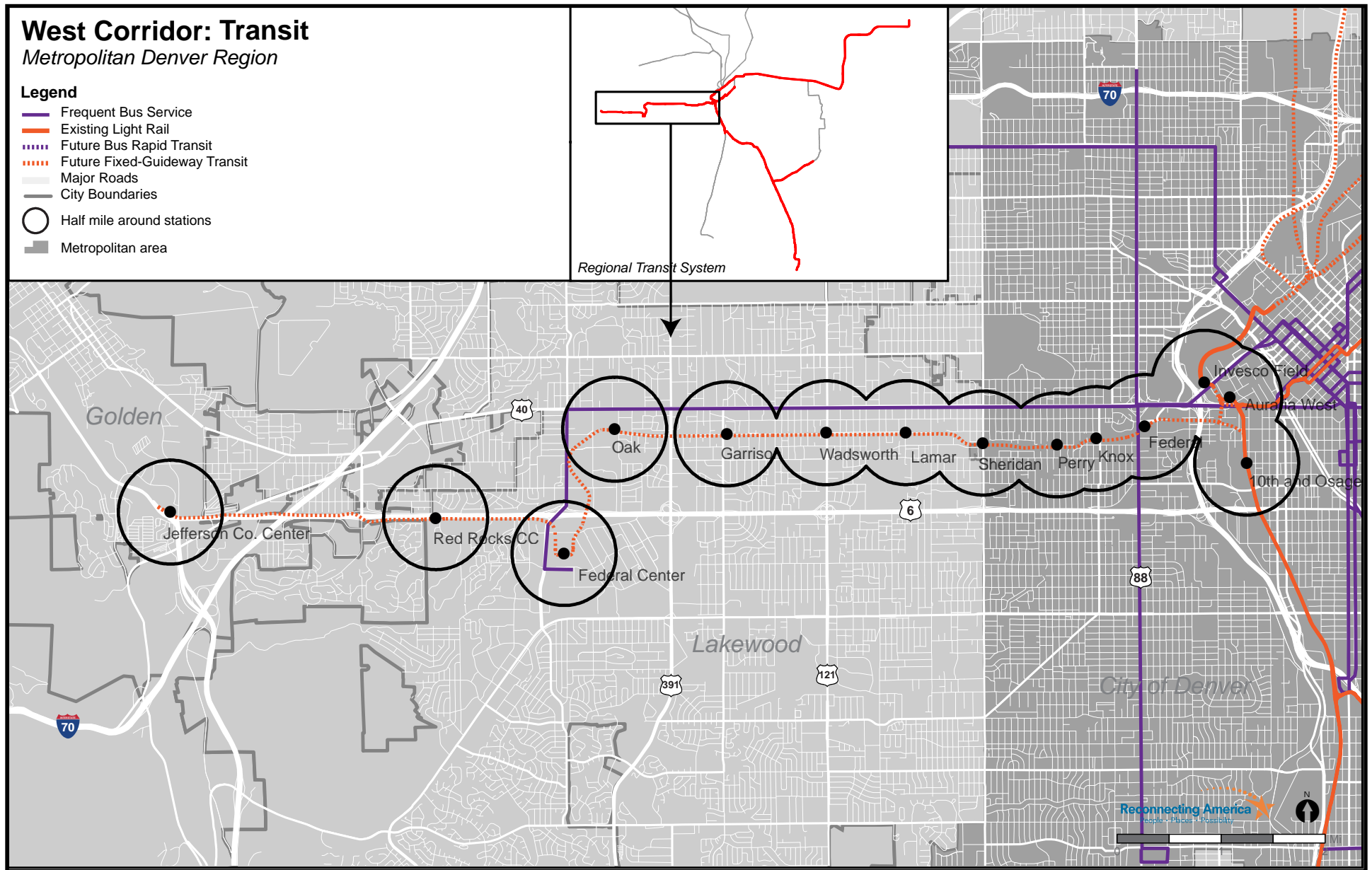


Figure D-9: West Corridor Transit Map

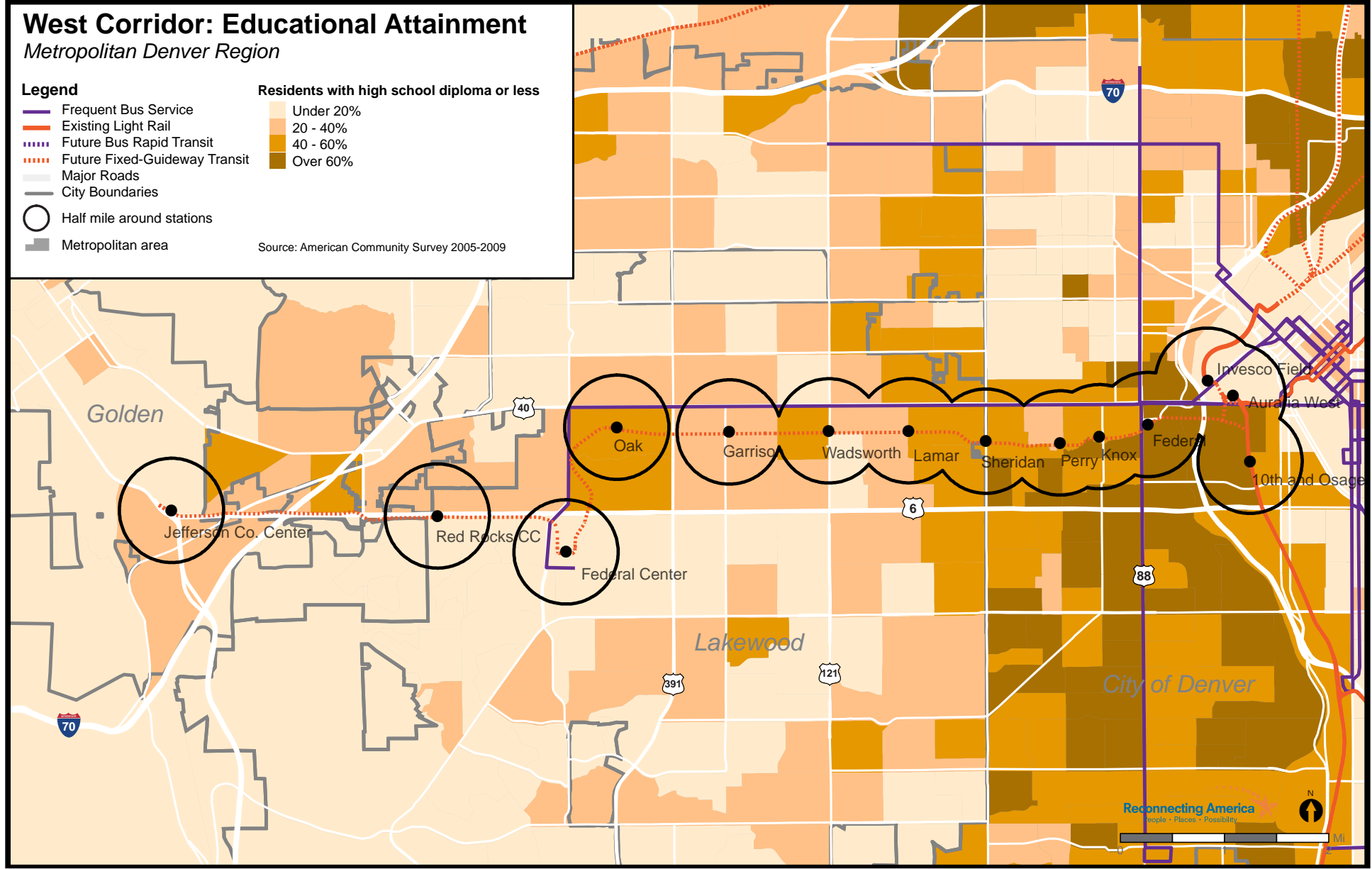


Figure D-10: West Corridor Educational Attainment Map

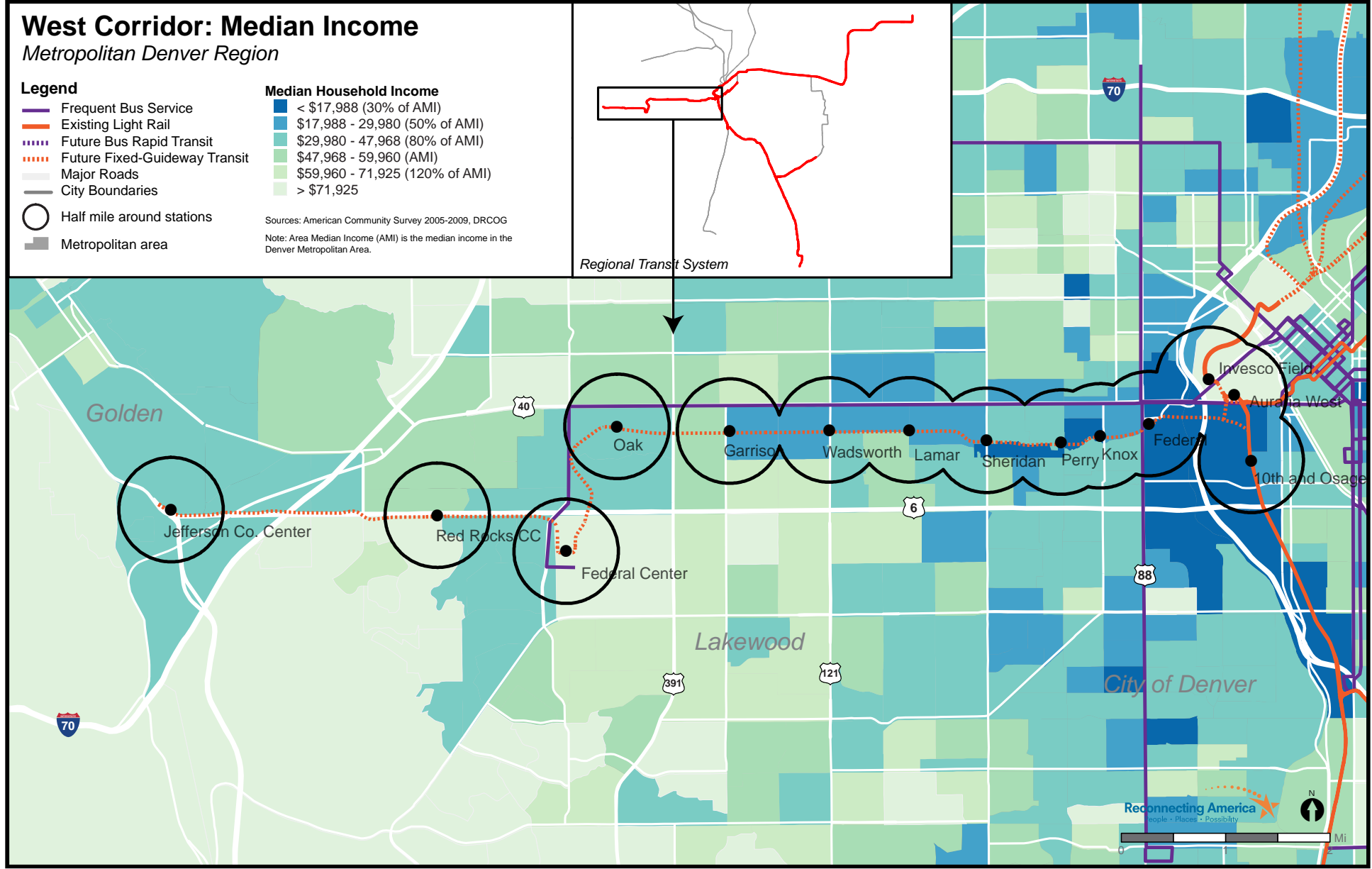


Figure D-11: West Corridor Median Income Map

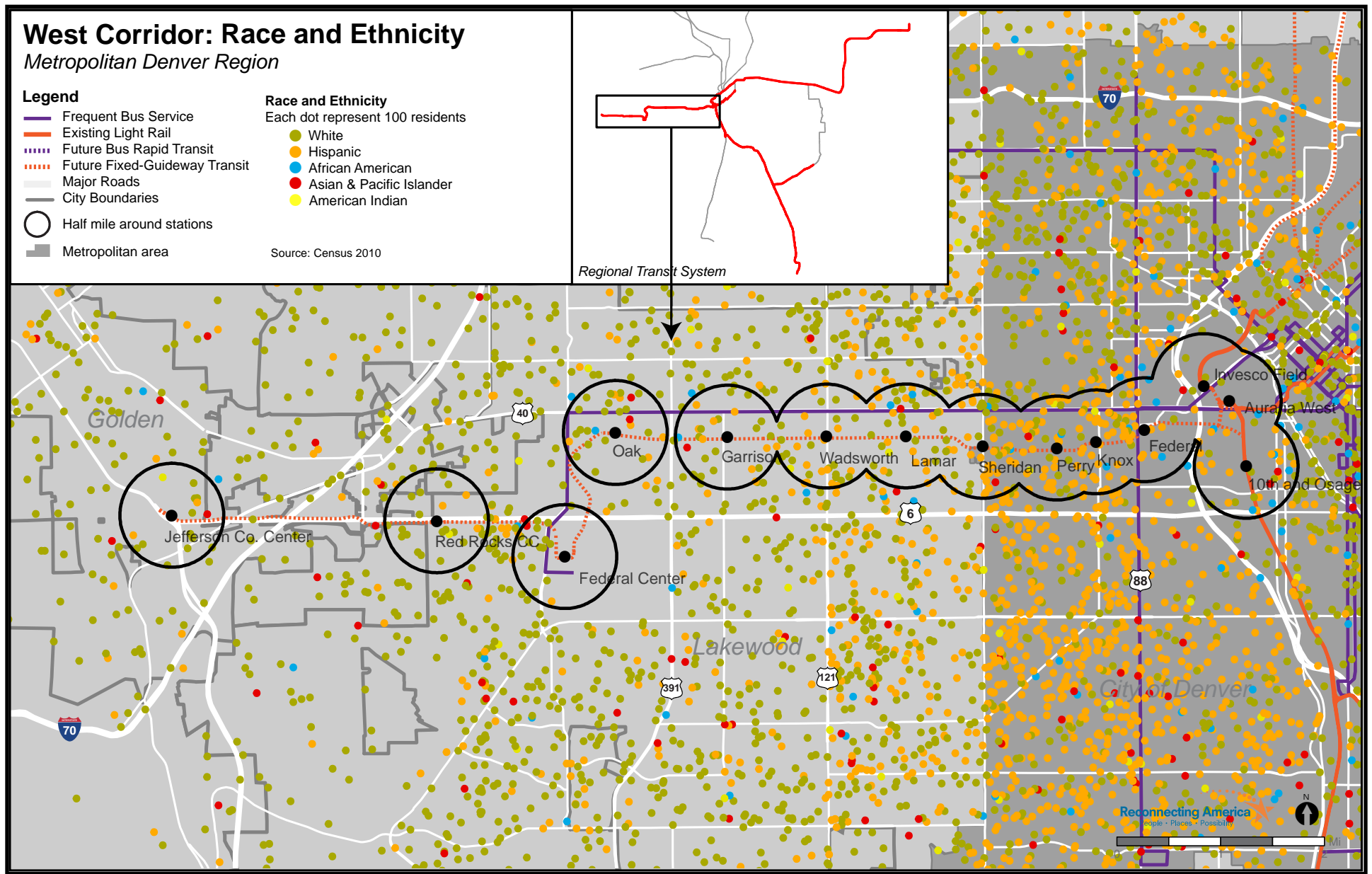


Figure D-12: West Corridor Race and Ethnicity Map

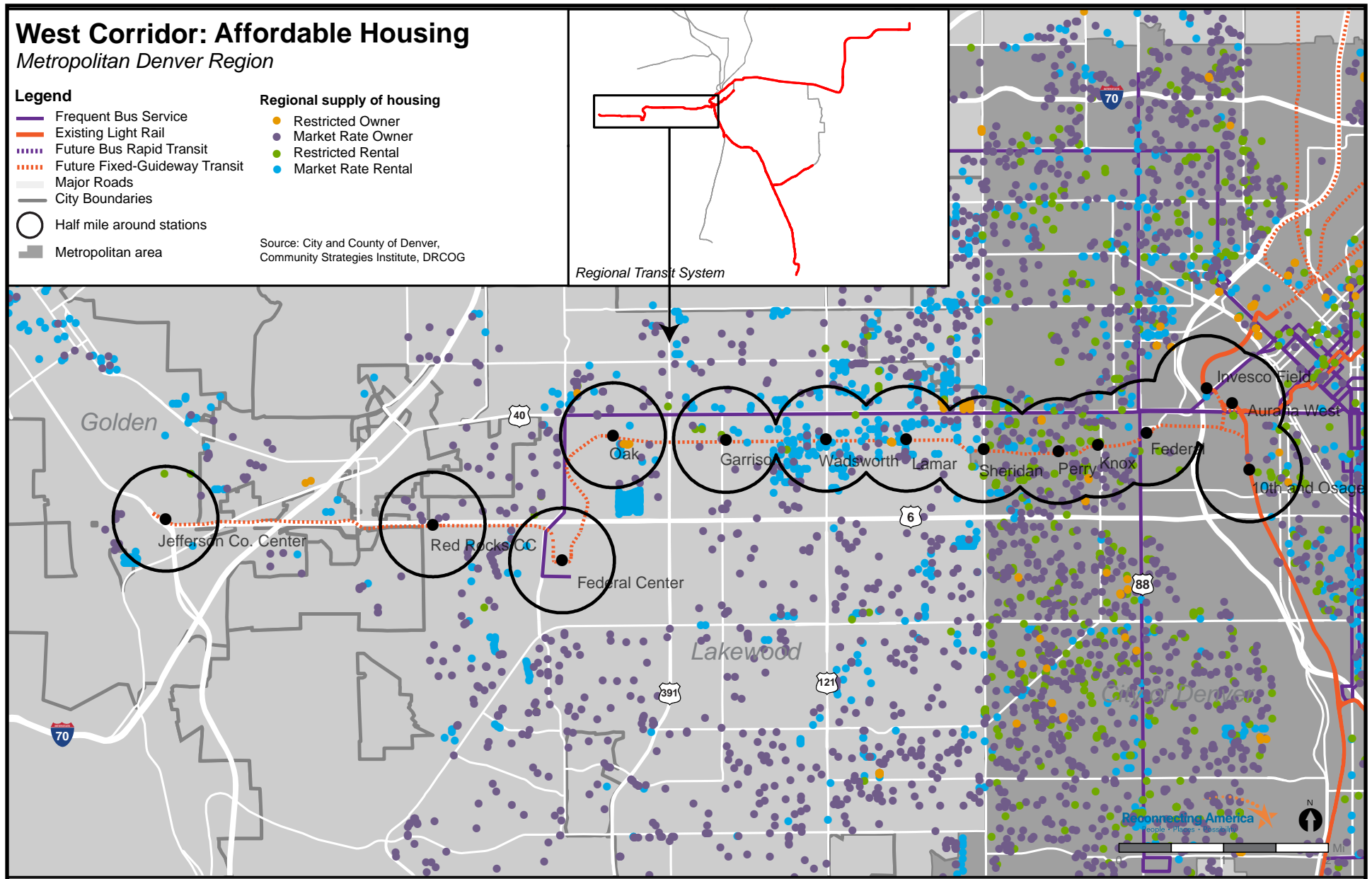


Figure D-13: West Corridor Affordable Housing Map

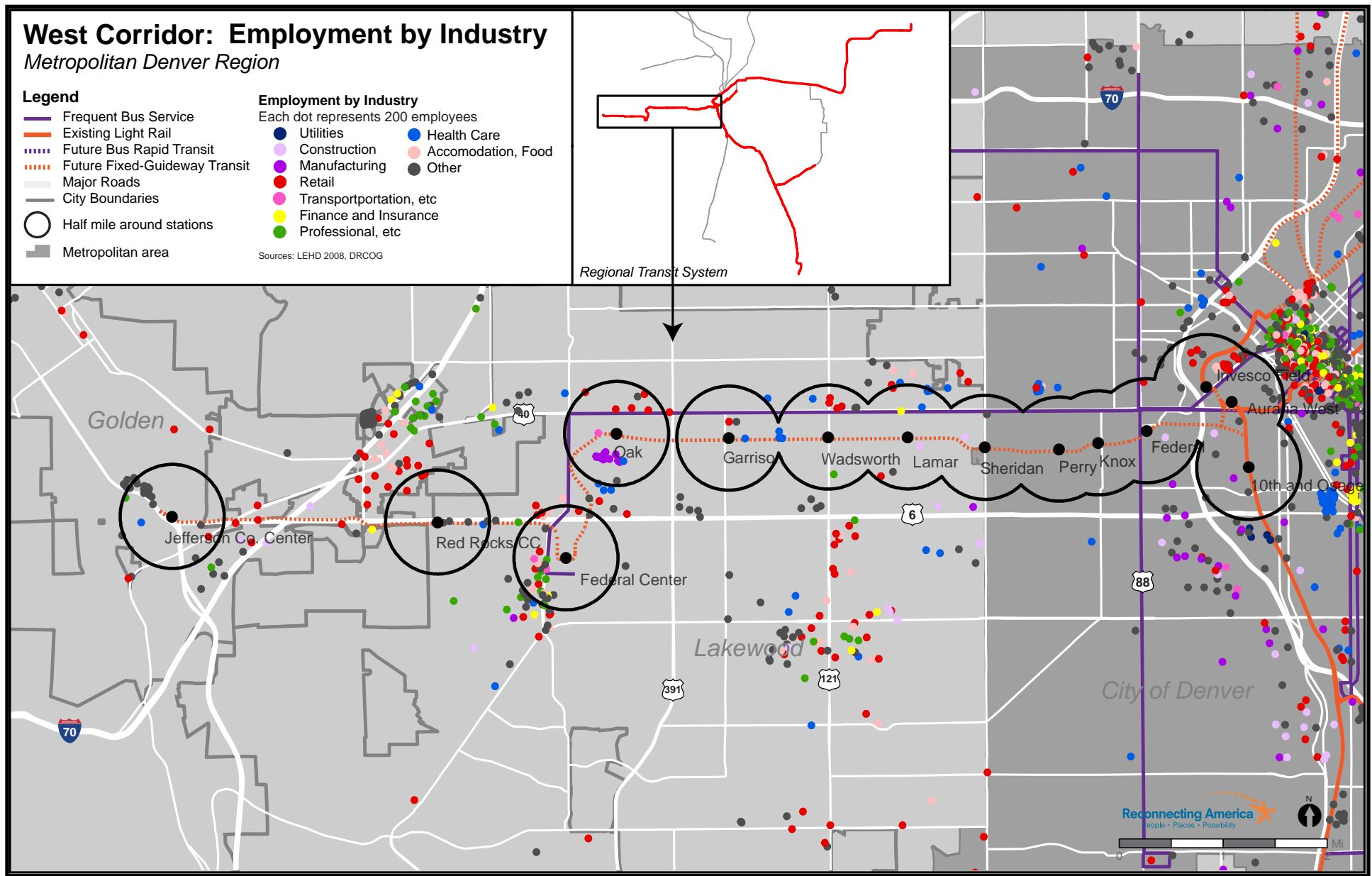


Figure D-14: West Corridor Employment by Industry Map

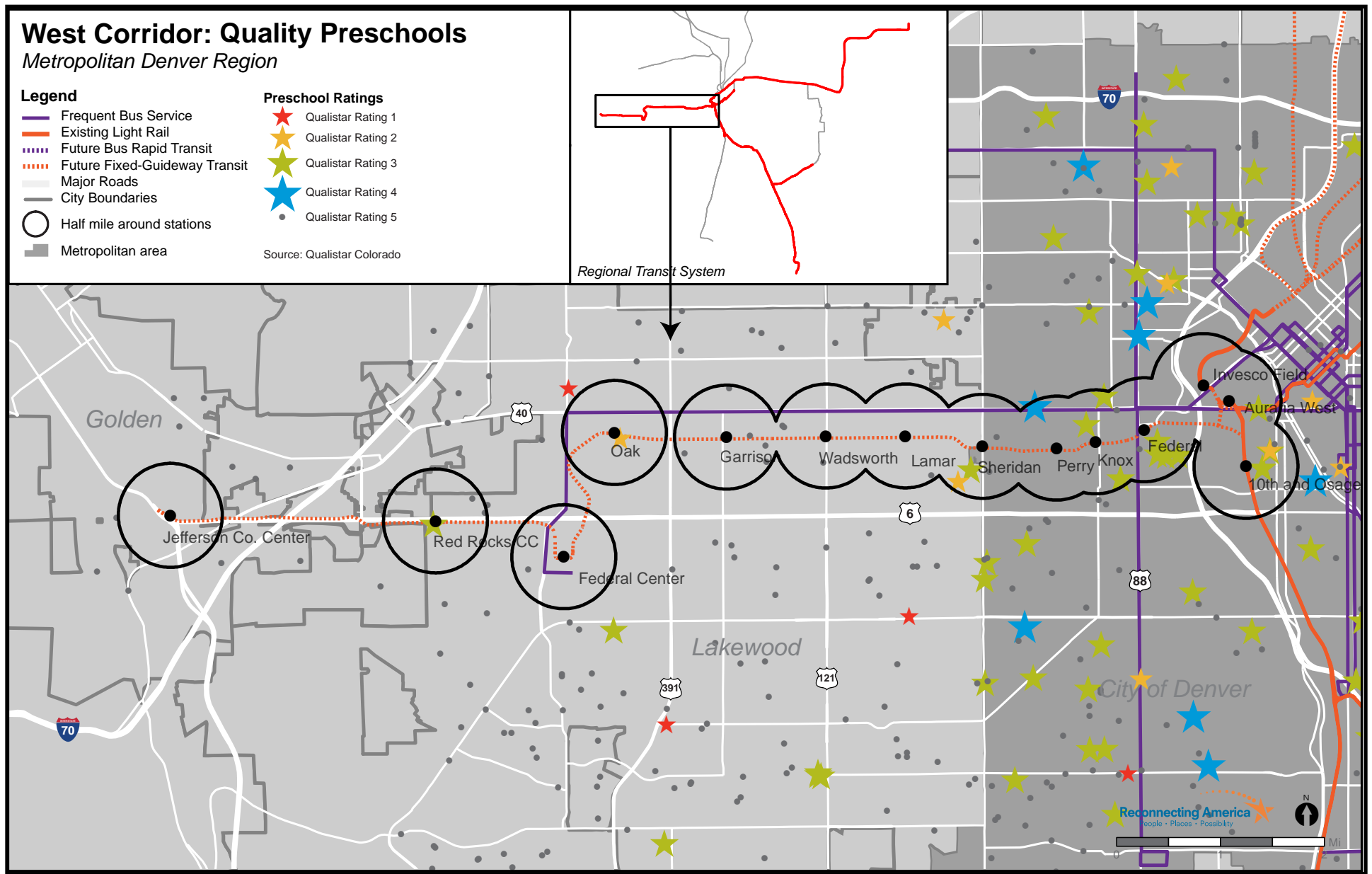


Figure D-15: East Corridor Quality Preschool Map

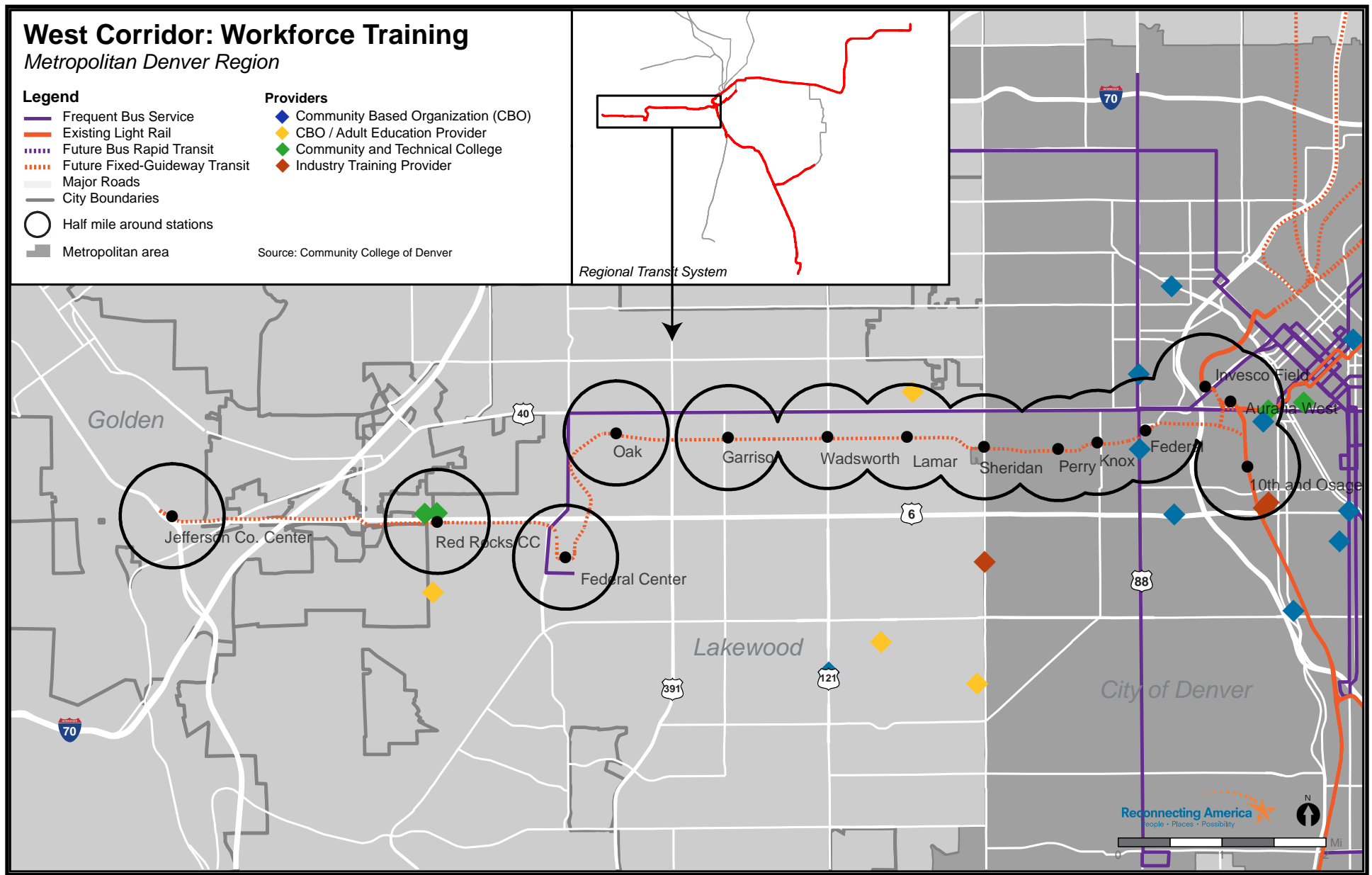
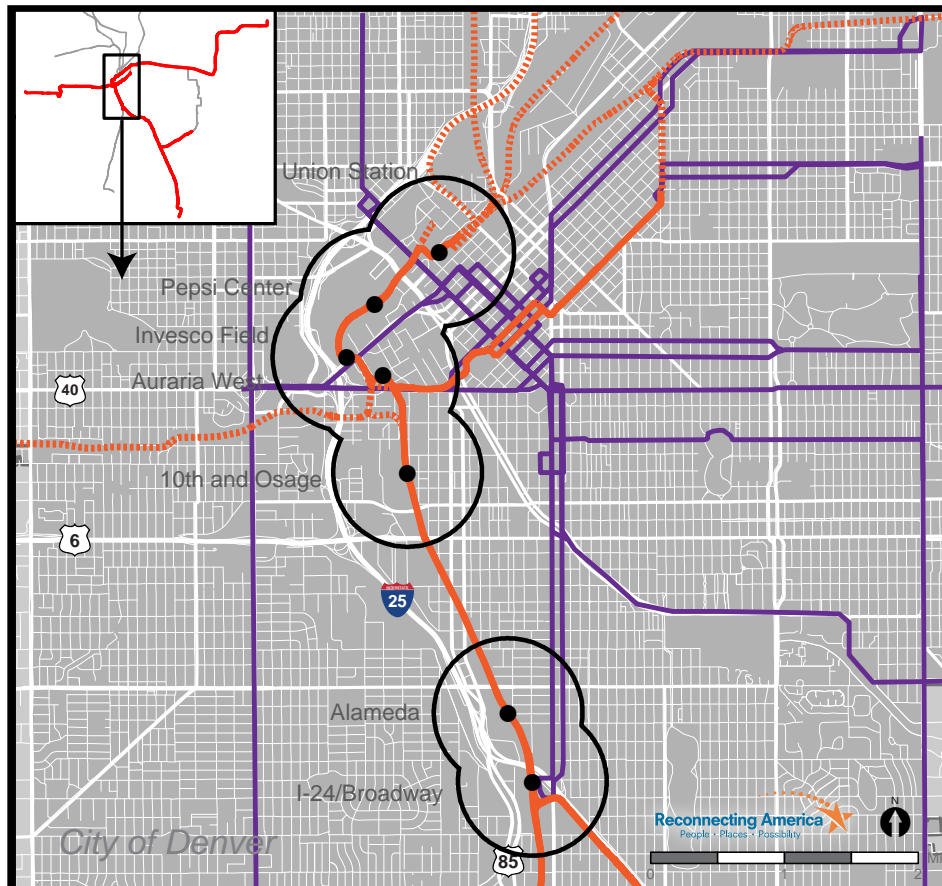


Figure D-16: West Corridor Workforce Training Map

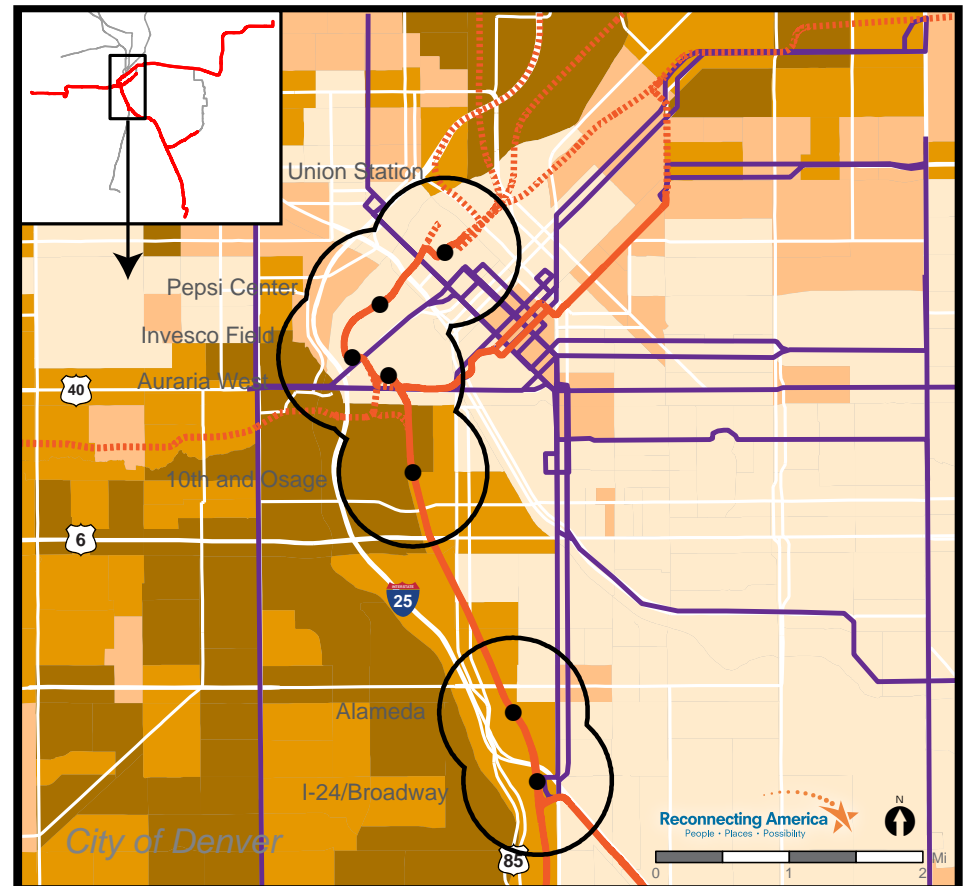


Downtown: Transit

Metropolitan Denver Region

Legend

- Frequent Bus Service
- Existing Light Rail
- ⋯ Future Bus Rapid Transit
- ⋯ Future Fixed-Guideway Transit
- Major Roads
- City Boundaries
- Half mile around stations
- Metropolitan area



Downtown: Educational Attainment

Metropolitan Denver Region

Legend

- Frequent Bus Service
- Existing Light Rail
- ⋯ Future Bus Rapid Transit
- ⋯ Future Fixed-Guideway Transit
- Major Roads
- City Boundaries
- Half mile around stations
- City of Denver

Residents with high school diploma or less

- Under 20%
- 20 - 40%
- 40 - 60%
- Over 60%

Source: American Community Survey 2005-2009

Figure D-17: Downtown Denver Transit Map

Figure D-18: Downtown Denver Educational Attainment Map

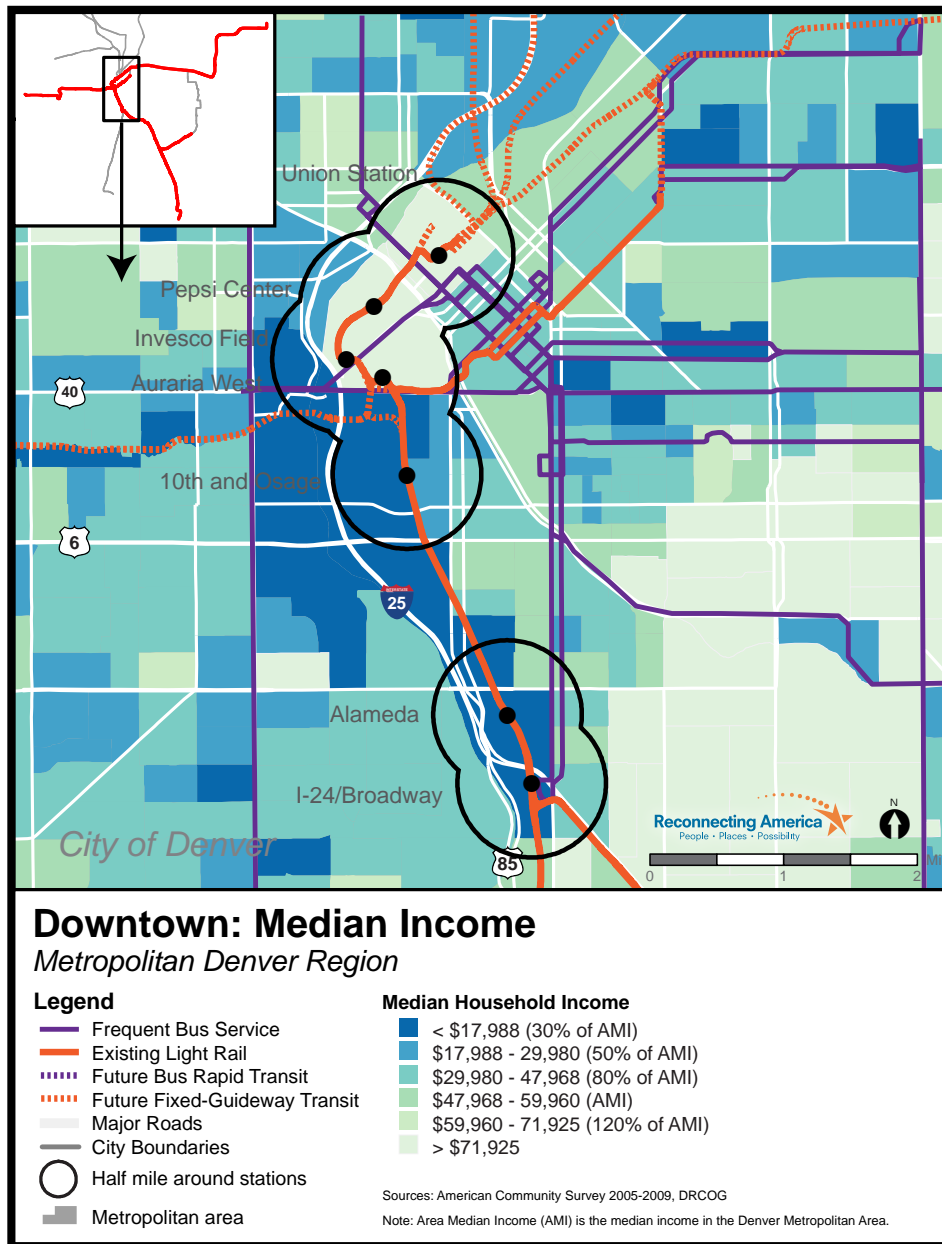


Figure D-19: Downtown Denver Median Income Map

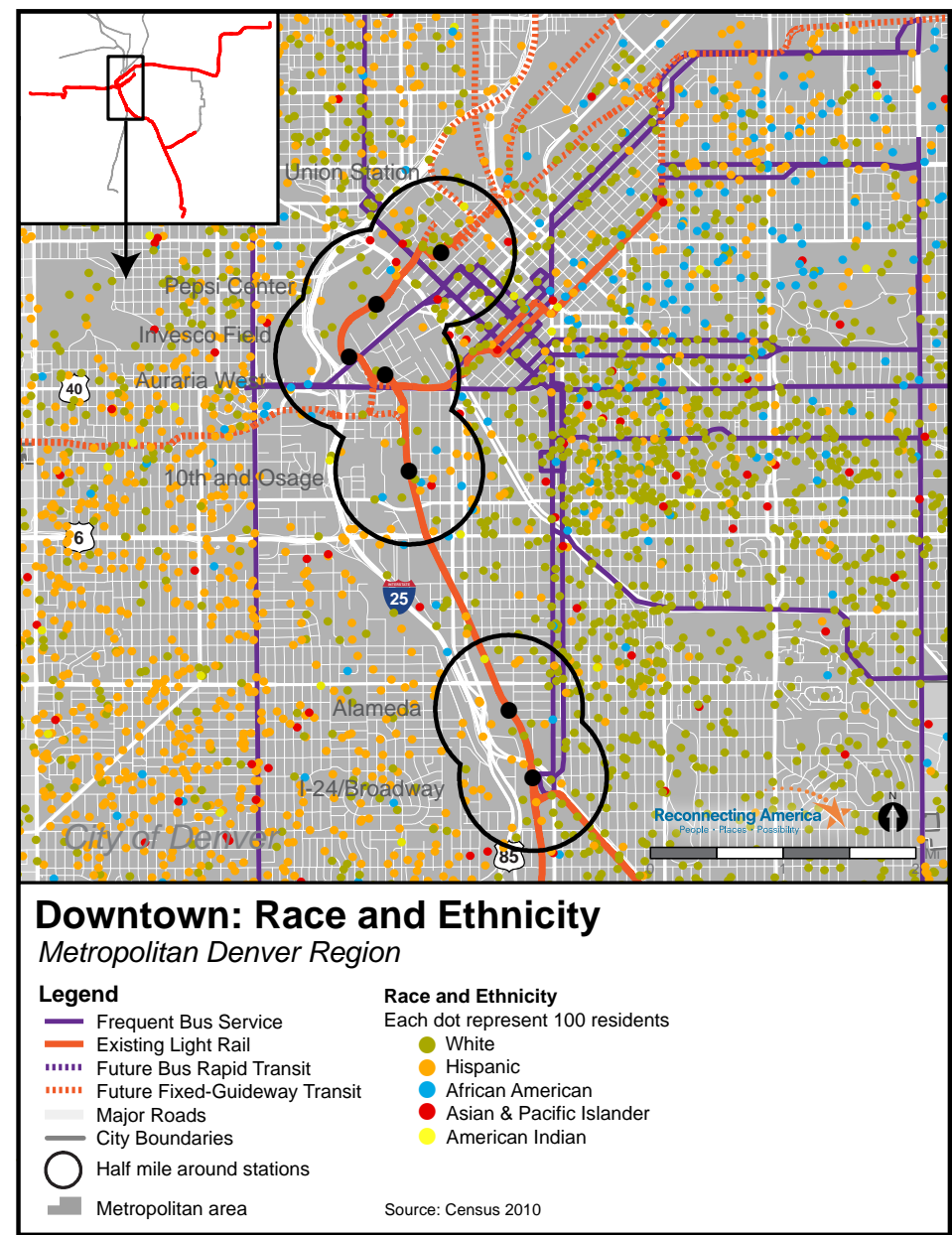


Figure D-20: Downtown Denver Race and Ethnicity Map

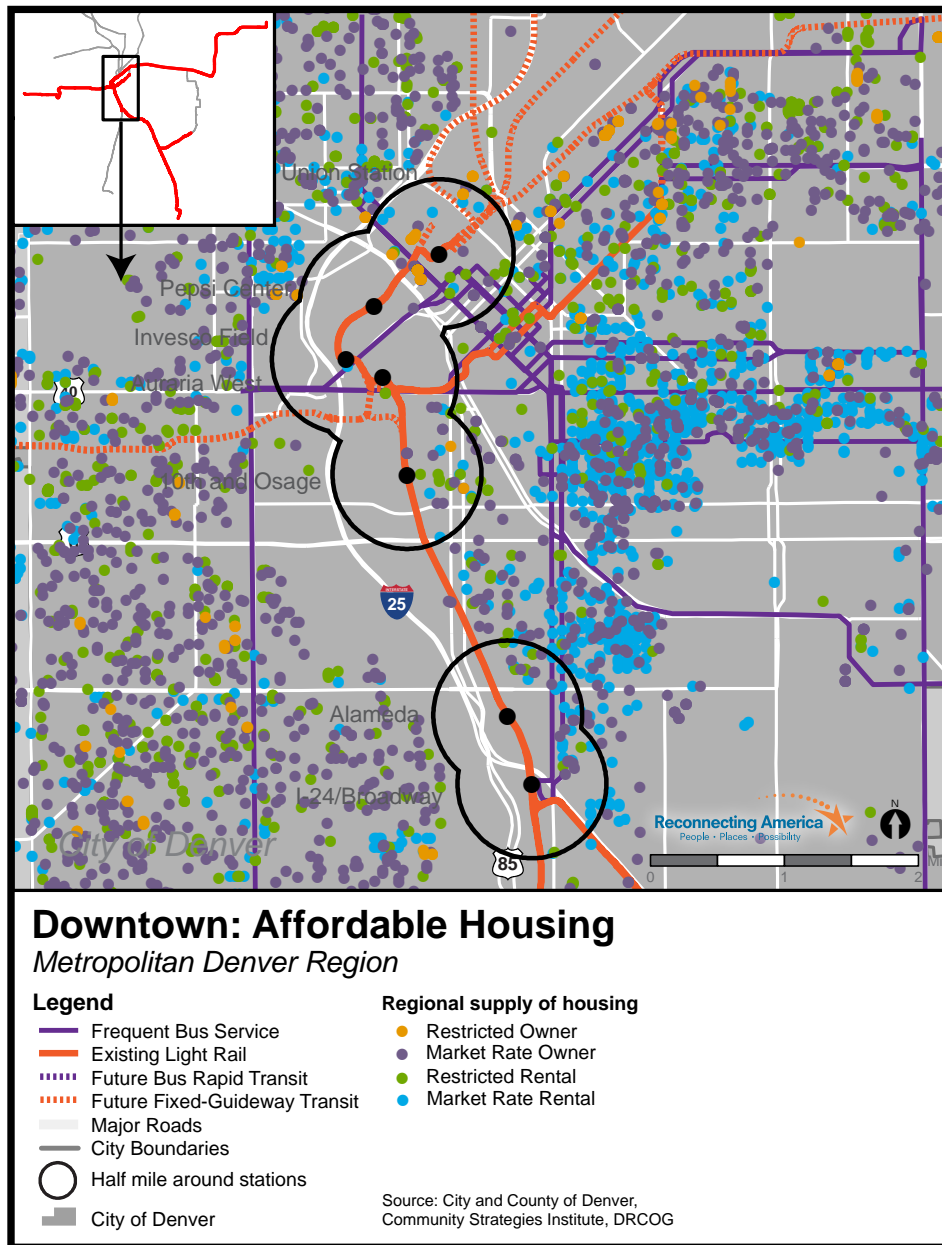


Figure D-21: Downtown Denver Affordable Housing Map

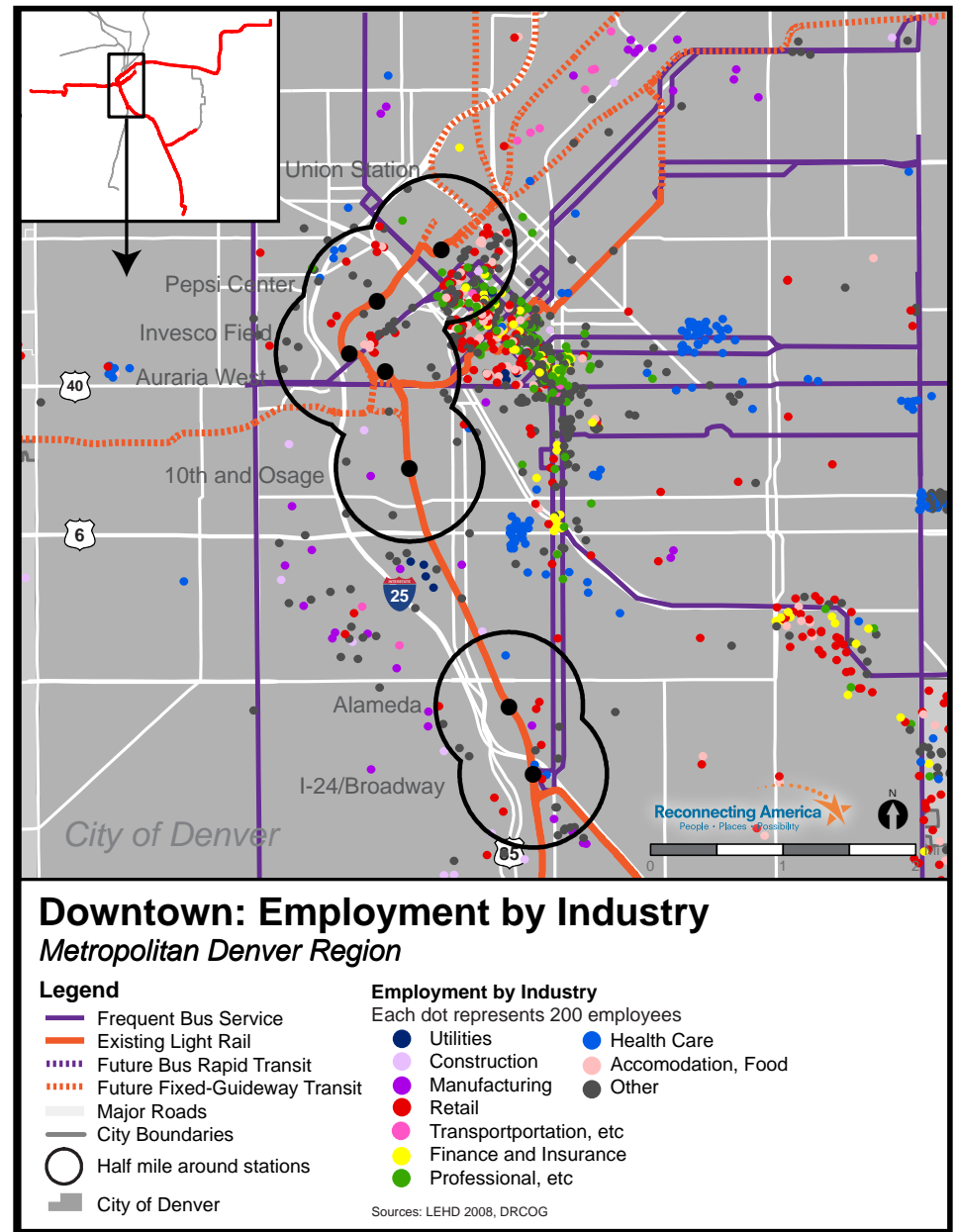
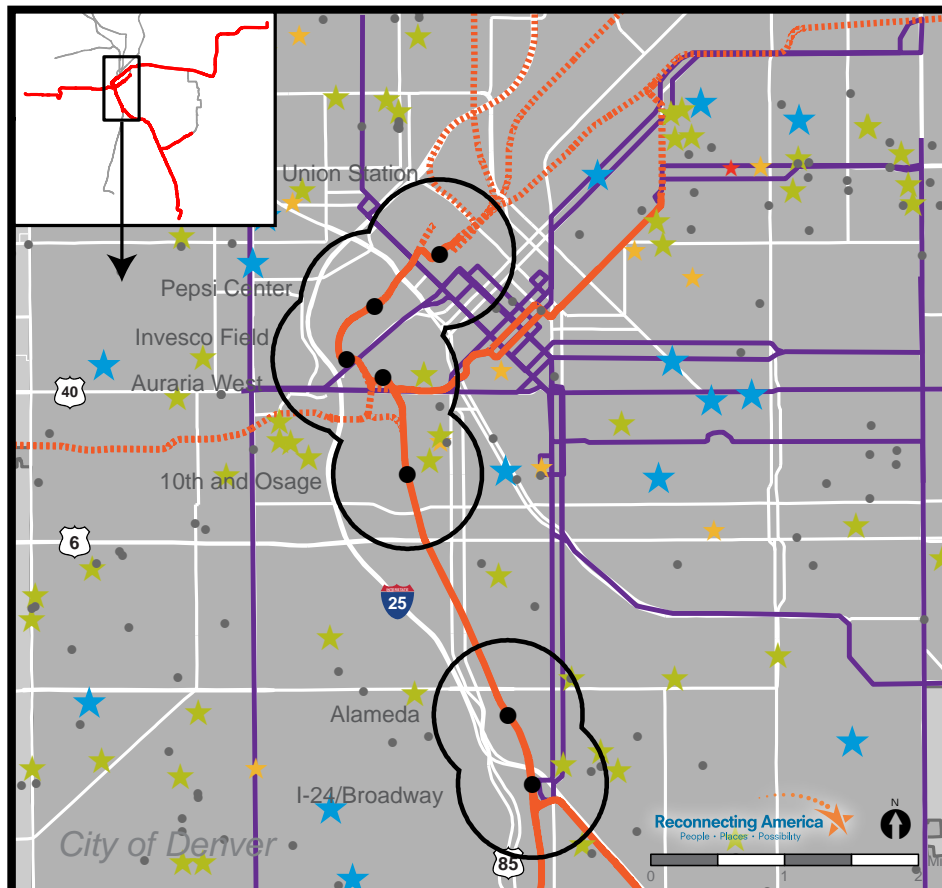


Figure D-22: Downtown Denver Employment by Industry Map



Downtown: Quality Preschools Metropolitan Denver Region

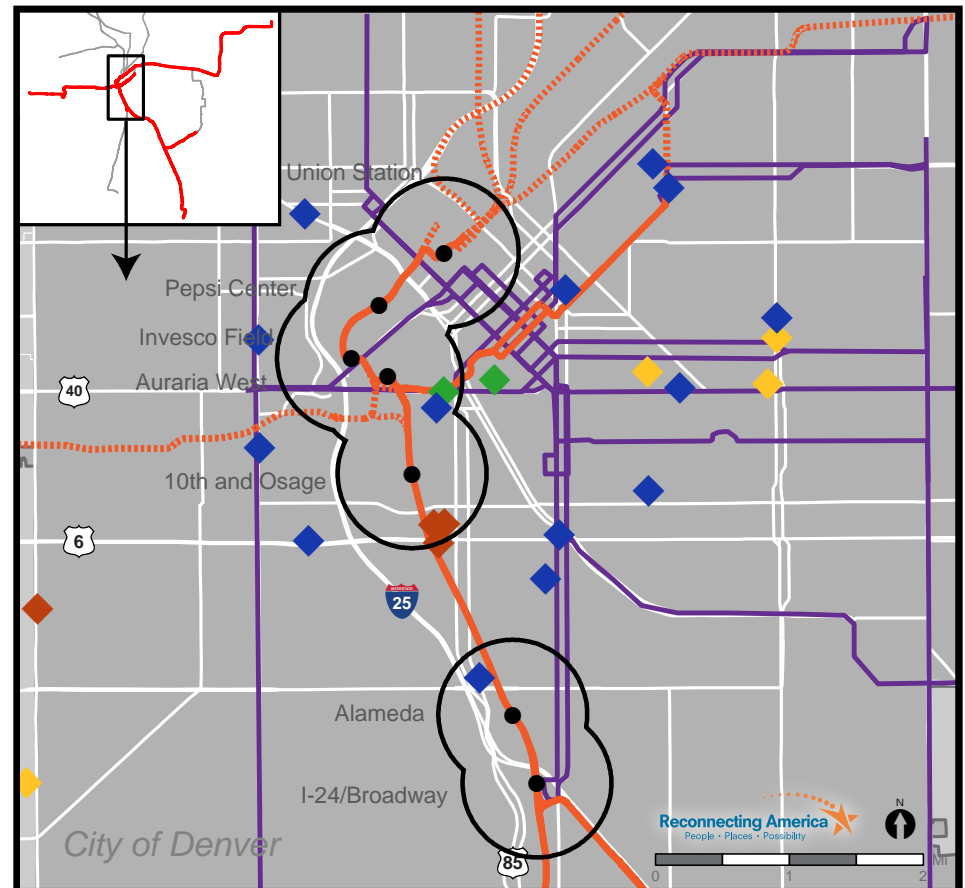
Legend

- Frequent Bus Service
- Existing Light Rail
- ⋯ Future Bus Rapid Transit
- ⋯ Future Fixed-Guideway Transit
- Major Roads
- City Boundaries
- Half mile around stations
- City of Denver

Preschool Ratings

- ★ Qualistar Rating 1
- ★ Qualistar Rating 2
- ★ Qualistar Rating 3
- ★ Qualistar Rating 4
- Qualistar Rating 5

Source: Qualistar Colorado



Downtown: Workforce Training Centers Metropolitan Denver Region

Legend

- Frequent Bus Service
- Existing Light Rail
- ⋯ Future Bus Rapid Transit
- ⋯ Future Fixed-Guideway Transit
- Major Roads
- City Boundaries
- Half mile around stations
- City of Denver

Providers

- ◆ Community Based Organization (CBO)
- ◆ CBO / Adult Education Provider
- ◆ Community and Technical College
- ◆ Industry Training Provider

Source: Community College of Denver

Figure D-23: Downtown Denver Quality Preschools Map

Figure D-24: Downtown Denver Workforce Training Centers Map